

VILLAGE OF MIDWAY



DELIVERING COMMUNITY SUSTAINABILITY FOR 2015

Economic Development and Diversification

Action Plan

FINAL DRAFT December 2009

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INTRODUCTION

This Economic Development and Diversification Action Plan outlines the Village of Midway's strategy to become a vibrant, sustainable community with a prosperous and balanced economy. It reflects the priorities and actions that the Village of Midway and its residents and businesses will take over the next five years to deliver a more developed and diversified economy.

Strategic Directions

The Village of Midway's economic development and diversification strategy involves four main strategic thrusts:

- ❖ Recruiting industry,
- ❖ Attracting visitors,
- ❖ Supporting and attracting entrepreneurs and small business, and
- ❖ Creating a vibrant and sustainable community.

It is an asset and placed-based strategy, whose primary objective is to stimulate community vitality and sustainable economic development and diversification by engaging in activities consistent with the Village's and the neighbouring region's existing assets and resources.

The Economic Development and Diversification Action Plan is driven by Mayor and Council – with support from local businesses, residents, and regional agencies committed to the Village of Midway and neighbouring communities becoming sustainable and prosperous. Facing continued economic downturn, the ongoing shutdown of its primary industry (forestry), impending impacts to municipal finances, a declining and aging population, and reduced commercial services and amenities, the Village of Midway assessed its existing infrastructure, assets, partnerships, and available renewable natural resources to determine how it could diversify and grow its economic base and become a sustainable community.

The result is a vision that embraces an ECO lifestyle and economy, preserves and builds upon rural advantage, and transitions Midway to more active engagement in the newer economies of clean energy, niche entrepreneurs, and agriculture value added production while continuing to support existing forestry and agriculture industries.

This document spells out the actions to be taken over the next five years and where the Village of Midway and others have a role to play. Described are what needs to be done, how it can be done, who needs to do it, when, and what resources are required.

WHERE WE WANT TO BE – The Vision

In 2015, Midway is a welcoming and fully serviced village community with dynamic ECO and recreation based businesses and entrepreneurs, purveyors and advocates of clean energy and environment stewardship.

Key Drivers

Key drivers and attractors for the future of the Village of Midway:

- ❖ “Norway” of North America (healthy living tourism)
- ❖ Connectivity (social networking, broadband, transportation, across borders)
- ❖ Small town and rural life (a community)
- ❖ ECO (going green, climate change, conservation, clean energy, water, food, resource based)
- ❖ Newer economies: “new” entrepreneurs , niche markets, small businesses

OUR PRINCIPLES

- A quality of life that offers opportunities to live, play, work, and be healthy
- All generations are engaged in our community
- What ECO means to us: going green, using clean energy, and environment-friendly businesses
- Small village life and atmosphere that is a destination for visitors
- Preserving our environment for generations to come

OUR ROLES AND SERVICE PRIORITIES

As Village Council, we are catalysts for economic development and diversification. We:

- Provide strong two-way links to BEDC, RDKB and other agencies using all resources to foster, develop, and support business growth;
- Are responsible for branding, promotion, brokering, and undertaking business prospecting pertaining to the economic development and diversification strategies;
- Perform the functions and provide services needed for economic growth and development;
- Foster cooperation, partnerships and collaborations with other communities and agencies; and,
- Recognize that the economic viability of neighbouring communities supports continued growth in Midway, and we work to support and complement their efforts.

SERVICE AREA PRIORITIES

- A. Redefine and rebuild the Village of Midway's sense of place, purpose, and identity* by undertaking a community-wide 20 year visioning process, setting and championing the direction, and engaging all generations of the community [e.g., complete the "Futures Game" process]
- B. Develop capacity* within the Village and community to take the lead and undertake the economic development and community economic development initiatives and build collaboration, partnerships, leverage resources, and access interim capacity [such as coop students or through short-term employment programs].
- C. Assist and support businesses and new sector development* in the Village of Midway by developing and providing required services, land, and infrastructure, and accessing external support services, programs, and resources.
- D. Market and promote the Village of Midway*, its businesses and community as well as new economic sector opportunities, through distinctive branding and web based marketing.

