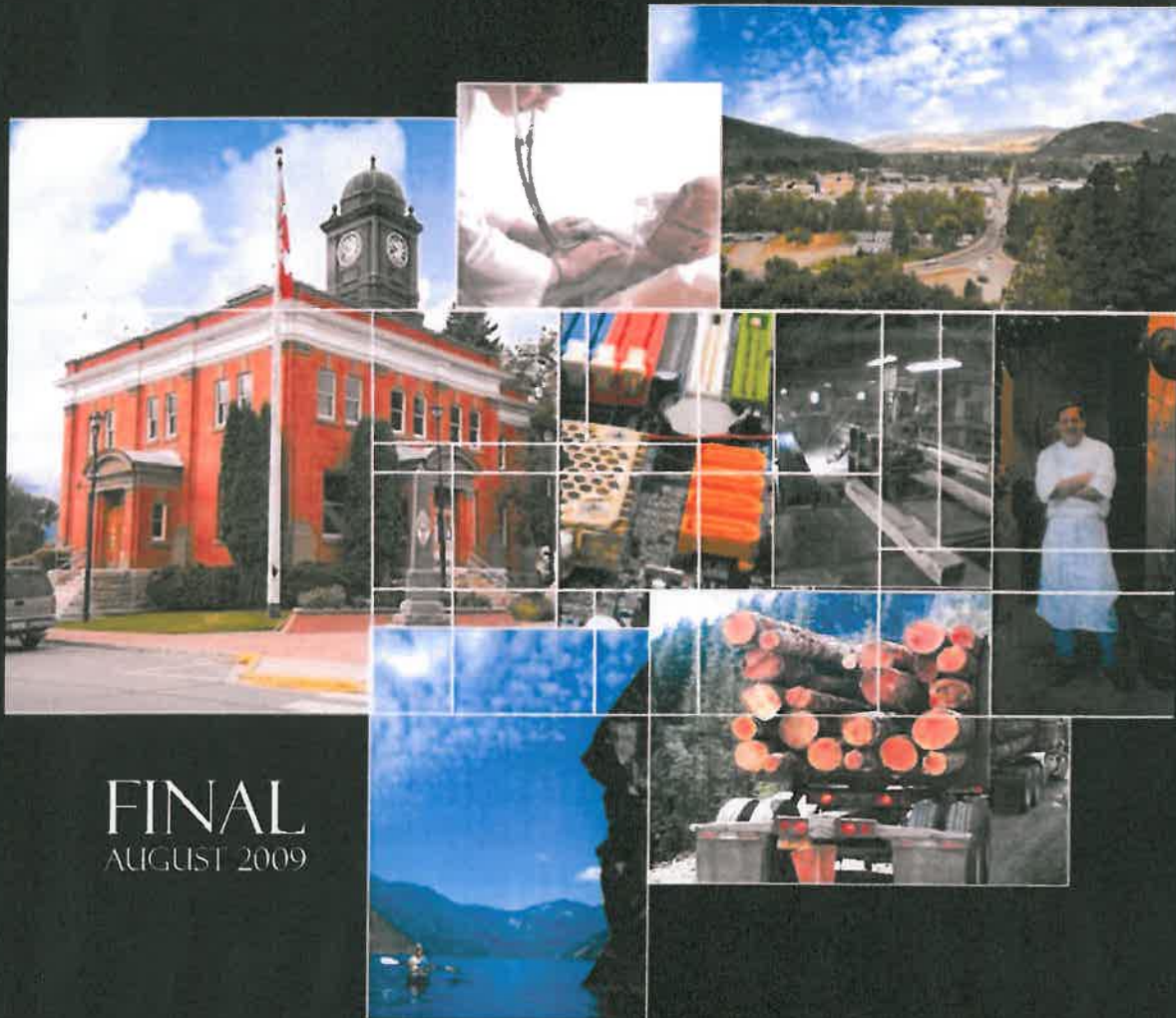


# City of Grand Forks

## Transition Plan Study



FINAL  
AUGUST 2009

**CTO**  
ENGINEERING PLANNING URBAN DESIGN

**LMC**  
LOCKHART MANAGEMENT  
CONSULTANTS

Submitted to:

**CITY OF GRAND FORKS**

PO Box 220, 7217 4th street,  
Grand Forks, BC, V0H 1H0

Submitted by:

**CTQ Consultants Ltd.**

#205-1726 Dolphin Avenue  
Kelowna, BC V1Y 9R9

**Lochaven Management Consultants Ltd.**

3105 – 33<sup>rd</sup> Street  
Vernon, B.C. V1T 9P7

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## 1.0 INTRODUCTION

Today more than at any other time in our history the raw impacts of unprecedented technological, sociological, economic, environmental and political change are not only spilling over traditional political boundaries, but more importantly their size and pace are severely stretching the capacities of local, regional, provincial and national authorities to respond. Nowhere is it more evident that we are living in a time of vast and fundamental change than what we are witnessing with the transitional challenges facing the City of Grand Forks. Amidst the difficulties of recent enterprise closures; rising unemployment; and, deteriorating social conditions; this community finds itself on a precipice.

Historically few regions and municipalities in Canada or internationally have endured the magnitude or diversity of today's challenges, much less applied strategic thinking to their resolution. This is particularly true in respect to local economic development. But this paralysis of inaction is finally changing as communities are now increasingly recognizing their futures depend on local initiative characterized by a proactive and strategic response to the internal and external forces affecting them.

Clearly it is essential for the City of Grand Forks today that careful and comprehensive strategic planning along with committed and focused action take place to address the transition challenges it is facing and better position the community for sustainability in the short-term and ongoing development in the long term. This means managing the pressures and character of the community's challenges today without neither limiting nor hindering efforts to continually move forward. Good transition planning is the only way to ensure the region's economic development meets the needs of the present without compromising the ability of future generations to meet their own needs.

What follows is a plan to assist the community to move forward. The centerpiece of the exercise is the essential necessity for strong local leadership, strategic partnerships and a focused proactive effort that broadly extends beyond the City of grand Forks. What follows builds not only on the unique capacities and capabilities of Grand Forks but incorporates the broader capacity and commitment of the region in which the City is the vital centerpiece.

## 2.0 OBJECTIVES OF THE PROJECT

### 2.1 Project Definition

In January 2009 the City of Grand Forks called for a Community Transition Plan Study and Plan to address concerns arising from the closures of key industrial operations in the City and the threat of further slowdowns. These affected operations had been the largest employment generators in the City of Grand Forks, contributed significantly to the municipal tax base and produced payroll that had direct, indirect and induced economic impacts. Loss of such beneficial impacts and the broader implications arising there from caused the City of Grand Forks and the Ministry of Community Development to take action; action that would enable the City to move towards sustainable economic diversification. The RFP in undertaking a Community Transition Plan was the first step in the broader effort to foster a successful transition process.

The overall purpose of the investigative effort encapsulated herein is to develop a Community Transition Plan for the City of Grand Forks that includes a long-term economic diversification strategy, an overview/assessment of social services; and implications of population-based funding decisions on the community and business transition. Key tasks in undertaking this assignment have included the following:

1. A review of background documents and former plans and studies relative to the City of Grand Forks;
2. An identification of gaps in former work;
3. Public consultation and stakeholder engagement in discussions/deliberations;
4. Working closely with the Steering Committee;
5. A review and assessment of municipal service levels;
6. An exploration of social (e.g. Health, family, youth, emergency, police, education) issues and resultant service delivery options;
7. Consultation with key organizations and business representatives;
8. An inventory of assets that can serve as a foundation to economic development/diversification and business opportunities;
9. Identification of the needs of small and medium size businesses; and,
10. Generation of recommendations and action plan to move forward and work towards transition.

The team assigned to this effort included representatives of CTQ Consultants Ltd. (Mr. Ed Grifone and Mr. Gord Tycho) and Lochaven Management Consultants Ltd. (Mr Ted Treller and Mr Wayne Robert).

## **2.2 Investigative Approach**

In terms of economic development, transition is not a new phenomenon. Community transition as it is most commonly perceived is the logical consequence of interdependent responses to socio-economic change. These responses might be deliberate or they might be involuntary or a combination of each. In the positive instance transition is a process that consciously or unconsciously promotes economic/social resilience by strengthening the broad pillars of community well-being. In the negative instance transition is a process that erodes the very fabric and essence of individual communities and citizens. To understand how community transition might come about and might be influenced it is essential to understand the very character of the community or region itself; why it has developed the way it has; what does it look like today; and how it might exist in the future.

As noted, successful transition necessitates a clear understanding of the community's circumstances and how these circumstances might add to or detract from transition efforts and expectations. In respect to understanding the current situation within the City of Grand Forks the investigative process undertaken encompassed a synthesis of pertinent information compiled from: (a) a series of one-on-one interviews with local citizens and representatives of various business and public sector interests within the Region; and, (b) a review of selected statistical reports, surveys and investigative documents pertinent to both the City and the Region. <sup>1</sup>

The SWOT methodology applied to the analysis of the situational information, while simplified given the time and resources available, was premised on a review of other SWOT investigations undertaken in a variety of other communities and regions and applied to the unique circumstances of the City of Grand Forks.

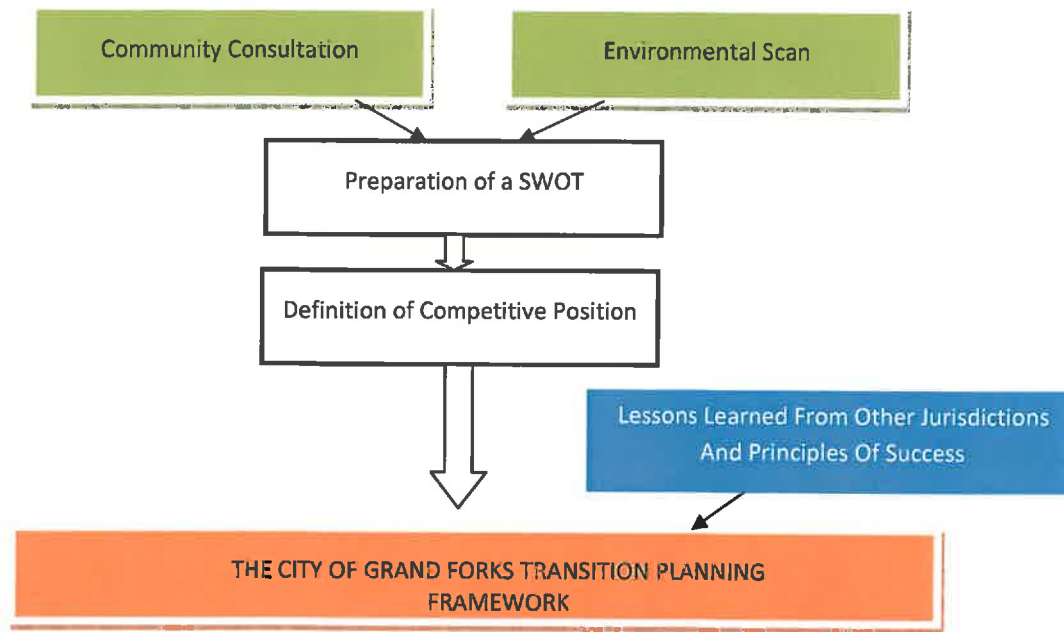
The task of pulling together recommendations in respect of feasible and sustainable transition strategies for the City of Grand Forks utilized the outputs from the situational analysis and SWOT and extrapolated some thoughts and ideas based on the successful transition experiences and economic development strategies undertaken in other jurisdictions. In extrapolating from other jurisdictions, the emphasis of the exercise was to identify those that were not only appropriate to the unique circumstances of the City of Grand Forks and those that could collectively convey the scope of options that might be available; but also focused on those that would yield the best value for dollar impact on the four pillars of successful transition (community vision).

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<sup>1</sup> Importantly the City of Grand Forks does not operate in isolation of the Boundary Region, rather it is an integral part thereof. Thus challenges or opportunities inherent within the region impact on the City and vice versa and thus should be viewed/assessed in this broader context.



The process or methodology of our investigation is presented in the two charts below. The initial emphasis of efforts was to develop a framework from which step-by-step planning (action) could take place. The second chart presents the process by which the broad community “transition vision” or framework was translated into individual efforts/activities:



Notably the short listing of individual objectives and initiatives utilized an evaluation matrix based on: (1) experience gained from other development projects undertaken; and, (2) key success factors with assigned weights reflecting the relative importance of each attribute to the City of Grand Forks and its specific socio-economic context.

#### The Transition Planning Process – From Vision to Action



Five priority objectives were identified; eight initiatives; and twenty individual actions. Detailed steps/activities were compiled for each of the identified actions. Subsequent to this resources/responsibilities were spelled out and an implementation schedule prepared.

### **2.3 Assumptions, Limitations and Other Methodological Considerations**

As with any strategic planning effort, certain limitations are inherent from the methodology of investigation and assumptions made. Some of these limitations do not preclude the veracity or value of the observations made nor the conclusions drawn. Others are more serious. To the degree that the more serious limitations can be controlled they have been. For others, it is important that the reader be made aware of them and subsequently be afforded the opportunity to draw his or her own conclusions as to their relative import. Some of the more significant limitations incurred in the preparation of this document include the following:

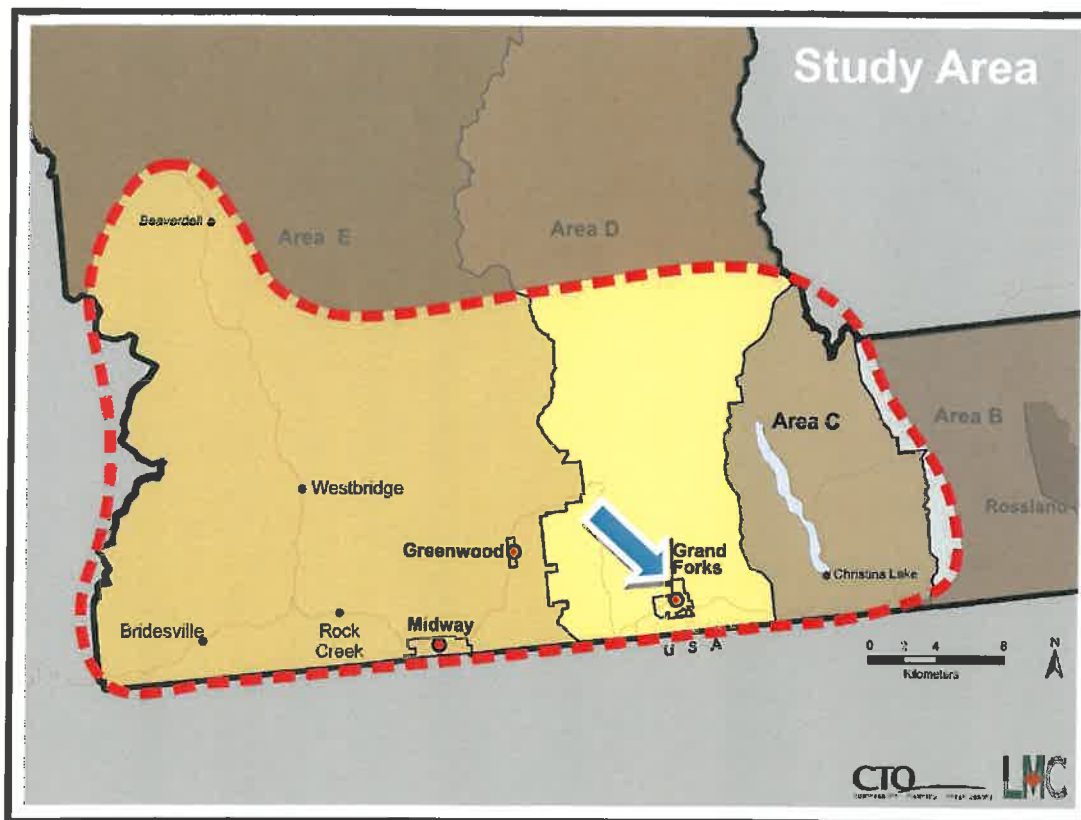
- (1) This project effort draws extensively from available materials that may/may not be specifically relevant to the circumstances within the study area, i.e. in some instances information drawn from the Regional District of Kootenay Boundary is assumed to be representative of the City of Grand Forks. Certain observations made and conclusions drawn are based on this broader perspective which may or may not be completely accurate.
- (2) While one-on-one interviews are an excellent means to gather certain information, there is an a priori assumption that the interviewee understands and is capable of understanding the subject being discussed. This may not always be the case, especially in instances where some feedback is requested in respect to possible new areas of programming, of which the interviewee's knowledge and experience may be limited but not made apparent.
- (3) The number of interviews conducted and the sectoral representation of those interviewed was limited. While we feel the numbers of interviews undertaken were sufficient, it is possible there may exist a lack of depth/breadth of the interview pool which may have resulted in some key information being missed or misinterpreted thereby rendering certain parts of the analyses misleading.
- (4) The SWOT analysis and strategy recommendations are premised on circumstances as they existed when the interviews were conducted and the information was collected. There is an inherent assumption that certain matters/issues will remain relatively unchanged and transition strategies are premised on this assumption.
- (5) Our investigations look at a single point in time and it is not only conceivable that changes will have occurred between the start of the study investigation and the preparation of this report, but quite likely. As such, certain observations and conclusions presented herein may be less/more relevant than when initially posed.



Notwithstanding the collective importance of these assumptions and limitations we are confident that the observations drawn throughout the report, as well as the recommendations and strategic initiatives proposed are germane, realistic and supportable.

### 3.0 REGIONAL/COMMUNITY OVERVIEW

This section of the report presents a brief overview of the economic and social environment within the City of Grand Forks<sup>2</sup>.



#### 3.1 Economic Perspective

Grand Forks is the largest town in the Boundary region, has an area of 10.44 km<sup>2</sup>, is home to a population of approximately 4,036 people, and has a median age of 47.7. Grand Forks experiences warm, dry summers (18 to 26 degrees C), relatively mild winters (-8 to -2 degrees C) and, with over 2000 hours of sunshine per year, has received the name 'Sunshine Valley'. The population by gender and age

<sup>2</sup> Much of the information and analyses presented in this section of the report have been taken from the Boundary Region Scoping Study.

shows a higher than average distribution of people between the ages of 45-75+ and a lower than average distribution between the ages of 0-44. Of the 1,740 people in the labour force, 135 people were unemployed (7.8%) as of 2006. The B.C. unemployment average was 6.0%. The unemployment situation has obviously changed with the recent closure of local sawmills; updated statistics have not been compiled by any government authority. (See Table below)

Historically, Grand Forks is closely tied to the mining and railroad boom of the turn of the century (1890-1910). Although originally attracted by rich farmland, many early settlers eventually became employed by the three railroads, mines, smelters, and power plants that developed in the area. Members of the Doukhabor religious sect also began to settle in the area, largely due to the abundant farmland availability.

Surveyed in 1895, incorporated in 1897, and boasting its own water, telephone, and electric system by 1899, the town suffered a temporary setback due to fire in 1908 and 1911, but continued to develop afterward. Approximately 3,200 miners were employed in the area in 1899, and were bringing in monthly wages in excess of \$300,000. Merchants estimated that their annual trade supplying the mines was approximately \$1,250,000. By the early 1900's Grand Forks was benefiting from being next to the largest non-ferrous copper smelter in the British Empire, was producing one third of the BC apple crop, and was growing nineteen varieties of potato throughout the valley.

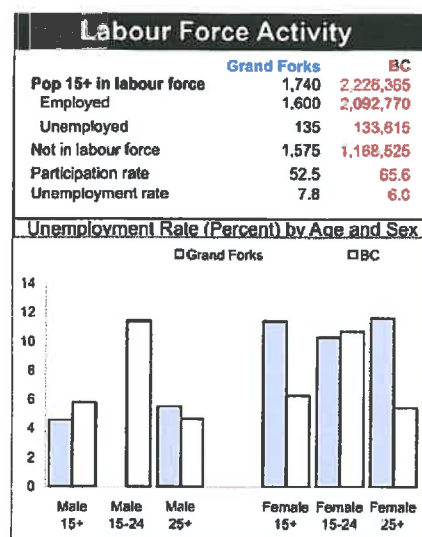
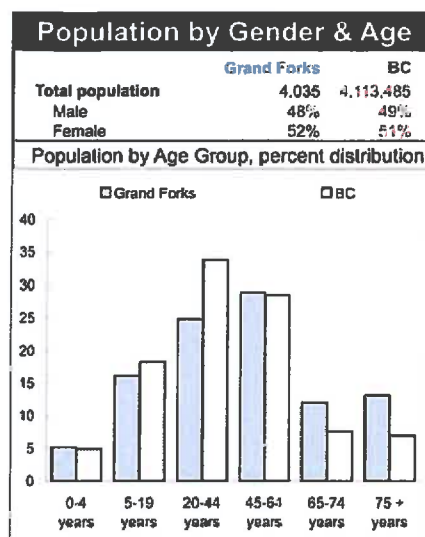
Many of Grand Forks' historic homes remain, as do a number of commercial and industrial sites. In addition, the oldest CPR station in B.C. is still here in its original location. Throughout the twentieth century, the City's economy continued to be heavily based on natural resource extraction, especially forestry in the Boundary Region. Recently, the area has experienced some economic decline, with the closure of various lumber mills and associated suppliers/businesses. For example, the Grand Forks chamber of commerce membership has reportedly dropped by 40% over the last year, from 150 to 95.

The top ten labour force employment categories in Grand Forks, as of 2006, were<sup>3</sup>:

- Manufacturing (315 people; 18.1% of labour force)
- Retail trade (225; 12.9%)
- Health care & social assistance (195; 11.2%)
- Accommodation & food services (150; 8.6%)
- Construction (130; 7.5%)
- Agriculture, forestry, fishing, hunting (100; 5.7%)
- Public administration (100; 5.7%)
- Administration & support, waste management & remediation (75; 4.3%)
- Other services (excluding public administration) (65; 3.7%)
- Educational services (55; 3.2%)

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<sup>3</sup> 2006 Census Profile, Grand Forks, p.14



Grand Fork's economy is presently based on the lumber industry, the insulation (Roxul) industry, and tourism.<sup>4</sup> Recent key employers include:

Summary of Major Employers in Grand Forks	
Employer	Approximate Number of Employees
Interior Health Authority	260
Interfor	85 (formerly 206 under Pope & Talbot)
Roxul (west)	100 workshare
School District #51 (Grand Forks only)	175 (+15 in Christina Lake)
Canpar Industries	Closed Dec 2007
Extra Foods	50-60
Overwaitea Foods	65-70
Grand Forks & District Savings Credit Union	43
Unifab	30
Boundary electric	38 (workshare program)
Corporation of the City of Grand Forks	35
Pacific Abrasives	25

Source: City of Grand Forks, Sustainable Community Plan Discussion Paper, 2008 and anecdotal input

<sup>4</sup> <http://www.city.grandforks.bc.ca/about/history/>

### 3.1.1 Labour Force Employment Area Summary Table

The numerical information included in the table below represents a summary of the data presented in this section, and is based on the most important labour force employment areas in the City of Grand Forks, expressed as i) people employed and ii) the percent of the total labour force. The total sampled labour force for Grand forks is 1410 (approx 84% of Grand Forks total labour force. The total labour force for Grand Forks is 1740.

Labour Force Employment Area Summary Table		
	Grand Forks	
Labour force employment areas	people	% of total labour force
Manufacturing	315	18.10%
Agri, forestry, fishing, hunting	100	5.70%
Retail trade	225	12.90%
Health care & social assistance	195	11.20%
Construction	130	7.50%
Accommodation & food services	150	8.60%
Educational services	55	3.20%
Other services (excl pub adm)	65	3.70%
Admin/support, waste mgmt & remed	75	4.30%
Public administration	100	5.70%
Transportation & warehousing	*	*
Arts, entertain & recreation	*	*
Finance & insurance	*	*
Real-estate & rent	*	*
Prof, scientific & tech services	*	*
Total labour force (sample)	1410	
Total labour force (jurisdiction)	1740	

As may be observed, the jurisdiction examined above is particularly dependent on manufacturing and forestry (24%, 415 jobs) for employment. For all six jurisdictions in the Boundary Region manufacturing and forestry account for a total of 1700 or 29.3% of the labour force.

### 3.1.2 Current economic situation - Area Income Dependency

Before illustrating the extent and magnitude of the current economic downturn in the City of Grand Forks, it is important to provide a backdrop to the area's economic dependency on certain sources of income that actually support the local economies in each area. One of the best statistical studies produced in BC that helps define dependency and truly depicts what sustains our local economies is the "British Columbia Local Area Economic Dependencies: 2006" Report produced by BC Stats and authored by Dr Garry Horne (March 2009). Although it uses the Census Canada results from 2006 as the main source of data, the information compares communities/areas across the province and thus provides a clear indication of what is really supporting a town and surrounding catchment area. Over the years that this study has been conducted and updated, Dr. Horne/BC Stats has focused more and more on the impact of the forest sector (both basic and non-basic employment income) to truly discern the importance that this sector plays in BC local area economies. The results show how (1) dependent, (2) diversified and (3) vulnerable, 63 "local areas" actually are in BC. It is important to note, that the "Grand Forks" area is a defined geographic unit, typically aggregated from Census Subdivision Districts (CSD).

The jobs that are considered to generate *basic employment income* are found in the following 10 sectors:

- Forestry and associated manufacturing
- Mining and associated manufacturing, including Oil and Gas
- Fishing and Trapping, and associated manufacturing
- Agriculture and Food & Beverage manufacturing
- Tourism
- High Technology
- Public Sector
- Construction
- Film Production and Sound Recording
- Other

*Basic non-employment income* is all non-employment income that flows into the community:

- Transfer payments from senior government (e.g. Income assistance, old age security, Canada Pension Plan, EI Benefits, Federal Child Tax benefits, etc.).
- Other non-employment income (e.g. investment income, dividends and interest, retirement pensions, superannuation, annuities and alimony, etc.).<sup>5</sup>

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<sup>5</sup> Full definitions can be found in the full "Dependencies" Report, p. 6, Section 2

Note: The definition for Forestry (FOR) herein:

NAICS Definition

- 113 Forestry and logging
- 1153 Support activities for forestry
- 3211 Sawmills and wood preservation
- 3212 Veneer, plywood and engineered wood product manufacturing
- 3219 Other wood manufacturing
- 322 Paper manufacturing
- 337 Furniture related product manufacturing

The following tables show how dependent and vulnerable the Grand Forks area is on primary industry.

