

# Building a Healthy Economy in the North Slokan Valley

## **FINAL REPORT**

March 2010

Hosted by:  
**Healthy Housing Society**

Funding by:



Report by:

mike stolte + associates

# Building a Healthy Economy in the North Slokan Valley

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## Summary

*Building a Healthy Economy in the North Slokan Valley* is an initiative to identify and take action on promising opportunities that help to build healthy, resilient communities in the North Slokan Valley (Enterprise Creek to Hills). The project, overseen by the Healthy Housing Society and a broad-based advisory committee, hired consultant Mike Stolte (Mike Stolte & Associates – [www.mikestolte.com](http://www.mikestolte.com) - [mstolte@theCIEL.com](mailto:mstolte@theCIEL.com)) in the Fall of 2009 and early 2010 to solicit public feedback through a number of mechanisms (survey, stakeholder interviews, etc.) as a means of generating ideas for economic, business and community development. The project hoped to identify two to four promising ideas into which the community could direct its collective energy. The process was funded by the Columbia Basin Trust.

The report is a summary of the project, key results and outcomes.

## Community Voting – VOTE I

Below is a list of the short-listed projects that were subject to votes at the February 4<sup>th</sup> meeting. Meeting participants were given 5 votes each to identify their priorities and select actions that they were interested in investing their time and energy into. The results are presented below with the number of votes listed for each.

Following this priority-setting exercise, participants formed eight discussion groups in order to assess the viability – a ‘Reality Check’ (see body of report for more detail) - of the eight courses of action that garnered the most votes (see top eight actions shaded in yellow).

VOTES	Sustainability & Wellness	VOTES	Marketing, Business & Education	VOTES	Industry & Energy
34	☞community greenhouse	45	☞educational centre (arts, env., rural living, etc.)	29	☞value added uses for wood
1	☞community freezer	22	☞targeted recruitment of families/ students	26	☞forest interface thinning
8	☞fruit processing	6	☞Roger Brooks tourism report implementation	24	☞community power project
21	☞seniors care services	6	☞welcoming committee		
8	☞wheelchair accessible community	14	☞business resource centre		
14	☞spa and wellness centre				
10	☞showcasing green living				
39	☞grocery-co-op				

## Community Voting - VOTE II

Each of the groups performing the 'Reality Checks' on the eight short-listed actions were asked to make a short summary presentation back to the whole group. Following each of the presentations, each session participant was asked again to vote on their top choice of action(s). Three (3) votes were given to each participant in this round.

	Votes	Project
1	19	community greenhouse
2	18	educational centre (arts, env., rural living, etc.)
3	18	grocery-co-op
4	11	seniors care services
	10	forest interface thinning
	10	community power project
	9	targeted recruitment of families/ students
	8	value added uses for wood

The four actions garnering the most votes in the second round are shaded in yellow.

## Next Steps

All participants were asked to sign up for the action group that most interested them. An interim leader/chair & a next meeting date for each action was also selected.

## Objectives of Project

The objectives of the project are:

1. Identify strategies and projects that will build a healthy economy in the North Slocan Valley through a:
  - a. community meeting (early November),
  - b. survey,
  - c. series of interviews with stakeholders,
  - d. review of past studies (OCPs, etc.)
2. Help to launch some priority projects to move forward on (second community meeting in February 2010)

## Project Guided by

The project has a broad-based steering committee made up of representatives from:

- Village of New Denver,
- Village of Silverton,
- Area H North,
- Chamber of Commerce,
- Slocan Valley Economic Development Commission,
- Arrow and Slocan Lakes Community Services,
- the trades
- Healthy Housing Society

## The First Community Meeting – November 2009

More than 80 people attended this public meeting at Silverton Hall. It was advertised in the Valley Voice and in other local media. This report contains highlights from some of the presentations as well as a summary of the three questions answered in the group activities (See Appendix III).

## Agenda

Thursday November 4th, 7-9:30 pm – Silverton Hall

Time	Agenda Item	Lead
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7:00-7:20	Introductions, Overview & Objectives of Session	Jan McMurray & Mike Stolte
7:20-8:00	Where we are – Demographic & Economic Context, OCPs & other Studies, Current Thinking on Economic Development	George Penfold & Mike
8:00-9:15	Identifying: <ul style="list-style-type: none"> <li>▪ Economic Drivers</li> <li>▪ Untapped Opportunities</li> <li>▪ Project Ideas</li> </ul> Small Group Work & Report Back to the Whole (there will be a short Break during this session)	Mike
9:15-9:30	Next steps, Check-out & Conclusion	Mike & Jan

### Objectives of the First Session

- Inform participants of the project background, the context of the area, current thinking on economic development & the process
- Instil a sense of shared responsibility for the economic future of the North Slokan Valley
- Initiate a broad conversation on what constitutes a healthy economy in a safe forum
- Be inclusive of all segments and sectors of the community
- Identify key future drivers of future economic activity
- Identify untapped community, business and economic development opportunities
- Generate project ideas
- Use forum as a springboard for establishing 1-3 economic development priority areas or projects (in early 2010 session)

### Top 5 Community Values in Slokan Valley North

1. Clean air & water
2. Scenic beauty
3. Peace & quiet
4. Privacy
5. Country living

(Source: 2007 Survey of Slocan Valley North residents & property owners)

## Review of Official Community Plans (OCPs) for North Slocan Valley

- An OCP guides the future of a municipality clarifying broad objectives and policies
- Lays out guidelines for land use & municipal servicing requirements
- Foundation for all future land use decisions in a community
- Once approved, becomes a statutory bylaw

## Silverton OCP – Vision (by 2032) - Highlights

- The most desirable community in B.C.;
- Similar to Silverton today: a vibrant, unique village in transition from a resources based economy to an eco-tourism friendly community able to support citizens of all ages;
- A community that has a mixture of housing types, green spaces, safe roads and walkways, economic opportunities supported by modern communications, transportation infrastructure and a multi-generational community.
- A community that embraces and supports its Arts and Culture and Heritage.

## Silverton OCP – Guiding Principles

- Maintain the unique character and magic of Silverton.
- Protect the local environment.
- Encourage local self sufficiency.
- Promote a resourceful and diverse economy.
- Support the housing needs of the entire community.
- Encourage services that add value to the community.
- Let the public landscape reflect the heritage and historical spirit of the community.
- Make it easy and safe to get around.



## Silverton OCP 2008

1. Accommodate current and future citizens in a way that maintains and enhances the safety, accessibility and character of Silverton
2. Encourage a diversified and self-sufficient economy
3. Maintain and enhance local natural areas and parks
4. Create a village environment that reflects the community's unique character and spirit
5. Provide services that effectively support the diverse needs of the community
6. Develop safe and attractive transportation options

## New Denver OCP – New Denver VISION

- Beautiful
- Safe
- Healthy
- Friendly
- Ecologically sound
- Lake-front community

## New Denver Vision

- Safe and affordable housing;
- Public ownership and public management of the Slocan Lake foreshore and Carpenter Creek riparian area;
- A commercial core focused on 6th Avenue, and which provides a unique shopping experience for residents and tourists alike;
- Connections and links to resources, activities and assets outside the Village boundaries;
- A full range of health, educational, institutional and other social services within the municipal boundary.

## Growth Principles – New Denver

- To preserve open spaces, natural beauty and environmentally sensitive areas.
- To support new development within areas where existing infrastructure has capacity to service the development before developing new infrastructure.
- To provide opportunities for walking, cycling, kayaking, canoeing and sailing as alternatives to carbon-fuel based transportation.
- To promote new development or redevelopment that shall strive to be sustainable and sympathetic to the community character.
- To see that new and redevelopment utilizes green technology wherever possible.
- To encourage citizens to be active in community life and decision-making.
- To encourage land use that promotes local food security.
- To encourage the development of a comprehensive management plan for Slocan Lake.

### **OCP Area H North – Guiding Principles**

- Sustainable community/ stewardship – ecosystem approach
- Attractive, liveable and affordable
- Public involvement
- Respect
- Public access (Slocan Lake, Summit Lake, Crown Land)
- Support existing & new business (promote new business opportunities, protect critical areas of economic enterprise)
- Healthy local economy
- Foster unique, strong community identities
- Collaboration, cooperation & partnerships (synergies and linkages)
- Infrastructure maintained and expanded in a realistic and affordable manner
- Safety
- Minimize bureaucracy and regulation

### **Area H North - Economic Goals**

- Orderly level of growth to protect rural sense of community (no large tax increases)
- Promote area's unique character
- Ensure home-based business opportunities

- Build upon area's cultural & environmental heritage features
- Promote & enhance local food production (through protection of agricultural lands, education and marketing support for local producers)

### **Area H North - Other Goals (Environmental & Social)**

- Protect & enhance unique 'community character'
- Protection & enhancement of cultural, spiritual and heritage values
- Development to be compatible with community values (e.g. scenic vistas, green space, privacy, quality of life, low pop'n density, rural ambience)
- Encourage community self-sufficiency
- Carbon neutrality; retention of green space

### **Other Relevant Studies Reviewed**

#### **Rural Economic Development Team (RED) Team of the CBT (circa 2002)**

- Long term priority for development of educational tourism (art, theatre, and music)
- Need for targeted, quality marketing

#### **Business Vitality Index (Entrepreneurial Capacity Test for Communities) for Silverton/ND 2002**

- Safe, friendly, environmentally clean, Beautiful, wide range of recreational activities
- Very high scores for quality of life (one of 10 categories) but frustration there was still a net out-migration
- Vibrancy
- School & hospital as catalysts
- Many eclectic individuals
- Although desirable, not seen as desirable to important 25-34 age group

- 4.5:1 positive to negative ratio of words to describe community
- Short on training opportunities
- Few opportunities to access innovation, innovative ideas, or forums on innovation

### **BVI High Scores**

- Quality of Life
- Opportunities & attitudes
- Infrastructure & Business services

### **BVI Low Scores**

- Communications & connectivity
- Innovation
- Education & training
- Capital, Access to capital

### **BVI Silvertown/ND – 2002 – Top 4 Actions**

- “Buy local” campaign,
- Regular networking sessions among businesses and community groups,
- a “Did You Know” citizen ambassador program
- Joint marketing sessions between & among businesses

### **Community Tourism Assessment for Slocan Lake (Destination Development – Roger Brooks) – 2006**

- The more you have to offer, collectively, the further people will come and the longer they will stay.
- Overnight visitors spend three times that of day visitors (you need 4 hours worth of stuff to do)
- You are far more effective as one loud voice than a number of small single voices.
- “The Story Telling Capital of the Kootenay Rockies” (use regional brand vs. confusing West Kootenay)
- Nikkei Centre, Japanese Kohan Gardens, museum, other historical attractions
- “Tell engaging stories, don’t display artefacts”

- Develop interpretive displays (accompanied by art if possible), allow for self-guided tour

## **Other Economic Development Information**

### **Economic Development 101**

- “The best chance of survival for the human race is self-reliant local development.”  
John Bryden, President, International Rural Network at the 2009 OECD Rural Development Conference
- “Rural communities can only succeed if they harness their community entrepreneurs: those individuals who work to build the community's bottom line”  
Mike Stolte, Canadian Rural Revitalization Foundation (CRRF) President - address to 2006 Think tank on the Future of Rural Canada

### **OECD – Only 3 strategies that work for rural economic diversification**

1. Innovation (sharing knowledge, linking business to info & assistance, productivity improvement, new products & services)
2. Building Human Capital (training & education)
3. Cluster Development (helping related businesses gain from collaboration)

### **Most effective economic development strategies in rural (Center for Rural Entrepreneurship [CRE] – based out of Nebraska)**

- Business Retention & Expansion (BR + E)
- Entrepreneurship (e.g. Business Vitality Initiative – BVI)

“Entrepreneurship should be the bedrock for economic development. Creating an entrepreneur-friendly community also makes it easier to attract & retain industry and other businesses.”