HOW WE WILL GET THERE: Four Strategic Directions

- ❖ Recruit industry
- ❖ Attract visitors
- ❖ Support entrepreneurs and small business
- ❖ Create a vibrant and sustainable community

Key Results

Recruit Industry

- ✓ Work to keep forestry and value added wood industry active in Midway
- ✓ Develop required lands and infrastructure for industry
- ✓ Attract ECO industry sector to Midway
- ✓ Support and attract agriculture niche farming and value added agriculture businesses
- ✓ Increase use and return on the airport lands
- ✓ Support and promote work force skills development and learning

Attract Visitors

- ✓ Attract sporting events year round
- ✓ Promote outdoor recreation activities, facilities and amenities
- ✓ Increase camping and RV facilities and amenities by the river
- ✓ Increase and promote visitor events and attractions
- ✓ Improve Village of Midway and visitor signage

Support and Attract Entrepreneurs and Small Business

- ✓ Attract entrepreneurs and small business
- ✓ Support existing businesses

- ✓ Promote businesses with adequate signage and front curb beautification
- ✓ Support agriculture value added and small farm businesses within Village boundaries

Create A Vibrant and Sustainable Community

- ✓ A great place to live, play, and work
- ✓ Support wellness initiatives and programming
- ✓ Support, retain, and attract medical and emergency services
- ✓ Encourage community to go ECO and green and promote climate change readiness
- ✓ Provide lifelong learning opportunities
- ✓ Be a multi-generational community with population diversity

STRATEGY: Recruit Industry

Objectives	Actions	2010 Actions
1/ Work to keep forestry and value added wood industry active in Midway	<ul style="list-style-type: none"> • Work with Fox Lumber to address fibre issues, plant operational, and/or market plant and site • Attract small value added wood manufacturer(s) 	Develop and implement strategy to attract small value added wood manufacturer(s)
2/ Develop required lands and infrastructure for industry	<ul style="list-style-type: none"> • Assess existing and future industrial and commercial lands and zoning requirements and match to Vision 2030 [e.g., explore boundary expansion] • Inventory public and private industrial and commercial lands within Village boundary and immediately around Village and identify suitable locations for light industry and commercial enterprises • Assess infrastructure requirements to meet industry and commercial business needs [e.g., cost out true broadband, power, business services] • Assess viability of Village developing commercial land and building in partnership with developer • Evaluate ALR lands within Village boundary, apply to remove lands zoned ALR but used for municipal purposes, and identify suitable agriculture uses for remaining ALR lands within Village boundary 	Inventory public and private industrial and commercial lands
3/ Attract ECO industry sector to Midway; small businesses, light industry and research	<ul style="list-style-type: none"> • Assess and implement clean energy options within community • Assess viability of a municipal owned partnered clean energy utility • Identify ECO industry opportunities and develop ECO industry recruitment campaign • Become a solar community (www.solarbc.ca) • Establish a Joint Task Group to evaluate establishment of clean energy “farms” [e.g., solar or bio-fuel farms] • Become a provincial pilot site for clean energy or bio-fuels 	<p>Identify ECO and solar opportunities</p> <p>Host clean energy and bio-fuel regional information session</p> <p>Attract ECO research</p>

<p>4/ Support and attract agriculture niche farming and value added agriculture businesses</p>	<ul style="list-style-type: none"> • Promote identified niche crops and farming activities [as per the Ag Feasibility Study 2007] • Support the regional agriculture committee and initiatives [BEDC] • Develop an agriculture strategy for ALR lands within the Village boundary [e.g., address water and power issues to accommodate more intensive farm activity, food self-sufficiency, • Support and promote existing agriculture businesses • Determine suitability of Midway championing bio-fuels and other energy production crops 	<p>Support the regional agriculture committee and initiatives</p>
<p>5/ Increase use and return on the airport lands</p>	<ul style="list-style-type: none"> • Determine possible uses of airport lands and buildings within and outside of the ALR and covenant restrictions • Continue dialogue with ALC so that airport lands may be one day developed and provide investment return to Village • Develop airport lands for air emergency services [e.g., define niche] • Continue to host community events and maximize use of the airport lands and buildings 	
<p>6/ Support and promote work force skills development and learning</p>	<ul style="list-style-type: none"> • Continue to access employment funding programs [e.g., JOP] • Work with Community Futures Boundary and other agencies to facilitate development of and access to industry sector related training • With school district, set up program for youth training and seasonal employment opportunities • Attract ECO related research projects and/or part time college training modules 	

STRATEGY: Attract Visitors

Objectives	Actions	2010 Actions
1/ Attract sporting events year round	<ul style="list-style-type: none"> • Determine extent of facility upgrades required and source funding finances and partners permitting • Hire or share with region coop student to promote facilities, organize and attract events • Explore feasibility to become Training Centre and promote 	
2/ Promote outdoor recreation activities, facilities, and amenities	<ul style="list-style-type: none"> • Participate in Boundary regional tourism promotions • Complete riverfront trails • Assess viability of bridge over river • Attract outdoor recreation small businesses and tour operators • Establish central information place and signage • Web based promotion focused on outdoor recreation opportunities and facilities [e.g., Utube vignettes and blog articles] • Improve outdoor recreation signage on highway and roads 	Hire/share coop student to organize and promote visitor events and outdoor recreation opportunities, and develop and implement recreation facility promotion
3/ Increase camping and RV facilities and amenities by the river	<ul style="list-style-type: none"> • Expand number of campground sites and upgrade amenities • Explore viability of developing partnered RV resort • Go solar and ECO at campground • Feature “by The River” as promotion for Village 	
4/ Increase and promote visitor events and attractions	<ul style="list-style-type: none"> • Promote existing events and launch 2 new partnered events [e.g., outdoor movie night at the airport, bike tour] • Museum and heritage buildings: write the story 	