Percent Income Dependencies (After-Tax Incomes, 2006)												
	Forest	Mining & Min Proc	Fish- ing	Agric. & Food	Tourism	High Tech	Public Sector	Const	Film Prod	Other	Trans. Pay- ments	Other non-emp inc
<b>KOOTENAY</b>												
40 Fernie	6	44	0	0	8	0	13	6	0	2	11	9
41 Cranbrook-Kimberley	12	6	0	1	7	0	26	9	0	7	17	16
42 Invermere	13	12	0	2	16	0	16	13	0	3	11	13
43 Castlegar-Arrow Lakes	23	4	0	1	5	1	22	9	0	4	17	14
44 Nelson	9	2	0	1	7	4	28	10	0	5	18	17
45 Creston	8	5	0	7	4	0	19	6	0	1	26	24
46 Grand Forks-Greenwood	23	2	0	4	3	0	17	7	0	4	24	18
47 Trail-Rossland	4	19	0	0	4	1	24	6	0	6	17	18
<b>CARIBOO</b>												
48 Williams Lake	27	5	0	2	4	0	22	7	0	3	16	12
49 Quesnel	45	2	0	2	3	0	18	4	0	2	15	10
50 Prince George	28	2	0	1	4	1	28	7	0	7	12	10
51 McBride-Valermount	33	0	0	1	11	0	21	5	0	3	16	11
<b>NORTH COAST</b>												
52 Queen Charlotte Island	14	0	7	1	11	1	31	4	0	2	18	12
53 Prince Rupert	5	1	16	1	8	0	32	3	0	8	18	9
54 Kitimat-Terrace	14	22	1	0	4	0	26	5	0	3	14	10
55 Hazelton	18	3	1	1	2	0	40	2	0	2	25	5
56 Stewart	3	8	4	0	7	0	52	7	0	3	12	3
<b>NECHAKO</b>												
57 Smithers-Houston	31	9	0	2	5	0	23	5	0	2	13	9
58 Burns Lake	37	3	0	3	3	0	26	3	0	2	14	9
59 Vanderhoof	42	8	0	3	3	0	20	3	0	1	12	7
60 Stikine	4	11	1	0	7	1	48	15	0	4	6	2
<b>NORTHEAST</b>												
61 Dawson Creek	12	20	0	3	5	0	21	10	0	8	12	8
62 Fort St. John	6	37	0	3	5	0	14	11	0	8	8	7
63 Fort Nelson	27	23	0	0	8	0	17	4	0	11	5	4



### 2006 Forest Vulnerability Indices

<b>KOOTENAY</b>	
40 Fernie	12
41 Cranbrook-Kimberley	15
42 Invermere	13
43 Castlegar-Arrow Lakes	31
44 Nelson	12
45 Creston	11
46 Grand Forks-Greenwood	34
47 Trail-Rossland	4

### 2006 Location Quotients (based on employment)

	Forestry	Mining & Min Proc	Fish- ing	Agric. & Food	Tourism	High Tech	Public Sector	Const	Film Prod
<b>KOOTENAY</b>									
40 Fernie	0.58	8.93	0.00	0.22	1.26	0.10	0.47	0.67	0.00
41 Cranbrook-Kimberley	1.12	1.67	0.11	0.42	1.36	0.03	0.92	1.02	0.70
42 Invermere	1.14	1.49	0.27	0.47	2.15	0.04	0.49	1.40	0.00
43 Castlegar-Arrow Lakes	2.12	0.92	0.00	0.26	1.01	0.87	0.79	1.02	0.00
44 Nelson	1.05	0.59	0.00	0.38	1.22	2.64	0.93	1.12	1.42
45 Creston	0.96	1.65	0.02	3.11	0.94	0.12	0.80	0.80	0.00
46 Grand Forks-Greenwood	2.21	0.77	0.00	2.06	0.75	0.00	0.71	0.82	0.97
47 Trail-Rossland	0.49	5.06	0.00	0.12	0.94	0.81	0.98	0.82	0.40
<b>CARIBOO</b>									
48 Williams Lake	2.25	1.30	0.20	1.11	0.82	0.00	0.77	0.80	0.47
49 Quesnel	3.57	0.56	0.15	0.90	0.51	0.00	0.67	0.48	0.29
50 Prince George	2.41	0.60	0.04	0.31	0.66	0.66	0.99	0.69	0.32
51 McBride-Valemount	2.50	0.32	0.00	0.98	1.55	0.00	0.60	0.63	0.72
<b>NORTH COAST</b>									
52 Queen Charlotte Island	1.18	0.00	9.56	0.30	1.41	0.36	0.97	0.44	0.00
53 Prince Rupert	0.43	0.34	21.35	0.40	1.15	0.01	0.92	0.35	0.52
54 Kitimat-Terrace	1.29	4.60	1.19	0.18	0.73	0.14	0.92	0.57	0.48
55 Hazelton	1.68	0.58	1.55	1.11	0.37	0.27	1.32	0.28	1.02
56 Stewart	0.40	1.49	7.22	0.00	0.86	0.00	1.36	0.60	0.00
<b>NECHAKO</b>									
57 Smithers-Houston	2.33	2.03	0.62	0.88	0.81	0.24	0.78	0.50	0.00
58 Burns Lake	2.93	0.55	0.00	1.10	0.71	0.00	0.82	0.39	0.00
59 Vanderhoof	3.40	0.97	0.18	0.97	0.52	0.00	0.74	0.27	0.32
60 Stikine	0.43	2.60	1.63	0.00	0.76	0.50	1.26	1.03	0.00
<b>NORTHEAST</b>									
61 Dawson Creek	0.94	4.66	0.07	1.44	0.80	0.10	0.74	0.89	0.57
62 Fort St. John	0.58	8.40	0.17	0.93	0.74	0.10	0.53	0.91	0.37
63 Fort Nelson	1.93	5.63	0.00	0.11	1.13	0.02	0.55	0.42	0.93

**Diversity Indices - 2006 - 2001 - 1996**

<b>KOOTENAY</b>	<b>2006</b>	<b>2001</b>	<b>1996</b>
40 Fernie	59	61	57
41 Cranbrook-Kimberley	73	74	73
42 Invermere	79	74	73
43 Castlegar-Arrow Lakes	72	69	67
44 Nelson	71	69	68
45 Creston	69	68	70
<b>46 Grand Forks-Greenwood</b>	<b>69</b>	<b>69</b>	<b>70</b>
47 Trail-Rossland	71	66	67

**2006 Indirect Employment Ratios - Auxiliary**

	<b>Saw Mills</b>	<b>Other W Mfg.</b>	<b>Fish- ing</b>	<b>Misc Mfg.</b>	<b>Mineral Proc.</b>	<b>Film Prod.</b>
<b>KOOTENAY</b>						
40 Fernie	1.29	1.27	N.A.	1.15	N.A.	N.A.
41 Cranbrook-Kimberley	1.30	1.28	1.75	1.19	1.34	1.32
42 Invermere	1.24	1.22	1.63	1.17	N.A.	N.A.
43 Castlegar-Arrow Lakes	1.30	1.27	N.A.	1.30	1.33	N.A.
44 Nelson	1.30	1.29	N.A.	1.19	1.35	1.32
45 Creston	1.28	1.25	N.A.	1.22	N.A.	N.A.
<b>46 Grand Forks-Greenwood</b>	<b>1.28</b>	<b>1.26</b>	<b>N.A.</b>	<b>1.20</b>	<b>1.32</b>	<b>1.29</b>
47 Trail-Rossland	1.26	1.25	N.A.	1.35	1.30	1.28

**2006 Indirect and Induced Employment Ratios - Auxiliary  
Migration (No Safety Net/No Public Sector Impacts)**

	<b>Saw Mills</b>	<b>Other W Mfg.</b>	<b>Fish- ing</b>	<b>Misc Mfg.</b>	<b>Mineral Proc.</b>	<b>Film Prod.</b>
<b>KOOTENAY</b>						
40 Fernie	1.52	1.31	N.A.	1.22	N.A.	N.A.
41 Cranbrook-Kimberley	1.76	1.53	1.93	1.46	1.70	1.42
42 Invermere	1.54	1.26	1.72	1.34	N.A.	N.A.
43 Castlegar-Arrow Lakes	1.62	1.50	N.A.	1.56	1.78	N.A.
44 Nelson	1.63	1.48	N.A.	1.39	1.85	1.56
45 Creston	1.51	1.38	N.A.	1.40	N.A.	N.A.
<b>46 Grand Forks-Greenwood</b>	<b>1.66</b>	<b>1.56</b>	<b>N.A.</b>	<b>1.39</b>	<b>1.36</b>	<b>1.33</b>
47 Trail-Rossland	1.62	1.30	N.A.	1.76	1.77	1.34

**Average Nonbasic After-Tax Income, 2006****KOOTENAY**

40 Fernie	\$25,901
41 Cranbrook-Kimberley	\$24,022
42 Invermere	\$27,769
43 Castlegar-Arrow Lakes	\$24,887
44 Nelson	\$20,624
45 Creston	\$19,994
46 Grand Forks-Greenwood	\$17,476
47 Trail-Rossland	\$21,826

These tables essentially illustrate the following important points:

1. At 23 %, the GF/Greenwood area is heavily reliant on forest related income. (eg. the higher the number, the more dependent it is on that particular sector)
2. Transfer payments at 24% are higher than basic incomes which would otherwise have more impact on the local economy (e.g. those families on income assistance, old age security do not inject as much into a local economy.)
3. In the entire East and West Kootenays, the GF/Greenwood area is the most vulnerable to forestry dependency at 34, higher than Castlegar-Arrow Lakes at 31 and many other areas in the interior. (e.g. the higher the index, the more vulnerable to the forest sector.)
4. The Location Quotient for forestry is one of the highest in the entire province, making the industry very active in the area (2006), but again very vulnerable. ( This indicates that a high proportion of economic activity is a result of the forest sector.)
5. The area has the lowest after-tax income in the East and West Kootenays.
6. The diversity index at 69 has largely gone unchanged over the last decade (70 in 1996). (eg. the higher the index, the less diverse is the local economy.)
7. The forest vulnerability index at 34 has largely gone unchanged since 1996 (36), but is doing much better than say Quesnel, Prince George, and Williams Lake that are also tied to forestry.
8. The indirect and induced employment ratios for sawmills are very high at 1.66 which shows that forestry manufacturing has a significant impact downstream, BUT the losses are felt more when the mills are down.
9. The most dramatic changes in dependencies for the GF/Greenwood area from 1991 to 2006 (15 years) has been a major increase in Transfer payments (11 to 24%) and a drop in mining (6% to 2 %).

Again, this acknowledges that circumstances may have changed since 2006. Nevertheless, the precarious economic/dependent situation still exists in the Grand Forks area. Forest related manufacturing is critical to this local economy, BUT diversification is important to lessen the reliance on the one sector, as we move into the future.

### 3.1.3 Recent Economic Events in the Boundary Region

The above noted statistics and information provides a sound appreciation for how dependent the City of Grand Forks is on forestry and associated manufacturing. When incomes from this sector are removed or decreased in a local economy, there are typically dire consequences. During 2007 and 2008, the City of Grand Forks residents experienced major losses in jobs related to the closures of a number of the key manufacturing plants that employed workers with significant incomes that supported the local economies. Since these events have occurred in the midst of the worst lumber industry downturn in memory, with new sawmill closures in BC being announced weekly, the workers have had little hope of re-employment. Industry experts have advocated that the collapse in U.S. housing market (see figure below) and the rising Canadian dollar impacted market demand and product prices to the point that sawmills have had to close and companies forced into bankruptcy. Furthermore, other industries that could have helped diversify the local economy have also been affected by other factors in recent months, leaving even less hope for many of the unemployed.



The following is a summary of the major events and contributors to the recent (2007/2008) job losses and economic hardships in the Boundary Region of BC. Numbers indicate closest estimates of permanent or temporary job losses.<sup>6</sup> Other small suppliers may have likely been impacted too, but numbers are not known at this time.

MILL/Area	COMPANY INVOLVED	IMPACT/JOB LOSSES
Midway	Pope & Talbot declares bankruptcy	Permanent Closure – May 2007 (66)
Midway	Fox Lumber buys P & T Mill	Planer Mill closure (80 more jobs)
Midway	Fox Lumber lays off staff	Office, woods and roads (28 jobs)
Grand Forks	Pope & Talbot bankruptcy	234 employees affected
Grand Forks	Interfor takes over P & T (Nov/07)	180 (Original Seniority List) 85 now out of work at plant alone (Temporary/long term layoffs)
Grand Forks Region	Hauling Contractors	40 that supplied Interfor alone Other forest suppliers unknown
Grand Forks	Canpar (Door Core Mill)	Permanent Closure – Dec 2007 (100)
Greenwood	Merit Mining	Temporary Closure – 2008 (65)
Grand Forks Region	Boundary Electric	Employees on reduced hours (85)
Grand Forks	Roxul	On workshare (100 at last report)

In less than a two year period, besides job losses, the impact of the closures have caused municipal tax losses, indirect impacts to suppliers and local businesses, school enrollment declines, devaluation of homes, and losses or induced impacts in and outside the region.

Furthermore, several other Southern Interior and Kootenay area mills are permanently or temporarily shut down accounting for very few opportunities for movement of affected employees on both the manufacturing end and in the forest or supply side. Many people are leaving the area, or have run out of unemployment benefits, or are about to run out of unemployment benefits (March, 2009).

Other than institutional or government agencies and some retailers (in Grand Forks), Roxul (Insulation Plant) is the only other major employer that remains operational in the city. Potential exists for the International Forest Products (Interfor) Mill to reopen in the distant future albeit no plans to

<sup>6</sup> Numbers of job losses and occurrences were provided by the companies, the unions and government officials as of March 2009. The consultant bears no responsibility for their accuracy.

reopen in the near future, based on all of their forecast demand and because of other mills they own in other regions. Nevertheless, Interfor has gone on record saying that the purchase of mills in Grand Forks, Castlegar and Spearfish in South Dakota, opens up opportunities for Interfor to position itself for the eventual market turnaround. The Vancouver Sun of November 19, 2007 read as follows:

“....Interfor has a history of purchasing mills under distressed circumstances and that they see opportunities to improve the performance of mills.” ....the deal of purchasing the mills recently “adds more than 40 % to Interfor’s lumber capacity, and pushes it into the top 10 of North America’s largest lumber producers, ranked at number seven and eight, with a capacity of 1.9 billion board feet.”

Interfor’s President and CEO, Duncan Davies presentation to shareholders in February, 2008 included a very positive outlook for the company, positioning itself for the long term. In the meantime, the Grand Forks 2-line mill sits idle with a small staff intact, log yards full and a secure AAC of 503, 860 M<sup>3</sup>, all complemented by the 3-line mill in Castlegar, also with a secure AAC of another 503,000 M<sup>3</sup>, but also, sitting idle for several months.

#### **3.1.4 Other Economic**

Other key challenges that have come to complement the economic situation in Grand Forks include the following:

- Omnitrax Rail closure – Abandonment of the rail line into the area will affect current and future potential for rail shipments of goods/materials into and out of the region. This lack of service would threaten existing industrial operations in Grand Forks such as Pacific Abrasives, old Bell Pole site/plant near Christina Lake and the IRS Reload Centre , along with the potential Aquilini Waste Recycling Energy Plant also proposed for the Christina Lake industrial area. Numerous jobs would be threatened, both existing and proposed.
- The Aquilini Plant, according to some nearby residents, could threaten the tourism/outdoor recreation industry in the Christina Lake area. Concern has been voiced about potential pollution or spills of waste materials coming into the area for processing at the proposed plant. Details of the proposal are still being reviewed.
- The Grand Forks Airport has undergone considerable upgrades but is very underutilized (Use is down 90%). This is a City owned facility and there are concerns about feasibility of any greater expenditures versus its actual potential use.
- Seniors demographic remaining or moving into Boundary communities resulting in less consumer demand than younger families.

- Competition from “Super” Mills located outside of the region.
- There is a mounting concern for the potential of unpaid municipal taxes by industry if the closures of mills become long term.
- Declining infrastructure in all communities in the Boundary. Grand Forks is still in a good position to receive senior government grants to assist with upgrades.
- Larger service suppliers (Unifab, Boundary Electric, etc) are being affected by the closures of the manufacturing plants.
- Loss of retail and service businesses in Grand Forks (Chamber of Commerce reports 40 % drop in membership for Grand Forks this year; although the actual drop in membership may not totally be attributed to the economic decline, anecdotal information from businesses suggest downsizing of the small business community is imminent.)
- Roxul Plant is only major employer remaining but concerns by residents exist about pollution.
- Proposals for residential developments on outskirts of Grand Forks challenged with water supply issues. There is a need for regional planning and how municipal services can supply new proposed development on the outskirts of Grand Forks. Discussion between the City, RDKB and the water purveyors is critical to ensure sustainable development for Grand Forks and Area.
- There is a suggestion that the municipal tax base (for a community of 400 residents) is inadequate to support approximately 12,000 population that has access to City services and infrastructure.

All of the above anecdotal information was supplied by many people interviewed throughout the region. Most of these issues are very important and should be explored further in the context of transition and economic development planning for the Boundary Region, as well as Grand Forks proper.

### **3.1.5 Community Assets**

Grand Forks and area has a considerable base of economic assets and infrastructure that has taken many years to build and that can continue to serve the growth and enhancement of the community. It is imperative that the City recognize these assets and uses them towards helping diversify the local and regional economy. Each part of the asset list (see Table) should be strategically



evaluated and considered for a level of investment in the future. The following table describes 11 categories that have helped establish a certain quality of life in Grand Forks and area. There are no limits to improvements to any of these assets if there is a will and the capacity within the community. Admittedly, focus and attention are often devoted to easier initiatives when they should be directed at those that yield sound and long term economic benefit. It is also understood that regional cooperation and planning may be necessary to yield positive outcomes.

**GRAND FORKS & AREA  
COMMUNITY ASSETS TABLE**

Recreation Complexes/Parks	<ul style="list-style-type: none"> <li>• Hockey Arena</li> <li>• Aquatic Centre</li> <li>• Fitness Centre</li> <li>• 3 Major Parks</li> <li>• Bike Paths</li> </ul>	<ul style="list-style-type: none"> <li>• Curling Rink</li> <li>• Ball Diamonds (x 6); one with lights</li> <li>• Trans-Canada Trail</li> <li>• Municipal campground (full services)</li> </ul>
Infrastructure and Utilities	<ul style="list-style-type: none"> <li>• City has its own electrical utility</li> <li>• State-of-the-art sewage treatment</li> <li>• Water – Grand Forks aquifer well</li> </ul>	
Land Base	• See Table from OCP (Appendix 6)	
Tourism/Culture/Heritage	<ul style="list-style-type: none"> <li>• Business Ethnic</li> <li>• Christina Lake Summer Resort Community</li> <li>• Golf Courses</li> <li>• Agriculture Fairs</li> </ul>	<ul style="list-style-type: none"> <li>• Heritage Communities</li> <li>• Hunting/Fishing and Outdoor Recreation</li> <li>• Scenic Beauty (Rivers, etc.)</li> </ul>
Events	• See attached “Attractions and Adventures” (Appendix 5)	
Industry	<ul style="list-style-type: none"> <li>• Forestry – Sawmills (x 2)</li> <li>• Value added Wood (door) Plant</li> <li>• Supply sector (to Forestry/Lumber manufacturing)</li> </ul>	
Retail/Commercial	<ul style="list-style-type: none"> <li>• Premium Commercial Centre for Boundary Region</li> <li>• 250 Establishments (Est.)</li> </ul>	
Housing	<ul style="list-style-type: none"> <li>• 1785 Dwellings (2006)</li> <li>Average value = \$176, 250 (owned dwellings)</li> </ul>	
Education	• Elementary, High Schools and Selkirk College (Branch Campus)	
Transportation/Access	<ul style="list-style-type: none"> <li>• Road - Hwy 3 Crowsnest (US/Canada Border)</li> <li>• Rail - links to Burlington</li> </ul>	<ul style="list-style-type: none"> <li>• Airport – one (4300 ft) run way (two taxi ways); 24 hr emergency flights</li> </ul>
Health Care	• Boundary Hospital (Level 1 Community Facility)	

### 3.2 Social Perspective

Pursuant to the Boundary Region Scoping Study a number of critical social development factors and issues were explored. As noted Grand Forks is one of eight incorporated communities in the RD but in the East Boundary it is by the far the most significant and thus a good part of the discussion and analysis in respect of the social development dimensions of the Boundary Region primarily relate to

Grand Forks. While it is not the intention here to repeat the narrative presented in the Boundary Region Scoping Study a synthesis of critical issues is presented below.

As stated previously, because of the rapidity in which the global financial crisis has come about much of the “relevant” statistical evidence we need to adequately appreciate current circumstances is limited at best, i.e. it will be several years before the exact magnitude of socio-economic issues and events being witnessed today are adequately captured. Yet we know intuitively that the crisis is severe, deep and far reaching. As such we have approached this challenge by providing a predominantly broad statistical insight into how things were perceived to be recently and then have supplemented this information with predominantly locally focused anecdotal information on how things are today and how they might be tomorrow.

### **3.2.1 Safety and Policing**

Overview: From the most recently available statistical information compiled by BC Statistics (2007) it is quite clear that the region’s claim of being safe and secure is well premised. While violent crime has increased somewhat over the past 4 years the overall incidence of serious crime is moderate and ranks favourably in performance amongst the best three areas/regions in all of BC. This performance extends to the historical incidence of juvenile crime, despite a mediocre youth at risk coefficient; that is despite some evidence of higher than average numbers of youth at risk the incidence of juvenile crime is quite low.

#### Regional/Community Programs/Services in Place:

- Boundary Youth Success Program; Youth Table; Restorative Justice Program; DARE, Respectful Relationships program for all youth grade 7 to 9.
- Boundary Comprehensive Community Safety Initiative. A collaboration of community partners to support local safer community projects and region wide tables focusing on: (1) child and youth issues; (2) the prevention and response to interpersonal violence; and, (3) increasing access to employment training.
- Boundary Integrates Services Committee (BISM): An initiative to more efficiently and effectively deliver critical community services to children, youth and families throughout the Boundary region.

#### Transition Issues (Grand Forks):

- According to the local RCMP private property and violent crime are trending upwards and drug trade violence is increasing.
- According to workers in the local social/family service activities family stress/breakdown/spousal abuse numbers are up as a consequence of increased unemployment and economic erosion.

**Potential New Directions/Initiatives:**

- Introduction of local rules/regulations in respect of "drug and party" house legislation.
- Investigation of community collaborative partnerships such as "Partners in Action" to enhance community involvement in pro-active responses.

**3.2.2 Education and Learning**

**Overview:** Without question the education sector is an important part of the social and economic fabric of most communities, regions and countries. It has and does play an essential role in determining the character and sustainability of economic and social development, notably:

- (a) Education provides the skills and human capital that industry needs to thrive and grow;
- (b) High standards of educational attainment lead directly to high levels of aggregate productivity;
- (c) The education system is a major factor in attracting investment; and
- (d) Education is a key source of the intellectual capital and innovation that creates new business opportunities and drives economic growth.

**Regional/Community Programs/Services in Place:** School District 51 serves a regional student population of 1,450 students including those registered as Distance Electronic Learning students. In addition to SD51 Selkirk College is an important and essential resource. It operates a total of eight campuses and learning centres in Castlegar, Nelson, Trail, Grand Forks, Nakusp and Kaslo. Academic Schools and Programs at Selkirk College include: Adult Basic Education and Transitional Training; Business and Aviation; Digital Media and Music, Distance Education, Health and Human Services, Hospitality and Tourism, Industry and Trades Training, Kootenay School of the Arts, Renewable Resources, Selkirk International, SFU General Studies, UBC Teacher Education and University Arts and Science.

Concurrent with those initiatives driven by Selkirk and SD51 there are other broader community initiatives such as the Boundary Early Years Advisory Coalition and other broad collaborative efforts such as the collaboration between SD 51 and BFISS (Boundary Family & Individual Services Society) for Strong Start Program; the partnership between SD51, Selkirk College and CFDC for adult learning; and the Boundary Alliance for Literacy a partnership with Selkirk College.

**Transition Issues:**

- Graduation rates continue to exceed provincial rates. Students from Boundary Central Secondary School have performed consistently well on provincial and other diagnostic

exam scoring in the top 30% of the province, and achieving a top 10 ranking in terms of school effectiveness.

- Many young people have to leave Grand Forks to finish their post-secondary education.
- Lower funding levels for Selkirk and SD51 implies the potential loss of important services/programming as well as jobs and payroll.
- Because available employment within the Region is not only lacking at worse and predominantly lower paid/lower skilled at best; there is substantive concern of a prolonged “brain drain” from the region.
- The inventory of unemployed, which is growing, is particularly problematic not only by the sheer magnitude of the numbers but by the generalized absence of basic education/literacy and comprehension skills.
- Community Futures has been playing a larger role in skills upgrading –especially for those who have lost jobs due to mill closures and other sectoral adjustments. This taxes CF resources.

Potential New Directions/Initiatives:

- Retraining of displaced workers, especially forest workers.
- Need to engage the educational sector more significantly in enhancing local skills for re-employment. Exactly how this might ‘look” is unclear. The point is that the educational sector and the players engaged therein represent a significant asset within the community and properly/effectively engaging this valued resource in the transition process is critical.
- New educational initiatives should/could be pursued utilizing the infrastructure and expertise available through Selkirk College, e.g. specialized trades training and/or residency programs.

### **3.2.3 Health**

The Kootenay Boundary Health Service Area (HSA), which includes the Local Health Areas of Arrow Lakes, Castlegar, Grand Forks, Kettle Valley, Kootenay Lake, Nelson, and Trail is one of four HSAs within Interior Health. The Kootenay Boundary HSA has a projected population of 77,490 in 2008 with a median age of 45.9 with Grand Forks being 49.7. This median age is the highest of the four Interior Health HSAs with a provincial median age of 40.4. Over the next 5 years (2008-2013), the youth population (less than 20 years of age) is projected to decline by 12.1% and the 45-64 year age group is expected to decline by 1.1%. Although the population projection for the Kootenay Boundary HSA over the 2008-2025 time period shows an increase in population, there is generally a decreasing trend noticed from 1997-2009. The Standardized Mortality Ratio over 2001-2005 is 1.07 and is statistically significantly higher than expected, given provincial rates.

The Boundary Area is serviced by a Level 1 Community Hospital located in Grand Forks. This Level 1 Community Hospital maintains a capacity to provide:

- Laboratory and radiology (x-ray) services;
- Emergency services that may be available 24 hours per day, depending on the facility;
- Acute care beds for patient admissions for general medicine, observation, assessment;
- convalescence and palliative care;
- Low-risk obstetrical care in rural or remote areas; and
- Outpatient ambulatory care procedures.

