



# Setting Priorities for the Slocan Valley Directed Fund



**December 2014**

*To support a legacy of social, economic, cultural and environmental development for the Slocan Valley for present and future generations by helping to develop projects and initiatives that provide benefit to the Slocan Valley as a whole.*

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# Executive Summary

## What is this fund?

The Slokan Valley Directed Fund (the Fund) is a partnership with Columbia Basin Trust (CBT) providing the sub-region of Slokan Valley with \$300,000 over three years. The funds are to be used to plan, set priorities and allocate CBT funds for the betterment of the area as a whole.

The Slokan Valley Economic Development Commission (SVEDC) is leading this work, and will do the planning, make funding allocations and manage the funds over time.

## How was the planning done?

Between August and November 2014 community consultation occurred to provide advice to the SVEDC on valley-wide priorities for the first three years. This consultation included:

- A review of 33 existing reports and plans from the Slokan Valley – to look for common themes;
- Ten public meetings (5 with focus areas and 5 open-ended), with 104 attendees, who provided advice and ideas on priorities;
- An online survey with 93 participants;
- Interviews with 14 people with particular perspectives and experiences to draw upon; and
- Viewing a video made of young people in the valley expressing their needs and hopes.

## Advice on how to choose projects

Participants provided advice on criteria for managing the fund. These are listed below – the first two are required by CBT. Participants also affirmed the SVEDC's initial goal of choosing up to three priorities, in order to have a greater long-term impact (rather than spreading the funds thinner). Criteria used to review the initial ideas include:

1. Projects must have a long-term and valley-wide impact (even if implemented in limited areas).
2. Projects must not replace existing government funded services.
3. Projects should use local resources whenever possible.
4. Funds for studies and planning should only be allocated when they will clearly lead to action.
5. Funds will be for projects which focus on achievements, acknowledging there may be some administrative costs (rent, staff time, phone, materials etc.)
6. Projects should promote collaboration.

## Priorities

The top five priorities and project ideas that emerged from this process are identified below. Further in this report is a summary that describes other areas that are also considered important.

1. **Agriculture** – support the development of infrastructure and systems to increase the ability to boost the production, processing, storage, marketing, and distribution of food produced in the Slokan Valley.
2. **Business Development** – Develop a hub that will provide support to existing and new businesses and entrepreneurs in the Slokan Valley, through improving training, financing, marketing, mentoring, and business services.
3. **Coordination and Communication** – Use the web, meetings and skilled facilitation to connect groups, activities, resources, information and events throughout the Valley. Increase the use of existing facilities, participation in existing activities and ways for people to work together on environmental, social and cultural issues.

4. **Trail Development** –There is a great interest in expanding the impact of the Slocan Valley Rail Trail over time and in creating a trail network that links the entire valley. The trail gaps in the Northern part of the valley need to be bridged and are the priority.
5. **Transportation** – While there is interest in improving transportation for all, there is the strongest support to improve transportation options for young people – for employment, education, recreation, and social opportunities.

### How will funds be allocated?

The SVEDC will choose starting points for the priorities listed above (not all at once) and will work with stakeholders in each priority area to determine the way forward. They may choose to allocate funds through any of these methods:

- Direct award to an organization that is suited to successfully deliver the project results.
- A call for proposals to choose the best organization to deliver project results.
- Contract a person or persons to work directly for the SVEDC to deliver project results.

## Slocan Valley Directed Fund Overview

### What is this fund?

The Slocan Valley Directed Fund (the Fund) is a partnership between Columbia Basin Trust (CBT) and the Slocan Valley Economic Development Commission (SVEDC), which is a body of the Regional District of Central Kootenay (RDCK) to support delivery of some CBT funds in the Slocan Valley. Community Directed Funds are a new and cooperative model for sub-regions (a group of communities from a recognized area) to come together to plan, set priorities and allocate CBT funds for the betterment of the area as a whole. The Slocan Valley will receive \$300,000 in the first three years with the hope that the program continues into the future beyond that.