### **Group Exercises from First Session** (See Appendices for Results)

#### **Identify:**

1. Economic Drivers (10 years out)
2. Untapped Opportunities
3. Project Ideas

## The Second Community Session – February 2010

More than 60 people attended this public meeting at Silverton Hall. It was advertised in the Valley Voice and in other local media. This report contains highlights from the presentation as well as a summary of the activities to select 2-4 projects.

### Agenda

Thursday February 4<sup>th</sup>, 7-9:30 pm – Silverton Hall

Time	Agenda Item	Lead
7:00-7:20	Introductions, Overview & Objectives of Session	Jan McMurray & Mike Stolte
7:20-7:45	<ul style="list-style-type: none"> <li>Description of Short-listed Projects</li> <li>VOTE I</li> </ul>	Mike
8:00-9:15	<ul style="list-style-type: none"> <li>Selection of Top 6-8 Projects</li> <li>Perform Reality Check on them in Action Teams</li> <li>Report Back</li> <li>VOTE II</li> </ul>	Mike
9:15-9:30	<ul style="list-style-type: none"> <li>Reassemble with Action Teams</li> <li>Choose Interim Chair, Next steps, next meeting</li> <li>Check-out &amp; Conclusion</li> </ul>	Mike & Jan

### Objectives of the Evening

- Report back
- Shortlist economic development priority projects
- Perform 'Reality Checks' on top projects
- Get action teams going on top projects

### Broad Themes

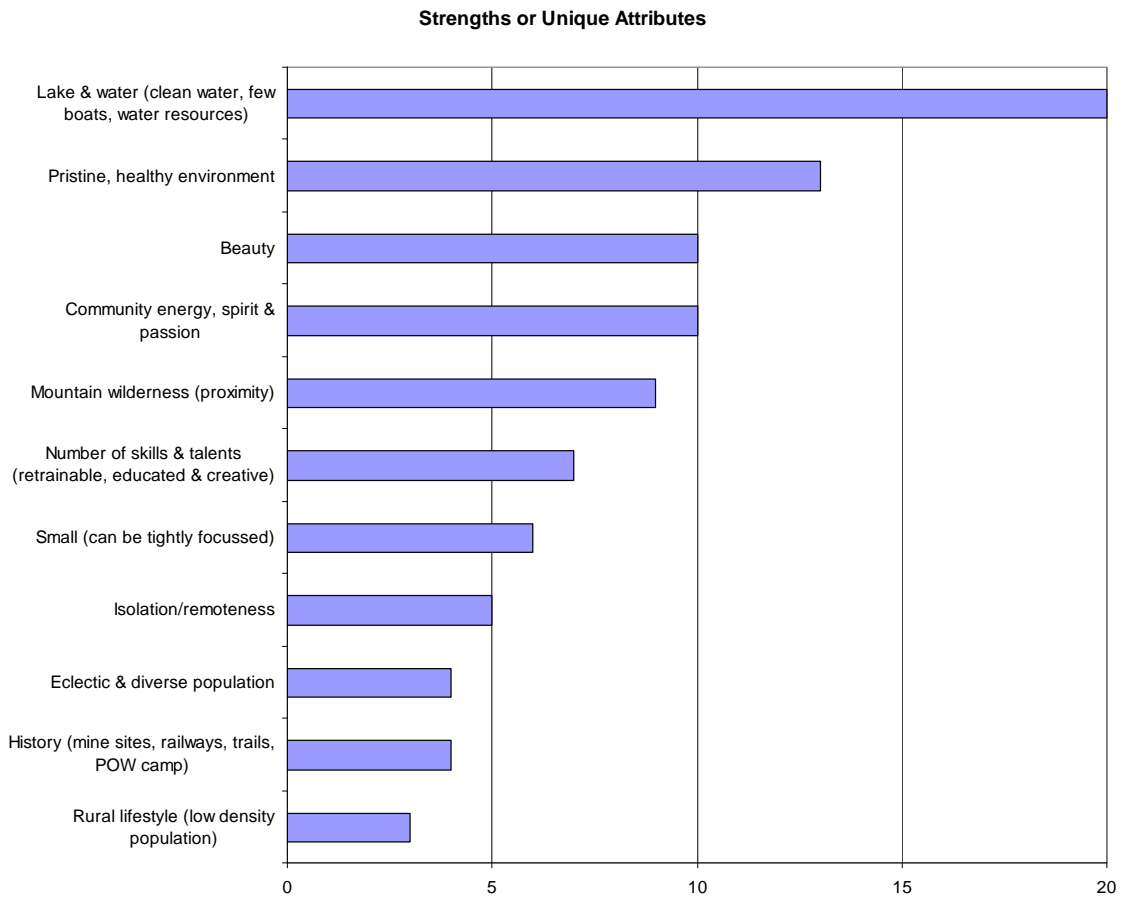
Below are the broad themes expressed from the data (survey [available on-line and through the Valley Voice], a review of studies, stakeholder interviews, community meeting in November):

- Self-reliance
- Build on what's here – pristine lake, eclectic, energetic population
- Green/Green village
- Aging
- More local knowledge sharing cooperative ventures
- Healthier, holistic, slower, authentic
- Better connection of dots
- Focus on quality of food, water & rest



Below is a summary of results from the 35 completed surveys (see Appendix II for more detail).

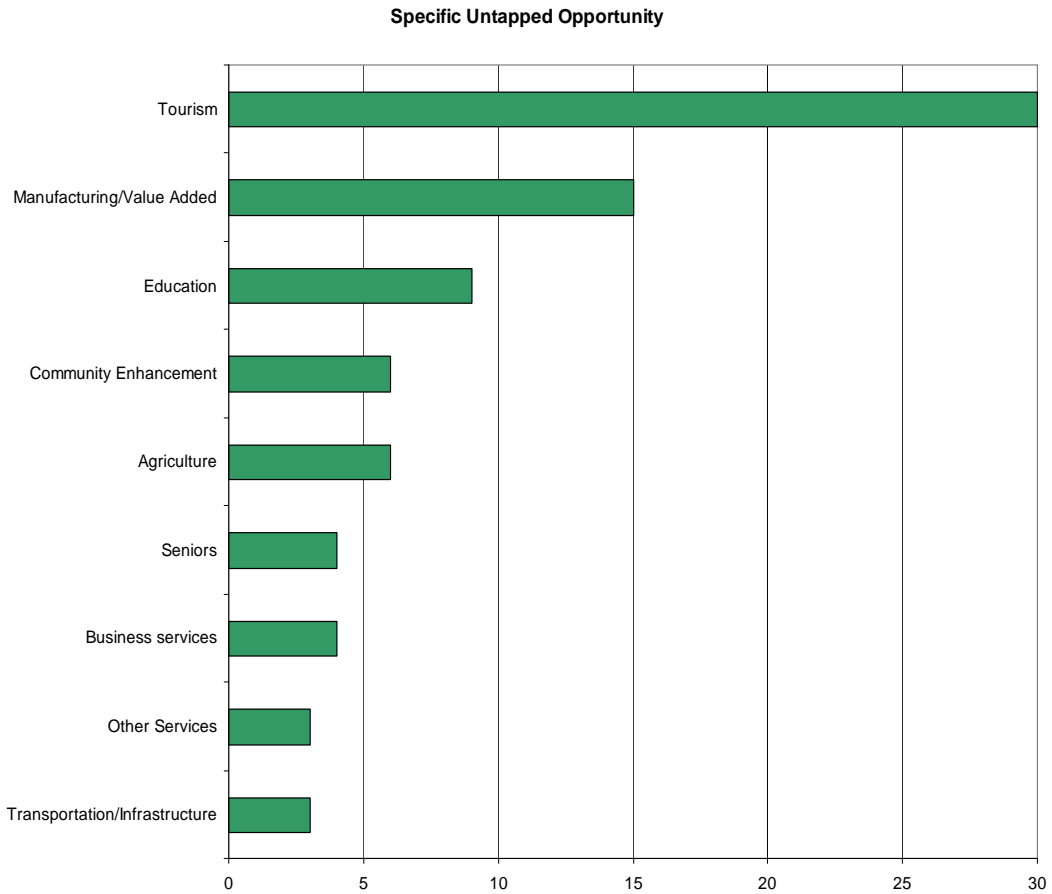
## Greatest Strengths or Unique Attributes



# Untapped Opportunities

## Top 3

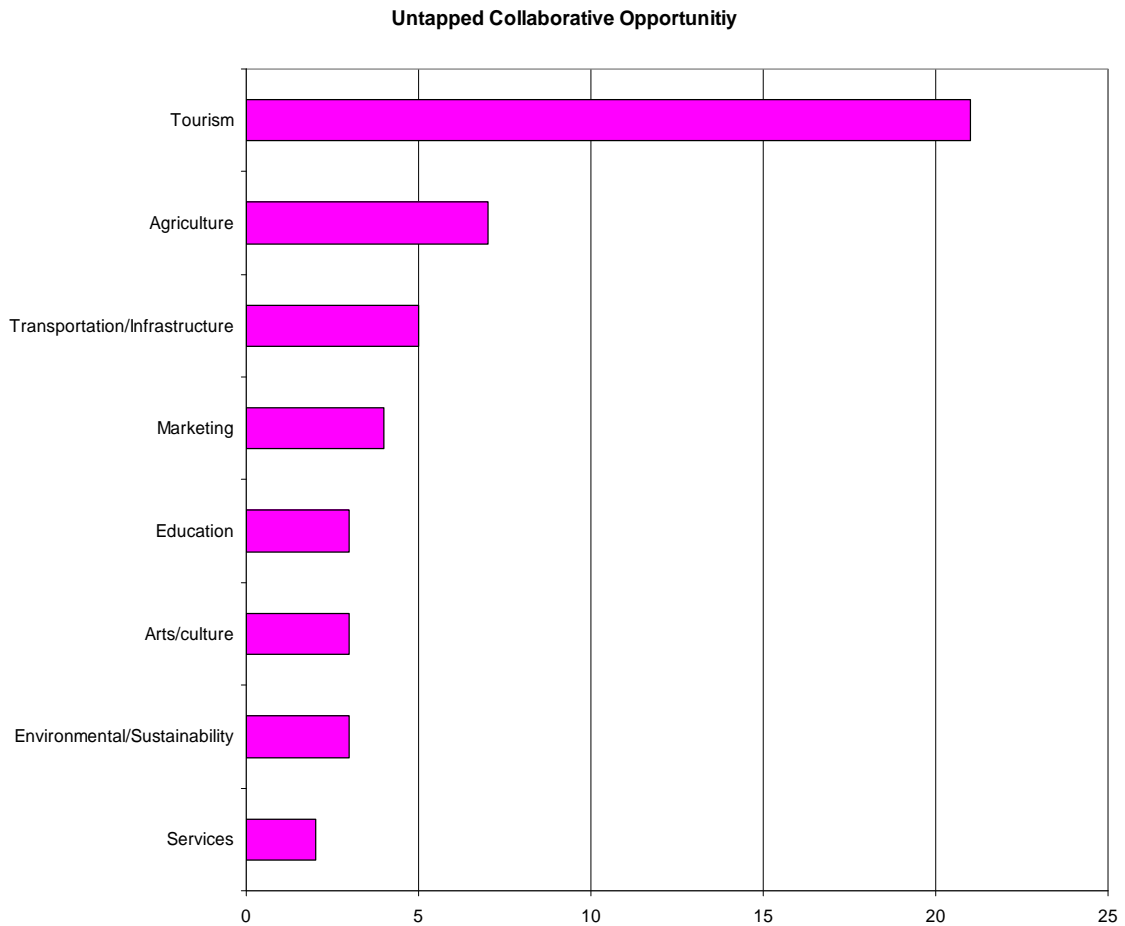
1. Tourism
2. Manufacturing/ Value Added
3. Education