Health Practitioner Quick Stats (2005/06)  
Indicator / Measure

Indicator / Measure	Grand Forks LHA	KBHSA	Interior Health	British Columbia
General Practitioners per 10,000 Population	7.7	13.8	11.8	11.0
Medical Specialists per 10,000 Population	1.1	6.6	7.0	8.9
Supplementary Benefit Practitioners per 10,000 Pop.	6.6	12.6	11.1	9.9

The Grand Forks LHA has significantly lower health care providers per 10,000 population in each of the three categories (General Practitioners, Medical Specialists and Supplementary Practitioners). Beyond these core services and programs a number of community driven/cooperative initiatives are underway, notably: BISM (utilized to maximize effectiveness and efficiency of delivery amongst a range of core services with limited resources); and OPT (program in dealing with teen pregnancy).

#### Transition Issues:

- Air and water quality issues are significant. Further, non-municipal water user groups lack the economic resources to meet Ministry of Health guidelines on potable water
- Alcohol and drug abuse are of concern.
- Rising infant mortality rate.
- Troubling disparity in health services between the rich and poor.
- The Region is significantly underserved in terms of numbers of physicians; seniors housing and elder care; neonatal and childcare; specialized health services; alcohol/drug treatment; and mental health facilities. The lack of birthing facilities locally requires travel to regional hospitals, this in turn creates a substantive 'risk' when access is impeded due to inclement weather resulting in treacherous road conditions.
- There is a generalized inadequacy of provincial funding of health care initiatives within the Boundary region.

**Potential New Directions/Initiatives:**

- BAQC and ongoing water quality testing will serve to enhance awareness and stimulate interest in improving water quality. Water and air quality issues are critically important and some significant initiatives need to be pursued. These can start with monitoring and education but there is a need to move beyond these efforts.
- A Senior's Housing Feasibility Study is underway. The outputs arising from this initiative need to be pursued. In a region with an aging population seniors housing will continue to gain prominence as a critical issue. Individual steps need to start now.
- Vital Signs project that is currently underway will serve to enhance awareness of community/regional wellbeing and provide a foundation for promoting further improvements and initiatives in regional health and wellness.

**3.2.4 Social Well Being**

According to BC Statistics from a social well being or HDI (Human Development Index) perspective the Kootenay Boundary Regional District is relatively well off when compared with other RDs. In fact according to the Index of Economic Hardship the Region sits mid way amongst its peers. Unfortunately this fails to reflect the realities of the region and its citizens in terms of their social well being and ominously ignores the impact of current circumstances. For in fact, for most of the common sub-indices of socio-economic well being<sup>7</sup> the Kootenay Boundary Regional District fares rather poorly in social well being as evidenced by rising and persistent unemployment, elderly dependency ratios; incidences of low incomes, and dependence on income assistance.

A number of local/regional initiatives are underway that serve to preserve and protect the region's social well being, notably the Self-Employment and Wage Subsidy Programs (CFDC) and Hungry Kids Program. As well efforts such as the regional/local recreation centre looking at ways to identify barriers and offset costs of access is an excellent example of a community pulling together to preserve some sense of social well being.

**Transition Issues:** According to a number of the participants attending the vital signs/transition planning session held in Grand Forks in March 09:<sup>8</sup>

- Increasing numbers of people using the food bank and concern for the impending closure of the facility due to inadequate donations/support
- Increased numbers of home and business bankruptcies and foreclosures.

<sup>7</sup> Social well being is defined as a state of affairs where the basic needs of the populace are met. This is a society where income levels are high enough to cover basic wants, where there is no poverty, where unemployment is insignificant, where there is easy access to social, medical, and educational services, and where everyone is treated with dignity and consideration."

<sup>8</sup> Participants attending the session and who signed in included: Maxine Ruzicka (SD51); Al Grant (CCKV); Angie Burch (Public Health); Chris Moslin (BAQC); Cathy Manson (Rotary/BF); Bill Strookoff (Phoenix Foundation); Margaret Steele (Gables Housing Society); Heather MacLeod (BWC); Leda Leander (Boundary Family Centre); Linda Manzon (Interior Health); Roy Schiesser (GWS); Jim Harrison (RCMP); Becky Deane (Youth); Bev Wisnicki (GF Recreation); Fatima Faria (Sunshine Valley Child Care Society); and Wendy McCulloch & Jennifer Wetmore (CFDC).

- Increased average family debt.
- Average family income in the region is below the official poverty line.
- Perception of middle class out-migration.
- Lack of affordable housing.

#### Potential New Directions/Initiatives:<sup>9</sup>

- Economic/Sectoral Initiatives that might create new jobs, new businesses need to be moved ahead as quickly as possible.
- Underdeveloped arts and culture sector and particularly so in respect of First Nation's art. There is a need for funding and facilities to showcase the unique aspects of the community.
- There is an Agricultural Land Use Study underway. Recommendations arising from this initiative need to be pursued, e.g. what can be done to build on the existing Farmers market; and what is the feasibility of mobile abattoirs and small family market gardens and what can be done to further these efforts.
- Development of the Historic Court House in Grand Forks should be considered as an Arts and Culture Centre.
- Linking of trails is underway. This needs to be supported and connected to the overall tourism strategy for the region.
- "Community" needs to save the rail line.
- More community partnerships to deal with emerging social issues.

### **3.2.5 Social Capital**

Successful transition efforts will depend heavily on the community's social capital, or more exactly *"the attitude, spirit and willingness of people to engage in collective, civic activities."*

#### Transition Issues:

- Absence of a corporate presence in community activities/development.

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<sup>9</sup> As mentioned throughout this report and throughout the development literature, economic and social well being are inextricably interrelated. Responsible activities that enhance the economic environment such as the creation of new jobs where the social implications of such are self evident, e.g. reduced poverty and reduced crime, quite obviously serve to support the social environment; and responsible activities that enhance the social environment such as providing greater access to educational opportunities or promoting the arts serve to enhance the economic environment in that by improving on the quality of life the community becomes more attractive to new investors. More specifically: *"A recurrent theme in the development literature has been the question of whether increased efficiency can be achieved simultaneously with an increased degree of equity. Many have claimed that society has to choose one or the other. However, the World Bank in a recent report emphasizes that the goals of any development effort are fundamentally to improve the lives of human beings, and so the success of development programs should be assessed in human rather than strictly economic terms."*



- The list of available volunteers is waning and those engaged as volunteers are being burned out
- Brain drain of young people leaving the community/region and a concern for where future leadership might come from.
- A concern that absentee landowners<sup>10</sup> don't buy in nor contribute "fairly" to the effort to make the community/region more vital/sustainable.
- Geographic separation of communities/citizens within the region with some enclaves being more remote/isolated makes it difficult to bring the people together, to capture the full synergies of community/regional cooperation.
- Lack of leadership where it involves engaging youth in the community – absence of mentors

Potential New Directions/Initiatives:

- More community/regional partnerships are essential.
- People need to be made aware of leadership/volunteer opportunities.
- Rotary Clubs, Agricultural Group; other associations represent a potential source of leadership. They should be supported/encouraged in their efforts.

### **3.3 Municipal Overview (Financial; Services; Assets)**

The impact of transition/economic decline within Grand Forks will most certainly affect the City's financial situation and, by implication, the quality and quantity of services provided. The following reflects a general appreciation of some key points that have been gleaned from the City's Financial Plan (2009-2013); the City's Development Cost Charge Review and Update; and the City's Infrastructure Capital Plan.

#### **3.3.1 Financial Sustainability**

The City's main sources of revenues include unconditional grants, user fees, licences and other special revenue assessments. These sources provide significant contributions towards the financing of the city services. Property tax is a significant source of revenue in that it is the largest source of revenues to fund general services. The Property Tax revenue source is derived from the following classifications: residential, utilities, business, light industry and heavy industry.

Thirty three (33) percent of tax revenues are from the major class (4) of industrial taxpayers. In Grand Forks this has traditionally included: Interfor, Roxul and Canpar. Canpar has recently closed its

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<sup>10</sup> Landowners are not required to register whether they are "absentee" or not and thus tracking exact numbers is difficult at best. That being said, those who live in a rural community generally get a sense of who their neighbours are and arguably have a good sense of the incidence of "absentee landowners". Dismissing the phenomena because it lacks exact measure does not mean it doesn't exist.

operation but Roxul, which is still operational, has acquired Canpar's land and buildings. Current economic difficulties filtering through this critical industrial sector will doubtless have some implications on City services. Furthermore, depending on the short and long term situation with Interfor, there may also be some concern re: aggregate revenues and City services. However, since property tax only accounts for 25%, and of this 25% the property tax revenue industrial taxpayers make up a mere 5% of the revenues that finance municipal services, the situation to date is not that dire. Of the aggregate contribution of 5%, only Canpar is no longer in operation. This means that in the overall scheme of financing municipal services, only about 2% of the source revenue is reportedly at a loss. The City documents suggest that the financial plan is only short \$200,000 in property tax subject to the assessment of Canpar properties.

The City's Five Year Financial Plan suggests that the level of services will be an issue only if the decline persists or accelerates. That is it is expected that the current level of service will continue as long as residents continue to reside in the City and regardless of citizen socio-economic circumstance (fixed income or unemployed), core municipal services will be required and subsequently provided by the City. It is important to note, however, that inasmuch as labour is the major cost component of municipal services these costs will continue to have implications on the flexibility of municipal service provision and on the amount charged for property taxes, fees and other charges.

The key is to balance needed services with the reasonable expectations that the services provided are funded and reasonably acceptable to the community without placing too much burden on any one class of taxpayer. The long term challenge will be the affordability (ability to pay) of taxation amongst some of the residential class relative to their income levels and economic prospects. Therefore, there may be some property owners that can not pay and thus an increase in unpaid property tax and user fees in the coming year(s) might occur.

Overall, the City's Preliminary Five Year Financial Plan suggests that the revenue sources do not look bleak. However, it does note that caution should be exercised and efforts should be undertaken to ensure that the City's operation does not rely on receivables and borrowing.

### **3.3.2 Services Sustainability**

The City of Grand Forks provides numerous services to residents and property owners within the City. It operates systems and incurs costs to maintain and upgrade systems (capital works). The municipal operations rely heavily on labour, so employee cost is the major component of the municipal budget. Services have a direct relationship to the amount of property tax charged. During more difficult economic times, it is understood that services must be prioritized. The core priority services recommended by the City are as follows:

- Health and Sanitation – Waste collection and disposal, sanitary sewer, potable water, cemetery service, and animal and pest control

- Access and mobility – Streets, sidewalks, snow and ice removal, drainage, pedestrian safety, traffic control
- Safety and Protection – Policing, building safety, including fire prevention, and legislative functions, including bylaw and code enforcement
- Quality of Life – Recreation, open spaces, parks and play fields, flowers and gardens.

Other major annual expenditures for the City are the airport (close to \$100,000); general government and public buildings (close to \$1 Million); public real estate (approximately \$270,000) and Planning & Economic Development (approximately \$300,000).

The City has also outlined a series of capital projects/infrastructure improvements that will be required over the next 20 years, some of which are obviously attributed to expected/anticipated new development/growth:

Water	New well supply; new storage reservoir; distribution main upgrades	\$7.3 Million
Sanitary Sewer	Treatment Plan upgrade and expansion	\$13.1 Million
Roads	Pedestrian Bike and functional improvements	\$4.7 Million
Drainage	Subject to detailed study	\$7.3 Million
Total:	All Capital requirement over 20 year horizon*	\$32.5 Million

\*Approximately \$4.3 Million of the total capital requirement attributed to new development

### 3.4 Gap Analysis

Certainly the Region and the City of Grand Forks have not been sitting idly by as events have transpired, either recently or historically. In fact the City and the Region have a substantive history of economic development, in some cases with excellent results, in other cases not as successful as they would have liked the process to be. That being said part of moving forward is to review or look back at past initiatives from the perspective of what ideas or initiatives bear further review and follow-up. As described within the Background Report: A Snapshot of Boundary Economic Development Studies, Reports, Plans and Proposals, 2003-2008 and as alluded to in the document Boundary Economic Development Committee Report on the Strategic Planning Session, numerous initiatives (studies, plans, actions) have been undertaken and/or proposed within Grand Forks generally and within the Boundary Region specifically. By sector, most attention and the bulk of past efforts have focused on:

- Arts and Culture

- Tourism
- Infrastructure (Social and Technical)
- Agriculture

The range of strategies/initiatives investigated, assessed, implemented and/or applied thereto have broadly included:

- Business Attraction and Investment
- Regional Marketing (Agriculture and Tourism)
- Business Retention and Expansion
- Community Partnerships and Coalitions

In assessing impact/results the report (A Snapshot of Boundary Economic Development Studies, Reports, Plans and Proposals, 2003-2008) suggests that the incidence of success (i.e. what happened, what resulted, what initiatives applied) was as follows:

Successful Implementation:	23%
Morphed into different outcomes:	18%
Still underway or partially implemented:	38%*
No activity:	21%

\*with the majority of recommendations not addressed

The degree of success by strategic category was recorded as follows:

Arts and Culture:	33%
Tourism:	40%
Infrastructure (social/technological):	16%*
Agriculture:	33%

At this point in time there are a number of initiatives that have been completed and a number of others remain outstanding or currently underway. Arguably several of these relate to improving social services delivery and/or improving the social environment (quality of life):

- Boundary Integrated Services Model (At schools throughout the Region)
- Safer Boundary – increased collaboration between stakeholders
- Softwood Industry Community Economic Adjustment – Funded by WDO
- Regional Portal System – Website
- Living Arts Centre – Christina Lake
- Greenwood Festival of the Arts – Bluegrass Festival
- Beaverdell-Carmi Internet – Contract signed for wireless internet service to this area
- Agriculture Development – Agriculture Plan (partial funding secured) and Abbatoir Business Plan

A number of other critical efforts/strategies/initiatives remain outstanding. These gaps in progress or community/regional opportunities bear further re-examination to determine their relevance and to assess the apparent need to bring them forward. These include:

- Business Retention, Expansion and Attraction
  - FDI (Foreign Direct Investment) program
  - Improve Business Climate
  - Strengthen Business Services
- Development of the Tourism/Cultural Sector
  - Community Tourism Services And Infrastructure
- Development of the Agricultural Sector
  - Boundary Area Agriculture Plan
  - Enhanced Farmers Market
  - Develop Mobile Abattoir
  - Develop Grape Growing Industry
- Innovation And Development Of New Technologies
- Infrastructure Enhancement
  - Broadband
  - Community Revitalization
- Branding of Region or Communities (Marketing)
- Skilled Labour Development
- Social Services/Infrastructure
  - Enhance Seniors Facilities and Services
  - Build Community Centre
  - Enhance/Protect Health Services

Of course some of these suggestions/initiatives are relatively recent. That being said, it is logical to assume that lack of progress on other fronts might simply be the result of insufficient funds; insufficient or inadequate (unqualified) staff resources; inappropriate organizational structures (from the perspective of mandate or scope of responsibilities); poorly articulated or missing action plans; and/or a lack of community commitment and consensus amongst key stakeholders and/or affected agencies/citizens. The bottom line remains however, there are a number of worthwhile initiatives that have not moved forward and these gaps bear attention.

## 4.0 PRINCIPLES OF SUCCESS IN TRANSITION

*"Significant differences exist between rural communities with respect to effectiveness in economic development. Some communities appear to have the innate ability to easily mobilize resources while others never seem to get organized enough to manage the resources of the community. Some communities seem to adapt very well to an economic decision that results in a negative impact for a major employer resulting in plant closures and high unemployment while other communities are devastated by the same decision."*

Why is it some communities and regions, when it comes to regional economic development, appear to have the innate ability to easily focus and mobilize resources while others never seem to get organized? Why is it that some communities seem to adapt very well to economic opportunities and challenges while others seem to drift?

While a lot of research has been done on the subject of economic development the practice of actually achieving "all you can be" is often poorly understood, or worse, misunderstood. Historically in terms of effecting positive change, a number of different models have evolved over the years. In the early 50's, 60's and 70's most economic development efforts maintained a heavy reliance on smoke stack chasing. In the 80's and 90's the approach was predominantly focused on improving prospects for SME's with a heavy reliance on growth from within. Today there is much more of an emphasis on broad, community based development with an emphasis on social, economic and environmental sustainability. Relative to the transition urgency of Grand Forks few can argue that any of these models is necessarily inappropriate regardless of what type of effort is currently in vogue. Thus despite this historical evolution of methodology the key to economic development success lies not so much in the practice but in the appropriateness of the response given the realities of today and tomorrow.

Left unchecked the tremendous economic and social challenges facing Grand Forks today, including but not restricted to: rising unemployment; overtaxed social services; struggling small businesses; and significant corporate slow-downs/closures; will very likely propel the community into a level of crisis that is irrecoverable. The immediate impulse is to seek out short term solutions and certainly there is a significant need to act quickly. But successful transition is not about quick, poorly considered actions. Such knee-jerk responses, while appearing desirable in the short term often do nothing more than lead a community or region from the frying pan into the fire. Instead success lies in developing and implementing a range of actions that in addressing short term crises do not compromise long term well-being.

*"It is important to note that economic development efforts in the short run might very well be, and often are, different from trying to improve economic growth over the long run. Indeed, these two economic goals can be in conflict."*



Taken individually those transition challenges Grand Forks is facing today are without a doubt daunting and by definition they demand effective and immediate response. However, individually and collectively they do not exist in isolation; but instead are compounded by other equally profound transformations taking place in international, national, and provincial economies; transformations that are deeper, broader, more substantive and more permanent than the transition challenges Grand Forks is currently witnessing.

The realities of the 21<sup>st</sup> century are globalization, technological innovation, workplace and worker redefinition, and the emergence of internal economic drivers premised on information and knowledge.

### KEYS TO THE OLD AND NEW ECONOMIES

	OLD ECONOMY	NEW ECONOMY
<b>ECONOMY-WIDE CHARACTERISTICS</b>		
Markets	Stable	Dynamic
Scope of Competition	National	Global
Organizational Form	Hierarchical, Bureaucratic	Networked, Entrepreneurial
Potential Geographic Mobility of Business	Low	High
Competition Between Regions	Low	High
<b>INDUSTRY:</b>		
Organization of Production	Mass Production	Flexible Production
Key Factor of Production	Capital/Labour	Innovation/Knowledge
Key Technology Driver	Mechanization	Digitization
Source of Competitive Advantage	Lowering Cost Through Economies of Scale	Innovation, Quality, Time-To-Market, and Cost
Importance of Research/Innovation	Moderate	High
Relations with Other Firms	Go it Alone	Alliances & Collaboration
<b>WORKFORCE:</b>		
Principal Policy Goal	Full Employment	Higher Wage/Incomes
Skills	Job-Specific	Broad Skills, Cross-Training
Requisite Education	A Skill	Lifelong Learning
Labour-Management Relations	Adversarial	Collaborative
Nature of Employment	Stable	Marked by Risk/Opportunity
<b>GOVERNMENT:</b>		
Business-Government Relations	Impose Requirements	Assist Firms' Innovation and Growth
Regulation	Command & Control	Market Tools, Flexibility

*Source: Progressive Policy Institute*

What do these new realities mean for the community of Grand Forks and the citizens, institutions and enterprises located there; and what implications do they have for efforts to move forward?

First and foremost, if transition success within the City of Grand Forks is to be realized, the commitment demanded will need to be serious; it will require strong local leadership and a broad regional response. At best economic development cannot be achieved without leadership nor is it something that should or could be done off the side of the desk or as a part time endeavor. In Grand Forks today it requires a serious commitment in terms of effort, resources and expertise/competency.

Secondly, while there is pressure for getting underway, methodologically speaking some attention should be paid to certain dictates of the economic development approach if we are serious about moving the City of Grand Forks forward. Specifically supply driven methodologies don't work. Today more than at any other time, the philosophy of "build it and they will come" is at best inadequate and at worse a serious waste of resources.

Thirdly, the components of competitiveness can no longer be pursued separately; broad multidimensional partnerships are critical; and, innovation is the only sustainable competitive advantage.

Fourthly, information technology underlies many of the changes that are occurring as we move into the future. While economic success for companies in the past was generally determined by low costs (such as low taxes, land giveaways and subsidized utility rates) as well as good transportation and utility infrastructure, today firms and other organizations (including governmental and non-governmental organizations) are realizing that knowledge provides the key to wealth creation as new ideas, innovation and technology become increasingly embedded in services, manufacturing and other sectors. Simply stated, in the information and knowledge economy of tomorrow the education, skills and capacities of workers, entrepreneurs and managers are crucial to success. It puts a premium not simply on technology, but also on the ability to communicate effectively, access and apply knowledge, synthesize information, solve problems and adapt to fast-moving work environments. Learning, innovation, creativity, and adaptation become the principal sources of competitive advantage. Consequently, in communities such as Grand Forks economic success depends on the people who live and work there. Without an adequate supply of educated and skilled people local businesses as well as potential new ones will find it difficult to grow and to attract and retain workers.

Fifthly, to succeed in the challenging economic development game, Grand Forks will need to compete on the basis of amenities and quality of life factors in order to attract and retain the best and the brightest. Practically, this means creating a positive sense of place through high-quality schools, medical services, a fast and responsive government, as well as the other

essential aspects of a quality living environment, including high-speed internet service, recreational facilities, affordable housing, transportation and other infrastructure. Additionally it means a welcoming and tolerant atmosphere, diverse cultures, a robust civic ethos and spirit, low crime, as well as cultural amenities that include “high culture” but also go beyond high culture (i.e., urban amenities such as entertainment, shopping, restaurants, walking streets, festival marketplaces, bustling street life, river walks).

Of course, success for Grand Forks will rest on the community’s understanding and appreciation for the “future economy” and positioning itself to take advantage of all the changes occurring. This understanding can be assisted by an appreciation of the differences between the old and the future economy<sup>11</sup>:

#### KEYS TO ECONOMIC TRANSITION SUCCESS – THE CONTEXT OF ECONOMIC DEVELOPMENT PROGRAMMING IN THE FUTURE ECONOMY

IN THE OLD ECONOMY:	IN THE FUTURE ECONOMY:
Being a cheap place to do business was key.	Being a place rich in talent is the key.
Attracting companies was key.	Attracting educated/skilled talent is the key.
A high quality environment was a luxury which stood in the way of attracting cost-conscious businesses.	Physical, cultural and educational facilities and amenities are key to attracting businesses.
Regions won because they held a fixed competitive advantage in some resource or skill.	Regions prosper if organizations and individuals have the ability to learn and adapt.
Economic development was government led.	Only bold partnerships among business, government and the non-profit sector can bring about change.

Of course doing the right thing and doing it right are not necessarily the same. The challenge of transition lies in satisfying both. What are the implications of not doing it right?

- *“Some regions lag in innovation and entrepreneurship because they have underdeveloped their talent base and economic infrastructure.*
- *Some struggle to recruit and retain increasingly mobile talent because they lack livable communities with an attractive mix of creative districts, amenities, and the natural environment.*

<sup>11</sup> An example of how these new realities translate into new strategic directions and practices is reflected in the City of Calgary’s Strategic Plan: “The Calgary Economic Development Strategy 2008-2018 is different from previous City of Calgary economic development strategies, and other city economic development strategies from around the world, in that it takes a broader view of economic development to include the importance of people and community. Traditional economic development strategies have focused on business and investment attraction. This Strategy is different as it focuses equally on the retention, attraction and development of people as one of the most important elements for economic development success.”

- *Some have focused primarily on smart growth challenges, but now find that the economy is lagging and that many residents are not prepared to compete.*
- *Some have made social equity a priority, but now find that not enough attention has been paid to expanding economic opportunity and a healthy environment.*
- *Some have undertaken visioning processes to identify and connect economic, social, and environmental goals, but now find that they lack the necessary mechanisms for regional implementation.”<sup>12</sup>*

In terms of doing it right, beyond those programming dictates discussed above, there are other key attributes that differentiate between those communities that maintain a high quality of life and sustain themselves in a changing economy and those that don't. Some refer to these successful examples as resilient communities. The principles of resilience are particularly salient in the context of Grand Forks and its efforts to successfully transition. Within the context of socio-economic development planning and implementation, resilience accrues where the effort is:

- Broadly based or regional;<sup>13</sup>
- Inclusive and unfractured (representing broader stakeholder interests);
- Well planned and strategic with established goals and well defined objectives and activities that yield measurable outputs, outcomes and impacts (value for money);
- Pro-active -Not simply waiting for something to happen and not simply reacting when something does;
- Independent yet community responsive; apolitical yet transparent and accountable; and,
- Long-term focused.

#### 4.1 Transition Success Principles In Practice

*“For over a century rural economies have developed strategies that support a raw product economy and an economy that is dependent on decisions in an external environment over which the community has little control. However, the paradigm shift is beginning to take place.”*

The principles of transition success described above should guide individual strategies and actions if success is to be realized.

Just how these principles have been applied individually and/or collectively in other jurisdictions can provide a useful insight into their application in Grand Forks. That being said, few could argue that Grand Forks is unique in terms of its inherent strengths, weaknesses, opportunities and threats. Further there are no ready examples of communities that have successfully transitioned out of forestry or

<sup>12</sup> The Innovation Driven Economic Development Model, Collaborative Economics September 2008.

<sup>13</sup> Within the context of Grand Forks this would imply at a minimum the Boundary Region but open to and supportive of partnerships in broader initiatives.

mining at a time when a sectoral downturn was magnified by a broadly based global financial/economic crisis such as we have today. Thus the application of past community EcDev examples (in aggregate) is somewhat irrelevant inasmuch as the context is not the same. There are, however, some examples of how in the recent past and today some of these individual principles have guided communities in their efforts to move forward.

Bear in mind however, that in looking at other examples beyond the lesson that basic principles apply, (1) local innovations, to be successful, must deal with the specific local conditions confronted, and (2) a variety of strategies will work across locales. What follows in the examples below illustrates clearly that transition is more than just a change, it is a process. Transition in terms of single industry communities refers to a period of decline resulting in something different, a new direction for the community. For all communities transition is about self determination.<sup>14</sup>

Community or Region: Chemainus, British Columbia

Situation: The classic transition example, Chemainus was once primarily a mill town, and home to the largest covered-in sawmill in North America. For years, it was believed that the forestry sector, which was the backbone of Chemainus' economy would always thrive. Such wasn't the case when the local sawmill closed and 700 people were laid off.

Initiative/Practice: The mayor responded by creating a Merchant's Revitalization Committee for the downtown core. The city organized a festival of mural painting. (Chemainus Mural Project) it started with five murals and grew quickly to more than 30. This revitalization idea encouraged the establishment of new enterprises such as antique dealers, art galleries and other tourism-related businesses. Today, tourism is a year-round industry.