The already-existing SVEDC is leading this work, and will do the planning, make funding allocations and manage the funds over time. The Commission is an RDCK-regulated body representing Area H, Slocan, Silverton and New Denver. The eleven members include four elected officials and up to seven other Valley residents. Funds are given to SVEDC over a period of time, allowing money to be used strategically (for a small number of projects with important long-term impacts).

This plan documents the background research and public consultation process that was used to identify priority themes and projects to fund. The recommendations in the plan, based on aspirations expressed by residents, provide the SVEDC the basis for an informed, strategic, and long-term approach to funding projects in the Slocan Valley.

The plan also recommends criteria to use in selecting projects and advice to the Commissioners on how to perform their role to the greatest benefit of the Valley.

## The SVEDC and this Project

The Slocan Valley Economic Development Commission is an RDCK-regulated body representing Area H, Slocan, Silverton and New Denver. The eleven members include four elected officials and up to seven other Valley residents. Their work with the Slocan Valley Directed Fund is not restricted to projects that are explicitly related to economic development. The Commission clarified key elements of the fund early and they are listed below.

### Vision

*To support a legacy of social, economic, cultural and environmental development for the Slocan Valley for present and future generations by helping to develop projects and initiatives that provide benefit to the Slocan Valley as a whole. There is an overarching strategic desire to create sustainable communities by supporting projects that enhance opportunities in the Slocan Valley.*

### Mission

*To articulate the needs and priorities of Slocan Valley communities, to identify opportunities to strengthen ties between these communities, and to create a process of selecting projects to support.*

### Values

- *Promote collaboration and cooperation*
- *Ensure genuinely sub-regional planning*
- *Achieve sustainability and long-term effectiveness*
- *Support community engaged decision-making*