## Collaborative Opportunities

### Top 3

1. Tourism
2. Agriculture
3. Transportation/ Infrastructure

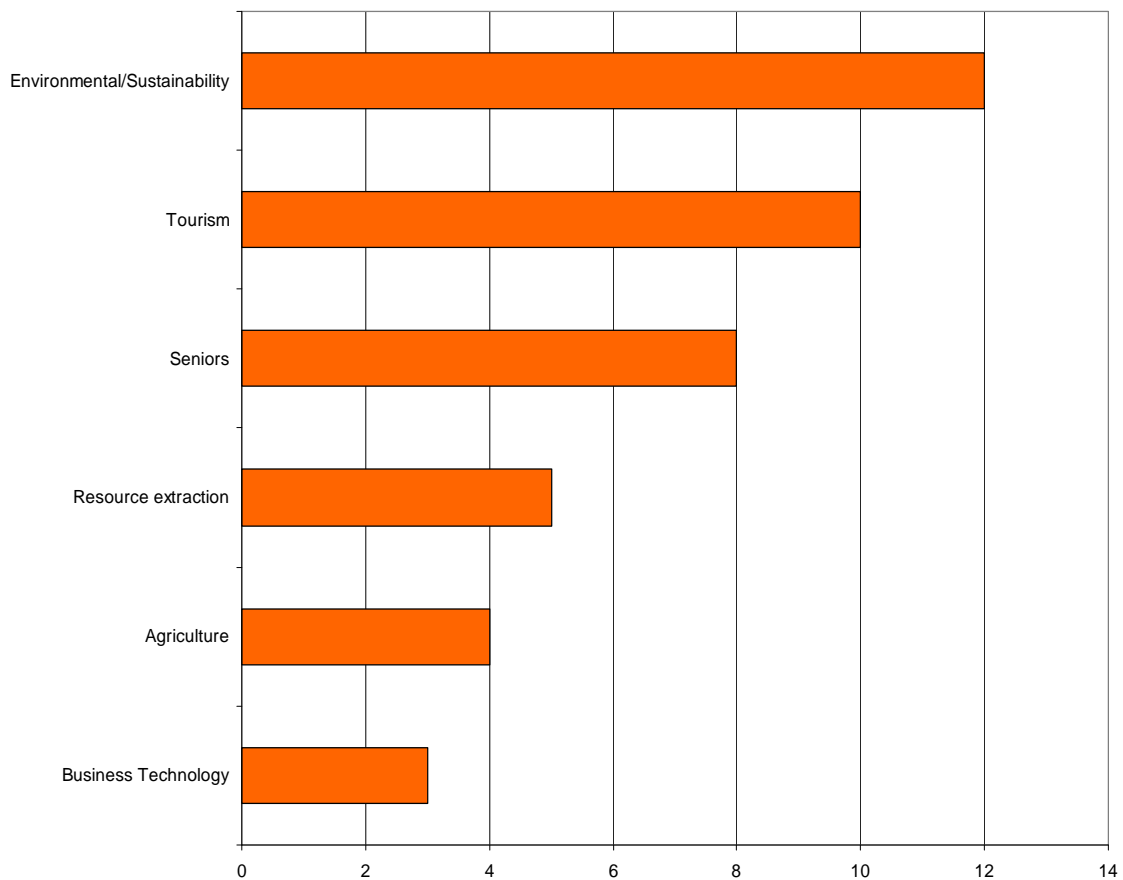


## Economic Drivers

### Top 3

1. Environmental/ Sustainability
2. Tourism
3. Seniors

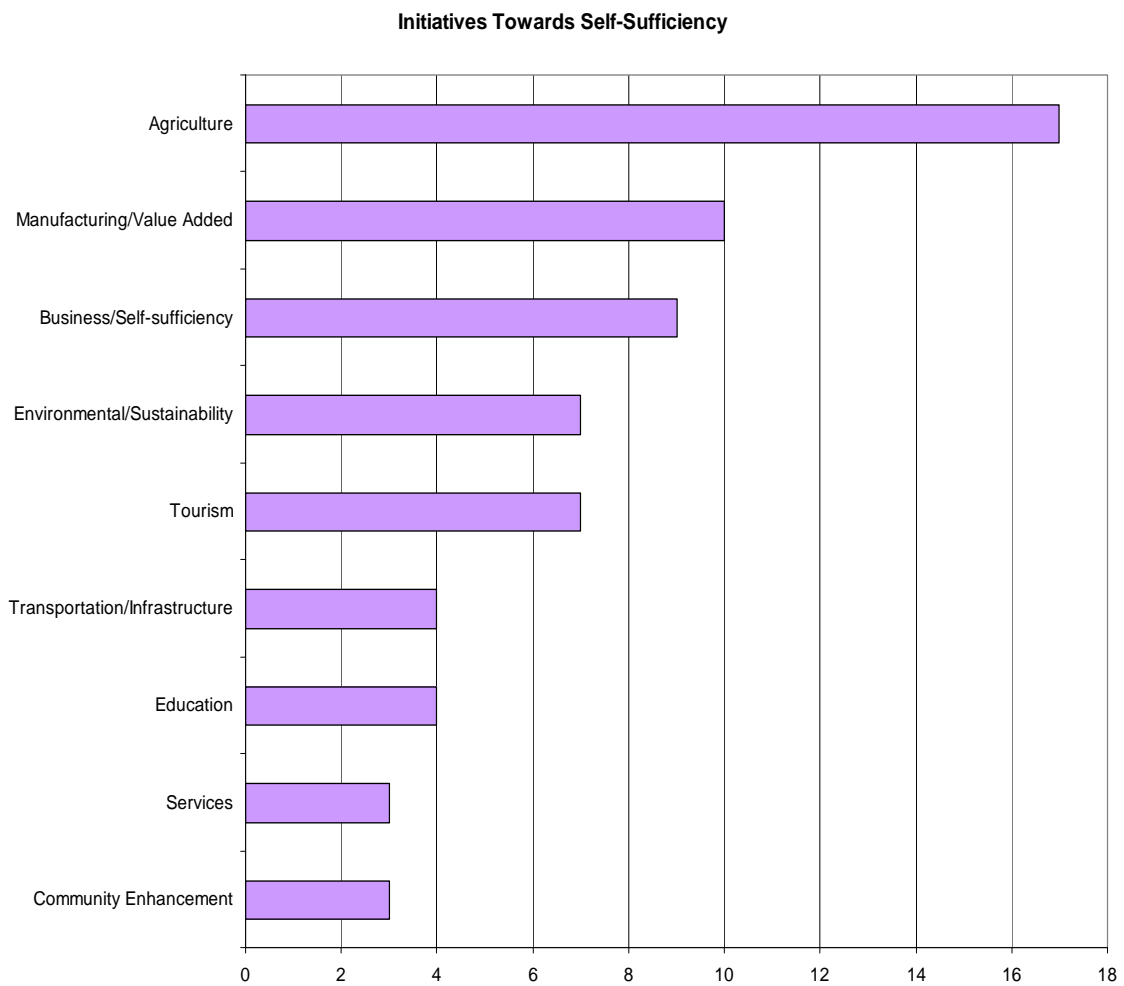
Drivers over Next 10 Years



## Best Initiatives Towards Self-sufficiency

### Top 3

1. Agriculture
2. Manufacturing/ Value Added
3. Business/ Self-sufficiency



## Projects - Criteria for Selection

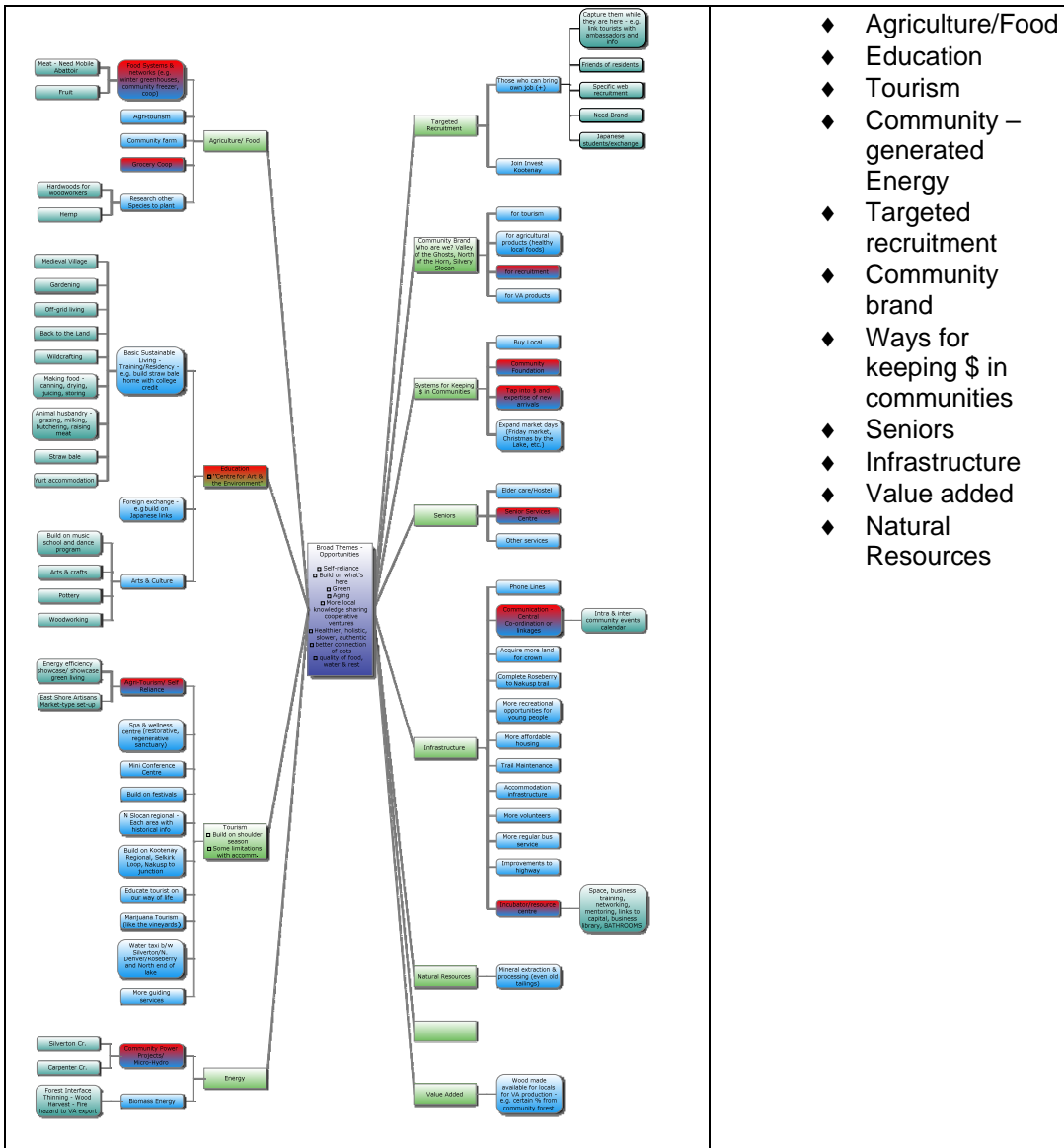
The objective of the *Building a Healthy Economy in the North Slokan Valley* project is to identify 2-4 projects that the community could unite behind to bring to fruition.

In considering the dozens of ideas presented through various forums (e.g. survey, stakeholder interviews, etc.), Mike tried to employ a combination of the criteria employed below to short-list to a dozen or so projects that the community would then vote on:

- Biggest bang for buck - \$ or jobs
- Most community energy around project
- Low hanging fruit (vs. big long-term)
- Where there might be funding to move idea along
- Alignment with OCPs & regional priorities
- Long-term resiliency
- Community driven vs. one entrepreneur vs. large (outside) investor

# Mind Map of Projects

The consultant has tried to categorize possible projects into a number of Key Areas seen below through this mind map. They are also listed in the right hand column (ranking from top to bottom - taking into account the consultant's perceived reading of community energy and interest as expressed through surveys, interviews, etc.).