Lessons Learned: There is much that can be learned from this classic community success: (1) the importance of community/stakeholder engagement in broader economic development programming/implementation; (2) being pro-active in resolving issues/challenges; (3) a strong vision with focused actions; (4) the ability to learn and adapt; and, (5) being a place rich in talent is key, i.e. the murals didn't just appear and neither did the foresight to recognize the poetical of tourism.

Community or Region: Kimberley, British Columbia

Situation: Kimberley began as a mining camp, and somewhat less so, an enclave of forest dependent jobs/enterprises. Like Chemainus the mine closed and forestry tapered off.

Initiative/Practice: The president of the local chamber of commerce proposed the idea to "Bavarianize" the town, given the resemblance of the surrounding mountain scenery to Bavaria. The focus of this initiative was to theme the community as a means to establish a clear identity; one that would promote/foster sustainable tourism development. Concurrent with this initiative a number of tourism service/retail operations started up.

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<sup>14</sup> Survival Skills: The Economic Transitioning of Forestry and other Single Industry Communities, The Rural and Small Town Programme, Mount Allison University, March 2007

Lessons Learned: Like Chemainus, Kimberley benefited from strong leadership and community support. Community engagement was a central tenet to success; but importantly, the idea was well planned and strategic.

Community or Region: Oxbow, Saskatchewan

Situation: While not a classic transition story, not unlike many smaller transition communities the Town of Oxbow (see also the Discovery Islands) felt that their community was overly dependent on a single economic sector and other critical sectors essential to citizen/community well being were underrepresented. The other troubling aspect was a concern that the absence of selected services impacted adversely on the community's quality of life and its ability to attract and retain an educated/skilled workforce.

Initiative/Practice: The community leaders took the initiative to identify the businesses the community needed, did some work on assessing the feasibility of these needs (in other words were these needs reasonable from a business viability perspective), and then the community decided to aggressively pursue those business interests that seemed worthwhile and feasible. Recruitment efforts included advertising on the community's web-site; identifying potential candidates and sending out information to "desirable or needed businesses" and asking them if they would want to expand their efforts; and following-up aggressively with the best possibilities.

Lessons Learned: Rather than wait to be discovered or wait for an economic downturn these communities took a pro-active position; they engaged key stakeholders to help identify serious gaps and to help get the word out.

Community or Region: Dryden, Ontario

Situation: Too many rural communities, be they transitional or otherwise, in their efforts to attract new enterprises/industry neglect what they already have – until they lose a local business, shut down because of the lack of local support exacerbated by a large closure or, more simply, the attraction of relocating to another community/town.

Initiative/Practice: The City of Dryden has an annual "people's choice award" for business excellence. There are a number of categories in terms of the "size of business". Basically local citizens decide what businesses they view as the best contributors to the community. Contributions might mean employment, types of products/services offered, quality of service; or overall support to the community at large say in terms of social contributions. These awards are showcased and advertised. Local businesses gain through recognition and hence more business and local communities gain by encouraging and supporting those local businesses who are truly positive contributors to the local community.

Lessons Learned: Sometimes the short-term drive to find anew means the long-term loss of what might already be there. Understanding, strengthening and building on existing assets is critical to long term sustainability.

**Community or Region:** Kalamazoo, USA

**Situation:** Industrial decline; abandoned facilities and vacant land.

**Initiative/Practice:** The Community created an informational brochure and produced a video and television show to support its marketing efforts. Staff made community presentations, and the community paid for market studies to determine what type of development was realistic on these sites. It created a geographic information system (GIS) and entered property information and maps of the city's lands/facilities into the system. GIS enhanced marketing efforts by combining visual and textual site information.

**Lessons Learned:** Regions prosper if organizations and individuals have the ability to learn and adapt. The impact of industrial decline was viewed less as a weakness than as a strength. Abandoned/vacant property was presented as a community asset for the purpose of facilitating diversification.

**Community or Region:** Durham, North Carolina

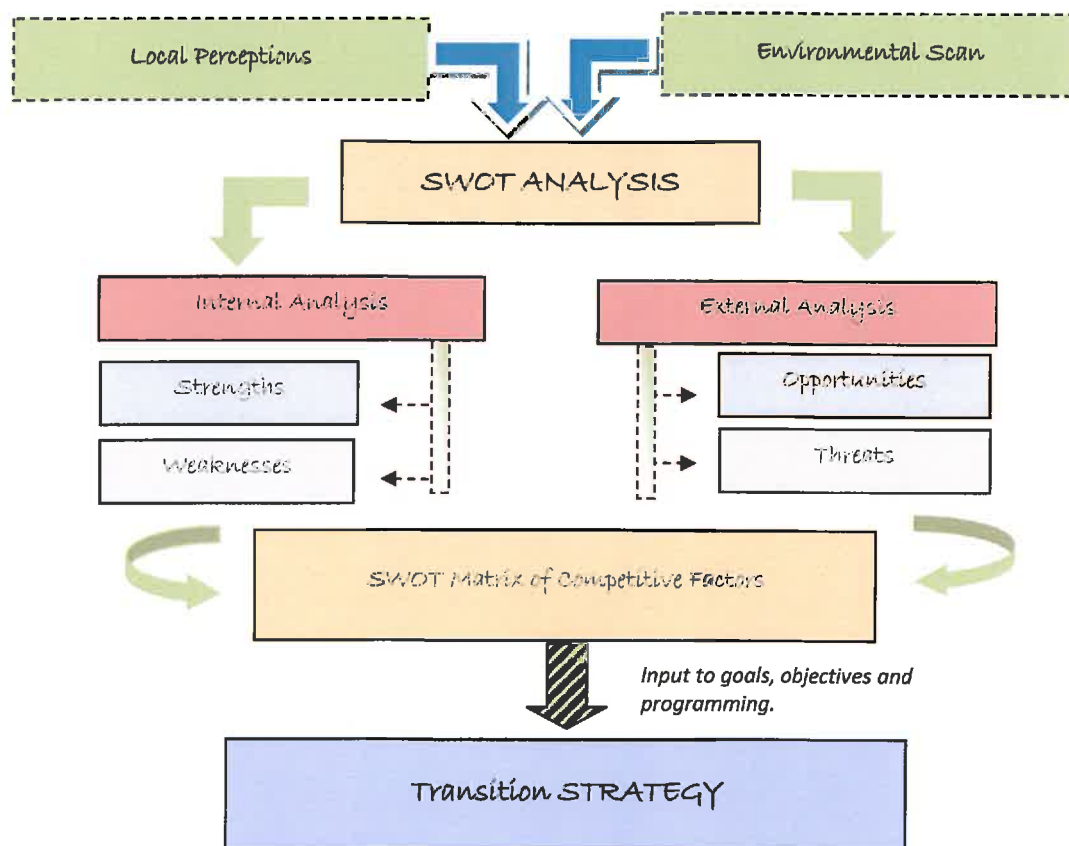
**Situation:** Industrial decline; abandoned facilities and vacant land.

**Initiative/Practice:** The Golden Belt Business Education Service Center (GBBESC) is a joint incubator and training and social services center. An NGO supported by the community, private enterprise and the local ECDev organization, the centre revitalized a historic abandoned manufacturing plant and developed affordable office/commercial space in the most economically distressed part of the community. In addition, GBBESC has integrated social and economic development services and offers them together in one location within the community. This convenience and proximity helps GBBESC more effectively reach the community. The center is now home to over a half dozen tenants, and has become the hub of the community's workforce and training activity.

**Lessons Learned:** Only bold partnerships among business, government and the non-profit sector can bring about change.

## 5.0 EMERGING ISSUES AND OPPORTUNITIES

While seemingly obvious, it is critical to reiterate that situation analysis is the critical first step before defining direction and action. A situational analysis may be broad based or highly specific. However in either case it should have a clear focus and purpose. A popular approach to this task is the use of a SWOT methodology. Simply put the common acronym SWOT refers to nothing more than: **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats. That being said, this simple acronym implies a broad and intensive analytical process of gathering and assessing critical internal and external information for the purpose of goal setting, strategy formulation, and implementation. Though more commonly a tool of business, SWOT analyses have been used increasingly to guide communities and regions in preparing strategic plans.



In practical terms SWOT analysis involves the collection and assessment of a broad and diverse array of socio-economic information, and the subsequent classification of this information into four



broad categories: strengths and/or weaknesses that are internal aspects of the region; and opportunities and/or threats which are external situational factors. Strengths and opportunities are seen as the foundation for building the region's competitive advantage while weaknesses and threats are perceived to hinder it. By understanding these four aspects of regional circumstances, regional planning efforts can be better focused to leverage strengths, correct weaknesses, capitalize on opportunities, and deter potential threats.

Over the period February 1, 2009 to April 30, 2009 the consultants undertook a variety of interviews with knowledgeable/interested individuals from within Grand Forks and collected a substantive amount of information/materials. (See section 3.0, above) From this environmental scan<sup>15</sup> and collection of individual experiences and perceptions, a SWOT analysis was prepared. The results of this exercise are discussed in the notes below. Importantly the SWOT analysis and strategy recommendations are premised on circumstances as they existed when the interviews were conducted and the information was collected.

### 5.1 Strengths and Opportunities

Strengths:	Opportunities:
<p>Principles of Analysis:</p> <ul style="list-style-type: none"> <li>• What advantages does the community have?</li> <li>• What does the community do well?</li> <li>• What relevant resources does the community have access to?</li> </ul>	<p>Principles of Analysis:</p> <ul style="list-style-type: none"> <li>• Where are the significant social and economic opportunities available to the community?</li> <li>• What technological, market, social and economic trends are occurring today or expected to occur tomorrow that present potential areas in which the community can benefit?</li> </ul>

Despite current social/economic challenges within Grand Forks a number of strengths and opportunities are readily apparent. As previously noted, Grand Forks does not exist in isolation of the Boundary Region in which it is an essential part, and as such those aspects of the City's present and future circumstances are inextricably tied to regional strengths and opportunities. Further, most certainly some of these attributes are time sensitive, i.e. access to selected funding envelopes, and bear immediate attention, while others are more longer-term focused, i.e. access to Okanagan/Columbia and

<sup>15</sup> "... an effective environmental scanning program enables decision makers to understand current and potential changes taking place in their [region] ... . Scanning provides strategic intelligence useful in determining ..... strategies. The consequences of this activity foster an understanding of the effects of change.....which in turn aids in forecasting, and bringing expectations of change to bear on decision-making." Morrison, J. L. (1992). Environmental Scanning. [The Association for Institutional Research.]

US markets. Without restricting nor limiting the absolute numbers and diversity of inherent strengths and available opportunities, the following attributes were identified:

1. **Tourism:** Grand Forks is blessed with a rich history; stunning ecological attributes and natural amenities; recreational facilities; and, significant traffic flow/visibility yet the tourism sector is underdeveloped at best and ignored at the worse. Increasingly the spill over from developments in the Columbia and Okanagan Valleys are looking to the tourism possibilities available in this underdeveloped region. With easy access to/from the United States the opportunities for further development in this key sector are significant.
2. **Agriculture:** Within close proximity to the community there is a substantive base of underdeveloped arable agricultural land especially lands suitable for higher value added market gardens and other crops. Immediacy: short, medium and long term potential.
3. **Community Commitment:** The saving grace the current economic malaise is that it can serve as a catalyst to mobilize the community. Difficult times can drive communities apart or pull them together. There is ample evidence that in Grand Forks it is pulling the community together.
4. **Access to Federal/Provincial Funds:** Because of the breadth/depth of the current financial/economic crises across Canada, certain communities/regions such as Grand Forks have access to additional funding programs/initiatives. These funding avenues can be used to ease the impact of economic and social externalities arising from the slow down and also be used to mobilize and enhance local efforts to promote growth and development. Notably this window of opportunity is immediate/short-term.
5. **Growing Seniors Population:** Generally speaking the senior's age cohort (55 years +) is characterized by stable incomes from pensions and investments. While a disproportionate representation of the age cohort carries with it other issues in respect of medical/health services; stable incomes provide ongoing and stable sources of revenue for local retail/service interests. Immediacy: short, medium and long term potential.
6. **Access to Okanagan/Columbia and US Markets:** Grand Forks is strategically located relative to the potential of the Okanagan, Columbia and NW United States marketplaces. With lower cost land, labour and resources; and good transportation networks these markets can be reached easily and competitively by manufacturers or other businesses interested in locating in Grand Forks.
7. **Access To Low Cost And Skilled Labour:** As noted previously, an essential pre-requisite to future growth and development is the adequacy of talent and skilled labour. This local resource is perhaps the most significant of all resources. That being said there are some limitations of skilled labour in some key niches such as mid level professionals.
8. **Quality of Life –** A rising stock of affordable housing, a diverse array of recreational facilities and options; good health care services and excellent educational infrastructure (including Selkirk College) and a relatively safe environment are strong regional strengths in the broader effort to attract and retain workers and enterprises.
9. **Innovative/Collaborative/Cooperative:** Grand Forks has a history of being innovative and collaborative. Perhaps past socio-economic difficulties, rising social problems brought on by company closures and the like; and funding shortages; have demanded innovation and

collaboration. Nowhere is this more evident than in the local social services environment and the successes achieved by BISM. There is much that can be built on this track record of success in working together.

10. **Underutilized Resources/Infrastructure** - Industrial Land And Regional/Local Airport: Grand forks has a number of infrastructure assets underdeveloped and/or underutilized. These assets provide an excellent base to build from.
11. **Foreign Direct Investment (FDI):** A number of enterprises located within Grand Forks are headquartered outside the province/country. While the outlook for some of these facilities is not favourable; the network of contacts they represent can provide a foundation for the City's efforts to attract/build on FDI.

## 5.2 Weaknesses and Threats (Issues)

Weaknesses:	Threats:
<p>Principles of Analysis:</p> <ul style="list-style-type: none"> <li>• What social/economic/demographic and environmental problems are plaguing the community's well-being?</li> <li>• What does the community do poorly?</li> <li>• Where does the community stand relative to its competitors?</li> </ul>	<p>Principles of Analysis:</p> <ul style="list-style-type: none"> <li>• What technological, market, social and economic trends are occurring today or expected to occur tomorrow that present potential obstacles to the community's efforts to grow and develop?</li> </ul>

The value in understanding weaknesses and threats is not for the purpose of discouragement or intimidation, but rather to highlight what might be done to mitigate or ameliorate these bumps along the road. Relative to the outlook for Grand Forks a number of apparent/perceived weaknesses and threats were identified. As above, Grand Forks does not exist in isolation of the Boundary Region in which it is an essential part, and as such those aspects of the City's present and future circumstances are inextricably tied to regional weaknesses and threats. Further, once again some of these attributes are time sensitive, i.e. funding shortages for social needs, and bear immediate attention, while others are more entrenched, i.e. forest sector dependence.

1. **Concerning Outlook/Circumstances For Existing Small And Medium Sized Businesses:** Local SMEs are finding it especially hard to survive in the current economic climate. Recent statistical evidence shows that the numbers of bankruptcies and SMEs in difficulty is rising. The small business sector is the well spring of job creation, innovation and diversification. There is a serious need for retention/strengthening of this integral sector.

2. **Aging Community Assets/Infrastructure:** Regardless of the current economic situation related to the forest sector decline, there is a very real need to address the key factors of the community that will help resurrect Grand Forks and maintain its community base to allow for other economic opportunities to prosper in the near term/medium term future. This implies investment of both municipal and provincial funds towards replacement and upgrading of these aging assets and infrastructure.
3. **Funding Shortages For Social Needs:** The current economic decline has eroded some sources of financial revenue and caused others to be stretched to the point that they are beginning to undermine the broad economic development potential of the community. There is a need to introduce strategies and actions that will identify, pursue and secure additional revenue streams.
4. **Underdeveloped Economic Base:** The Grand Forks area is significantly dependant on forest sector incomes, and is one of the least economically diversified communities/regions in the interior. This suggests other potentially prominent sectors are underdeveloped and must be enhanced to help complement the economic base. Key sectors may be tourism, agriculture, value added manufacturing, trade and services, technology and innovation, and education.
5. **Slow Or Weak Implementation Of Former Studies And Plans:** Some studies, plans and strategies that have been completed in the recent past have not been pursued or implemented; these may relate to specific industrial sectors (e.g. agriculture) or specific initiatives (e.g. Airport marketing). This has discouraged some people in the community that have historically been involved in promoting these projects and that have believed in their importance. Proper steps or organizational efforts may not have been put in place to move forward towards action.
6. **Limited Capacity To Effect The Economic Situation:** Arguably current circumstances are globally driven and the magnitude of the impacts exceeds the resident capacity to significantly effect change, especially in terms of human resources, development funding and organizational structure(s). That being said many past efforts have not yielded the type nor magnitude of benefits that are necessary. There are many reasons for them, some internal and some external. Various communities in Canada and internationally are addressing their economic development needs in different ways, many of them changing the structure, operation and emphasis of EC DEV efforts with the evolving needs of a global economy and the urgency of declining economies.
7. **Dysfunctional/Segregated Groups in the Community:** In the past the community suffered the consequences of dysfunction. The result then was a community with an inability to achieve its maximum economic and social potential. Community engagement, consensus and commitment is critical to transition success.
8. **High Leakage of Money and Jobs:** While smaller communities tend to be plagued by a leakage of dollars (incomes, jobs) to other more substantive centers, recent declines in local economic activity within Grand Forks coupled with its close proximity to Spokane and Kelowna have exacerbated the loss of local expenditures. These losses put existing businesses, especially those within the retail and services trade sectors, in a very precarious position. The continued closures of small retail and service businesses will only make the problem worse and potentially lead to challenges for recruitment in the future.

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9. **Forest Sector Dependence:** The forest sector “vulnerability” index shows that Grand Forks and area is too dependent on one sector. This overly narrow focus on the ups and downs of one especially cyclical sector does not bode well for the future stability of the community. Stability can only come about from a more diversified and better balanced economic base.
  10. **Loss Of Youth To Other Communities:** Without opportunity and jobs; without a growing and thriving economic sector; and, without a strong social network and high quality of life; there is little the community can do to retain its most valuable asset: youth. The future of the community is dependent upon its success in retaining this most valuable resource.
  11. **Limited Medical And Health Services:** As it currently stands the breadth and depth of medical and health services is commensurate with the community’s size and apparent needs. That being said most of these services are stretched to the limit and this level of “service” limits the community’s ability to attract and retain a growing population. Alternatively, there is a concern for the loss of appropriate medical and health care services as the population declines, and the demographics potentially ages.
  12. **Image Of The Community:** Community image speaks of community pride. Community pride is a precursor to community transition success. There are parts of the community that warrant revitalization and renewal.
  13. **Transportation:** Grand Forks is understandably relatively isolated from a site location business/industrial perspective, and this isolation can limit tourism sector development. Continued upgrades to access, marketing and targeted recruitment is imperative.
  14. **Municipal Operations and Decreasing Tax Revenue:** By definition Municipal Operations are labour intensive; and labour costs money. As the economy declines there is potential for the industrial and commercial tax base to decline, potentially compromising certain municipal services where funds for ongoing maintenance might be especially scarce. This often comes at a time when funds must also be directed at economic development.
  15. **Limited Access To Development Funding:** Historically, Community Futures programming aside, the Grand Forks/Boundary Region is seen to be a geographic area that has not be able to garner its fair share of senior government program funds to assist with economic development. By way of example, it is not in the Columbia Basin Trust region and thus is unable to benefit from such programming as Community Initiatives nor Arts, Culture and Heritage. Further the community lacks the financial wherewithal to contribute matching funds to access other more substantive funding programs. This problem is exacerbated by an absence of staff that can assist with funding applications or establish effective dialogue with funding program officials.
  16. **The Forgotten “Triangle”:** While the rest of Southern British Columbia has witnessed a boom of economic opportunity and growth Grand Forks and the Boundary region have generally lagged the boom of the Okanagan and Columbia valleys. Arguably the area may be on the cusp of development but it remains a somewhat undiscovered area. This lack of identity limits the prospects for business attraction.

## 6.0 STRATEGY

### 6.1 Transition Where?

*"If you don't know where you are going, any road will get you there".*

Transition success is most importantly about having a vision, and secondly about being proactive, focused, relevant and realistic in its achievement. In the case of Grand Forks, and fundamentally the central premise of this exercise, the central question is: what is the community's vision and where might the community hope to aspire to?

From the review of documents and past exercises; the concerns, interests and priorities of stakeholders and local citizens as gained through various consultative efforts; from an investigation of where the community currently is and an analysis and assessment of where it might realistically hope to be in the not too distant future; and from a review of the successful experiences of other communities and other jurisdictions facing similar challenges and opportunities; it is clear that the transition vision for the City of Grand Forks needs to be premised on four core development pillars. These pillars include: economic stability (a community that is diversified and balanced in its economic growth and development); a positive business environment (a community where businesses can locate, grow and prosper); social equity (a community that is caring); and strong institutions and good governance (a community of strong leadership, principles, institutions and efforts).

#### THE PILLARS OF TRANSITION SUCCESS (DEVELOPMENT GOALS) A VISION FOR MOVING FORWARD IN THE CITY OF GRAND FORKS



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## 6.2 Getting There from Here

Comprehensive planning for successful transition in Grand Forks<sup>16</sup> will require efforts that leverage new growth and foster redevelopment, promote sustainability and improve the community's overall socio-economic well being. Crafting a strategy to match the regions situation involves being cognitive of external and internal situational factors while setting clear direction via setting strategic goals. The purpose of setting strategic goals is: (1) to convert a vision into specific performance targets; and, (2) to creates metrics that track performance.

Strategic planning as it pertains to community economic development has a variety of purposes. In its simplest form it is nothing more than articulating a future based on the fundamental values and priorities of today. Successful communities, especially those who have moved forward from the economic precipice, understand that success is not about a single event at a fixed point in time; success is not about just achieving something but rather achieving the right thing; and success does not occur as a consequence of happenstance. In the case of Grand Forks this means a strategy that is:

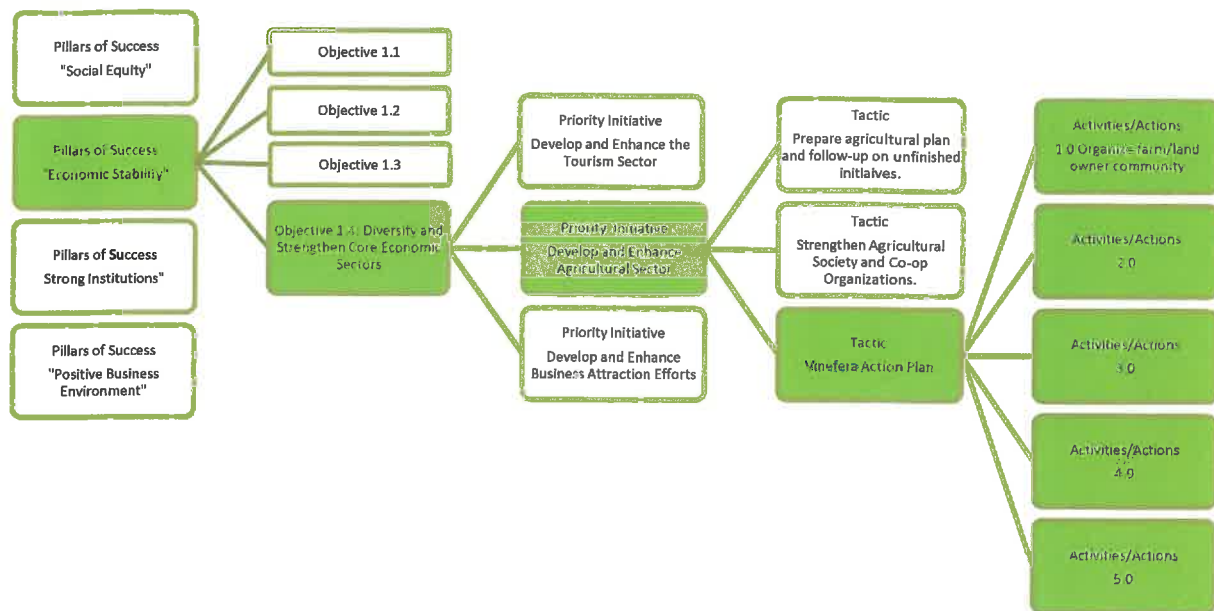
- a clear communication of the region's economic development direction and priorities;
- a shared vision and sense of purpose among community leaders;
- a path where economic benefits and a high quality of life are maximized;
- a formula that helps to manage not interrupt nor deter change;
- a point of reference or framework for future decisions;
- an assurance that actions proposed make the most effective and efficient use of community resources by focusing on key priorities and opportunities;
- support for the preparation of annual operating budgets; and
- a benchmark from which progress can be measured and informed change can be made.

## 6.3 Planning Format

The logical structure of the planning format is presented in the chart below. Each of the Pillars or Goals (the Vision) have objectives assigned; individual objectives in turn have a series of initiatives assigned; individual initiatives in turn have a series of tactics assigned; and each tactic has a series of actions (which in turn are drafted out into comprehensive action plans -see Section 8, below)

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<sup>16</sup> At the risk of belabouring the point, the transition process as it applies to the City of Grand Forks and the expected successes arising there from can not be viewed independently of the Boundary Region. While politically separate, economically, culturally, and socially they are one and the same. Alone they are insufficient to measurably affect critical transition issues; collectively they are significantly better positioned to realize mutual gain.



#### 6.4 Goals and Objectives

Four broad goals or “pillars of transition success” have been identified and articulated for the City Of Grand Forks. Each is supported by a series of objectives and initiatives that will help form the basis for (an) Action Plan(s). Collectively, their implementation will help achieve sustainable socio-economic improvement in Grand Forks by beneficially impacting on the following:

- Employment And Incomes
- Tax Base
- Physical And Capital Works
- Social Services And The Quality Of Life
- Core And Potential Economic Sectors
- Education And Training
- Investment and Entrepreneurial Capacities
- Use of Local Resources, and
- Attitudes, Commitments and Capacities of Local Governments and Businesses



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**GOAL 1 – IMPROVE THE STABILITY AND DIVERSIFY THE ECONOMIC BASE OF THE CITY OF GRAND FORKS.**

**Objective 1.1** – Ensure that the City Grand Forks business recruitment and attraction efforts yield results.

**Objective 1.2** – Enhance the commitment by the City Grand Forks for appropriate infrastructure upgrades including water quality/supply, sanitary sewer and local roads. (Includes Sidewalks, paths, trails and airport but does not include “Beautification/Community Enhancement and Downtown Revitalization, though some overlap may occur)

**Objective 1.3** – Increase the technical capacity and connectivity of Grand Forks through the realization of broadband capacity development.