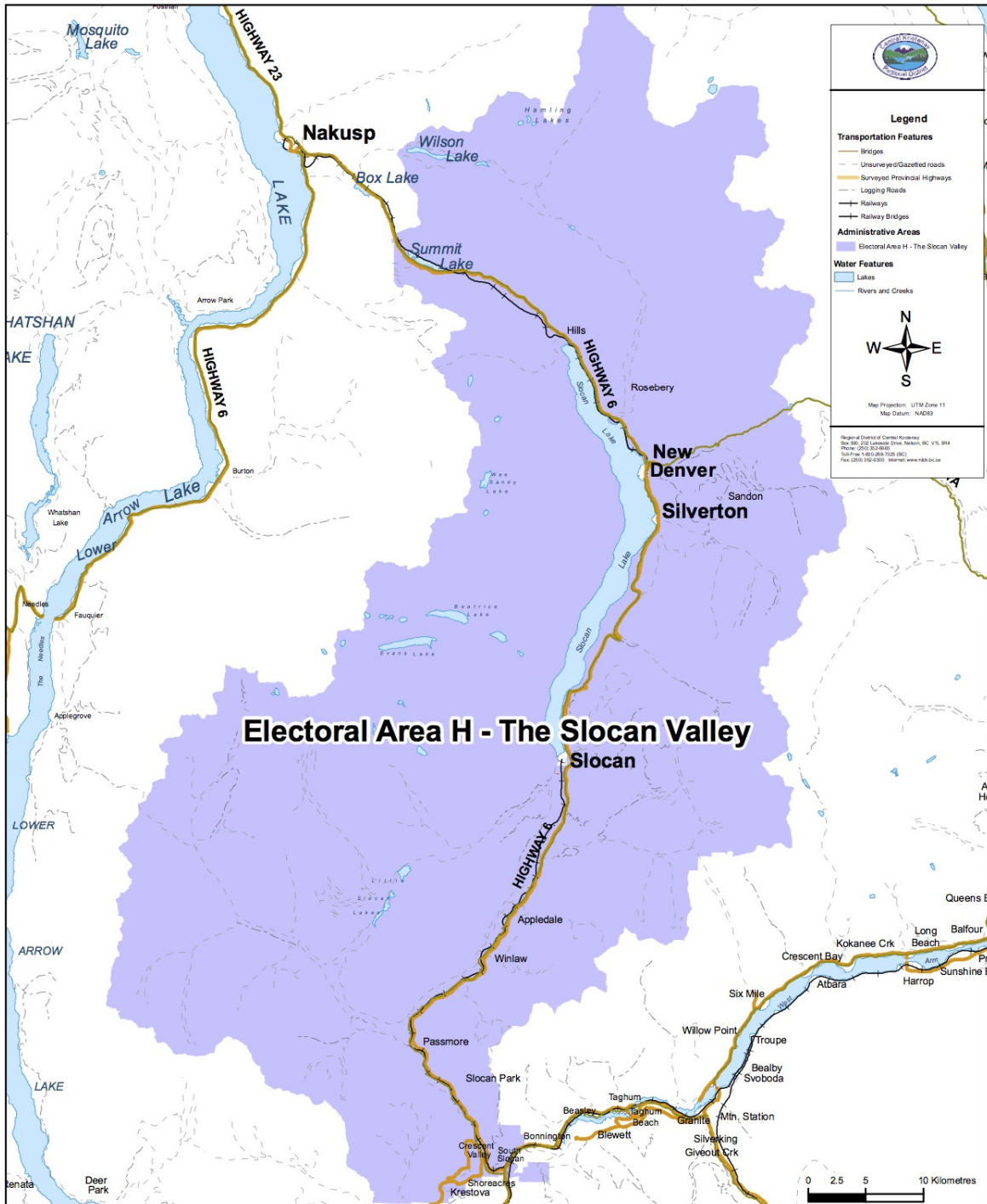
### Project Selection Criteria

Through the process of creating this initiative, the Commission created a list of criteria to guide project selection and funding. This list was reinforced strongly by the consultation process. To be considered for funding, these criteria will be applied:

1. Projects must have a long-term and valley-wide impact (even if implemented in limited areas).
2. Projects must not replace existing government funded services.
3. Projects should use local resources whenever possible.
4. Funds for studies and planning should only be allocated when they will clearly lead to action.
5. Funds will be for projects which focus on achievements, acknowledging there may be some administrative costs (rent, staff time, phone, materials etc.)
6. Projects should promote collaboration.

# The Slokan Valley

The Slokan Valley (for purposes of this project) includes all the area and population located in RDCK Area H and the Villages of Slokan, Silverton and New Denver. This includes a population of 5330, living in 2420 private dwellings (Statistics Canada 2011).



### Slocan Valley (selected) Community Statistics

	Slocan Valley	Area H	Village of Slocan	New Denver	Silverton
Population 2011	5284	4289	296	504	195
Population 2006	5330	4319	314	512	185
2006 to 2011 population % change	-0.87%	-0.7%	-5.7%	-1.6%	5.4%
Total male population	2730	2260	140	235	95
Total female population	2555	2030	155	270	100
0 to 19 years	1035	875	65	70	25
20 to 39 years	1090	950	55	65	20
40 to 59 years	1800	1470	100	155	75
60 years and over	1370	1000	80	215	75
Income: Median income male (half above and half below this number)	n/a	\$28,557	\$21,189	\$30,612	\$23,437
Income: Median income female (half above and half below this number)	n/a	\$17,949	\$14,808	\$19,669	\$18,457
Housing: Total number of occupied dwellings	2420	1940	135	245	100
Housing: Percentage of homes occupied by residents year round	n/a	86.15%	83.33%	79.55%	67.57%
Voting: Percentage of registered voters who voted in the 2011 local election	n/a	24.8%	65%	56%	68%

This describes the change in the amount of land used in Area H (Slocan Valley) for agriculture.