- ◆ Agriculture/Food
- ◆ Education
- ◆ Tourism
- ◆ Community – generated Energy
- ◆ Targeted recruitment
- ◆ Community brand
- ◆ Ways for keeping \$ in communities
- ◆ Seniors
- ◆ Infrastructure
- ◆ Value added
- ◆ Natural Resources

## Possible Projects

The consultant presented a list of a dozen possible projects to the Advisory Committee in January, listing those projects that seemed to have the best combination of success factors (see criteria for selection). The Advisory Committee added several projects.

The list of possible projects was divided into 4 groupings when presented at the Feb. 4<sup>th</sup> community meeting to facilitate better community understanding. At the meeting, Mike made a very brief description/explanation of each project. Advisory Committee members were asked to add relevant information if necessary.

Sustainability & Wellness	Marketing, Business & Education	Industry & Energy	Projects where there's already some momentum/ things going on*
<ul style="list-style-type: none"> <li>◆ community greenhouse</li> <li>◆ community freezer</li> <li>◆ fruit processing</li> <li>◆ seniors care services</li> <li>◆ wheelchair accessible community</li> <li>◆ spa and wellness centre</li> <li>◆ showcasing green living</li> <li>◆ grocery-co-op</li> </ul>	<ul style="list-style-type: none"> <li>◆ educational centre (for the arts, environment, rural living skills, agriculture)</li> <li>◆ targeted recruitment of young families and foreign students</li> <li>◆ Roger Brooks tourism report implementation</li> <li>◆ welcoming committee</li> <li>◆ business resource centre</li> </ul>	<ul style="list-style-type: none"> <li>◆ value added uses for wood</li> <li>◆ forest interface thinning</li> <li>◆ community power project</li> </ul>	<ul style="list-style-type: none"> <li>◆ community foundation</li> <li>◆ Rosebery-Nakusp trail</li> </ul>

\*not to be voted on – participants were asked to sign up if interested in being part of these projects



## Community Voting – VOTE I

All of the top projects/actions were posted on sheets of paper throughout the room. Participants were given 5 votes to identify their priorities and select actions that they were interested in investing their time and energy into. The results are presented below with the number of votes listed for each.

Sustainability & Wellness		Marketing, Business & Education		Industry & Energy	
VOTES		VOTES		VOTES	
34	☞community greenhouse	45	☞educational centre (arts, env., rural living, etc.)	29	☞value added uses for wood
1	☞community freezer	22	☞targeted recruitment of families/ students	26	☞forest interface thinning
8	☞fruit processing	6	☞Roger Brooks tourism report implementation	24	☞community power project
21	☞seniors care services	6	☞welcoming committee		
8	☞wheelchair accessible community	14	☞business resource centre		
14	☞spa and wellness centre				
10	☞showcasing green living				
39	☞grocery-co-op				

## Action Group Summary

Following the priority-setting exercise, participants formed eight discussion groups in order to assess the viability of the eight courses of action that garnered the most votes (see actions shaded yellow).

A 'Reality Check' exercise was conducted on each of the eight short-listed projects to help determine whether the projects had enough momentum to proceed.

The 'Reality Check' helped to determine:

- Purpose
- Commitment
- Leadership
- Time Frame
- Financial Feasibility
- Recommendations
- Next Steps

<b>Reality Check</b>	
<b>EDUCATIONAL CENTRE (Arts, environment, rural living skills, agriculture)</b>	
<b>Action Group Members:</b> Leah Main, Rachel Hughes, Analisa Azzopardi, Mike Dubreuil, Karen Dubreuil, Ana Pilsner, Mathew Fry, Paul Kolodziejczyk, Fran Wallis, Nikta B.	
<b>Question</b>	<b>Answer</b>
<b>Success</b> —Describe what the successful action might look like.	▪
<b>Purpose</b> – What is the main goal of this action?	Already happening—Valhalla Fine Arts, Lucerne, Silverton Gallery could be expanded to include other disciplines Green living needs a home Integrate Activities Use existing infrastructures, eventually build more
<b>Commitment</b> – Can we get commitment and energy from the town and community to undertake this? If not, what do we have to do?	Probably yes—with financial support Pilot Project—Ann, Rachel, Karen
<b>Leadership</b> – Who has the skills to lead (organizations, individuals)? 1 Who else do we need to involve to ensure success who isn't in the room right now?	Jay Buttle, Liza Ireland, Selkirk College
<b>Time Frame</b> – How long will it take to accomplish? Are there any political, economic or funding factors which might hurt/help the timing?	1 – 2 Years Need Inventory
<b>Finances/ Resources</b> – What, if any, financial resources do we need to tap into? Are there any organizations that can assist this action? Any other resources?	unknown
<b>Your recommendation</b>	Take action
<b>Next Steps</b>	

**Reality Check  
COMMUNITY GREENHOUSE**

**Action Group Members:** Emma Calles, Alicia Brookes, Margaret Hartley, Lane Haywood, Kevin Murphy, Mike Dubreuil & Karen, Fran Wallis, Leah Main, Nancy Guise, Mick Wilson, Nikta B.

Question	Answer
<b>Success</b> —Describe what the successful action might look like.	<ol style="list-style-type: none"> <li>1) Determine scale of project</li> <li>2) Determine feasibility of site, design, funding</li> <li>3) Need a business plan</li> </ol>
<b>Purpose</b> – What is the main goal of this action?	Food security—providing local food; extending the season of greens & other veggies, non-profit & for profit component; showcase the design—green heating source—geothermal?
<b>Commitment</b> – Can we get commitment and energy from the town and community to undertake this? If not, what do we have to do?	Participants willing to volunteer hours/wk.; willing to research innovative designs, use of geothermal (Emma); willing to lead (Mick for starters)
<b>Leadership</b> – Who has the skills to lead (organizations, individuals)? 1 Who else do we need to involve to ensure success who isn't in the room right now?	*need a manager to oversee Mick, Emma, Morgen, Margaret, Nikta, *Brenda Elder might be helpful; get the word out to attract others with skills. Contact potential landowners (e.g. Kay Costly) (Elderbee Greens)
<b>Time Frame</b> – How long will it take to accomplish? Are there any political, economic or funding factors which might hurt/help the timing?	Demonstration project at church lease for greenhouse Start small with one greenhouse and expand from there. Could be going within one year.
<b>Finances/ Resources</b> – What, if any, financial resources do we need to tap into? Are there any organizations that can assist this action? Any other resources?	Potential grants for green heating sources *geothermal* through RDCK, CBT as a source of funding. Plus—identify gaps, properties
<b>Your recommendation</b>	Take action
<b>Next Steps</b>	

**Reality Check**  
**NATURAL FOODS GROCERY COOP IN NEW DENVER**

**Action Group Members:** Heather Fox, Susie O'Donnell, Myles Berney, Catherine Allaway, Analisa Azzopardi, Linda Mennie, Susie Bodiun, Nancy Guise, Karen Dubreuil, Nikta B.

Question	Answer
<b>Success</b> —Describe what the successful action might look like.	
<b>Purpose</b> – What is the main goal of this action?	Continue service provided by Ann's Natural Foods—use buying power of Co-ops
<b>Commitment</b> – Can we get commitment and energy from the town and community to undertake this? If not, what do we have to do?	2 <sup>nd</sup> highest # votes (smallest group) - ongoing viable business - tenants
<b>Leadership</b> – Who has the skills to lead (organizations, individuals)? 1 Who else do we need to involve to ensure success who isn't in the room right now?	Store manager—paid position ) & part time positions) Board of Directors—volunteer
<b>Time Frame</b> – How long will it take to accomplish? Are there any political, economic or funding factors which might hurt/help the timing?	6 mo. + planning, fundraising Ann—Potential buyers, sore back!
<b>Finances/ Resources</b> – What, if any, financial resources do we need to tap into? Are there any organizations that can assist this action? Any other resources?	\$325,00 Capital Investment; \$40,000 Annual (NET) income Down Payment? 75k – 100k; 95 – 1—p. @ \$1,000 Financing? Operating? Ann Kootenay Co-op Co-op Structure
<b>Your recommendation</b>	Get more information
<b>Next Steps</b>	

**Reality Check  
SENIOR'S CARE SERVICES**

**Action Group Members:** Analisa Azzopardi, Karen Dubreuil, Sally Hammond, Randy Cofer, Lisa McGinn, Fred Fontaine, Nikta B.

Question	Answer
<b>Success</b> —Describe what the successful action might look like.	<ul style="list-style-type: none"> <li>• Housing</li> <li>• Education</li> <li>• Services</li> <li>• Recruit seniors as volunteers</li> <li>• Recreation</li> </ul>
<b>Purpose</b> – What is the main goal of this action?	Enhance services/programs Attract seniors directly <ul style="list-style-type: none"> <li>- younger family may follow</li> </ul> create employment for juniors
<b>Commitment</b> – Can we get commitment and energy from the town and community to undertake this? If not, what do we have to do?	Yes, probably, based on demonstrated attendance at meeting <ul style="list-style-type: none"> <li>- harvest top skills</li> </ul>
<b>Leadership</b> – Who has the skills to lead (organizations, individuals)? 1 Who else do we need to involve to ensure success who isn't in the room right now?	People who have been involved in recent seniors housing discussion
<b>Time Frame</b> – How long will it take to accomplish? Are there any political, economic or funding factors which might hurt/help the timing?	ongoing making little steps consider senior's interest/needs in every project
<b>Finances/ Resources</b> – What, if any, financial resources do we need to tap into? Are there any organizations that can assist this action? Any other resources?	Work with existing programs
<b>Your recommendation</b>	Take Action
<b>Next Steps</b>	

<b>Reality Check</b> <b>TARGETTED RECRUITMENT – YOUNG FAMILIES/FOREIGN STUDENTS</b>	
<b>Action Group Members:</b> Jan McMurray, Nadine Raynolds, Danika Hammond, Analisa Azzopardi, Elly Scheepens	
Question	Answer
<b>Success</b> —Describe what the successful action might look like.	<ul style="list-style-type: none"> <li>• Create Webpage</li> <li>• Advertise at events such as Garlic Fest</li> <li>• Use contacts that people have e.g. friends &amp; family outside area</li> </ul>
<b>Purpose</b> – What is the main goal of this action?	Increase population; get younger people & kids to move here. Keep school open. Need more people to create quality of life.
<b>Commitment</b> – Can we get commitment and energy from the town and community to undertake this? If not, what do we have to do?	A) Probably not B) Could create a webpage
<b>Leadership</b> – Who has the skills to lead (organizations, individuals)? 1 Who else do we need to involve to ensure success who isn't in the room right now?	Backed out Healthy housing society
<b>Time Frame</b> – How long will it take to accomplish? Are there any political, economic or funding factors which might hurt/help the timing?	Six months Address getting seed money to get started; it's cheap to build a webpage. People are networking
<b>Finances/ Resources</b> – What, if any, financial resources do we need to tap into? Are there any organizations that can assist this action? Any other resources?	CBT grant. Univ. co-op programs with foreign students PAC community Services Gov't employee grants
<b>Your recommendation</b>	
<b>Next Steps</b>	