**Objective 1.4** – Diversify and strengthen the City of Grand Forks economic base sectors (e.g. tourism, agriculture, manufacturing, services and trade).

**GOAL 2 – CREATE A ‘BUSINESS FRIENDLY’ AND SUPPORTIVE BUSINESS ENVIRONMENT FOR THE CITY OF GRAND FORKS.**

**Objective 2.1** – Improve Grand Forks industry/business retention practices.

**Objective 2.2** – Enhance the present branding of the City of Grand Forks focusing on the positioning of ‘business friendly’ and ‘quality of life’.

**GOAL 3 – ENSURE A BALANCE BETWEEN ECONOMIC WELL BEING AND SOCIAL EQUITY WITHIN THE COMMUNITY OF GRAND FORKS.**

**Objective 3.1** – Commit to physical enhancement, beautification and revitalization.

**Objective 3.2** - Enhance the existing community assets of Grand Forks such as recreational facilities, parks and the like.

**Objective 3.3** – Enhance community building/social capital and quality of life within the City of Grand Forks.

**Objective 3.4** – Diversify and strengthen the City of Grand Forks social environment (e.g. education, health, safety and security).

**GOAL 4 – ENSURE THAT THE GRAND FORKS COMMUNITY HAS STRONG INSTITUTIONS AND GOOD GOVERNANCE PROCESSES IN ORDER TO SUCCESSFULLY SUCCEED AT COMMUNITY TRANSITION.**

**Objective 4.1** - Create a program in Grand Forks for economic development 2020 based on the principles and best practices of economic development and leadership.

**Objective 4.2** - Build/advance local knowledge and capacity on such disciplines as economic development, business counseling, municipal projects and special projects (e.g. agriculture, tourism, marketing, planning and engineering).

**Objective 4.3** - Improve Grand Forks access to grants and senior government programs.

## 7.0 PRIORITIES

*"... this community is ripe for a vision to go forward..."*

A comment offered at the BISM Meeting held on February 3, 2009

From Section 4, above it is clear that the principles of transition and the underlying context of the economic development milieu today and tomorrow is changing; changing significantly from what we witnessed not only in the distant past, but the recent past. This new socio-economic reality has significant implications to what communities such as Grand Forks can and should aim to accomplish in their transition efforts and, more importantly, what they might realistically expect to realize in the short-term future regardless of how dedicated/committed the effort is and how scarce/plentiful resources might be.

From our consultations and discussions with local citizens and stakeholders and from our research into other successful models, it is readily apparent that there are numerous potential actions that could be pursued to assist Grand Forks in its efforts to move forward along the four key development pillars (Transition Vision). The challenge lies in assessing/evaluating various alternatives relative to current circumstances and prospects and setting priorities thereto. While we believe that moving forward means moving forward on several fronts, we favour pursuing the most effective and appropriate actions/efforts.

Notably we are of the belief that in looking at the broader picture of transition success and sustainable economic development, dollars alone confer no long-term advantage ... with the corollary ... just because an initiative has funding doesn't mean it is a good idea!

For the purpose of prioritization we have compiled a list of criteria by which the list of potential objectives, initiatives and actions can be properly weighed. This evaluation matrix is based on the experience we have gained from other development projects and is adjusted for the unique circumstances within the City of Grand Forks. The matrix presented in the chart below lists key success factors together with assigned weights. These weights in turn, broadly categorized as either of low, medium or high significance, reflect the relative importance of each attribute to the achievement of successful transition. . Notably the impact of various "implementation costs" is also identified and taken into consideration (and deducted from the overall weighting) in the short listing process. At the end, those proposed objectives, initiatives and actions with the highest overall rating are given the highest overall priority.

It should be remembered that the process of weighing and selecting is fundamentally a subjective analyses that can/and probably will vary with time and changing circumstances.

**EVALUATION MATRIX FOR THE PRIORITIZING OF TRANSITION GOALS/STRATEGIES  
GRAND FORKS**

<b>Weighted Competitive Strength Assessment</b> <b>Strength ratings provided via staff survey</b>	
<b>Key Success Factor/Strength Measure</b>	<b>Important Weight</b>
Ease of Implementation	High
Is Compatible with Goals of the City	Medium
Aligned with Community Core Competencies	Low
Will have Significant Socio-Economic Impact in Short Term	High
Will have Significant Socio-Economic Impact in Long Term	Low
Sustainability of Economic/Social Impacts	High
Diversifies Local Economic Base	Medium
Retains/Strengthenes Local Economic Base	Medium
Creates Employment	High
Creates Quality Employment Opportunities	Medium
Increases Citizen Incomes	High
Increases Existing Enterprise Incomes/Revenues	Medium
Creates New and/or Strengthens Enterprises	High
Increases/Preserves Local Tax Base	High
Protects/Preserves/Enhances Local Infrastructure	Low
Will Contribute to Sustainable Environment	Low
Will Improve Quality of Life	Low
Builds Community Partnerships/Participation	Low
<b>LESS: Costs of Implementation:</b>	
Impact on Community Resources (Capacity and Human Resources)	Medium
Internal Resources Required (Financial & Time)	High
Impact on Community Infrastructure	Low
<b>Overall Rating:</b>	

On the basis of this evaluation, the following broad “objectives” and “initiatives” yielded the highest scores/priority:

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**GOAL 1 – IMPROVE THE STABILITY AND DIVERSIFY THE ECONOMIC BASE OF THE CITY OF GRAND FORKS.**

**Objective 1.4** – Diversify and strengthen the City of Grand Forks economic base sectors (e.g. tourism, agriculture, manufacturing, services and trade).

**Priority Initiative:** Develop and enhance the tourism sector; allowing the economy of the City of Grand Forks to be characterized with greater balance and diversity with thriving tourism sector.

**Priority Initiative:** Develop and enhance the agriculture sector; allowing the economy of the City of Grand Forks to be characterized by greater balance and diversity with thriving agriculture sector.

**Priority Initiative:** Develop and enhance a business attraction program; allowing the economy of the City of Grand Forks to be characterized by greater balance and diversity.

**GOAL 2 – CREATE A ‘BUSINESS FRIENDLY’ AND SUPPORTIVE BUSINESS ENVIRONMENT FOR THE CITY OF GRAND FORKS.**

**Objective 2.1** – Improve Grand Forks industry/business retention practices.

**Priority Initiative:** Enhance technical and financial support to the existing SME community. Through this initiative the City of Grand Forks will have a reputation for promoting and facilitating economic diversification and expansion through its support of the operations and growth of the local small business community.

**Objective 2.2** – Enhance the present branding of the City of Grand Forks focusing on the positioning of ‘business friendly’ and ‘quality of life’.

**Priority Initiative:** Develop a comprehensive integrated marketing plan for the City of Grand Forks. This initiative allows the City of Grand Forks to implement a branding and communication strategy that will strengthen the city’s position and reach with investors, citizens and tourists. The benefits of strengthened branding will be realized across all industry sectors.

**GOAL 3 – ENSURE A BALANCE BETWEEN ECONOMIC WELL BEING AND SOCIAL EQUITY WITHIN THE COMMUNITY OF GRAND FORKS.**

**Objective 3.1** – Commit to physical enhancement, beautification and revitalization.

**Priority Initiative:** Prepare or revisit the strategic concept plan for beatification and revitalization. The City of Grand Forks will be seen as a community where there is an emphasis on and pride in community amenities, aesthetics and overall quality of life.

**Objective 3.4** – Diversify and strengthen the City of Grand Forks social environment (e.g. education, health, safety and security).

**Priority Initiative:** Develop and enhance institutions, agencies and initiatives within the social sector building on greater collaboration and synergy. This initiative will enable service providers to achieve greater flexibility and design tailored solutions to unique social challenges within the City of Grand Forks.

**GOAL 4 – ENSURE THAT THE GRAND FORKS COMMUNITY HAS STRONG INSTITUTIONS AND GOOD GOVERNANCE PROCESSES IN ORDER TO SUCCESSFULLY SUCCEED AT COMMUNITY TRANSITION.**

**Objective 4.1** - Create a program in Grand Forks for economic development 2020 based on the principles and best practices of economic development and leadership.

**Priority Initiative:** Develop a strategic business plan for the development for the 2020 organization. Economic development efforts within the City of Grand Forks will be premised on established best practices, proven methodologies and innovative approaches that effectively contribute to sustainable economic development/transition success.

## 8.0 ACTION PLANS

A proper strategy is necessarily premised on fundamental principles to ensure implementation is effective and efficient, and that desired goals and objectives are achieved in accordance with regional priorities and values. Accordingly, this transition plan for the City of Grand Forks embraces several principles and values as basic premises and foundations for successful transition. These principles serve to guide how the City might best achieve its social and economic development goals, and act to position specified activities for positive impact and consistency of implementation.

**Partnering and Partnerships:** This plan broadly embraces the needs, aspirations and interests of all stakeholders within the community and the broader region. Implementation therefore invites and involves all levels of government, the private sector, public institutions, along with other interested/affected stakeholders to the table. Working together ensures synergies are realized and that scarce resources are leveraged to meet high growth demands. Effective working partnerships are essential prerequisites to realizing the community's successful transition.

**Leadership:** While leadership can be defined in different ways, it is most often defined as the ability to guide a community not so much where it wants to go but where it needs to be. Nowhere is this a more essential prerequisite to economic development success than it is today within Grand Forks. This strategy is therefore premised on strong leadership and, while those who provide leadership will vary depending upon the circumstances and issues involved, they understand that leadership always means commitment and conviction, and sometimes tough decisions.

**Creativity:** Today's challenging and competitive global economic environment puts significant pressures on communities and regions as they endeavor to move forward. Balanced economic growth and a sustainable and attractive quality of life certainly do not occur by accident. Neither do they accrue easily. Rapid technological, political, social and economic change demand new responses and new approaches. Consequently, innovative thinking is becoming the norm rather than the exception. While this transition plan builds from proven best practices and lessons learned, it emphasizes approaches that are creative and responsive to the unique and dynamic challenges and opportunities Grand Forks is confronting today, tomorrow and into the future.

**Attention to the Needs of Local Businesses:** The City of Grand Forks is home to a wide array of businesses. Yet, too often in the rush to promote or attract something new it is forgotten that sometimes the "best" growth potential in the local business sector frequently comes from

those businesses already located and invested in the region. This strategy is therefore premised on an improved understanding of the needs and perspectives of local businesses, along with an emphasis on making the local business environment more productive, supportive and attractive.

**Action Oriented:** The value in planning lies not in the exercise of endless contemplation but rather in the careful, conscientious and deliberate selection of feasible and relevant actions and activities. The success of planning in turn relies in large measure on the manner and method of delivering these actions and activities. Consequently, this transition plan, while carefully endeavoring to move the community forward in the long-term, emphasizes expeditious implementation in the short-term.

**Flexible and Opportunistic:** The broad challenge of achieving transition success today is to define and align practical strategies and make them relevant in a dynamic and rapidly changing economic environment. Quite obviously in a time of “moving targets” rigid and staid approaches are at best inappropriate and at worse detrimental. This plan and the objectives and actions contained herein are intentionally flexible and responsive. It is positioned to take advantage of changing circumstances and opportunities.

**Community Engagement:** Community engagement and the commitment it builds is an essential pre-requisite to not only the transition process, but also to the overall effort required to bring about positive change and ongoing development. By ensuring the process is inclusive, transparent and appropriate the plan builds from citizen input as well as involves and empowers local stakeholders in the broader effort to move the City forward.

## 8.1 Action Plans

*“You don't have to be great to get started, but you do have to get started to be great.”*

As noted, the above goals and objectives outline and confirm an array of broad development or transition efforts proposed for the City of Grand Forks in the short, medium and long-term. The following action plans, in turn, describe in detail how these directions will be pursued. Specifically, they lay out the step-by-step set of activities that are required, including a listing of specific tasks, responsibilities, expected results, time and budgetary estimates.

Before reviewing the action plans the reader is advised that while an initial lead organization and selected partners are indicated, this may change as progress proceeds or as circumstances change. As well, the budget estimates become more indefinite as they are projected into the future because of the difficulty of foreseeing with certainty all the issues and/or contingencies that may arise.



**GOAL 1:**

**IMPROVE THE STABILITY AND DIVERSIFY THE ECONOMIC BASE OF THE  
CITY OF GRAND FORKS.**

**GOAL 1: IMPROVE THE STABILITY AND DIVERSIFY THE ECONOMIC BASE OF THE CITY OF GRAND FORKS.**

Objective 1.4	Diversify and strengthen the City of Grand Forks economic base sectors (e.g. tourism, agriculture, manufacturing, services and trade).	HIGH (Implementation Priority)
Priority Initiative:	Develop and enhance the tourism sector; allowing the economy of the City of Grand Forks to be characterized with greater balance and diversity with thriving tourism sector.	
Tactic	Prepare a Regional Tourism Action Plan (RTAP)	
Rationale:	If tourism is to become an important sector in the Boundary Region, proper planning is paramount. Over the years there have been several attempts at tourism planning and actual marketing Initiatives, many of which are underway through the BEDC today. Nevertheless, a Tourism Action Plan does not seem to exist. Successful tourism based communities throughout BC and Alberta have undertaken some form of comprehensive tourism plan, such as a Tourism Action Plan (Community Tourism Action Plan (CTAP). Many people interviewed suggested this to be a necessary step towards success for in the Boundary.	
Proposed Activities		
1. Arrange for a Consultant or facilitator to organize workshop for RTAP or CTAP 2. This could be combined with a full marketing plan to build on what is already in place(e.g. BEDC current effort in marketing and branding)	EDO/BEDC	C of C, B of T In the Boundary
3. Invite 10-15 reps from tourism Sector (Accommodation, hospitality, Service Clubs, event organizers, C of Cs, Etc)	EDO	C of C/BofT
4. If only CTAP/RTAP without marketing plan, hold a weekend workshop (full 2 days)	Consultant	EDO
5. Prepare Draft Plan/results of Workshop	Consultant	EDO
		15,000 to 20,000 30,000-45,000 Staff Time  See above (confirm T/R)
		Immediate  Fall, 2009 Fall, 2009 Fall, 2009

**GOAL 1: IMPROVE THE STABILITY AND DIVERSIFY THE ECONOMIC BASE OF THE CITY OF GRAND FORKS.**

Objective 1.4	Diversify and strengthen the City of Grand Forks economic base sectors (e.g. tourism, agriculture, manufacturing, services and trade).	HIGH (Implementation Priority)			
Priority Initiative:	Develop and enhance the agriculture sector; allowing the economy of the City of Grand Forks will be characterized by greater balance and diversity with thriving agriculture sector.				
Tactic	Prepare an Agricultural Plan and Follow-up on other plans.				
Rationale:	The background report prepared by Ms Jennifer Wetmore, EDO, and Community Futures, regarding former Studies, Reports, Plans and Proposals for Economic Development, clearly shows that agriculture has been a strategic sector that has been pursued in the Boundary region over past five years. It has consumed a great amount of time and energy and there is still a feeling that this sector can be an opportunity to help diversify the regional economy. The report further suggests that the degree of success under the agriculture category has been about 33%. This certainly implies that a more concerted effort is required to build this sector.				
	Proposed Activities	Lead	Partners	Budget	Timing
Follow-up/Implementation:	<ul style="list-style-type: none"><li>Grand Forks Meat and Produce Business Plan 2008</li><li>Introduction to Growing Grapes 2008</li><li>Grape Growing in the Boundary (From the Ground Up) 2005</li><li>Agricultural Feasibility Study for the West Boundary 2005</li><li>Broadacres Farmers Market Feasibility Study (RDKB)</li><li>Boundary Area Agriculture Plan(forthcoming)</li></ul> <p>Note: The BEDC is in the process of securing the required funds to proceed with this plan. It is understood that a Boundary wide RDKB supported Agricultural Advisory Committee or Task Force will be required to help with this initiative.</p>			50,000	See Section 9.0

**GOAL 1: IMPROVE THE STABILITY AND DIVERSIFY THE ECONOMIC BASE OF THE CITY OF GRAND FORKS.**

<b>Objective 1.4</b>	<b>Diversify and strengthen the City of Grand Forks economic base sectors (e.g. tourism, agriculture, manufacturing, services and trade).</b>	<b>HIGH</b> (Implementation Priority)
<b>Priority Initiative:</b>	Develop and enhance the agriculture sector; allowing the economy of the City of Grand Forks will be characterized by greater balance and diversity with thriving agriculture sector.	
<b>Tactic</b>	Strengthen the Agriculture in the Boundary Region	
<b>Rationale:</b>	There appears to have been attempts to better organize the farming community in the Boundary, either through cooperatives or a Society, to better market and lobby and educate themselves. Such an initiative would help match agricultural production possibilities in terms of climate and soil with the market opportunities, labour supply and economic returns for the Boundary. If the agricultural sector is going to become a means to diversify the local economy, regrouping and coordination of the farm community is critical.	
<b>Proposed Activities</b>		
<p>The following suggests a 6 point approach to begin establishment or resurrection of the Society or Cooperative.</p> <ol style="list-style-type: none"> <li>1. Start with an informal organizational meeting and assess interest</li> <li>2. Hold a second meeting (if necessary) to educate farmers/land owners about benefits of organizing. Bring in Ministry of Agriculture officials, consultants and Agricultural Development Officer from the Okanagan as necessary.</li> <li>3. Organize with a formal Board and mandate</li> <li>4. Assess support from BEDC and Community Futures regarding on-going administrative assistance to help organize future events and meetings</li> <li>5. Prepare an operating plan</li> <li>6. Solicit operating funds if beyond the mandate of the BEDC or other local organization</li> </ol>		<p>AAC</p> <p>Ministry of Agriculture; consultants</p> <p>2000-5000</p> <p>Fall/Winter, 2009</p>

**GOAL 1: IMPROVE THE STABILITY AND DIVERSIFY THE ECONOMIC BASE OF THE CITY OF GRAND FORKS.**

Objective 1.4	Diversify and strengthen the City of Grand Forks economic base sectors (e.g. tourism, agriculture, manufacturing, services and trade).	HIGH (Implementation Priority)
Priority Initiative:	Develop and enhance the agriculture sector; allowing the economy of the City of Grand Forks will be characterized by greater balance and diversity with thriving agriculture sector.	
Tactic	Vinefera (Grape and Wine) Action Plan	
Rationale:	There are a few studies completed by professional agrologists that suggest that wine grapes (vinefera) can be grown in the Grand Forks area. Some farmers/land owners have experimented with various varieties of grapes and some production has occurred in recent years. Marketing and advancing the industry has been challenged, but this has not discouraged people with extensive land holdings to continue to ask about alternative crops to grow on their soils. The BEDC suggests that there is a need for a cohesive approach to stimulating an industry in the valley.	
Proposed Activities		
1. Organize the Farm/Land owner community to continue to pursue the opportunity	EDO	3000-5000
2. Education about grape growing in the area	EDO	2000-5000
3. Continue research (collaborate with Ministry and Universities/College)(Consider UBCO Agriculture Dept)	EDO	20,000-50,000
4. Attraction and Marketing - Creating awareness about the grape growing potential amongst the wine growers/producers in BC	EDO	5000-10,000
5. Contact investors and source funds to establish vineyards and wineries (Okanagan region growers to start)	EDO	3000-10,000
		Upon Completion of Ag Plan
		Upon organizing the farm community

**GOAL 1: IMPROVE THE STABILITY AND DIVERSIFY THE ECONOMIC BASE OF THE CITY OF GRAND FORKS.**

<b>Objective 1.4</b>	Diversify and strengthen the City of Grand Forks economic base sectors (e.g. tourism, agriculture, manufacturing, services and trade).	<b>HIGH</b> (Implementation Priority)
<b>Priority Initiative:</b>	Develop and enhance other critical sectors of the local economy. Where gaps exist work to fill these gaps. Foster greater diversification and balance in the local economy.	
<b>Tactic</b>	Opportunity Advertising ( <i>Building from Invest Kootenay in a more focused, strategic and pro-active way</i> )	
<b>Rationale:</b>	Considerable dollars continue to "leak" from the community out to the major centers in the Okanagan and Washington State, USA. This loss of local dollars represents a loss of actual/potential enterprises and jobs. Further, we understand very well, that the quality of life is an integral determinant of sustainable economic development. The absence (quality and quantity) of certain services/facilities and products is detrimental to the inherent quality of life and is thus a deterrent to attracting/retaining enterprises and new citizens (sustainable development). As well would be investors (be they local or external) are often not aware of individual investment/ business opportunities within the community.	
<b>Proposed Activities</b>		
<p>Undertake a review of key retail/service needs within the community and cross reference these needs with an inventory of available providers.</p> <p>Identify gaps.</p> <p>Prepare brief "overviews" on each opportunity.</p> <p>Market/advertise opportunities:</p> <ol style="list-style-type: none"> <li>Target specific enterprises in larger centers to determine their interest in expanding.</li> <li>Advertise opportunities in key small market publications as well as: Calgary Herald; Vancouver Province; Edmonton Journal.</li> </ol>		<p><b>Lead</b></p> <p>EDO</p> <p><b>Partners</b></p> <p>CFDC, Chamber of Commerce, City of Grand Forks, BEDC</p> <p><b>Budget</b></p> <p>5,000 - 7,000</p> <p><b>Timing</b></p> <p>See Section 9.0</p> <p>3,000-5,000</p>



**GOAL 1: IMPROVE THE STABILITY AND DIVERSIFY THE ECONOMIC BASE OF THE CITY OF GRAND FORKS.**

Objective 1.4	Diversify and strengthen the City of Grand Forks economic base sectors (e.g. tourism, agriculture, manufacturing, services and trade).	HIGH (Implementation Priority)			
Priority Initiative:	Promote new enterprise development and support would be entrepreneurs. Celebrate excellence in development.				
Tactic	Entrepreneurship Challenge “Grand Forks Challenge”				
Rationale:	Sometimes even the best business ideas lack access to financial and technical resources in order to make them not only a reality but a thriving contributor to the local economy. The Grand Forks Challenge is poised to work on two levels 1) youth and 2) mature would be entrepreneurs in a competitive format. Similar to CBC’s Dragons Den.				
	Proposed Activities	Lead	Partners	Budget	Timing
	<div>1. Develop local policy and procedure to the competition</div> <div>2. Engage key stakeholders (Selkirk College, CFDC, EDO, C of C )</div> <div>3. Raise funds</div> <div>4. Community launch</div> <div>5. On-going technical support/mentorship</div> <div>6. Entrepreneurs fulfill change</div> <div>7. Presentations</div> <div>8. Judging</div> <div>9. Award and recognition</div> <div>10. Follow-up</div> <div>11. Gain media coverage to celebrate success</div>	EDO	Selkirk College, CFDC, C of C,	\$10,000 to 12,000	See Section 9.0

**GOAL 1: IMPROVE THE STABILITY AND DIVERSIFY THE ECONOMIC BASE OF THE CITY OF GRAND FORKS.**

<b>Objective 1.4</b>	<b>Diversify and strengthen the City of Grand Forks economic base sectors (e.g. tourism, agriculture, manufacturing, services and trade).</b>	<b>HIGH</b> (Implementation Priority)
<b>Priority Initiative:</b>	Operating a SME gives rise to new experiences and endless questions particularly in a transition environment. For success entrepreneurs need to be particularly skilled and adept in the way they do business and react to change.	
<b>Tactic</b>	A) Management Assistance Program (Retail) B) Management Assistance Program (Services) C) Management Assistance Program (Hospitality)	
<b>Rationale:</b>	Establishing, maintaining or enhancing a business's capacity in this transitional environment is challenging. There are an unacceptable number of businesses in Grand Forks that are on the cusp of closure or at the very least experiencing significant slowdown. Many look to the future with extreme pessimism. That being said there are means to improve operational practices and efficiencies that can result in a better positioning of these companies to not only survive but thrive through the transition. Unfortunately, much of the technical support available to business does not specifically focus on the need of the sector and tends to treat most business issues collectively as opposed to recognizing their uniqueness. Such oversimplification at best results in poorly executed strategy at worse failure. Extending over one year, and not unlike the Owner Development Program delivered in the past, each MAP program is tailored towards the unique sector specific issues and challenges. See Appendix 2 re: Business Retention Programming	
<b>Proposed Activities</b>		
1. Develop program description and objectives 2. Develop criteria focusing in long-term economic benefits for business recruitment 3. Recruit 20 businesses per MAP (cost shared) 4. Recruit sector specific professionals 5. Launch program 6. Site visits 7. Conduct Situational Analysis and provide business recommendations 8. Follow-up and iterative recommendation 9. Conduct evaluation to ensure continuous improvement	C of C or CFDC  CFDC, Small Business BC, WD	<b>Budget</b> \$15,000-25,000  <b>Timing</b> See Section 9.0



## Objective 1.4

**HIGH**  
**(Implementation**  
**Priority)**

Develop and undertake a focused business attraction program; ensuring greater balance and diversity of the economy within the City of Grand Forks and, by implication, the region.