	ALR area in hectares (Ha)	Area being farmed in 2011 (Ha)	Change in percentage of land being farmed, from 2001 to 2011
Area H, RDCK	4583.53	2804	28.62% increase

The dependency ratio is the ratio of the youth population (0 to 19 years) and senior population (65 or older) to the working-age population (20 to 64 years). It is expressed as the percentage of "dependents" for every 100 "workers"

	2011 workplace population	2011 children population	2011 senior population	dependency rate of children under 15 yrs.	dependency rate of seniors over 65 yrs.
Slocan Valley	3610	765	885	21.19%	24.52%

# The Planning Process

*This section is a summary of each of the information-gathering approaches: research, community meetings, survey and interviews. (The Youth Voices video was also considered.) SVEDC has detailed reports for each of these.*

## Research

A qualitative review of the 33 documents submitted by the Slocan Valley Economic Development Commission (SVEDC) was conducted. The purpose of this literature review was to seek common themes relevant to the social, economic, cultural, and environmental well-being of Slocan Valley residents and the region as a whole. The results of the research revealed five main themes or priorities. These priorities will help inform SVEDC regarding decisions related to the Slocan Valley Directed Funds Plan. The following is a summary of those priorities with a breakdown of specific aspects or qualities of each. They are organized by broad themes arising.

## Reports Reviewed

1. A Community Action Plan for the Slocan Valley (1999)
2. Area H Survey Results - overall (2007)
3. Carbon Neutral Kootenays: A Starting Point to Reduce the Corporate Carbon Footprint (2011)
4. Columbia Basin Business Retention and Expansion Project (2013)
5. Connecting a mountain archipelago: Regional development in the Kootenay Region of British Columbia (2012)
6. Connecting Community Dreams Slocan Valley: A Citizen's Guide Summer (2006)
7. Electoral Area H - Slocan Lake North Survey Results (2007)
8. New Denver's Age-friendly Assessment Final Report (2010)
9. North Slocan Community Greenhouse Feasibility Study (2011)
10. RDCK Year End Board Report (2007) Development Services Department (Central Kootenay)
11. Regional District of Central Kootenay Electoral Area H The Slocan Valley Survey Results (2002)
12. Slocan Community Health Centre Concept Plan (map)
13. Slocan Community Health Centre Development Concept (2003)
14. Slocan Lake (2011) Water Quality Monitoring
15. Slocan Valley Business Retention & Expansion (2013) (Powerpoint)
16. Slocan Valley Economic Development Commission: Directory of Community Organizations (2011)
17. Slocan Valley, British Columbia: Visitor/Tourism Assessment (2006)
18. Slocan Valley Food Hub Report – Farm Food Fork Forum (2014)
19. Slocan Valley Tourism Plan (2013)
20. Slocan Valley Walking Tours/Festival Project (2011)
21. SustainABLE Central Kootenay: Our Vision for a Sustainable Future (2010) (Creston/Nakusp/Kaslo)
22. The Village of New Denver Community Heritage Values Workshop (2008)
23. The Village of New Denver Resilience Action Plan (2010)
24. The Village of New Denver Sustainable Community Plan (2010)
25. Village of New Denver Micro Hydro Feasibility Study: Denver Canyon Power Project (2002)
26. Village of New Denver Official Community Plan Bylaw No. 611 (2007)
27. Village of New Denver Zoning Bylaw No. 612 (2007)
28. Village of Silverton Official Community Plan (2010)
29. Village of Slocan Official Community Plan (2011)
30. Village of Slocan Water System Emergency Response Plan (2012)
31. Village of Slocan: Age Friendly Vision (2010)
32. West Kootenay - WKTA Branding Process (2013)
33. West Kootenay Tourism Alliance: Branding Strategy and Identity (Powerpoint 2013)



Many themes and project ideas arose in the reports, old and new. Five categories and the themes for each are described here because of their frequency and strength in the reports. The table provides an overview only. Greater detail and a list of the reports for each category are found further in the document.