**Reality Check**  
**VALUE-ADDED USES FOR WOOD 29 votes; 3 people at table**

<b>Action Group Members:</b>	
<b>Question</b>	<b>Answer</b>
<b>Success</b> —Describe what the successful action might look like.	Community-owned forest tenure that supplies community members with wood & other forest products for them to create value-added products (grazing, mushrooms, food)
<b>Purpose</b> – What is the main goal of this action?	To generate employment woodworkers in community & spin-off industry—cedar bark for baskets & textiles
<b>Commitment</b> – Can we get commitment and energy from the town and community to undertake this? If not, what do we have to do?	We think that there are lots of people in the community who would meet us on this Pat & Sandy McCrory, Jim Rundle, Brynn Perry, Bob Dubreuil, Jose, Sean Butler, Craig Pettit, Wayne McCrory, Ken D, Jeremy Tichner, Herb Hammond, Joel Russ,
<b>Leadership</b> – Who has the skills to lead (organizations, individuals)? 1 Who else do we need to involve to ensure success who isn't in the room right now?	Leader?
<b>Time Frame</b> – How long will it take to accomplish? Are there any political, economic or funding factors which might hurt/help the timing?	A long time Political—Community Forest Licence or woodlot licence Private land— <u>Funding</u>
<b>Finances/ Resources</b> – What, if any, financial resources do we need to tap into? Are there any organizations that can assist this action? Any other resources?	Community forests - Nakusp, Slocan Valley, Kaslo, Harrop/Proctor, Provincial Community Forest Assoc.  Woodlot Owners, locally—Tom Bradley in Winlaw, & Peter McCallister in Kaslo, + provincial organization
<b>Your recommendation</b>	Get more information before starting
<b>Next Steps</b>	

**Reality Check  
FOREST INTERFACE THINNING**

**Action Group Members:** Alison Gale, Norbert Duerichen and Julia Greenlaw

Question	Answer
<b>Success</b> —Describe what the successful action might look like.	<ul style="list-style-type: none"> <li>• Fire safe Communities</li> <li>• Employment for community members</li> <li>• Feeds info and synergizes with value added education</li> </ul>
<b>Purpose</b> – What is the main goal of this action?	<ul style="list-style-type: none"> <li>• Protect the villages and home (property)</li> <li>• Best use of Wood</li> <li>• Create jobs—loggers, millers, ecoforester</li> </ul>
<b>Commitment</b> – Can we get commitment and energy from the town and community to undertake this? If not, what do we have to do?	<ul style="list-style-type: none"> <li>• The energy is here</li> <li>• The safety aspect will draw them in</li> </ul>
<b>Leadership</b> – Who has the skills to lead (organizations, individuals)? 1 Who else do we need to involve to ensure success who isn't in the room right now?	Need town councils and regional district Need a good eco forester. Red Mtn. Rd. residents association, SIFCo, Ministry (find synergy with value added forestry)
<b>Time Frame</b> – How long will it take to accomplish? Are there any political, economic or funding factors which might hurt/help the timing?	Ongoing every year. Could start this summer.
<b>Finances/ Resources</b> – What, if any, financial resources do we need to tap into? Are there any organizations that can assist this action? Any other resources?	Municipalities. Youth skills link. JOP, Financial synergies with education Centre, Kaslo interface committee (Kaslo Mayor, Greg Lay)
<b>Your recommendation</b>	Take Action; Get more information before starting
<b>Next Steps</b>	



**Reality Check  
COMMUNITY POWER PROJECT**

**Action Group Members:** Dave Good, Henry Hutter, Stuart Nelson, Wayne Switzer, Nadine R. (facilitating), \* CBT/Lynda says that greenhouses with geothermal power would be fundable (Good combination & collaboration project)

Question	Answer
<b>Success</b> —Describe what the successful action might look like.	<ul style="list-style-type: none"> <li>• Feeding other Projects</li> <li>• Options: run of river, geothermal, biofuel</li> <li>• Supporting other projects</li> </ul>
<b>Purpose</b> – What is the main goal of this action?	<ul style="list-style-type: none"> <li>- *Revenue for community—community foundation</li> <li>- Self-sufficiency with respect to energy/electricity</li> <li>- *Job creation</li> <li>- Cost savings/offsetting</li> </ul> <p>*Keep doors open to possibilities</p>
<b>Commitment</b> – Can we get commitment and energy from the town and community to undertake this? If not, what do we have to do?	<ul style="list-style-type: none"> <li>- Need to get more people involved (e.g. seasonal folks, retired, connections)</li> </ul> <p>Possibly a partnership with corp.</p>
<b>Leadership</b> – Who has the skills to lead (organizations, individuals)? 1 Who else do we need to involve to ensure success who isn't in the room right now?	Organized group of locals, incl. Some new individuals with skills & connections Same people at table (3)
<b>Time Frame</b> – How long will it take to accomplish? Are there any political, economic or funding factors which might hurt/help the timing?	Assess possibilities re: type of power— assess best option several years (3 – 5) start-up Assess/research run of river rights Many years for investment payoff Geothermal for greenhouse
<b>Finances/ Resources</b> – What, if any, financial resources do we need to tap into? Are there any organizations that can assist this action? Any other resources?	Council of Canadians (Golden geothermal project) Need outside assistance, investor
<b>Your recommendation</b>	Get more information before starting
<b>Next Steps</b>	Dave Good to convene meeting

## Community Voting - VOTE II

Each of the groups performing the 'Reality Checks' on the eight short-listed actions were asked to make a short summary presentation back to the whole group. Following each of the presentations, each session participant was asked again to vote on their top choice of action(s). Three (3) votes were given to each participant in this round.

	Votes	Project
1	19	community greenhouse
2	18	educational centre (arts, env., rural living, etc.)
3	18	grocery-co-op
4	11	seniors care services
	10	forest interface thinning
	10	community power project
	9	targeted recruitment of families/ students
	8	value added uses for wood

The four actions garnering the most votes in the second round are shaded in yellow.

### Next Steps

All participants were asked to sign up for the action group that most interested them. An interim leader/chair & a next meeting date for each action was also selected.

## Conclusion

Mike reiterated that the success of the selected actions and the communities' collective fates themselves is dependent on the energy that the community puts into it. The Healthy Housing Society has helped to facilitate the process to date but the action teams and the larger community now needs to ensure actions get carried out. Mike also stressed that there are many excellent ideas identified in the surveys and at the November community session (see appendices) which could be viable public or private enterprises.

He concluded the session with several quotes:

- “The future of every community lies in capturing the passion, imagination and resources of its people.” - **Ernesto Sirolli**
- “Perhaps the most important resource available to the entrepreneurial community is the personal initiative of the individuals who call it home”  
**Heartland Center** – “*The Entrepreneurial Community -- A Strategic Leadership Approach to Community Survival*”
- “We are the leaders we have been waiting for” - **Hopi Elder**

The Healthy Housing Society thanked everyone for attending.

# Appendices

## Appendix I – Attendance List Session II Feb. 4, 2010

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## Appendix II - Survey Responses (35)

**Question 1: What are the area's greatest strengths or most unique attributes? (list up to 3)**

Strength/attribute	Frequency of Response
Lake & water (clean water, few boats, water resources)	20
Pristine, healthy environment	13
Community energy, spirit & passion	10
Beauty	10
Mountain wilderness (proximity)	9
Number of skills & talents (retrainable, educated & creative)	7
Small (can be tightly focussed)	6
Isolation/remoteness	5
History (mine sites, railways, trails, POW camp)	4
Eclectic & diverse population	4
Rural lifestyle (low density population)	3
Not dependent on single industry (diverse economy)	2
No cell phone service	2
Minerals & precious metals resources	2
Galena & other trails	2
Clean air	2
Wood available for value added	1
Well educated population	1
Underdevelopment	1
Stress-free/Laid back	1
Schools (K-12)	1
Resilient with respect to the climate	1
Potential resources	1
Outdoor activities	1
No Tim Hortons	1
Mild climate	1
Medical services	1
IPP Potential	1
Great summer weather	1
Friendliness	1
Forward thinking	1
Established communities	1
Abundant fibre	1

**Question 2: What is a specific untapped community, business or economic development opportunity [e.g. export-based, service-oriented business, ecotourism] for the North Slokan Valley (Enterprise Creek to Hills)? (list up to 3)**

**1) Tourism** [30 responses in this category]

- Ecotourism [7 respondents]
  - (linked to markets outside North America)
  - lake and alpine country
- Good cross-country ski and snow-shoe trails.
- Winter tourism ("soft" i.e. skiing, boarding etc)
- Sight-seeing on the lake: Petroglyphs/Sight-seeing in the mountains: old mine sites, mountain hikes
- Lake recreation/ fishing year round, and water sports Things for tourists to do - guided hikes, boat tours, Idaho Peak
- Hot Springs up Wilson Lake Road
- There is no real acknowledged guide to take people on hikes, lake tours, historic sites. people like to have guided outdoor adventures
- Mountain biking
- More historic tours
- Historic Mine Tours
- More camping and low impact ways of people coming here
- Motorcycle friendly camping grounds
- Elderhostel activities
- More signage - to the Retallack Cedar Forest
- Human powered tourism: sports trails network connecting all the areas and several accommodations with B&Bs and cottage-based businesses. This includes a lake ferry to connect with Slocan City and the Heritage Rail Trail south. bicycle, X-C ski, walking
- A steam powered/solar paddle wheeler
- Educational tourist ventures [also listed under 'Education']
- Edu-tourism: activities for people to do where they learn about the environment while being in the environment [also listed under 'Education']
- More/better tourism services, (accommodations, restaurants, recreational opportunities)
- Different services to take advantage of the growing bike, motorcycle and other rubber tire traffic. Some of the infrastructure is here. People need incentives to develop them.
- A large scale convention/meeting/community/arts centre to get all season inflow of visitors
- Services/Tourism: A 'green' (for the purpose of being sustainable into the future and to attract customers) retreat/school/convention centre for hosting 200 people



- A facility (hostel) for professional mountain guides to work out of
- Destination visits for people to get married here, or other family events such as reunions

## **2) Manufacturing/Value Added** [15 responses]

- Value added wood resource manufacturing: 1. roof trusses, 2. pre-fab homes, #. break-down furniture like IKEA
- Value-added wood working
- Wood product manufacturing
- Specialty wood products - value-added products
- Sustainable forestry
- Primary production/export-based: Value-added fabrication of a practical wood product that enables people to live more sustainably (i.e. Ecozy modular housing)
- Stephan Martineau
- Use of local materials for housing
- With timber we have potential wind/hydro power, why not innovative environmental building and alternative energy projects? Why not combine with the above in a demonstration building?
- Using recyclables (cardboard, paper, etc.) for local remanufacturing
- Local hydro development
- Value-added rock mineral activity
- Locally made products that lack an avenue to reach a broad market
- Bottled water (no international sales)
- Manufacturing highly unique sturgeon nosed canoes--virtually none on the market. traditional to the Kootenays 15,000 years

## **3) Education** [9 responses]

- Provincially run chef training school
- A centre for intellectual development in science, the arts, and philosophical study and discussion
- Training/education center for tourism/hospitality
- Specialized high school focused upon outdoor ed.
- Post secondary educational institution
- Outdoor education
- Educational tourist ventures [also listed under 'Tourism']
- Edu-tourism: activities for people to do where they learn about the environment while being in the environment [also listed under 'Tourism']
- Education

## **4) Agriculture** [6 responses]

- Animal grazing, manure creation
- Raising livestock for local meat and dairy
- Experimental organic farm/winter greenhouse operated alternate power (our group idea)
- Turning our (pumped) sewage sludge into composted soil

- Community greenhouse--more local food
- Agriculture

**5) Community Enhancement** [6 responses]

- Water slide at Silverton resort
- Coop restaurant (s)
- Produce market
- Dinner restaurant
- Restaurant?
- Evening restaurant and/or lounge; somewhere nice to hang out in the evening

**6) Business** [4 responses]

- Home based business
- Internet based home businesses
- Home based remote business
- Joined up thinking with existing businesses and enterprises.