### Investment Grand Forks (Building from Invest Kootenay in a more focused, strategic and pro-active way)

is important to: (1) focus an increase awareness of Grand Forks as a place to do business and assist specific enterprises to understand the unique business benefits of locating in Grand Forks; (2) to assist in site location that best fits the specific requirements of individual enterprises; and (3) provide individualized assistance to each enterprise through the various stages of development from site identification, compliance, financial/investment assessment, and assisting with requests that arise during the building and company launch stages. As part of this effort it is also critical that these "targeted" attraction strategies be supported by sufficient background information to ensure the support is relevant to the needs of the enterprise and as such individual "high emphasis" sector profiles will need to be developed. Coordinate efforts with "Foster Foreign and/or External Direct Investment", below; and "Opportunity Advertising", above

Proposed Activities	Lead	Partners	Budget	Timing
<ol style="list-style-type: none"> <li>1. Confirm community/regional site selection team.</li> <li>2. Explore working opportunities with Invest Kootenay and neighboring regions (Okanagan).</li> <li>3. Inventory community strengths relevant to specific aspects of business development (e.g. access to labour, taxes, land costs, cost of living, and quality of life benefits).</li> <li>4. Prepare/update community profile.</li> <li>5. Prioritize sectors as per their apparent fit with the needs/desires of the business and the community.</li> <li>6. Prepare sector specific profiles and prepare a list of potential "targets".</li> <li>7. Develop a business visitation program – internal and external.</li> <li>8. Establish contacts and continue to follow-up.</li> <li>9. Regularly update information</li> </ol>	EDO	CFDC, Admin, Invest Kootenay, C of C	15,000 to 50,000	Ongoing

**GOAL 1: IMPROVE THE STABILITY AND DIVERSIFY THE ECONOMIC BASE OF THE CITY OF GRAND FORKS.**

<b>Objective 1.4</b>	Diversify and strengthen the City of Grand Forks economic base sectors (e.g. tourism, agriculture, manufacturing, services and trade).	<b>HIGH</b> (Implementation Priority)
<b>Priority Initiative:</b>	Develop and enhance a business attraction program; allowing the economy of the City of Grand Forks to be characterized by greater balance and diversity.	
<b>Tactic</b>	Foster Foreign and/or External Direct Investment	
<b>Rationale:</b>	It is important to increase awareness of Grand Forks as a place to do business and assist potential new enterprises to understand the business benefits of investing or locating in Grand Forks. The effort should be focused and sector specific and not be limited to the BC Interior. Proximity of the community to key markets in the US, Alberta and the mainland will serve to enhance this effort. Coordinate efforts with "Destination Grand Forks" and "Opportunity Advertising", above.	
<b>Proposed Activities</b>		
1. Revisit CISP and complete the effort.	EDO	<b>Timing</b> See Section 9.0
2. Follow-up on recommended strategies and actions.	CFDC, Admin, Invest BC, C of C	<b>Budget</b> \$10,000 5,000 to 25,000

**GOAL 1: IMPROVE THE STABILITY AND DIVERSIFY THE ECONOMIC BASE OF THE CITY OF GRAND FORKS.**

Objective 1.4	Diversify and strengthen the City of Grand Forks economic base sectors (e.g. tourism, agriculture, manufacturing, services and trade).	HIGH (Implementation Priority)										
Priority Initiative:	Develop and introduce a business attraction program; allowing the economy of the City of Grand Forks to be characterized by greater balance and diversity.											
Tactic	Matching Human Resource need with Human Resource Supply											
Rationale:	Despite the transition, the aging labour force and the imbalance between labour demands and supply is expected to continue to be an deterrent to sustainable growth and development in Grand Forks for the foreseeable future. It is important to introduce workforce development strategy that a) retains youth and skilled workers in the community; b) retrain or repositions older workers to fit the new needs of business growth and development; and c) informs and educates employers' in "today's" workforce attributes to aid them in their recruitment and retention efforts.											
<table><tr><th>Proposed Activities</th><th>Lead</th><th>Partners</th><th>Budget</th><th>Timing</th></tr><tr><td><div>1. Review existing strategies and programs relevant to labour issues within Grand Forks and the Region.</div><div>2. Create a strategic workforce plan for the City of Grand Forks and the Region.</div><div>3. Work with local employers to develop long-term strategies that will assist them to 1) align their human resource plan with long-term issues and 2) develop long-term strategies for acquiring, developing, and retaining key employees.</div></td><td>EDO</td><td>CFDC, Admin, Selkirk College; SD51, C of C, Prov of BC, local businesses and other local employers.</td><td>\$20,000</td><td>See Section 9.0</td></tr></table>			Proposed Activities	Lead	Partners	Budget	Timing	<div>1. Review existing strategies and programs relevant to labour issues within Grand Forks and the Region.</div> <div>2. Create a strategic workforce plan for the City of Grand Forks and the Region.</div> <div>3. Work with local employers to develop long-term strategies that will assist them to 1) align their human resource plan with long-term issues and 2) develop long-term strategies for acquiring, developing, and retaining key employees.</div>	EDO	CFDC, Admin, Selkirk College; SD51, C of C, Prov of BC, local businesses and other local employers.	\$20,000	See Section 9.0
Proposed Activities	Lead	Partners	Budget	Timing								
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**GOAL 2:**  
**CREATE A 'BUSINESS FRIENDLY' AND SUPPORTIVE BUSINESS  
ENVIRONMENT FOR THE CITY OF GRAND FORKS.**

**GOAL 2: CREATE A 'BUSINESS FRIENDLY' AND SUPPORTIVE BUSINESS ENVIRONMENT FOR THE CITY OF GRAND FORKS.**

Objective 2.1	Improve Grand Forks industry/business retention practices.	HIGH (Implementation Priority)
Priority Initiative:	Enhance technical and financial support to the existing SME community.	
Tactic	New Economy Program	
Rationale:	The convergence of new technology and business practices has created new economic development opportunities. Local communities need to devise economic development initiatives to target mostly small firms in these emerging industry areas. Grand Forks has a number of critical assets that are important to business development, notably Selkirk College, CFDC, and others. It is important to maximize the interface of these resources with individual businesses. This is a market driven initiative supported by a partnership between the educational and business communities. In practice businesses assistance issues are identified by the business community and individualized solutions are provided by the educational or technical support community. (e.g. retail store needs a better understanding of its market. Technical assistance is provided by the educational or technical support community at a modest charge. Assistance might be a team of marketing students preparing an analysis; or a low cost consulting report from CFDC.)	
Proposed Activities		
1. Appoint a project steering committee. 2. Develop brochure and outline. 3. Link the educational community and business community via a collaborative program workshop. 4. Appoint independent coordinator 5. Define and prioritize needs 6. Undertake priority assignments 7. Independent follow-up 8. Institutionalize initiative		Lead  EDO   <

**GOAL 2: CREATE A 'BUSINESS FRIENDLY' AND SUPPORTIVE BUSINESS ENVIRONMENT FOR THE CITY OF GRAND FORKS.**

Objective 2.1	Improve Grand Forks industry/business retention practices.				HIGH (Implementation Priority)										
Priority Initiative:	Enhance technical and financial support to the existing SME community.														
Tactic	Recapture of the Railway														
Rationale:	Rail access is a critical ingredient to long-term economic development. There are several examples of communities who have offset a closure or abandonment. These examples provide optimism that a similar process could be realized.														
<table><tr><th>Proposed Activities</th><th>Lead</th><th>Partners</th><th>Budget</th><th>Timing</th></tr><tr><td>1. Establish community Steering committee. 2. Prepare an economic impact analysis; feasibility study for revitalization and/or retention; draft business/investment plan. 3. Identify sources of investment and funding. 4. Identify potential partners.</td><td>Admin</td><td>Business community, users, MP, MLA and local politicians.</td><td>TBD</td><td>See Section 9.0</td></tr></table>						Proposed Activities	Lead	Partners	Budget	Timing	1. Establish community Steering committee. 2. Prepare an economic impact analysis; feasibility study for revitalization and/or retention; draft business/investment plan. 3. Identify sources of investment and funding. 4. Identify potential partners.	Admin	Business community, users, MP, MLA and local politicians.	TBD	See Section 9.0
Proposed Activities	Lead	Partners	Budget	Timing											
1. Establish community Steering committee. 2. Prepare an economic impact analysis; feasibility study for revitalization and/or retention; draft business/investment plan. 3. Identify sources of investment and funding. 4. Identify potential partners.	Admin	Business community, users, MP, MLA and local politicians.	TBD	See Section 9.0											



**GOAL 2: CREATE A 'BUSINESS FRIENDLY' AND SUPPORTIVE BUSINESS ENVIRONMENT FOR THE CITY OF GRAND FORKS.**

Objective 2.2	Enhance the present branding of the City of Grand Forks focusing on the positioning of 'business friendly' and 'quality of life'	HIGH (Implementation Priority)
Priority Initiative:	Develop a comprehensive integrated marketing plan for the City of Grand Forks. This initiative allows the City of Grand Forks to implement a branding and communication strategy that will strengthen the city's position and reach with investors, citizens and tourists. The benefits of strengthened branding will be realized across all industry sectors.	
Tactic	Prepare a comprehensive Tourism Marketing Strategy	
Rationale:	If a marketing component is not contained in the overall Tourism Plan for the Boundary (above), we would strongly encourage a separate marketing strategy be prepared. It is understood that some marketing initiatives are underway already, e.g. the "regional web site development/branding"; the Rock Creek Welcome Centre; etc and of course the respective Chambers of Commerce mandates that produce certain materials, attend trade shows, etc. However, as the tourism plant grows (e.g. cultural /heritage attractions, festivals and events, wilderness adventures, sporting events, services, accommodation, etc) there will be more need for proper marketing activities ( e.g. advertising, publications, signage, trade and consumer shows, media relations, promo material, and market research and evaluation)	
Proposed Activities		
1. Organize key groups such as C of C to determine interest to take a more sophisticated approach to marketing	EDO/BEDC	C of C/B of T
2. Prepare Budget Allocation Grid to assist with effective use of funds*	Tourism officer	EDO/C of C
3. Retain consultant or in house capability to conduct plan	Tourism Officer	EDO/C of C
4. Prepare Plan	Consultant or in-house	20,000-25,000*
		See Section 9.0

**GOAL 2: CREATE A 'BUSINESS FRIENDLY' AND SUPPORTIVE BUSINESS ENVIRONMENT FOR THE CITY OF GRAND FORKS.**

<b>Objective 2.2</b>	Enhance the present branding of the City of Grand Forks focusing on the positioning of 'business friendly' and 'quality of life'.	<b>HIGH</b> (Implementation Priority)
<b>Priority Initiative:</b>	Develop a comprehensive integrated marketing plan for the City of Grand Forks. This initiative allows the City of Grand Forks to implement a branding and communication strategy that will strengthen the city's position and reach with investors, citizens and tourists. The benefits of strengthened branding will be realized across all industry sectors.	
<b>Tactic</b>	Events Planning and Coordination	
<b>Rationale:</b>	The Grand Forks and Boundary area are already hosting special events and festivities that range from popular Baseball Tournaments to Farmers Markets and Fall Fairs. This forms a base to growing the tourism attractions that can complement other man-made attractions as well as the natural and cultural attractions. It is therefore warranted that more emphasis can be applied to events planning and coordination. However, such tourism development typically consumes local volunteer labour and the capacity to expand Events Tourism becomes limited. Therefore, proper planning, coordination and staff is required if this aspect of the tourism plant is expected to grow.	
<b>Proposed Activities</b>		
1. Prepare an Events Guide		Tourism Officer
2. Discuss new events		C of C/B of T
3. Retain Coordinator Part time		EDO/BEDC EDO
		5,000  10,000  See Section 9.0



**GOAL 2: CREATE A 'BUSINESS FRIENDLY' AND SUPPORTIVE BUSINESS ENVIRONMENT FOR THE CITY OF GRAND FORKS.**

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<b>Tactic</b>	Creating New Attraction for Grand Forks and Area	
<b>Rationale:</b>	There is certain potential to establish a new man made tourist attraction in the Boundary Region. Some of the ideas suggested in the past have been a major cultural attraction related to the Doukhobour settlement and history, revitalization of Greenwood Historical community or events related to the Farming Community around Grand Forks. Other ideas should be pursued to truly place the Grand Forks area on the southern BC tourist attraction list. The Province of Alberta was fortunate to have many interpretive centres and world class museums created in many small towns during the 1980's and early 1990's which now enjoy diverse and expanded economies, large tourist visitation and enhanced employment opportunities. Many small communities throughout BC also retain such attractions, but the southern interior is almost void of major man made tourist attractions; the Grand Forks area could realistically position itself to host the newest one for BC and specifically for the southern interior.	
<b>Proposed Activities</b>		
<ol style="list-style-type: none"> <li>1. Arrange for Terms of Reference to conduct brief review of suitable attractions</li> <li>2. Review any existing facilities for consideration of expansion</li> <li>3. Create special committee as required/BRAINSTORM</li> <li>4. Feasibility study for chosen Opportunity/Land Development</li> <li>5. Arrangements to meet with Provincial officials and MLA</li> <li>6. Lobby efforts begin</li> <li>7. Developer/Investor solicited</li> </ol>		
	Tourism Officer Tourism Officer Tourism Officer Mayors/RD Chair Mayors/RD Chair EDO/Mayors	EDO/C of Cs EDO/C of Cs EDO/C of Cs EDO/C of Cs EDO/C of Cs EDO/C of Cs C of C
		Spring, 2010 Spring, 2010 Late, 2009 Begin early 2010 Begin early 2010 Mid 2010

**GOAL 2: CREATE A 'BUSINESS FRIENDLY' AND SUPPORTIVE BUSINESS ENVIRONMENT FOR THE CITY OF GRAND FORKS.**

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<b>Tactic</b>	Developing Tourism Services and Infrastructure in the Grand Forks Area	
<b>Rationale:</b>	One of the most critical ingredients of a successful tourism industry in any location is the amount and quality of tourism services and infrastructure. These include, but are not limited to, food and beverage, gas/service stations, accommodation, airports, roads and access, directional and information signs, visitor information kiosks, emergency care, entertainment, etc. They typically complement the experience that a tourist will have in any given location, whether it is for a "pass-through" tourist or for tourists that may visit the location for a day or more. Some Tourism specialists advocate that such services can even become part of the tourism attraction that may cause the tourist to extend stays and expenditure. This can also be associated with the "hospitality" component (eg how the tourist is greeted and treated) making for an even more successful tourist destination.	
<b>Proposed Activities</b>		
1. Determine additional service requirements and upgrades	Tourism Officer  Tourism Officer	See Section 9.0
2. Consider training/Hospitality courses		
3. Prepare opportunity package for fixed roof accommodation (hotel)		
4. Research appropriate Operators and developers		
5. Assess interest on behalf of existing Operators to begin catering to new markets		
6. Assist private operators to assess potential		
7. Promote need to upgrade existing stock of hotel/motel units and add meeting rooms		

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Priority Initiative:	Develop a comprehensive integrated marketing plan for the City of Grand Forks. This initiative allows the City of Grand Forks to implement a branding and communication strategy that will strengthen the city's position and reach with investors, citizens and tourists. The benefits of strengthened branding will be realized across all industry sectors.	
Tactic	Retain Tourism Coordinator	
Rationale:	As planning is critical to a successful tourism industry, so is having the committed resources such as skilled staff and supporting funds to ensure that the above noted initiatives are carried out. Many small communities, economic development organizations, chambers of commerce and Business Improvement Areas in BC are employing part time or full time tourism coordinators. They fulfill various functions, but the most important attribute is that they are fully committed to advancing the tourism sector in that particular location. Their mandates may include, planning, event coordination, marketing and promotions, preparing grant applications, attending trade shows, assist with training of the hospitality industry, and generally implementing objectives that come out of Tourism Plans and Marketing Strategies. Their job descriptions typically respect the direction of the tourism or economic development organization under which their position was created. Current support in Grand Forks/Boundary is through the BEDC and respective Chambers of Commerce, which must split their time and attention to several responsibilities besides tourism. If this is a sector that the Boundary area is serious about pursuing in the future, retaining a tourism coordinator today will be a significant benefit.	
<b>Proposed Activities</b>		
Note: This action will formulated as a result of what is determined with a new Economic Development Organizational initiative for the Boundary/Grand Forks Area.  Should be budgeted as an initial consideration.		

**GOAL 3:**  
**ENSURE A BALANCE BETWEEN ECONOMIC WELL BEING AND SOCIAL  
EQUITY WITHIN THE COMMUNITY OF GRAND FORKS.**

**GOAL 3: ENSURE A BALANCE BETWEEN ECONOMIC WELL BEING AND SOCIAL EQUITY WITHIN THE COMMUNITY OF GRAND FORKS.**

<b>Objective 3.1</b>	<b>Commit to physical enhancement, beautification and revitalization.</b>	<b>HIGH</b> (Implementation Priority)
<b>Priority Initiative:</b>	Prepare or revisit the strategic concept plan for beatification and revitalization. The City of Grand Forks will be seen as a community where there is an emphasis on and pride in community amenities, aesthetics and overall quality of life.	
<b>Tactic</b>	Prepare and/or revisit the strategic concept plan.	
<b>Rationale:</b>	Before advancing any work or expenditures on revitalization efforts anywhere in the community, it is important to determine where there are needs, compatibility with underground improvements/upgrades, benefit to adjacent properties and the overall impact for economic development purposes. What is typically done throughout BC communities is a brief strategic plan that confirms and obtains buy in on what should be done. This is minor level of effort compared to the actual works that may be undertaken but very valuable in the long run.	
<b>Proposed Activities</b>		
1. Assess level of support	City Council	See Section 9.0
2. Proceed with retaining Consultant	City Admin	15,000-20,000
3. Determine actual targeted improvements for commercial area or other parts of city	Consultant	Engineering
4.		Engineering
5. Discuss with business Community	Consultant	Admin/Eng



**GOAL 3: ENSURE A BALANCE BETWEEN ECONOMIC WELL BEING AND SOCIAL EQUITY WITHIN THE COMMUNITY OF GRAND FORKS.**

<b>Objective 3.1</b>	<b>Commit to physical enhancement, beautification and revitalization.</b>	<b>HIGH</b> (Implementation Priority)
<b>Priority Initiative:</b>	Prepare or revisit the strategic concept plan for beatification and revitalization. The City of Grand Forks will be seen as a community where there is an emphasis on and pride in community amenities, aesthetics and overall quality of life.	
<b>Tactic</b>	Downtown Streetscapes.	
<b>Rationale:</b>	Some key streets in the downtown commercial district of Grand Forks received streetscape revitalization assistance in the late 1980's, say 25 years ago. This included street trees and landscape, pavers/sidewalk improvements, curb flares and some site furniture. Many of these streets are in need of some upgrades, but there are other streets that have never been upgraded. Furthermore, the most important aspect of the streets, the portals into the downtown off of Highway 3, lack any gateway treatment to draw the passerby into the commercial area. Although some upgrades have occurred along the Highway itself, very little exists at the main entryways into the core. This could include way finding signs, landscape design, public art, site improvements and streetscape upgrades. As the underground works may have to be upgraded in the future, it would be efficient to address streetscape at key locations at the same time.	
<b>Proposed Activities</b>		
<p>The streetscape planning and design effort would be determined during the Strategic Plan exercise. Further details would then be worked out street by street or site by site, and financial/cost recovery addressed at the same time.</p> <p>Commission Consultant Financial Plan Design/Construction</p>	<p>Engineering Engineering Engineering</p> <p>EDO/C of C Administration Consultant</p> <p>TBD within concept planning stage</p>	<p>2010 2010 2011</p>

**GOAL 3: ENSURE A BALANCE BETWEEN ECONOMIC WELL BEING AND SOCIAL EQUITY WITHIN THE COMMUNITY OF GRAND FORKS.**

<b>Objective 3.1</b>	Commit to physical enhancement, beautification and revitalization.	<b>HIGH</b> (Implementation Priority)
<b>Priority Initiative:</b>	Prepare or revisit the strategic concept plan for beatification and revitalization. The City of Grand Forks will be seen as a community where there is an emphasis on and pride in community amenities, aesthetics and overall quality of life.	
<b>Tactic</b>	Buildings/Area Renewal/Public Places	
<b>Rationale:</b>	The focus group with Grand Forks merchants and property owners revealed a concern for some areas of downtown looking old and tired with buildings in need of substantial upgrades. In some cases this may simply be a result of poor upkeep by current tenants/owners, and in some cases the areas/lots may be in need of renewal. The Strategic Plan referred to above could also address buildings and public places other than the streetscapes. Some of the best places to add considerable and most cost effective aesthetic improvements are at civic buildings/lots throughout highly visible areas of the city.	
<b>Proposed Activities</b>		
Include as part of the Strategic Plan or future Beautification exercises for public places.	<div>Lead</div> <div>City of Grand Forks</div>	<div>Partners</div> <div>Chamber of Commerce</div> <div>Budget</div> <div>20,000-30,000</div> <div>Timing</div> <div>See Section 9.0</div>

**GOAL 3: ENSURE A BALANCE BETWEEN ECONOMIC WELL BEING AND SOCIAL EQUITY WITHIN THE COMMUNITY OF GRAND FORKS.**

<b>Objective 3.4</b>	Diversify and strengthen the City of Grand Forks social environment (e.g. education, health, safety and security).	<b>HIGH</b> (Implementation Priority)
<b>Priority Initiative:</b>	Develop and enhance institutions, agencies and initiatives within the social sector building on greater collaboration and synergy. This initiative will enable service providers to achieve greater flexibility and design tailored solutions to unique social challenges within the City of Grand Forks.	
<b>Tactic</b>	Community Action for Social Change (Partners in Action)	
<b>Rationale:</b>	It is critical to identify and implement manageable solutions to the root causes of social unrest by coordinating and mobilizing key stakeholders and community based action teams. The Partners in Action format is a solution-oriented, community driven process that addresses social unrest by focusing on the pillars of social development. The goal is to problem solve by bringing the right partners to the table and creating real change on a community level. This change is facilitated by community appointed action teams that work together until problems are solved. Action teams can be comprised of representatives of business, social agencies, educational institutions and individual citizens. This based on a proven national model.	
<b>Proposed Activities</b>		
<ol style="list-style-type: none"> <li>1. Presentation of the concept by national experts.</li> <li>2. Appointment of local steering committee</li> <li>3. Appointment administrative support</li> <li>4. Prioritize of Social issues</li> <li>5. Recruitment of Action Team</li> </ol>	BISM	<b>Partners</b> Business, social agencies, educational institutions and individual citizens  <b>Budget</b> \$3,000 to 5,000  <b>Timing</b> See Section 9.0



**GOAL 3: ENSURE A BALANCE BETWEEN ECONOMIC WELL BEING AND SOCIAL EQUITY WITHIN THE COMMUNITY OF GRAND FORKS.**

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<b>Priority Initiative:</b>	Develop and enhance institutions, agencies and initiatives within the social sector building on greater collaboration and synergy. This initiative will enable service providers to achieve greater flexibility and design tailored solutions to unique social challenges within the City of Grand Forks.	
<b>Tactic</b>	Peer Mentoring of Social Service Providers (Business management practice applied to Social Agencies)	
<b>Rationale:</b>	In many cases, not-for-profit organizations are operating their agencies just like small businesses. They have concerns about human resources, accounting/financial cash flows, strategic planning, research, marketing/communications, and the like. – the very same issues faced by businesses. Building on the successes of BISM a peer mentoring program is proposed for the not-for-profit community which offers executive directors and managers the opportunity to share expertise, experiences, best practices, and problem solving strategies and exchange “just-in-time” information and training. This program will provide managers with the opportunity to access leadership, management ideas, and advice from both their colleagues and from guest speakers.	
<b>Proposed Activities</b>		
<ol style="list-style-type: none"> <li>1. Presentation of the concept by existing models.</li> <li>2. Implementation assistance</li> <li>3. Guest speakers</li> </ol>	<p><b>Lead</b></p> <p>BISM</p> <p><b>Partners</b></p> <p>Business professionals, social agencies, and educational institutions</p> <p><b>Budget</b></p> <p>\$3,000 to 5,000</p> <p><b>Timing</b></p> <p>See Section 9.0</p>	

**GOAL 3: ENSURE A BALANCE BETWEEN ECONOMIC WELL BEING AND SOCIAL EQUITY WITHIN THE COMMUNITY OF GRAND FORKS.**

<b>Objective 3.4</b>	Diversify and strengthen the City of Grand Forks social environment (e.g. education, health, safety and security).	<b>HIGH</b> (Implementation Priority)
<b>Priority Initiative:</b>	Develop and enhance institutions, agencies and initiatives within the social sector building on greater collaboration and synergy. This initiative will enable service providers to achieve greater flexibility and design tailored solutions to unique social challenges within the City of Grand Forks.	
<b>Tactic</b>	Affordable housing initiative	
<b>Rationale:</b>	The implications of a crisis in housing affordability are well-understood by civic leaders from all sectors. The inability of people to attain housing; makes it difficult for workers to move to the area, which, in turn, exacerbates existing labour shortages; adds stress to families and others who are forced to spend a disproportionately large share of their incomes on shelter (leaving less money for other essentials); frustrates efforts to build a diverse community with a range of household types and income levels; impacts negatively on individuals' self-esteem, sense of security and dignity; and in general, undermines the community's social and economic stability.	
<b>Proposed Activities</b>		
<ol style="list-style-type: none"> <li>1. Form a steering committee</li> <li>2. Presentation of the concept by existing models.</li> <li>3. Establish society for donations/tax deductions.</li> <li>4. Look at possible partnerships with Habitat for Humanity, social housing coops and the like.</li> <li>5. Seek regional/civic support re: land.</li> <li>6. Implementation assistance</li> <li>7. Guest speakers</li> <li>8. Obtain initial operating funds</li> </ol>	<p><b>Lead</b></p> <p>BISM</p> <p><b>Partners</b></p> <p>Local Admin, Local politicians, Local Housing Societies, business professionals, social agencies, and educational institutions</p> <p><b>Budget</b></p> <p>5,000 to 25,000+ via donations and in-kind.</p> <p><b>Timing</b></p> <p>See Section 9.0</p>	

**GOAL 4:**

**ENSURE THAT THE GRAND FORKS COMMUNITY HAS STRONG  
INSTITUTIONS AND GOOD GOVERNANCE PROCESSES IN ORDER TO  
SUCCESSFULLY SUCCEED AT COMMUNITY TRANSITION.**

**GOAL 4: ENSURE THAT THE GRAND FORKS COMMUNITY HAS STRONG INSTITUTIONS AND GOOD GOVERNANCE PROCESSES IN ORDER TO SUCCESSFULLY SUCCEED AT COMMUNITY TRANSITION**

<b>Objective 4.1</b>	Create a program in Grand Forks for economic development 2020 based on the principles and best practices of economic development and leadership.	<b>HIGH</b> (Implementation Priority)
<b>Priority Initiative:</b>	Develop a strategic business plan for the development for the 2020 organization. Economic development efforts within the City of Grand Forks will be premised on established best practices, proven methodologies and innovative approaches that effectively contribute to sustainable economic development/transition success.	
<b>Tactic</b>	The Grand Forks Economic Development Model	
<b>Rationale:</b>	It is essential for the City of Grand Forks today that careful and comprehensive strategic planning along with committed and focused action take place to address the transition challenges it is facing and better position the community for sustainability in the short-term and ongoing development in the long term. This means managing the pressures and character of the community's challenges today without limiting or hindering efforts to continually move forward. Good planning and good execution is the only way to ensure the region's economic development meets the needs of the present without compromising the ability of future generations to meet their own needs. See Appendix 1.	
<b>Proposed Activities</b>		
<ol style="list-style-type: none"> <li>1. Form a steering committee</li> <li>2. Implementation assistance</li> <li>3. Obtain initial operating funds</li> </ol>	<div>Local Admin/BEDC</div> <div>TBD</div>	<div>TBD</div> <div>See Section 9.0</div>

## 9.0 IMPLEMENTATION

It should be noted that economic development planning is generally regarded as an iterative process whereby a community continually evaluates and responds to new external and internal circumstances and challenges as well as changes in the goals and desires of its residents. As much as possible we have endeavoured to define and describe actions, goals and strategies that are appropriate and relevant to the time and circumstances under review. However, it is acknowledged that during implementation certain changes may occur that require amendments/modifications in the strategy and subsequent implementation process.