**Summary of findings in research and literature review**

<b>Broad Category Arising (&amp; # reports)</b>	<b>Strong Themes from Category</b>	<b>Project Ideas (examples)</b>
<b>Water (19)</b>	Quality Access Protection Management / Infrastructure	<ul style="list-style-type: none"> <li>• water quality monitoring to assess long-term change and future trends; use as a guide for development policies</li> <li>• ensure public access to waterways and shorelines i.e. waterfront recreation areas, public spaces, and trails that are open to the public</li> <li>• shoreline development/management master plan</li> <li>• repair damage or mitigate further degradation to any water resource</li> <li>• water conservation awareness and education programs</li> <li>• emergency planning and preparedness</li> <li>• potential for micro hydro power projects</li> </ul>
<b>Land Use (21)</b>	Planning Protection Public Access Agriculture	<ul style="list-style-type: none"> <li>• managing effective growth (lot size, rate of lot creation, waste management, light industry, commercial zoning)</li> <li>• land acquisition support for expanding businesses</li> <li>• water quality monitoring results used to guide development along shorelines</li> <li>• sustainable practices for natural resource extraction including consideration of aesthetic values to residents and tourists</li> <li>• emergency planning preparedness</li> <li>• protection of cultural and historical sites</li> <li>• trail development and upkeep for residents and tourists</li> <li>• shoreline and waterway access</li> <li>• local food security policies</li> <li>• support for local farmers and food producers</li> <li>• sustainable agricultural practices and policies</li> </ul>
<b>Seniors / Aging Population (13)</b>	Healthcare Housing Transportation Social Inclusion	<ul style="list-style-type: none"> <li>• age friendly policies (accessibility, walkability, lighting, signage)</li> <li>• adequate and accessible healthcare (emergency, long-term, assisted living, in-home care)</li> <li>• suitable and affordable seniors housing</li> <li>• services: meals on wheels, volunteer driving, community inclusion (access to public spaces – shelters, washrooms etc.), sidewalk clearing</li> <li>• coordinated public transportation</li> </ul>
<b>Transportation (22)</b>	Access Infrastructure Planning	<ul style="list-style-type: none"> <li>• expansion to existing network of trails</li> <li>• integrated transportation/transit master plan &amp; increased transit</li> <li>• transportation networks that support seniors</li> <li>• policies that support greenhouse gas (GHG) reductions</li> <li>• promoting alternative modes of transportation</li> </ul>
<b>Economic Security (19)</b>	Employment Community Perspective Infrastructure Human Resources	<ul style="list-style-type: none"> <li>• skills training to meet industry/business needs (incl. youth skills training)</li> <li>• employee recruitment and retention, succession planning, soft skills, professionals (including health)</li> <li>• assistance to businesses at risk of closure</li> <li>• continue with buy local campaigns and support for local suppliers</li> <li>• assistance to new businesses to meet gaps or expand</li> <li>• telecommunication, transportation infrastructure</li> <li>• collaboration across businesses/industries including marketing, skills training</li> </ul>

## Community Meetings

The following is a summary of the information collected from the 10 public meetings held over September and October of this year. Five were open to all topics and five had a specific theme (and asked for other ideas). All were advertised and were open to anyone to attend. A total of 104 Slocan Valley residents attended, some attending multiple meetings.

### The following groups were represented at one or more of the meetings:

- . ANKORS
- . BC Seniors Games
- . Dance Camp
- . Ice Creek
- . Kootenay Land Trust Society
- . Kootenay Permaculture Institute
- . Kootenay Savings Credit Union
- . Lions Club
- . New Denver – Silverton Trail Society
- . North Slocan Trail Society
- . Passmore Pluckers
- . Private accommodation owners
- . Private back-country tour operators
- . Recreation Commission
- . Regional District Central Kootenay - Area H
- . Slocan Integral Forest Co-op. (SIFCo)
- . Silverton/New Denver Trail Society
- . Slocan River Valley Farmers
- . The Slocan Valley Heritage Trail Society
- . Slocan Valley Historical Society
- . Sinixt First Nations
- . Slocan Lake Stewardship Society
- . Slocan River Streamkeepers
- . Slocan Valley Arts Council
- . Slocan Valley Community Legacy Fund
- . Slocan Valley Recreation Development
- . Slocan Valley Seniors Housing Society
- . SQX Dance
- . Sufferfest
- . Slocan Valley Economic Development Comm.
- . Unity Music Festival
- . Village of New Denver
- . Village of Silverton
- . Village of Slocan
- . W.E. Graham Community Services Society
- . Youth Committee (for Slocan Valley)