**7) Seniors** [4 responses]

- Services for the elderly/aging
- Seniors housing [3 respondents]
  - There are homes in Campbell River that four people share, but larger places - 10 rooms with kitchen and staff etc would work. In Kimberley someone renovated an old hotel to Seniors

**8) Transportation/Infrastructure** [3 responses]

- Community bus line between here and Revelstoke and Vernon
- Coordinated network of well marked trails to historical and natural sites, for different forms of transportation and all levels of athletic abilities
- User friendly trails and roads

**9) Environmental/Sustainability** [3 responses]

- Green village concept working towards as self-sufficiency model with educational/economic opportunities.
- Low impact and sustainable small industry, especially wood related.
- Self-sufficiency in food

**10) Services** [3 responses]

- Home care service
- New Denver and area should tap into 'niche marketing.' One idea that I've discussed with Rob Farrell (Wilds of Canada Cycle), Isy Schuman (Cabins on Bigelow Bay) - therefore would tie into existing businesses - is becoming a 'wheelchair-friendly town.' We already have people wheelchair bound, and if we

know that our town is 'senior heavy,' it would suit the local population and the many baby boomers and retiring tourists/potential residents. The infrastructure requirements for towns and businesses is ramps sidewalk reductions, and it would be wonderful to have the Molly Hughes trail/Rails to Trails adapted (fine crush gravel/partial paving) to allow those with limited mobility access to 'wilderness' and one of the most beautiful lakeshore trails in the world! Disabled sports could be facilitated, including the Summit Lake ski Hill adapting T-bars. (Maybe even the 'snow bike' business could be disabled adapted!

### **11) Arts**

- Local artistic creativity

### **12) Resource Extraction**

- Mining

### **Other Ideas**

- Education, art/outdoor/sustainability
- Holiday oriented products. Tourists want to shop. Shopping opportunities should be expanded.
- Market gardens/hobby farms; more artisan products
- Import replacement
- Need a crystal ball to see what's coming
- Enthusiasm
- First of all we need to convince the locals that profit is not a dirty word and people need jobs
- Providing local access to products we have to go to Nelson for. (general store section at Irlly Bird) Where can I buy guitar string or art supplies locally. Create an industrial zone, expand home business opportunities, home based collectives..."invisible" factories.

**Question 3: What is an untapped collaborative opportunity within the region (e.g. partnering with neighbouring areas or municipalities such as Slocan, south Slocan Valley, Nakusp & area, Kaslo & area)? (list up to 2)**

### **1) Tourism [21 responses]**

- Hikes to the glacier/ice fields
- Make tours of showing historical sites and have story boards at each site so it could be a self-guided tour as well.
- Historic tours (guided)
- Tourism--educational , adventure, etc
- Joint development of soft winter tourism/ecotourism
- Interpretive/art tours for the region
- Tourism
- Kaslo and area bike race

- Inland lakes cruise lines with connecting busses (paddle wheelers) and interpretive history
  - Health & wellness with Nakusp (hot springs)
  - Linking Galena Trail with Slocan Valley Rail Trail
  - Rails to Trails
  - A non-motorized trail Rosebery to Summit Lake CPR (rail to trail)
  - Non-motorized trail tourism on old railway corridors or existing roads
  - Expanded ski hill at Summit Lake, New Denver-Nakusp
  - Advancing Selkirk Loop
  - Cross- country skiing collaboration
  - Effective marketing of the region as a destination for visiting [also listed under 'Marketing']
  - Improve viewing areas along Hwy #6 and Bike lanes
- If we are going to invite tourists to come here to explore and enjoy our vast pristine wilderness the very least we should do is have cell service if they get into trouble. Have Telus turn on the towers in New Denver
- Circle Tour - ND-Kaslo-Nelson-Slocan-ND (start and end in New Denver) - should give specific site visit itinerary recommendations and travel times. This should be marketed in Calgary, Vancouver and Spokane.
- We have the gift of year-round hot springs that struggle in the winter (when they're the best!) in the area. Bigger circle tours: Radium - Cranbrook-Nelson - Ainsworth-New Denver-Nakusp-Halcyon-Canyon Hot Springs.

## **2) Agriculture** [7 responses]

- Food production and packaging, collective farming approach like in Quebec.
- Huge greenhouse operation
- Slaughterhouse for animal meat farming
- Farm co-op - fruit and berries to jam/greenhouses that are solar
- Organic seed production. This area's isolation makes this ideal.
- Organic fruit producing region-fruit canning and preserving
- Local food production initiatives

## **3) Transportation/Infrastructure** [5 responses]

- Co-ordinated bus transportation services that connect all communities in the valley
- Transport between Silverton and New Denver
- Improvement to Hwy #6 to a year round access without the need of a 4 wheel drive
- Water transport to Castlegar. Paddle wheel or ferry travel to connect villages
- Coop car rental

## **4) Marketing** [4 responses]

- Link all Chambers of Commerce in the Kootenay region under one organisation to form one lobbying organisation for the East and West Kootenay region
- Connecting with other areas more remote in order to be included so as to get more exposure, and attract tourists from a wider area. i.e. the Selkirk Loop etc again, joined up thinking in areas such as ecotourism
- Updated, functional and easy to use websites that people can use and add to, to inform others and visitors to the area about current and future activities, each community should have a central and well posted center for people to access the internet with a laptop or an in house computer to use
- Effective marketing of the region as a destination for visiting [also listed under 'Tourism']

### **5) Environmental/Sustainability** [3 responses]

- A Kootenay collective of green villages with green transport/housing/food security/energy sources.
- Each community would demonstrate a particularly green technology/agriculture/building and together would create a green tour.
- Bio-fuel

### **6) Arts/Culture**

- Cultural street performers doing period pieces
- Nakusp/Kaslo Music Fest
- Garlic Fest

### **7) Education**

- Educational initiatives
- Post secondary educational institution
- Silverton Music School

### **8) Services**

- More sharing of services i.e. medical
- ASLCS - serves all jurisdictions in the North Valley

### **9) Business**

- Networking local suppliers, customers, shipping and delivery

### **10) Seniors**

- Retirement services

### **11) Manufacturing/Value Added**

- Alternative house construction from local materials

## Other

- Get the chip trucks off the road!
  - Native plant gardens to supply provincial gardeners with non-invasive species
  - Positive politics
  - Transportation or co-ops for sustainable local food
- First of all the community needs to work together better with permanent residents and seasonal residents. There seems to be almost a hatred of seasonal residents. Many of whom plan to retire here in the future, but the existing residents are not very welcoming and many are changing their minds. Once they can work with each other than they can consider making partnerships with neighbouring villages.
- There seem to be a number of retired skilled professionals in this area that could be an untapped source of expertise that could be used for strategic planning for this area; or for working on community projects. Long time residents and village council need to realize this instead of projecting an unwelcoming attitude towards new potential residents. (I am not saying that this has happened to us as we have been accepted (coming from the Kootenays already), I am talking about the Albertans).

## Question 4: List any ideas or initiatives you believe could help the north Slocan Valley become more economically self-sufficient? (list up to 3)

### 1) Agriculture[17 responses]

- Food security
- Community food growing
- Community garden/greenhouse
- Can we grow our own food and process it (grind, etc)?
- Community farm to increase local food production and food storage facility
- Coop farm for produce etc
- A concerted effort to promote individual and communal agriculture
- Guidelines for the appropriate and efficient use of land for farming
- Connect landless gardeners/farmers with land to farm
- Food and Tool Co-op with Grain Storage and Cold Storage lockers.
- Forest animal grazing
- Thinning interface forests and grazing livestock
- Intensive composting and more food growing
- Community compost
- Legally licensed medical marijuana farms
- Medical Marijuana contracts
- Turn sewage sludge into fertile soil

## **2) Manufacturing/Value Added** [10 responses]

- Import replacement with local manufacturing, see #2
- Use community forest to supply wood to small woodworking operations, cabinetry, art, etc.
- Encourage manufacturing and small industry with tax breaks and training incentives, also eco-incentives.
- Local water bottling and export facility
- Firewood supply
- Export more (product, services, culture, knowledge)
- Some forest farming initiatives and experimentation
- Incentives for more value added products using our local resources
- Small footprint manufacturing focusing on environmentally safe local products, using local raw goods and expertise
- Quit selling our resources, needed utilities and elect politicians who don't kiss up to the US. (WE were screwed over on illegal softwood lumber taxes and are still supplying Hydro to California and not getting paid for it all)

## **3) Business** [9 responses]

- Cell phone service is essential to streamline commerce and to make area attractive to younger generations
- Create an investment vehicle for locals to invest locally (such as municipal bonds) instead of RRSP
- Barter system
- Local currency among service providers and primary producers.
- Co-op model to benefit locals (take over from retiring entrepreneurs)
- Improve internet connections
- Organized and coordinated local trade and barter system
- Get Local government involved in assisting small business - not obstructing it.
- Years ago there was a barter goods and services in the community. If this is to be effective, it would have to be better organized with a community "bank" and perhaps points to reflect the value of the good or service. For those economically struggling, they could "buy" and it could provide employment.

## **4) Tourism** [7 responses]

- Non-destructive (low machine use) tourism
- Preserving and increasing outdoor environmental recreational opportunities
- Have some attraction that brings cash carrying visitors into the valley - such as a convention attendees
- Co-ordinate the various 'happenings' in the area so that tourists are trapped in the region
- Welcome and encourage tourism
- Offer attractions and/or activities
- Conference center for businesses to send employees for upgrading etc
- Lease the lake shore inn and convert to hostel



## **5) Environmental/Sustainability** [7 responses]

- A green village concept
- Eco-conscious public transport/light rail linking communities.
- Community-owned utility using alternative energy source, i.e. geothermal, micro-hydro
- Wean people off their addiction to oil-fueled mobility (including recreation) by taxing non-essential gas use at a higher rate.
- Micro-hydro co-ops and electric vehicle or hybrid EVs. Water into fuel.
- Generate electricity to power school buildings.
- More green/100mile building

## **6) Education** [4 responses]

- Education toward self-sufficiency and away from the consumerism of the outside world
- Learning institutes
- Target destination education opportunities (i.e. mountain travel training centre)
- A year-round school would make use of under utilized halls and public facilities and possibly provide rental income for seasonal residents and keep all the money in the community.

## **7) Transportation/Infrastructure** [4 responses]

- Better public transit schedules
- Better transportation/highways to encourage tourists to come this way
- Improve infrastructure (roads)
- Hwy improvements

## **8) Community Enhancement**

- Build a sports complex - arena/curling rink
- Build a walk-out pier on lake down in front of Valhalla Pure
- Improve the down town core

## **9) Services**

- Health centre
- Better/more services (groceries, pharmacy, family clothing, tourist accommodations/restaurants). - We need the basics first before considering other initiatives. We also need more residents to maintain the hospital and school because if those services are taken away, we'll lose more residents.
- Offer more services I.E. grocery shopping

## **10) Marketing**

- More global promotion of the area
- Better marketing of the area's beauty & wilderness

## **11) Arts/Culture**



- More art-based production. Combine a series of home operations into production lines for a factory with no primary facility, i.e. invisible.

## 12) Seniors

- Catering to seniors, which requires appropriate medical and pharmaceutical support

### Other

- Close Wal-Mart
- Affordable housing
- Encourage young families to move here
- How are we supporting our poorest and vulnerable?
- Can we buy local. Can we produce goods locally?
- Community owned assets (i.e. Silverton Hotel)
- Better leadership & communication

- Offer Vocational Instructor certification to local skilled artisans, technicians and experts, to include wild-crafters, woodworkers, small hydro experts, farmers, gardeners, builders to learn how to teach their skills to others. Then teach others: building (alternative) woodworking, wild-craft manufacturing, fibre arts (including sewing & design) and business/marketing skills. So much fibre is wasted here that could be turned into useful, beautiful items for the kitchen, home and garden. This could be taken to the extent of growing flax and hemp and following through with their treatment prior to spinning as well as the agriculture model of sheep raising to clear forest floor for certain kinds of agriculture.