That being said, a transition plan is exactly that: a plan. It is time and circumstance specific. The process of adjusting and re-focusing lies in the process of implementation. It is one thing to have a plan, it is quite another to make sure the plan is implemented. Not surprisingly too often even good plans either sit on shelves because there is no effort to implement them; or the circumstances have changed so much that some strategies are just no longer relevant.

While transition success will most certainly require innovative strategies it will more importantly require conscientious implementation if success is to be achieved.

The implementation of this Grand Forks Community Transition Plan should be guided by the following critical factors:

- Being prepared for change (See Appendix 3);
- Introducing and adhering to a process of regular follow-up and continuous improvement;
- Having adequate technical expertise to implement programming;
- Having adequate time and resources to effectively pursue strategic priorities;
- Clear assignment/delegation of specific responsibilities;
- Establishing and maintaining a process for reporting, reviewing, and evaluating efforts;
- Making sure those charged with implementation are given enough authority to complete the job; and,
- Ensuring potential conflicts of interest are identified well in advance and ensuring they are dealt with.

## **9.1 Transition Plan Implementation**

The following chart has been included to help with initial implementation of the many actions/initiatives described in earlier sections of the document. It is implied that in order to move towards transition and diversification in the longer term, it will be imperative to take decisive action today. Moving forward, the speed of progress and seeing tangible results will depend upon how BOLD the community (all partners) wants to be in taking action and moving through the approximately 20 initiatives noted in the chart. It is understood that circumstances will change as the community moves forward (e.g. government programs, funding sources, opportunities, political circumstances), however, it is imperative that an implementation program stay on track as agreed to at steps 1- 3. If there is no conviction from leadership within the community, at best status quo will prevail and frustration will mount due to lack of action.

### **1. Implementation Meeting**

After the acceptance of this report, it will be imperative to hold an "Implementation Meeting" at least between the Committee, Consultant and Staff/City Council of the City of Grand Forks. There must be an acceptance of goals, a decision to proceed and conviction for a certain direction at the earliest possible opportunity. Leadership must be acknowledged at this point, at least to take it to the next step and ratification (eg to Council, Community)

### **2. Organization Structure Review**

It is very clear that Grand Forks and area is transitioning into a New Economy and that a proper Economic Development organization must be in place to move it in that direction. This will require some critical soul searching or more in-depth review, be it for the benefit of Grand Forks alone, or the Boundary Region as a whole, including assessment of the BEDC function, and as it may support the City's needs.

### **3. Capacity Review**

Although an integral step with #2, the City of Grand Forks must determine what resources it will to ensure future economic development proceeds in the future. This consideration implies consideration for: number of staff, quality and skill set of staff, budgets/funding sources, operational range/mandate and the like. The Organizational Structure chosen will provide direction in this matter.

### **4. Sector Work**

This Transition Plan has identified a range of new or continued efforts to be undertaken on selected economic sectors potentially beyond just Forestry. Some will require full Plans and

Strategies; others will require movement towards implementation of action taken to date. The Chart references: TOURISM, AGRICULTURE and SMALL BUSINESS SECTORS, as a start, but this step should not preclude other areas to be pursued.

(It should be noted that other components of advancing tourism in the Grand Forks area are noted below, but this step calls for overall tourism planning.

#### **5. Business Opportunities Analysis**

This step is required to augment the existing business community with the identification of new business opportunities and then soliciting interest to take advantage of those opportunities.

#### **6. The Grand Forks Challenge**

This program or step addresses potential growth within the existing business community. The Strategy contained herein strongly endorses the critical role that the existing business community can play in enhancing and/or diversifying the economy of the area. The timeline for including the small business community at the earliest stages is important to help avoid losses of more small retail, service or even manufacturing enterprises.

#### **7. Management Assistance Program**

Very similar to #6 above, business assistance to three small business sub-sectors should be initiated immediately. The clusters identified to date are retail, service and hospitality, but these could be changed to meet the dynamics and needs of the Grand Forks situation. It should be noted that in other Transition cases (down turn in local economy) the small business community has warranted immediate attention so that a base of service is not lost while the larger employers re-structure.

#### **8. Business Attraction Program**

Building upon any business attraction program that is in place right now in Grand Forks and area, this step suggests a bold initiative to attract businesses from further afield. It should not be mixed up with the MAP unless there is opportunity to consider joint venture or investment capital from outside sources.

#### **9. Labour Force Plan**

This initiative is already underway to some extent, but a long term strategy should be implemented with key partnerships put in place early on and then a development plan should unfold over the next year or two.

**10. Business Education Partnership**

Following up on Step 9, this is a significant opportunity for Grand Forks, especially with the benefit of Selkirk College's presence in the community. An initial partnership strategy meeting should be convened this Fall /Winter to see where opportunities exist not only for benefit of the existing business/industrial community, but also for new education programs that would draw students/learners to Grand Forks. Dialogue beyond this initial meeting should continue regardless of the outcome, as Education is seen to be an important driver in many local economies of the future.

**11. Rail Issue Resolution**

This has been a prominent issue confronting the City and BEDC for several months now. Loss of the rail service for local and regional industry will have direct implications on existing and any future potential businesses that require rail service. Senior level dialogue between industry and government has begun, but if resolution is not forthcoming early enough, an Investment Plan may be necessary and key partners will need to contribute either short term or long term.

**12. Tourism Coordination/Management**

Although it is suggested that a Full and Proper Tourism Action Plan is created for Grand Forks and Area, it should not preclude advancing the decision to put a full tourism coordinator in place. (An example is the District of Mackenzie which immediately introduced various tourism coordinator/economic/transition staff when Mill closures were announced earlier this year. Confirmation of where the coordination role falls is critical, but if it is agreed that such a role will be required (full or part time) budget should be allocated in the immediate fiscal plan.

**13. Events Coordination/marketing**

Similar to #12 above, you can wait until the Tourism Action Plan is prepared or you can ensure early on that an events coordination/marketing role is established for the Grand Forks area. This can fall under the direction of an existing organization (eg City Parks and Leisure), combined with the Tourism Coordinator role OR it becomes part of a new area of responsibility. Regardless, this implies that tourism will be a significant initiative in the Boundary/Grand Forks area.

**14. Major Tourism Attraction**

This step can also wait until the Tourism Action Plan is prepared; however, it has enough merit to proceed as an independent exercise. Good leadership must come out of an initial



planning/brainstorming session for this step to succeed. Moving towards a proper Terms of Reference for Feasibility will make this step much more formal and recognized as a real possibility in the community. It should be understood that a major “man-made attraction “ should occur within or outside but close to, the city, to benefit Grand Forks.

#### **15 & 16. Tourism Services/Infrastructure Development and Tourism Marketing**

Parts of these two steps are being worked on but independent of one another. It is also understood that there is merit in investigating joint approaches with the various Chambers of Commerce/Boards of Trade in the Boundary area. Dialogue about partnerships at the earliest convenience is necessary to advance this initiative. There is considerable merit to then produce a combined Budget Allocation Grid so that financial resources and time is spent efficiently throughout the region and amongst the small operators. Cooperative marketing can be a direct benefit from this initiative.

#### **17. Downtown/Community Enhancement**

What has been learned extremely well from other Transition Cases in Canada is that community pride must continue after a major economic decline. Such pride benefits both the residents and potential new comers to the community. A strategy for long term and continued revitalization/community enhancement is imperative to move towards an attractive community that will not sink into decline along with a major industry. Once a Strategy is prepared and accepted, the City can move towards improvements area by area. Proper concepts/design and budgets/financing schemes should be created accordingly.

#### **18. Partners in Action**

At the top of the list of initiatives should also be addressing any social unrest in the community. Coordination and mobilization of community groups is critical in focusing attention on the problems and issues. All affected groups should gather to review and understand the concept of Partners in Action, and then move towards organizing a Committee and Action Teams.

#### **19. Social Service Peer Mentoring**

Business management practice applied to social agencies is extremely beneficial at these times of crisis management (when greatest need amongst client group exists). Grand Forks is fortunate to have BISM in place which can serve as a coordinating body for this peer mentoring of various social agencies. Once there is agreement amongst the executive directors/managers of these agencies, then assistance, information, training, etc can be sought.

## 20. Affordable Housing Initiative

As an integral component of the social concerns in Grand Forks and area, housing for existing and prospective residents must be attainable. In other jurisdictions around BC and Canada, there are several agencies that have taken on the mandate of trying to ensure that there is a level of affordable/attainable housing available for all income levels. Before funding sources or means to produce such housing is explored, there must be people that will take on the responsibility/leadership for such a cause. It is understood that groups such as BISM may not be the appropriate agency/structure to lead so either other societies or government must assume responsibility to begin. A Steering Committee can then evolve to at least review various models and move forward.

### 9.1 Timing and Priorities

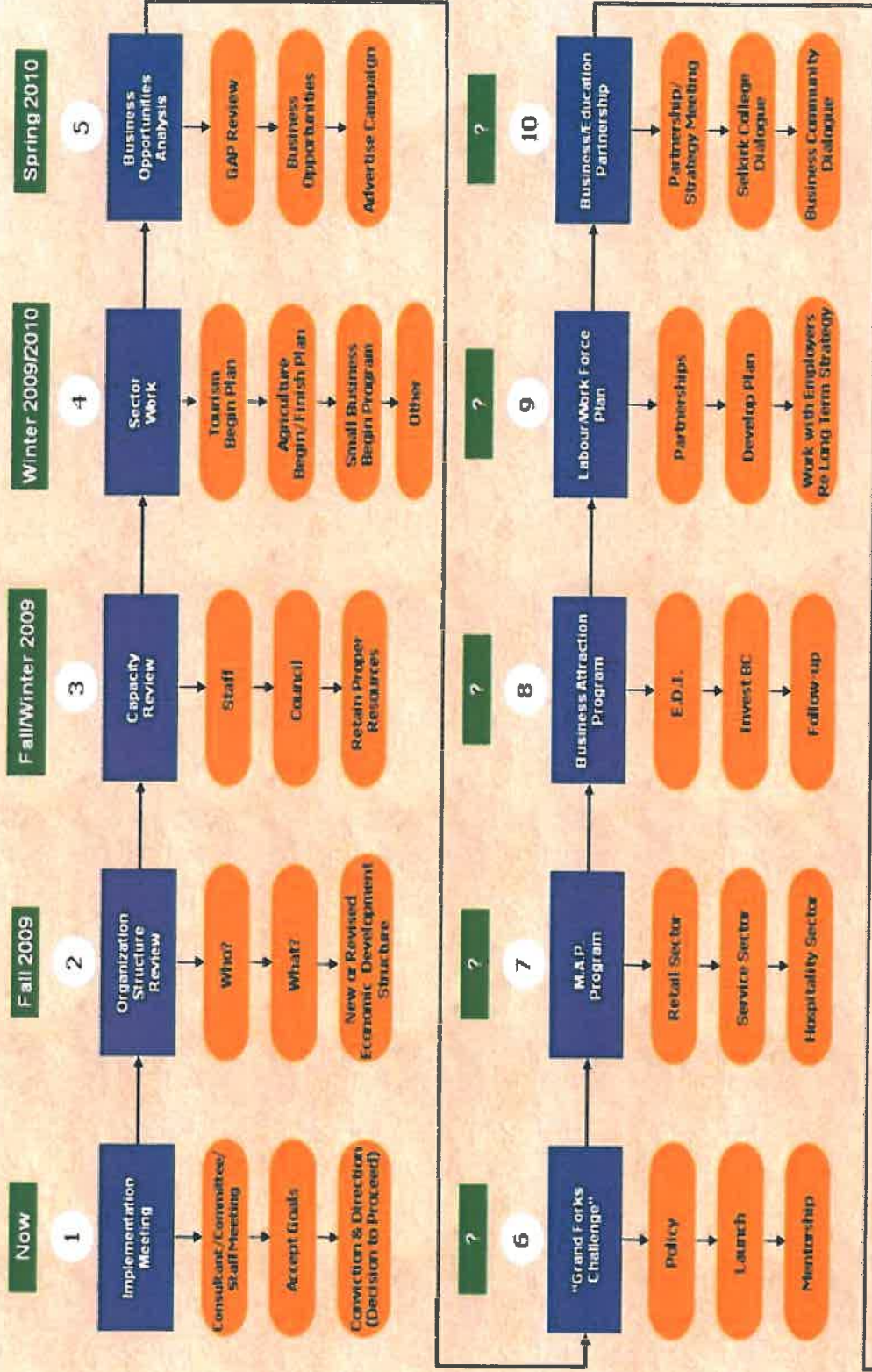
This explanation and accompanying chart suggests that at least four or five initiatives should be undertaken as soon as possible as a basis to the remaining 15 or so initiatives. But, seeing the economic predicament that Grand Forks is in, it would be prudent to advance as many of the 20 defined initiatives, as early as possible. However, it is understood that capacity may be limited, and organizational structures are yet to be defined. Therefore, the recommendation for implementation overall is to try to move forward on **at least one step** under each initiative, achieve solid acceptance and identify mandated people/groups if possible. Each of these areas/initiatives will then have their own momentum BUT coordinated by an overall body that has the long term goals/strategy and vision in mind.

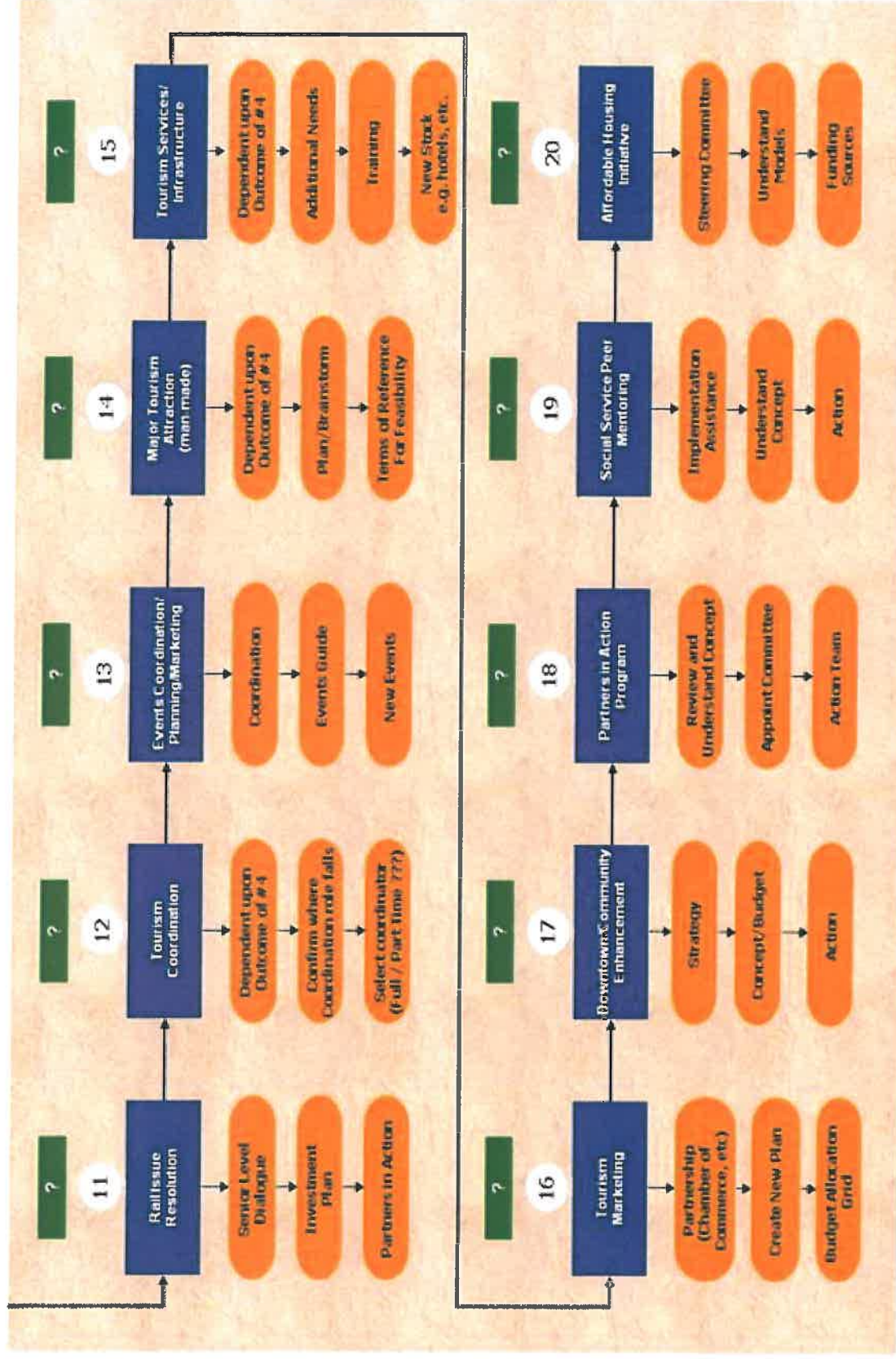
The consultant would recommend that the Study Steering Committee, BEDC and/or Council try to pick **end dates or milestones** for all of these initiatives. It would be very effective to have **substantial progress** on many of these initiatives within the next 18 months to two years, moving along a time spectrum such as follows:<sup>17</sup>

O IMMEDIATE	ORGANIZATIONAL MEETINGS	3-4 MONTHS
O SHORT TERM	REVIEW AND DECISIONS	4- 8 MONTHS
O MEDIUM TERM	HIRING, PLANS BEGIN, ORGS	8-10(12) MONTHS
O LONG TERM	- PLANS IN PROGRESS/DIALOGUE/ - ACTION/LAUNCHES/FOLLOW-UP	12 -18 (24) MONTHS

<sup>17</sup> This implies substantial progress is made by late 2011, early 2012, at the very latest. (Details of the milestone dates can be selected in collaboration with the Committee during the Implementation Meeting -#1)

## Grand Forks & Area Transition Plan Implementation Chart







## APPENDICES

- APPENDIX 1: Economic Development 2020 Rationale
- APPENDIX 2: Business Retention/Visitation Model
- APPENDIX 3: Eight Step Change Management Strategy
- APPENDIX 4: LandUse and Zoning Maps City of Grand Forks
- APPENDIX 5: Attractions and Adventures
- APPENDIX 6: Land Use Allocation - Grand Forks OCP 1999
- APPENDIX 7: Tourism Action Plan

## **APPENDIX 1: Economic Development 2020 Rationale**

The City of Grand Forks currently contributes to a regional economic development function, namely the Boundary Economic Development Committee (BEDC) that represents the entire Boundary area communities and adjacent Electoral Areas of the Regional District. A contractual arrangement is in place with Community Futures Boundary with essentially one full time contract staff and some support. Besides organizational responsibilities to help run the Committee, Community Futures Boundary retains a manager and other staff that can contribute to the overall well-being of local small businesses and the Grand Forks area economy. Previously, the Economic Development function fell under the auspices of the RDKB, and there was obvious concern that the Boundary area needs were not being fulfilled, and that model was abandoned

The efforts of the current BEDC are committed to the overall benefit of the region, as described in the recent "Boundary Economic Development Committee Draft Work Plan – 2009". Out of the approximately 25 "core projects" that have been listed to pursue by the Committee, none apply directly to the City of Grand Forks, albeit all of them can benefit Grand Forks. Furthermore, it is understood that the EDO's daily responsibilities must be channeled to several functions around the Boundary Region, i.e. assist with the Rock Creek Fall Fair, etc. that allows minor focus on Grand Forks projects. If Grand Forks needs particular attention as proposed within this Strategy and as requested by the City, other models may need to be considered. Furthermore, even with the core projects identified by the BEDC to date, it implies a considerable amount of professional resources are required.

The defining element of the perfect economic development function should normally lie less in the structure than in: (1) a focus that is truly responsive to the broad context of today's realities and the unique needs and priorities of the City of Grand Forks; and (2) an approach that is long-term, strategic and proactive. History tells us however that the governance structure is a particularly critical determinant of success or lack thereof within most communities/region.

As noted there already exist certain systems, processes and practices by which current economic development efforts are governed. Any changes or adjustments should be structured to add value and enhance existing process not interfere, erode or impede the good work that has already been accomplished.

### **Ready Transition Options**

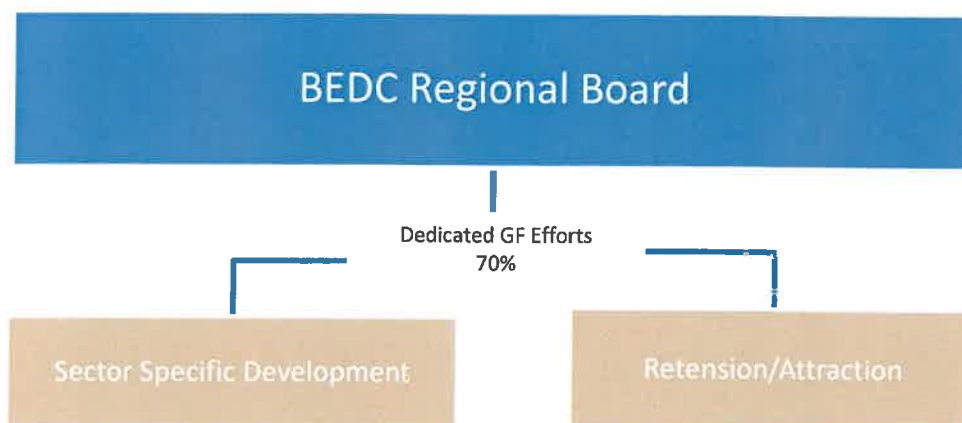
#### **Model 1 Enhance Current BEDC/CFB Approach**

This model suggests continuing with the current regional approach, but it represents a somewhat changed mandate of staff, with the understanding that the success of Grand Forks

itself will benefit the Region. Therefore, the Economic Development Officer would need to split time between Grand Forks (say 70%) and the Boundary (say 30%), providing greater focus on Grand Forks specific projects. That being said, arguably the function is currently underfunded/under resourced to meet the transitional challenges the City currently faces. At a minimum the function should look at adding another 2 FTE positions with the appropriate budgets/resources. These additional resources could look at:

- Position 1: Sector Specific Development, e.g. Tourism/Agriculture  
 Position 2: Retention/Attraction

This model (with three positions) would allow more time to be devoted to Grand Forks specific projects, while other new staff would also assist the other communities, as well as Grand Forks.

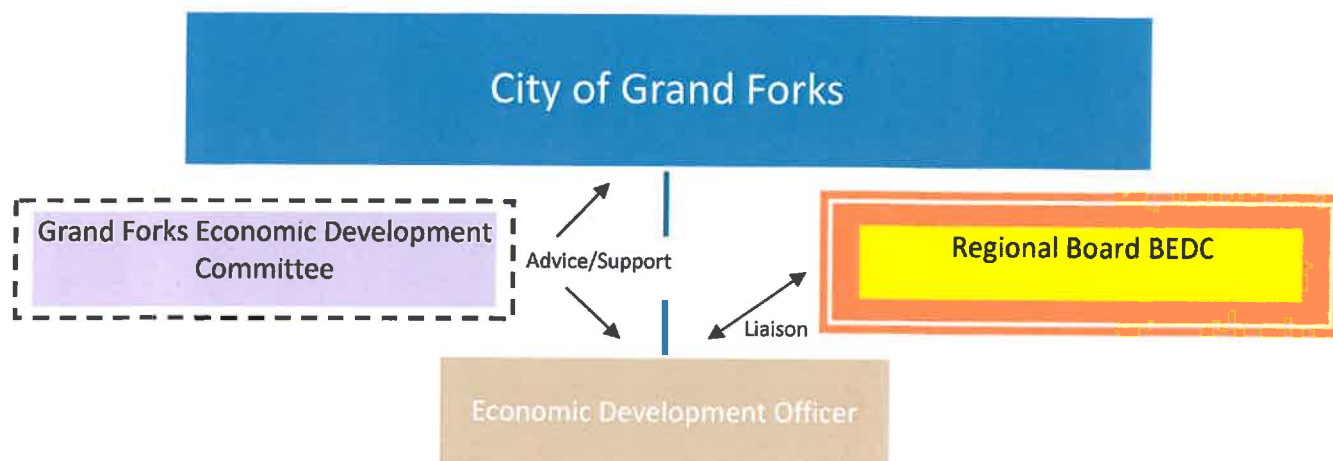


*Estimated costs for implementation: \$80,000/yr - \$120,000/yr*

## **Model 2      Grand Forks Economic Development Department**

The City of Grand Forks could establish its own Economic Development function, independent of the BEDC. This model assumes that the City would need to contribute to both its own economic development effort and the BEDC. It implies that the City would need to retain an Economic Development Officer to fulfill its internal function. If appropriately skilled personnel are already available at the City, staff reassignment may suffice. (Consultant assistance may be required from time to time). The City mandate (responsibilities) would address some Grand Forks transition priorities, and would need to be separated from the more regional projects that could be addressed by the BEDC. Arguably the list of suggested action plan priorities would need to be scaled back significantly unless a substantive infusion of funds and resources were allocated to the function. This model would also require a strong and

cooperative working relationship with the BEDC; stronger association with key business and social agencies/organizations including the Grand Forks Chamber of Commerce.