5/
Improve Village of Midway and visitor signage

- Develop consistent highway and in town signage related to outdoor recreation opportunities, businesses, campground, attractions and events
- Develop highway rest stop / pull-out

Install road signage

STRATEGY: Support and Attract Entrepreneurs and Small Business

Objectives	Actions	2010 Actions
1/ Attract entrepreneurs and small business	<ul style="list-style-type: none"> • Identify target sectors most suited to Midway and immediate area [e.g., ECO, clean energy, outdoor recreation, agriculture value added and niche agriculture production, business services] • Develop small business attraction strategy [e.g., utilize commercial realtors, highway signage, web portal, collaborative initiative with other town] • Assess feasibility of developing commercial space or attracting commercial developer to develop municipal lands 	<p>Identify target sectors</p> <p>Develop small business attraction strategy</p>
2/ Support existing small business	<ul style="list-style-type: none"> • Review and improve as required existing land and building availability, zonings, and infrastructure to meet small business and entrepreneurs needs • Communicate small business and entrepreneur supports, training, and services available from organizations and governments [e.g., CF Boundary, Small Business] • Investigate cost to upgrade to true broadband • Initiate a “green” clean energy program among small businesses 	
3/ Promote businesses with adequate signage and front curb beautification	<ul style="list-style-type: none"> • Develop and implement a business signage and front curb beautification collaborative program 	
4/ Support agriculture value added and small farm	<ul style="list-style-type: none"> • Promote Midway’s agriculture producers and products on web portal • Continue to support regional agricultural committee and initiatives 	<p>Promote agriculture development opportunities;</p>

businesses within Village boundaries

- Communicate and promote agriculture development opportunities [e.g., bio fuels, product commercialization, retention of ALR lands]

business participation in MAL pilot project

STRATEGY: Create A Vibrant and Sustainable Community

Objectives	Actions	2010 Actions
<p>1/ A great place to live, play, and work</p>	<ul style="list-style-type: none"> • Engage community in 2030 visioning process and rebuild sense of place and identify for the community • Support expansion of seniors housing • Develop riverfront homes (upper end) to provide diversity of housing stock • Protect and enhance natural environment, land and ecology through OCP and practices • Initiate with partners local campaigns: pride of place campaign, beautification initiative, buy local and regional • Inventory and promote available residential homes to attract new residents and entrepreneurs • Explore boundary expansion to increase number of residents • Undertake marketing and branding of community using web based approach 	<p>Engage community in 2030 “Futures” visioning process</p> <p>Develop Midway’s web site to promote various initiatives targeting business, site, and visitor attraction</p>
<p>2/ Support wellness initiatives and programming</p>	<ul style="list-style-type: none"> • Develop active recreation and healthy resident plan; “Norway” fit campaign • Public spaces for leisure and parks • Activity spaces and facilities: trails, arenas, parks • Rural environment (safe, secure) to live and work 	
<p>3/ Support, retain and attract medical and emergency services</p>	<ul style="list-style-type: none"> • Recruit medical doctor • Promote medical and emergency services to increase use by area residents and visitors • Maintain RCMP office in town • Develop emergency services on airport lands 	

<p>4/ Encourage community to go ECO / green and promote climate change readiness</p>	<ul style="list-style-type: none"> • Go green campaign with regional district • Implement use of alternative energies such as solar, geothermal in municipal buildings and develop alternative energy conversion initiative for community • Implement ECO and green related initiatives through partnerships [e.g., recycling and waste management plan, municipal procures practices and construction materials to use, reduction of fire threats, reduction of greenhouse gas emissions, walking and biking trails] • Assure water access for future [e.g., Big White issue] • Work with Fraser Basin Sustainability program to develop protocols and principles adopted by Village 	<p>Implement the municipal facility waste energy recovery study and retrofit project</p> <p>Promote clean green energy alternatives to community</p>
<p>5/ Provide lifelong learning opportunities</p>	<ul style="list-style-type: none"> • Courses and guest speakers in ECO, green, clean energy • Use technology • Attract learning , research programs, or business opportunity to fill empty classrooms and community hall 	
<p>6/ Be a multi-generational community with population diversity</p>	<ul style="list-style-type: none"> • Youth engagement and employment opportunities[e.g., web site development and maintenance, outdoor recreation program development] • Immigrant attraction and welcome program (small business operators) 	