- Effective buy local campaign that exposes the value of buying locally to contributing to your own community

- Developed community based - provincial/federal politics
- Greater community involvement with politics

- More opportunities to debate and discuss. Communities need to be allowed to voice their opinions, and learn to listen to others, but also learn to understand change. Open, transparent decision making process, and policies to enable sustainable economic, environmental and social development

- PR is necessary to make people aware that "everything staying the way it is" is not a viable option - nor based on reality! People become very protective and selfish of what we have, not recognizing that we could lose it (i.e. our hospital, school). Economic development requires the personal will to do it!

- The 100 Mile Diet concept could be expanded to include the 100 Mile Economy
- buy local, Christmas shop from local crafters, support organic farmers, etc.

**Question 5: What do you believe will be the 2 most important drivers of the economy for the area over the next 10 years?**

**1) Environmental/Sustainability** [12 responses]

- Environmental/climate change
- Opportunity presented by climate change, possibly geothermal businesses, making eco-stuff, etc, food sustainability
- The 'green' movement
- The willingness of people to change their oil-fuelled wasteful ways.
- The ingenuity of area residents to find/make greener choices for employment.
- Becoming self-sufficient, food, power, transport
- Grants for sustainability
- The desire for self-sufficiency. Food, Clothing & Shelter
- Suffering global economy will move this area toward greater self-reliance.
- Need for self- sufficiency
- The unavailability and cost of goods & services from outside.
- Numerous and small scale, well networked sustainable resource extraction, agriculture and environmental education

**2) Tourism** [10 responses]

- Tourism
  - Small manufacturing of products that tourists and others buy--boats, art crafts, trailers, bush gear, "Made in New Denver" Unique products found only here.
  - Winter tourism must be expanded (back country and downhill skiing and hot springs) so that there will be year-round employment, not businesses struggling to survive after Labour Day!
  - Real estate
  - Ecotourism

**3) Seniors** [8 responses total]

- Retirement community [5 respondents]
  - Demographic shift to an older population
- Retirement income
- Retirement area( if we keep our medical services)
- Senior services - landscaping, snow shovelling, maintenance, (hopefully) a return to the original homemakers/handyman government workers who help seniors to stay in their homes. Recreation, spas, wellness industries, etc. are spin-offs.

**4) Resource Extraction/Value Added** [5 responses]

- Resource extraction: trees/ value added
- The mining industry can play a major role in the economy, like it has over the last 110 years
- Mining [2 respondents]

- The assault on the watersheds, logging and power dams
- Control of water resources

### **5) Agriculture** [4 responses]

- SUSTAINABLE, believe it or not, farming!!
- Self sufficiency/food security/independence from corporate agriculture
- Marijuana
- Food production. Ecological agriculture. Ecological aquaculture. Eco-farm the lake.

### **6) Business**

- Information workers, i.e. internet
- With better/more technology more small manufacturing or professional services could be established from home based businesses
- Communication links e.g. equal access to the internet (Hills has no other except satellite - not acceptable!), and other non road based transport.

### **Services**

- Service industry, for all demographics of society, tourists, elderly, mid-lifers and youth, keeping hospital and school (maybe revamp services to "speciality" service)

### **Arts/Culture**

- Arts/culture/arts provides the highest rate of return per dollar spent in the Kootenays

### **Education**

- Whether the school stays open

### **Transportation/Infrastructure**

- Good public transport

### **Other**

- Appropriate and affordable housing
- Building second homes for wealthy outsiders. I dislike both of these
- Legal export
- Cost of fuel
- Many new residents seeking another way of life - slower, safer, more locally based.
- Grant money for isolated projects
- Population increase
- Loss of good jobs for youth (mining- forestry)
- Urban refugees
- Price of oil

- State of the economy itself and how much spare cash people have to spend
  - Liveable environment and consequent in-migration of retirees
  - Failure of large industry in the area, lack of funding from the government.
- Growth of small businesses to cater to newcomers

**Question 6: If there were one thing or project you could suggest to build a healthy, resilient economy for the North Slokan Valley, what would it be?**  
(Open ended response)

### **Agriculture**

- Community greenhouse
- Revisit slaughter house/abattoir meat processing concept and ignore vocal opponents
- A huge greenhouse/farm that creates lots of jobs, makes money - puts more local food on our plates from meat to grain to veggies and fruit, juice, wine...
- Soil production, composting, mushroom growing, greenhouse and gardening help
- Establish a community farm as both a demonstration site and production facility

### **Resource Extraction**

- Back to our roots -- forestry and mining

### **Value Added/Manufacturing**

Keep the value of the forest here/ good logging practices, milling and manufacture right here.

### **Tourism**

- Make a nude beach and advertise it to the tourists instead of just the locals. I feel it would attract many people of all walks of life.
- Either a dome type hostel for mountaineers or building a stern/paddle wheeler; lease the barn on Red Mtn. for a Nordic Club

### **Business**

- Promoting more internet based home businesses and civic bylaws that give them incentives to move to small valley communities
- Co-op model

### **Education**

- Expand Lucerne school to include: 1. the arts, forest sciences, and ecological agriculture. 2. research and development for eco-friendly industry and manufacturing (satellite services for colleges and universities)

- The school/retreat centre. Its presence would attract people that would make the other ideas, and more, follow.
- Year round school - Centre for Sustainability Living Skills

### **Marketing**

- More aggressive promotion of our area to tourists.
- Market the area to people who can bring their own work here - build a website, and look at other marketing strategies

### **Environmental/Sustainability**

- To work on creating sustainable model green villages/towns would be multi-purpose-strengthen communities by making them more self sufficient/sustainable and also and economic value in the way of tours (West Kootenay green tour)/education/ (possibly lite industry. Educational tourism which does not encourage the exploitation of our environment but celebrates our forward thinking initiatives.

### **Seniors**

- Since the area's population is over half seniors it should be something for them. Senior care facility; recreational activities; wellness centre/retreat

### **Transportation/Infrastructure**

- Improve the transportation corridor through the valley and Monashee

attract clean industry - ecotourism

see answers 2 and 4

- ◆ Leisure activities
- ◆ Another facility like the Brouse Lodge
- ◆ Rescale the forest industry (deforestation). The loss of our watersheds is not worth the revenue from pulp. Become leaders in ecoforestry by manufacturing here in the Kootenays. Smaller logging equipment, trucks, and harvesting selectively, utilizing many forest 'products,' plant and animal.

- ◆ Turn Silverton hotel into community owned and operated training facility for eco tourism
- ◆ Preserving Slocan Lake and the local region as a world wide model for cleanliness, preservation, and recreation
- ◆ A lasting economic stability that is less vulnerable to boom and bust cycles lies in a community's effectiveness in generating its own essential goods and services consumed within the community. The following plan offers a step-by-step process that can go a long way in providing local produce, meat and dairy to the community, with possibly some export.
  1. Partially to reduce fire hazard around the community, partially to provide construction wood and firewood for the community and partially to develop forest grazing land, a large portion of forest around the community, including surrounding houses, could be thinned sufficiently to allow an understory of grass and shrubs to grow that provides feed for livestock (mainly sheep, goats and cows). Animal grazing is a vital component in reducing fire hazard.
  2. Once a large enough area of forest grazing has been developed, some barns and paddocks may be constructed to house livestock and winter feed. Herdspersons and properly trained dogs may be employed to watch over the livestock. Fences are inappropriate because they inhibit the movement of wildlife and invariably lead to overgrazing, which must be diligently avoided to prevent the nutritional impoverishment of the forest.
  3. A wood chipping operation may be employed to create bedding for the livestock. Branches may be chipped. Sawdust and shavings may also be utilized.
  4. Wood chips, sawdust and shavings, after having been used for animal bedding may be quickly processed into rich fertilizer for market gardening. Good soil in the New Denver area is scarce. Market gardeners usually import fertilizer, usually mulch, to amend the soil. Wood waste and manure are available nutrients from the surrounding forest and their utilization reduces the frequency of wildfires wherein these same nutrients depart from the valley in the form of smoke.
- ◆ Interface forest thinning (using product for wood manufacturing, firewood and composting) and animal husbandry/grazing for local meat and dairy.
- ◆ an ideas and knowledge center that would bring people together and act as a resource for connecting people and assist them in such activities as

cottage industry, tourism etc. Centrally located so that it could be accessed by everyone

- ◆ Established communication links and allow this to be accessed from the outside e.g. internet, safe cycling, water transport etc et. I could not make it to the meeting on Nov 5th. Is there another forum I could attend to discuss this issue please? this web feedback form is not enough!
- ◆ A vibrant and healthy economy can only be if new people can feel safe and confident that their families are safe and protected instead of having to send a severely injured person a 100km. away on roads that are not always in the best shape
- ◆ Above all the community needs a single focus. This could be a large scale project to get behind. The number of studies in the Valley are legion and all have failed but a single project supported by the community and at ALL levels of the regional government (Village level to MP's) and Chambers of Commerce has some chance of success. The shotgun approaches tried so far are doomed to fail purely because once the energy generated by these meetings dissipates, the ideas are forgotten and we go back to our old ways. The entrepreneur will do his thing anyway. The needed goal for these meetings is to cause a large scale shift in the local economy of the area.
- ◆ Reflect and recreate an attractive Main street and town center. Specialty shops, more beach and public facilities view of the lake and rebuild the CP Wharf and the band stand in Greer Park
- ◆ Finalize the Rail Trail, with a connection from the Molly Hughes trail, that is non-motorized and wheelchair accessible (especially New Denver-Hills). If the motorized issue can't be resolved, local permits - ATV drivers must be of legal age - that take into consideration flooding, grizzly bear, heron, etc. habitat from Bonanza Marsh & Summit Lake.

## Appendix III - November 2009 Community Meeting Session Notes

### QUESTIONS (discussed at 9 tables)

#### Identify:

1. Economic Drivers (10 Years out)
2. Untapped Opportunities (Business, Economic, Community)
3. Project Ideas

**1. Q: What will be the key drivers of the economy in 10 years?** (each group was asked to shortlist their top selection(s) after an initial brainstorming)

#### Group picks:

1) The aging population, more retirees.