*Estimated costs for implementation: \$40,000/yr - \$100,000/yr*

### **Model 3      Grand Forks/Boundary Economic Development/Chamber of Commerce ()**

This model suggests that a Regional Alliance of core communities and agencies/functions including but not restricted to Boundary communities, BEDC, Chamber of Commerce (Board Of Trade) CFDC, BISM, and the like would be established for the entire Boundary area. This model would enable certain economies of scale to be realized and, more importantly, achieve a critical mass for effective regional economic development successes to be realized. Programming and services could be organized around a series of sub-committees each of which could have its own resources/staff to draw upon:



*Estimated costs for implementation: \$80,000/yr - \$120,000/yr*



## Other Formats and Models

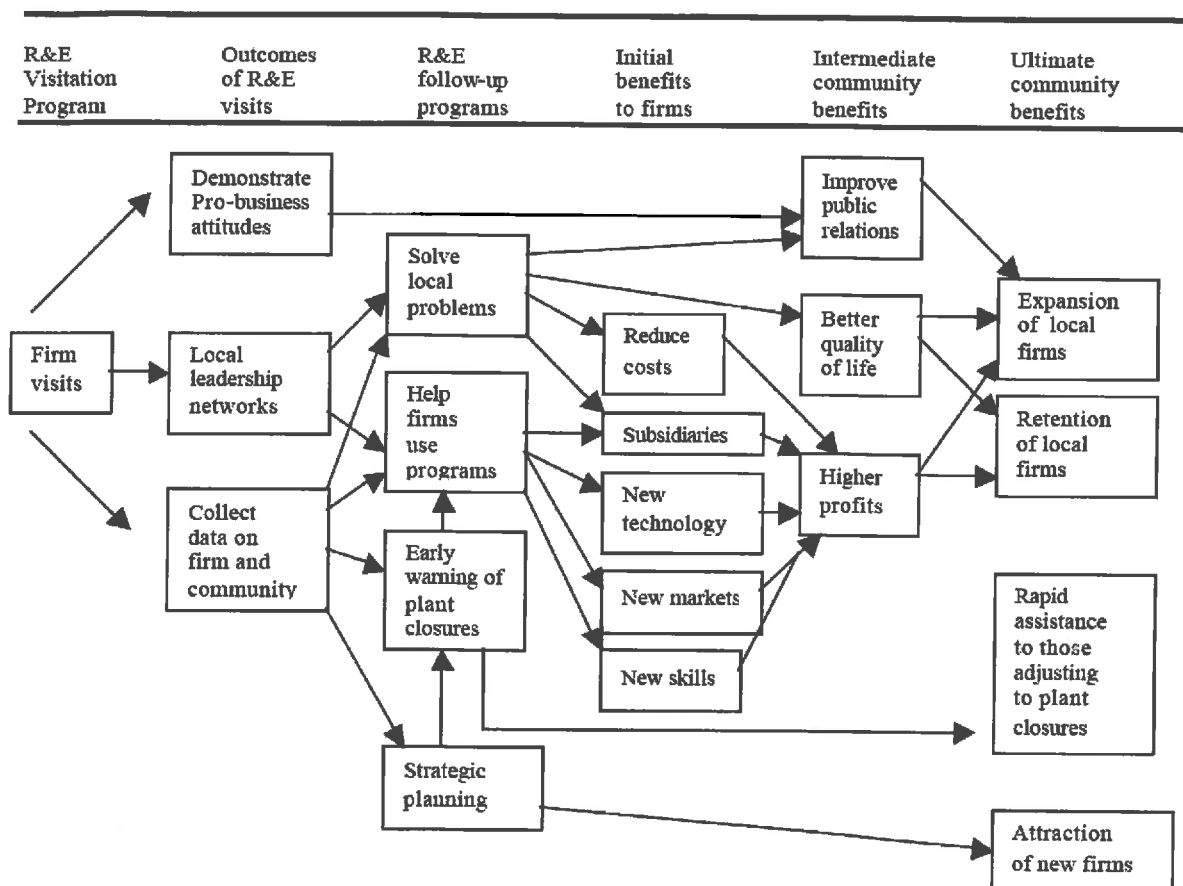
Within the global realm of economic development departments, authorities and organizations there are a number of models (See Matrix on the page following) to emulate, each designed to reflect the unique circumstances of the community or region in which they operate and each designed to satisfy selected priorities relative to accountability and impact. Given a serious intension to maximize transition success and sincere commitment of resources the City of Grand Forks could consider pursuing or graduating to a more substantive public/private partnership (e.g. Calgary, Edmonton, Victoria). The advantages of this format are substantial.

### COMPARISON OF ECONOMIC DEVELOPMENT ORGANIZATIONAL MODELS

	Private	Public	Public/Private Partnerships
<b>Funding Sources</b>	Contributions of businesses, local industries, chambers of commerce, and individuals	Government funds (taxes); grants	Contributions of business, industry, and private individuals; grants
<b>Governing body</b>	Board of directors elected by membership	Mayor and city council elected by public	Elected and appointed individuals
<b>Legal form</b>	Nonprofit corporation	Government agency	Nonprofit corporation
<b>Operational advantages</b>	<ul style="list-style-type: none"> <li>Not restricted by political boundaries</li> <li>Structure allows maintenance of confidentiality on important issues (e.g., identity of prospects)</li> </ul>	<ul style="list-style-type: none"> <li>Effective in providing development infrastructure: roads, sewer lines, water lines, etc.</li> <li>Direct access to incentives: property tax abatement, urban development assistance grants, etc.</li> <li>Access to policy makers</li> </ul>	<ul style="list-style-type: none"> <li>Not restricted by political boundaries</li> <li>Structure allows maintenance of confidentiality on important issues (e.g., identity of prospects)</li> </ul>
<b>Representation</b>	Speaks effectively on business sector's interests	Speaks effectively on public sector interests	Structure allows input from all sectors of community via elected city officials
<b>Board size</b>	Tends to be small: 5 to 10 members	Tends to be large: 15+ members	Tends to be moderate: 7 to 13 members
<b>Examples</b>	<ul style="list-style-type: none"> <li>Development Corporations</li> <li>Chambers of Commerce</li> </ul>	<ul style="list-style-type: none"> <li>Ports</li> <li>Local government programs</li> </ul>	<ul style="list-style-type: none"> <li>Economic development organizations</li> </ul>

## APPENDIX 2: Business Retention/Visitation Model

### CONCEPTUAL MODEL OF THE R&E BUSINESS VISITATION PROGRAM



## **APPENDIX 3: Eight Step Change Management Strategy**

As presented, the strategic plan proposes a number of recommendations for the City of Grand Forks. As the region is experiencing sufficient economic turbulence it is crucial that its leaders and staff do not become complacent. In order to effectively implement the recommendations proposed, it is critical that a change management process be implemented to ensure that City of Grand Forks officials, staff and community stakeholders accept and embrace the transition process. To this end, the City of Grand Forks should consider implementing the following change management strategies:

### **Step 1: Establish a Sense of Urgency**

The City of Grand Forks does have a natural state of urgency; and change does need to occur for the region to grow and become prosperous. Specifically, the region has lost significant industry and is presently experiencing high unemployment. However change does not occur without the sense of a need to change. In order to create the sense of urgency, it is suggested that the City of Grand Forks leaders motivate through challenging the staff, stakeholders and citizens to become best in class; challenge them to be part of something significant and strive to be the best community in the interior. This process can be accomplished by educating stakeholders regarding the broad array of socio-economic reasons and forces that are driving the need for change; informing individual citizens and stakeholders that planning for successful change has taken place, and how that success is defined.

### **Step 2: Form a Powerful Guiding Coalition**

It is critical to the success of the change effort that the City of Grand Forks build a strong and powerful coalition. It is of great consequence that the group include leaders and key stakeholders sufficient to provide enough power (by stature, by connections by expertise and by financial clout) to lead the change effort. In order to be effective the group needs to work as a unified team. The team could include a combination of stakeholders from such organizations as City of Grand Forks, Selkirk College, Community Futures, Chamber of Commerce, Regional District, and the business community. This group, in turn, will need to assist in bringing others on board with new ideas.

### **Step 3: Create a Vision**

Transformational change relies on the efforts of the leaders' ability to develop a vision of the future state. The vision helps clarify the direction in which an organization, or in this case the community, needs to move. The function the vision serves is that it helps spark motivation; it helps keep all the projects and changes aligned; it provides a filter to evaluate how the region is doing, and it provides a rationale for the changes the community will have to weather. During the visioning process, the City of Grand Forks will need to develop the required strategies that will be employed to achieve the vision.

**Step 4: Communicate Vision**

The unknown is a major cause of resistance. By committing to extensive communication, everyone involved in transitional change will become familiar and have either direct or indirect influence on the outcome. The City of Grand Forks leadership should estimate how much communication of the vision is needed, and then multiply that effort by a factor of ten. Communication takes place through more than words. The message also comes from the actions local leaders take. The level of commitment displayed by local leaders will strongly influence broad community 'buy-in'. The City of Grand Forks needs to use every existing communication channel and opportunity to communicate the vision and present those transition strategies and actions plans prioritized and underway.

**Step 5: Empower Others to Act on the Vision**

The empowerment process focus is threefold: 1) remove as many objects in the way of change 2) redesign processes and structures in order to support the change initiative 3) encourage staff and stakeholders to take risks, and to become innovative. The City of Grand Forks leaders need to recognize that the community may buy-in and get motivated but unless they receive top level support, the required resources, adequate tools, and encouragement for thinking outside the box, then the change efforts will not be maintained.

**Step 6: Plan for and Create Short-Term Wins**

The proposed transition and change being recommended to the City of Grand Forks requires a transition over an extended period of time. Therefore, it is critical that leaders implement strategies to ensure momentum is not lost. Planning and ensuring the transition produces short-term wins helps keep the urgency level up and forces detailed analytical thinking that can clarify or revise visions. The City of Grand Forks needs to plan for how the community will: 1) attain visible improvements/rewards and 2) recognize and reward those people who made the 'wins' possible.

**Step 7: Consolidate Improvements and Maintain Momentum**

The City of Grand Forks will need to generate momentum through consolidating the accomplished gains and enabling people to generate new initiatives and activities that will keep the team motivated. Specifically, The City of Grand Forks should enable people to immediately improve on their development process by creating the iterative process mentioned in the recommendations section. The City of Grand Forks should focus on fostering, promoting, and developing people who can implement the change vision.

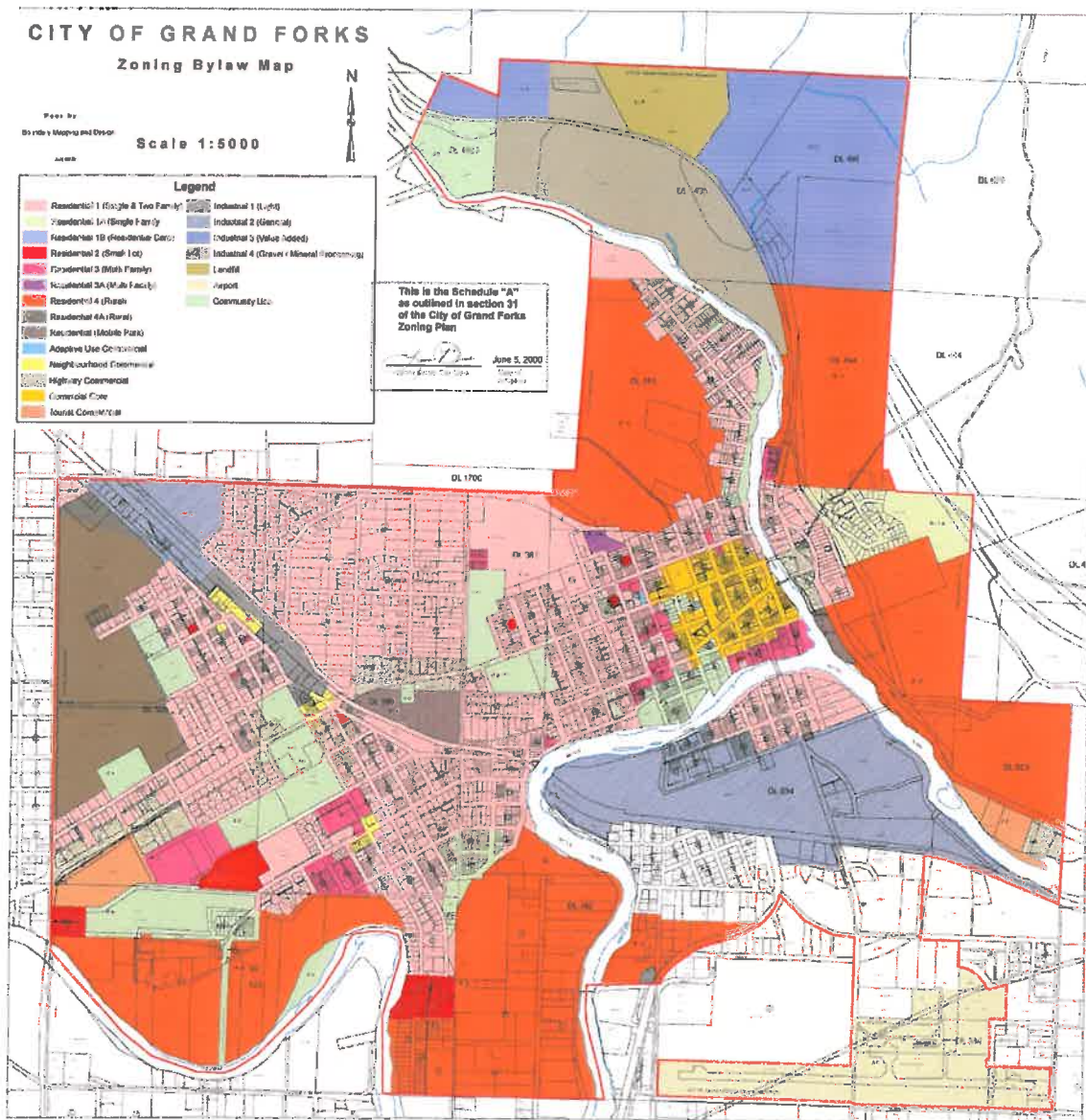
**Step 8: Institutionalize the New Approaches**

The City of Grand Forks will need to ensure that strategies exist to institutionalize the new approaches in order to make the change sustainable. The leaders should focus on two approaches. First, articulating

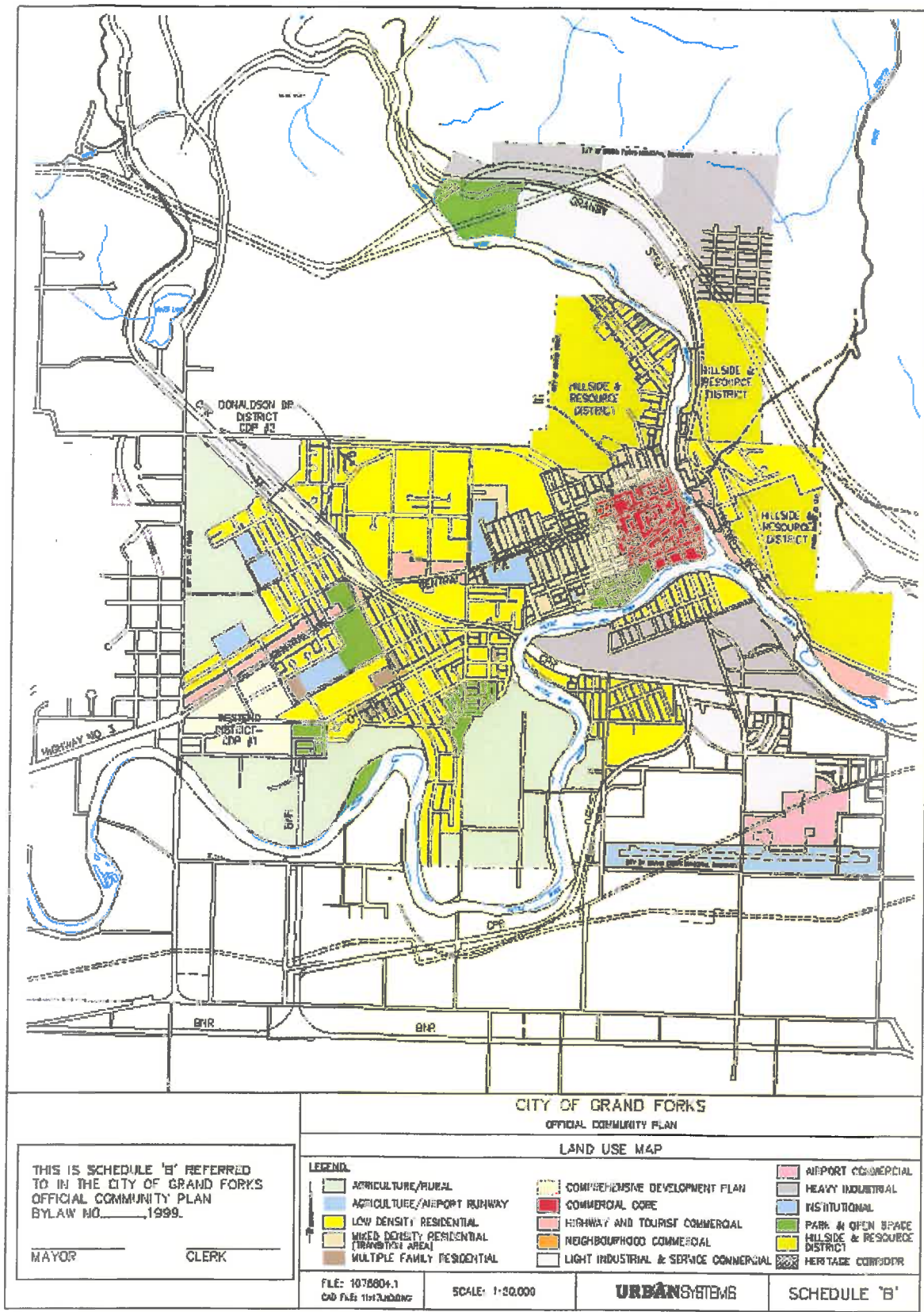
the connection between the new behaviors and community success and secondly, developing the means to ensure leadership development and succession.

Through the commitment to proper change management the City of Grand Forks will be able to make the transformation from the current state to the desired state. This model will assist the City of Grand Forks in making the transition less problematic while ensuring that change is implemented thoroughly within the organization.

## APPENDIX 4: LandUse and Zoning Maps City of Grand Forks







## APPENDIX 5: Attractions and Adventures<sup>18</sup>

**AQUATIC CENTER:** A leisure style public pool, jacuzzi, sauna, fitness center with many programs

**ARENA:** Minor hockey, Junior B hockey, local figure skating club, public skating, men's hockey

**AGRI-TOURS...** This self guided tour will take you to 10 of our regions treasures. Visit active historic farm sites, show gardens, artisans in their studio, productive farms where you can taste the difference, and fiber arts that grow their own mediou.

**GRAND FORKS ART GALLERY...**Features 16–20 exhibits per year from regional, provincial, national & international artists as well as an on-site gift shop.

**BALL DIAMONDS:** There are three ball parks: Dick Bartlett (four diamonds) for little league & slow pictch; Angus MacDonald Park (1 diamond) for fast ball; James Donaldson Park (1 diamond with lights) for the Babe Ruth & the Grand Forks International

**BARBARA ANN PARK...**

**BMX ...**At the BMX track open to the public in City Park. Ride nights are every Tuesday at 6pm.

**BOUNDARY MUSEUM SOCIETY - FRUCTOVA SCHOOL...**Built as a schoolhouse, the building now houses a peace library and on the grounds are the bread oven & fruit drying facility that were built and used by this self-sufficient society.

**BOWL ...** Six lane - five pin bowling Computerized scoring and cosmic bowling provide hours of entertainment.

**CHRISTINA LAKE...** 15 minutes East of town, is the warmest tree-lined lake in Canada Watersports, sandy beaches & trails available.

**CPR STATION HOUSE...**Now operating as a restaurant & pub, it rests right on the former railbed (now the Trans Canada Trail) and is a great access point for a daytrip on the trails.

**CULTURAL...** The Russian settlers of the area are known as Doukhobors for their pacifist beliefs, and are well-known for their hospitality, history, and cuisine. Spend some time exploring the "Things Doukhobor" in the section below, and be sure to visit the Boundary Museum for local and Doukhobor history.

**CURLING RINK:** Local curling club hosts many bonspiels

**FARMERS MARKET in City Park...** Buy fresh organic produce or local crafts, and meet the locals who proffer their wares every Tuesday and Friday morning (June - September). South end of 5th Street.

<sup>18</sup> Sourced from municipal website: [www.city.grandforks.bc.ca/about/recreation/](http://www.city.grandforks.bc.ca/about/recreation/).



**FARRON...**A former summit station on the rail bed just east of Christina Lake, this is close to the monument marking the 1924 bombing of a passenger train that killed 9 people including the (then) Doukhobor leader, Peter Verigin.

**FISHING...** The Boundary offers over 25 secluded spots for your angling pleasure.

**FITNESS CENTER:** Three weight and fitness centers

**GARDENS...**From a fishpond alley to a gas station nursery to a nursing home Peace Garden. Nurseries and greenhouses. Pioneer Gardens is a must-see attraction.

**"Pioneer Garden"**

The "Pioneer Garden" is devoted to the preservation of a small part of the Doukhobor history and culture and is owned and maintained by Lorraine and Jerry Seminoff. *by Lorraine Semenoff* What started as a small backyard project about 10 years ago has expanded to include a collection of old farm implements, tools and a blacksmith shop dating back to the early 1900's. This collection is a reminder of another time and different way of life belonging to our parents and grandparents. As a tribute to them this is all proudly displayed as part of the garden landscape along with many sitting areas, water ponds and whimsical art. Many Doukhobor families of this sunshine valley are represented here through items that have been donated to the garden.

Also featured is a unique "Gift shop" with the famous borscht ladies, salt dishes, bowls and other items on display and for gifts. All of these pieces are hand crafted on a lathe by Jerry using different species of wood from this area. Also available are bird houses, small quilts and borscht. The summer of 2004 saw over 1,000 visitors to the "Pioneer Garden" tourists over the years have come from as far away as England, Russia, France, Australia, Mexico, from about one third of the states of the U.S. and all the provinces of Canada. The "Pioneer Garden" is open from June 1st to Sept 30th.

Admission is by donation. Self-tour or guided tour exceptions are made for large groups, tour buses, wedding photos or special events held in the garden by pre-arranged agreement with Lorraine and Jerry. Visible signage is at the intersection of Hardy Mountain Road and North Fork Road and easy access from The Trans Canada Trail/Spirit of 2010 Trail. 8235 North Fork Road. Grand Forks, BC Phone 442-3471

**GILPIN...**The old houses of the Gilpin freedomites settlement.

**GOLFING..**On one of 4 courses in the Boundary area, including a par 3 and 18 hole at Christina Lake. Christina Lake Golf Club

**DRIVE...**On one of our 5 area driving tours rife with spectacular views, historical sites and wildlife. Or you can cross the border (via 2 local crossings) on the International Selkirk Loop.

**CASCADE FALLS...****GRAND FORKS CITY PARK...**

**HISTORICAL SITES...**Polonicoff's store; Grand Forks MILLING CO-OPERATIVE; and Hardy Mountain Doukhobor Village Historic Site ...

Hardy Mountain Doukhobor Village is a 16.9 acre property containing what remains of the historic Makortoff Doukhobor Village. Built on a knoll overlooking the junction of the Kettle and Granby River valleys, the village is located one kilometer west of the City of Grand Forks in the central interior of British Columbia.

**HORSEBACK RIDING...** Owl Mountain Ranch

**OBSERVATION MOUNTAIN...**

**PHOENIX...**A now abandoned mining town between Greenwood and Grand Forks. See the Cenotaph that marks the former town site, and explore the trails to find relics. You can drive right through to Greenwood on the gravel road, and tour their smelter ruins in Lotzkar Park.

**PHOENIX SKI HILL:** Nine runs (vertical 800 feet) with a T-bar, rope tow, day lodge, and concession

**ROCK CANDY SAFARI Mine Tour...** Mine site and nearby ghost town.

Geologist Bob Jackson purchased an abandoned, turn-of-the-century mine from Cominco, a large Canadian mining company. Rock Candy Mine was named for the colourful fluorite, barite & quartz crystals miners found there while producing fluorite ore for industrial processes. Operated from 1916 to 1929, the mine provided fluorite for flux used in Cominco's Trail smelter. Flux helps separate desirable metals from waste products. In the 1920's, miners threw away the pretty, but worthless, crystals they found after every blast.

Fast forward 80 years. Today fluorite and barite crystals are highly prized by collectors, making the mine's former waste product more valuable than the fluorite ore ever was. Left behind on the mine property is a sponge-like network of holes laden with golden barite, green and purple fluorite, and sparkling quartz crystals. Jackson worked with the M.Y. Williams museum at UBC to create a small scale mining plan which included filling in the scars in the landscape left over from the original mining. All collecting today is done outside the original mine, which is being filled in as the collecting progresses.

Today, where miners once toiled, tourists discover treasures of the earth. "We took what was an eyesore in the 1980's, and turned it into a tourism destination," says Jackson. Rock Candy Safaris opened in May, 2000. Visitors start with an escorted 30 km. drive from downtown Grand Forks, exploring local history and geology along the way. Once on the Rock Candy property, hammers and safety glasses are distributed, and soon the place sounds like you've stepped into a popcorn popper. Kids especially enjoy whacking rocks apart to find the hidden treasures within. Everyone is welcome to keep everything they find

In 2001, Tourism BC chose Rock Candy Safaris for its prestigious "Outside the Box" award, presented annually to the province's most innovative tourism project. In 2004, Moonlight Rocks, an evening tour was added, so visitors can find minerals which glow in the dark when illuminated by an ultraviolet light. Tours are held several times each week in July & August.

**SENIORS CENTERS:** Two centers located near City Park

**SHOP...**In unrushed atmosphere and unique stores.

**SKATEBOARD PARK:** Finally a place for skaters to shred.

**SOUVENIRS...**Matrioshka (colorful Russian wooden nesting dolls) & wooden spoons can be found at local businesses, and Russian cookbooks are available at the Museum & USCC office.

**TENNIS COURTS:** Public tennis courts located behind Grand Forks Secondary School

**TREASURES...**You'll find unique items in our secondhand stores or artisan's co-operative. If it's gems you're looking for, try the Rock Candy Mine Tour, or go prospecting at the Eco-Heritage campground. Visit slag piles and take home a souvenir.

**TRAILS...**The Trans Canada Trail runs right through the city! From City Park you can head to Christina Lake via the not-to-be-missed Cascade Falls, or towards Greenwood above the scenic North Fork valley.

**USCC...** United Spiritual Community of Christ, and is the religious and community organization of the Doukhobors. USCC Community Centre.

**WILDLIFE...**There's turtles, frogs and herons to be seen along our gently winding rivers, and the Granby Wilderness area offers unspoiled nature access. Bird watchers will also enjoy our colorful feathered friends...Ward Lake is a bird sanctuary.

## APPENDIX 6: Land Use Allocation - Grand Forks OCP

Land Use Designation	Proposed Acreage	% of Total Land Base
Agriculture/Rural	139 ha	14%
Agriculture/Airport Runway	24 ha	2%
Low Density Residential	264 ha	27%
Mixed Density Residential	49 ha	5%
Multiple Family Residential	5 ha	0.5%
	35 ha	4%
Comprehensive Development Plan		
Commercial Core	22 ha	2%
Highway & Tourist Commercial	25 ha	3%
Neighbourhood Commercial	0.4 ha	0.04%
Airport Commercial	16 ha	2%
	102 ha	10%
Light Industrial & Service Commercial		
Heavy Industrial	114 ha	12%
Institutional	20 ha	2%
Park & Open Space	42 ha	4%
Hillside & Resource District	124 ha	13%
<b>Total Land Base</b>	<b>981 ha</b>	<b>100%</b>

## APPENDIX 7: Tourism Action Plan

### *Tourism Action Plan Process Steps*