- 1) Government services
- 2) Amenity Services
- 3) Quality of Life

- 1) Construction/Manufacturing
- 2) Telecommunications
- 3) Health and recreation

- 1) Small entrepreneurial enterprise
- 2) Innovative small enterprise
- 3) Tele-working
- (4 Co-operative food production, management & distribution)
- (5 Educational initiatives (e.g. specialized schools and programs such as VSSM))

- 1) Development concerning retirement
- 2) Export Resources

#### Ideas brainstormed:

##### Tourism

- Skiing
- Heritage
- Educational
- Eco
- Non-motorized outdoor tourism
- "Staycations"
- e.g. Motorcycles; need accomms, restaurants etc



- restaurant, food services
- Tourism is low
  - o Need stuff to do
  - o Relates to hwy infrastructure
  - o Need to claim space for tourism
  - o Coordinate with communities—make it a dual use hwy
- What kind of tourism do we want

#### Seniors

- Services for the elderly
- Retirement Income Investment
- Retirement population
- Retirement Income—steadiness of
- Snowbirds
- Demographics – aging – applies to tourism as well; “extreme sports is not going to do it.”
- Summer residents retiring here? Need survey to plan for services required, major growth
- Retirement services – support services for seniors

#### Resource Extraction

- Mining
- Water
- Energy
- Export resources
- need to do added value products
- IPPs—energy
- Forestry - Value added products

#### Business Centre

- Entrepreneurial spirit
- Self employed
- Internet/home based business
- Services for laptops, computers
- Home Based Business (25 – 34 year-olds); can work anywhere with computers

#### Environmental issues

- Green technology, low impact systems, recovery systems for water, sewage
- Climate Change (environmental refugees)
- Food security, greenhouse, ability to grow food

#### Transportation network/Infrastructure

- Highway, industrial corridor (contradicts tourism opportunities), N/S hwy, bus transportation
- Infrastructure development

#### Education

- Music
- Summer
- Trades

#### Health Care

- Accessibility
- medical services, health care

#### Arts, Festivals

- cultural activities, not just natural resource, e.g. expanding VFAS, improved IT, revolution, telecommuting, Information Technology

#### Construction

- Value Added manufacturing

#### Agriculture/Food Production

#### General Notes

- Diversification
- Age of people who live here
- Outreach centre
- 32% income (retirement, gov't) going to dry up
- Coordination of Kootenay Communities, united voice, can be a driver, marketing the whole region
- Transfer payments & pension
- Lifestyle changes
- Natural amenities
- Growing Dope
- Services lacking: Child care, welder, etc.
- Services
- Co-ops
- services for non-residents and snowbirds, e.g. security, property management
- Niche community – Handicapped friendly

**2. Q: Identify untapped opportunities in the region.** (each group was asked to shortlist their top selection(s) after an initial brainstorming)

### **Group picks:**

- 1) Greenhouse to grow fresh produce in the off season
- 2) Recruitment of IT/telecommuters and their families

- 1) Corporate Retreats
- 2) Bottled Water & Micro-Brewery
- 3) Miners' Festival

- 1) Water Taxi service between Slocan & Hills (electric motor)
- 2) Centre for environmental education, arts
  - using green technology
  - develop Bosun Hall
- 3) Centre for transitional skills education & training (rural education centre)

- 1) Regenerative, restorative health spa (anti-aging health spa); longevity health spa
- 2) Destination Education—expand what we have, new ideas
- 3) Agricultural initiatives

- 1) Tourism
  - ecotourism
  - destination for events, retreats
  - better more effective regional marketing
- 2) Telecommuters
  - younger people
  - bring their jobs with them
  - space for home based office spaces
- 3) Value added manufacturing
  - use local resource
  - abundance to create products & services

- 1) Agriculture
  - Animal grazing/dairy/meat production/poultry;
  - Fruit growing & production—jam factory
  - Compost making
  - Restaurant—open evenings
  - Back to the land school—rural living skills, green building
  - Greenhouses
  - Abattoir

- 2) Ecotourism Educational Tourism (weary of tourism)
  - Clean water/air
  - Idaho peak Gondola

- Skiing/snowshoeing--sales
- Wilderness/recreation camping

- 1) Winter Green housing – Food Security and sustainability
- 2) Independent power production using alternative energy initiatives
- 3) Wealth of skilled experienced retirees which can be utilized for their expertise  
e.g. small business mentorship

### **Ideas brainstormed:**

#### Tourism

- What is there to do?
- More events & More to do to bring people here
- Attractions, events.
- Portable store in summer with provisions tourists would want
- Heritage buildings & fall colours tours
- Green tourism—destination tourism
- Formal guiding service—family, adventure, etc “We need someone to show us the trails”, maintenance of roads & trails is an issue
- Natural resources for tourism—women’s canoe trips
- Organized eco-tourism, tours, guided ventures
- 4 season recreation
- Expanding outdoor recreation
- Trails & Mark trails better/interpretive signs
- Mountain biking trails, races
- Organized road races (bikes, motorbikes, cars)
- Multi-sport action competition: hike, bike, boat, sail, ski, swim
- Cross country skiing—inter-community promotion
- Motorcycle accomm., repair (publicize in magazine)
- Spiritual & educational—retreats, solitude, peace, all year opportunities
- spa and/or wellness centre
- Educational tourism
- Cultural tourism, arts, education
- Mining tours
- Additional family & camping accommodations
- Festivals tour—regional
  - o Connecting festivals
- Make travellers stop
  - o tours
  - o campgrounds
  - o festivals

#### Marketing

- Promoting the area

- Effective marketing
- Slocanlake.com needs major updating; hook-up with Slocan Valley site
- Better linkage Slocan south
- Geography defines networking, marketing
- Website (good information on community)
- Maps in local stores
- Packages (info) in other places than visitor centre, as not always open (only summer, limited hours)
- Specific product to brand on area like “Kootenay Crackers”; a taste of New Denver or a wood product or textile or garlic; community recognition unique—sold across the region
- Emphasize the things we don’t have here
  - o No cell phones
  - o No house boats
  - o hard to get here
  - o celebrated

### Business

- Use CBT investment service
- Courier service—trucking service—local, regional
- Get non-resident owners to invest
- recruiting telecommuters
- Co-operatives, not for profits
- Cell phone service
- Attract people who can bring their jobs with them; market ourselves as the place for home based business--Telecommunications critical
- Central space for office/home based business
- Collaboration/umbrella structure for all non-profits & comm. Orgs ; coordinate activities
- Community capital investment
  - o legacy fund
  - o municipal green bonds

### Environmental Issues

- greenhouse for fresh produce in winter/off –season – could even be used in summer for tropical plants – Slocan Lake bananas, anyone?
- industrial composting – need soil
- geothermal energy business
- manufacturing rain barrels
- Green energy research and development facility
- Biodiesel
- Recycling plant
- New Denver get own electricity (creek)

### Education

- with Capilano University for Training Retreats, local gov't admin & gov't etc
- International school for outdoor education and training facility
- Expanding on the summer school themes
- School for the blind
- Art education
- Educational tourism / eco-concepts / alternative methods
- Create skills that we need right here by participating in innovations. e.g. provide for training of skilled technicians to install geothermal systems

#### Community Enhancement/Quality of Life

- Recreation centre
- movie theatre
- performing arts theatre
- After school activities—young folks & families
- Swimming pool—rec facilities
- community woodworking/metal working shop
- Better use/increase use of halls

#### Agriculture

- like Hardwick Vermont
- Municipal organic farm and restaurant
- Food security—Local Markets
- Food co-op—food self sufficiency
- Co-operative food production, management and distribution
- Combining farming & power production

#### Refurbish our main streets/town

- downtown bandstand
- pay toilets on Main Street
- Re-create the heritage—i.e. Klondike days
- Centennial Park underused

#### Arts

- Tap into arts
- A strong artist co-op production & marketing workshop, pottery, performance
- Coordinator to organize arts events & attract people (paid position)
- Capitalize on artists
  - o Garlic fest
  - o VSSM
  - o Reputation
  - o Directs tourism to use the place responsibly

#### Seniors

- service business for seniors

- Co-op to care for the elderly (nurses, aids)
- Catering to the aging local population

#### Health Care

- Alternative health care centre
- Residential stay facility—sanatorium—restorium
- Niche community for physically challenged visitors

#### Infrastructure

- Transportation—non-motorized
- Highway more tourism friendly

#### Forestry related Issues

- Local wood mill too supply our local needs
- Value added wood based businesses

#### Other Ideas

- Dinner restaurant in winter
- Japanese restaurant or any
- Create a book with people's experiences here at VSSM or other things
- Property management
- Funeral homes
- Hospital-ity—tell the story of health care education
- Local products rather than imports
- Conferences & Weddings & family events—destination attraction
- Retail distribution facility for our underground economy
- Casino
- Railroad
- Self-sufficiency

**3. Q: Any other ideas for spurring economic activity?** (each group was asked to shortlist their top selection(s) after an initial brainstorming)

**Group Brainstorming ideas** [many not prioritized, so I have left them in their groups as recorded at the workshop]:

- 1 Promotion of primal life qualities
  - Quality of Life
  - Preservation
  - Lack of cell service
  - Marketing
- 2 Co-op or community investment vehicles  
Exportable, affordable housing—model: Ecozy

- 1 Sustainable building co-op of skilled workers
- 2 Green resort
- 3 Health services cooperative
- 4 Market our assets—going against the mainstream—come experience & live these values; pristine landscape

Harness opportunities from Selkirk Loop

- Would need to have the services

Create historical story for area

Research on other small communities who have successfully become viable

Marketing strategy

- Regional planning among group
- Attract more kids/families
- Internet based jobs
- Good educators/school

1 Marketing the area

2 Winter/seasonal green housing with alternate power production

3 Co-operative grocery store

4 Research, Educational and experimental Agricultural centre / Farm

Cell phone access (still in discussion)

Internet infrastructure improvements

Rebuild Arena / Sports Complex

Improving on children and youth (family) sports and recreational activities

Micro loans and financing entrepreneurs

Create a website to market our community to young families who can bring their own jobs (market community to those people in other ways as well, i.e. publications)

Create affordable housing (to attract people to community)

Educational centre—teach transition for communities

Join Invest Kootenay

Food

Create barter system—well thought out or alternative currency

Purchase land for sustainable forestry with covenants to ensure sustainable practices—to supply one family--to be worked in perpetuity—to supply local wood workers

Microbrewery

Medical marijuana



## Convention Centre

- 4 season attraction
- Guided tours
- Education
- Food services
- Accommodations

Buy local education campaign

Arts & crafts movement to be self-sufficient

Community Park on Dewis Park

Question: how to finance local projects, initiatives, to support entrepreneurship

Shared office space

Single focus—aligning arrows

Co-operative ventures

1) Getting a government contract to grow medical marijuana:

2) Outward bound type of school for seniors

Mike [message from Katrine]: I didn't bring up the following ideas at the table because I wanted to get everyone else's ideas down. Since I've been putting a lot of thought into economic development I've been jotting my ideas down for months, and I didn't want to dominate the discussion! But now is the time to get them disseminated.

- 1) A business incubation centre. In the 2002 ECTC/BVI, people identified a need for access to capital, business training, and business consultant services, among other things.

There is no central location for services which are available. You have to search out help, which can take a lot of time. I've learned a lot through my work at the Valley Voice, on council and with the Chamber, but when I first came here I was clueless. Anyone who has a good business idea would benefit from a one-stop Main St. office that could help them out.

My proposal, which I've discussed with several people including Fred Fontaine (SICA), is to create such a centre.

There is a decrepit building for sale on New Denver's Main St. I'd like to see it bought, torn down, and completely rebuilt with a second-floor apartment that would be rented out for one stream of income.

The new building would be a heritage design built to LEED standards, using local wood and local people. It would serve to showcase their work, acting as a reference for anyone wanting to hire them. The building frame, the floors, plumbing, walls, cupboards, counters – all components would be a testament to the talent available.

In addition, the Chamber plans (if Nikta and I have anything to do with it, which we do) to take on the task of compiling a comprehensive business/trades directory for the area, which would be available here as well as on the Chamber website.

The main floor of the building would have public washrooms available year-round – something that is lacking and desperately needed. In addition to a business library and referral centre, there would be several small offices available for rent; these could be for the Chamber, real estate agent, bookkeeper/office services, or anyone who needs one, with the emphasis on those offering services to the business community. Fred Fontaine likes the idea, and suggested that by using the project to train apprentices in the trades we could access a whole new source of funding.

- 2) A couple of agricultural projects, if the climate and terrain are suitable – not my area of expertise. The first would be to grow hemp for fibre, used in paper and textiles. The second would be a very long-term project, and that is to plant high-value hardwood trees, varieties that are coveted by fine woodworkers. The Village owns a seven-acre piece of land where the old dump site used to be. It has been assessed for possible agricultural use but doesn't look very promising. If approached with a comprehensive business plan, the Village would look at leasing it out.

One other suggestion I have heard, (but not at Thursday's meeting) was to complete the rail trail from Rosebery to Nakusp, and linking it with the southern valley rail trail to make a destination trail from the junction to Nakusp. We would also need a water service to connect Slocan to New Denver. (Gary Wright and I looked into the idea of getting an electric launch for a much needed water taxi service to take tourists and others without boats to trails and campgrounds across the lake, but backed off when it appeared someone was working on a similar plan. We didn't want to interfere with a private business.)