*The table below is a summary of commonly emerging themes (alphabetically ordered), the rationale found to support those themes, and suggested actions based on support of participants in attendance.*

Theme	Rationale	Supported Actions
<b>Agriculture</b>	<ul style="list-style-type: none"> <li>. Strong support for local agriculture and food movements</li> <li>. Desire for increased local food production, processing and distribution</li> </ul>	<ul style="list-style-type: none"> <li>. Improving and expanding existing infrastructure i.e. education, food processing, cold storage, marketing, inspection, abattoir (perhaps a hub)</li> <li>. Improvements to transportation and coordination up and down the Valley</li> <li>. Year round sustainable agriculture i.e. winter growing / greenhouse</li> </ul>
<b>Arts, culture, multiculturalism</b>	<ul style="list-style-type: none"> <li>. Consideration for First Nations and Aboriginal people in all activities</li> <li>. Consideration for the area as a Valley of Reconciliation (history and culture of the Sinixt, Doukhobor, Japanese internment, war resisters, back to the land, industry etc.</li> <li>. Strong support for investing more in arts and culture</li> </ul>	<ul style="list-style-type: none"> <li>. Relationship building with First Nations communities</li> <li>. Build on existing festivals, music and cultural events to bring visitors and pull the Valley together</li> <li>. Local art broker/curator/marketer for better coordination and networking</li> </ul>

Theme	Rationale	Supported Actions
<b>Business / Economy</b>	<ul style="list-style-type: none"> <li>• Deficiencies in long-term, secure employment opportunities</li> <li>• Lack of supports for small businesses/entrepreneurs</li> <li>• Not likely to be increased resource-based, unless value added</li> <li>• Agriculture and culture opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Employment creation initiatives; skills training</li> <li>• Providing opportunities for small businesses/entrepreneurs through partnerships with Community Futures and other economic development orgs.</li> <li>• Leveraging these funds for major work</li> <li>• A maker space or hub for activity</li> </ul>
<b>Communication and coordination</b>	<ul style="list-style-type: none"> <li>• Lack of communication networks; considered an impediment to business/economic sector, social sector</li> <li>• Lack of cell phone service</li> <li>• Internet access poor for many</li> </ul>	<ul style="list-style-type: none"> <li>• Improvements to existing communication networks (websites, coordination, information sharing, bringing people together)</li> <li>• Creation of shared spaces to access internet</li> <li>• Good internet for all (and broadband eventually)</li> </ul>
<b>Community health and well-being</b>	<ul style="list-style-type: none"> <li>• Appreciation for the social services and healthcare available to Slocan Valley residents and acknowledgement of needs exceeding service capacity</li> <li>• A clear need for better community networking on all levels (social, cultural, planning together, information etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Affordable housing</li> <li>• Increased support to W.E. Graham Social Services</li> <li>• Community coordination/network; bringing people and organizations together</li> <li>• Post-secondary education initiatives that reflect local culture, resources, and assets</li> </ul>
<b>Environmental stewardship</b>	<ul style="list-style-type: none"> <li>• Environmental stewardship is both a foundation for all activities and an issue</li> <li>• Protecting the natural environment and maintaining clean air and water</li> </ul>	<ul style="list-style-type: none"> <li>• Engendering a culture of environmental stewardship through education and communication</li> <li>• Climate change mitigation strategy</li> <li>• Citizen 'scientists' to monitor water and land - help enforce protection</li> </ul>
<b>Trails, parks, and outdoor recreational space</b>	<ul style="list-style-type: none"> <li>• The natural environment and outdoor recreation are important to residents</li> <li>• Maintaining and expanding the existing network of trails and other outdoor recreational spaces for both local residents and tourists</li> </ul>	<ul style="list-style-type: none"> <li>• Expanding the Slocan Valley Heritage Rail Trail by linking it to the north end of the valley</li> <li>• Improving infrastructure on existing trails/trail networks i.e. signage, benches, restrooms, bike staging areas, linkages to amenities, creation of campsites and tie to heritage of area</li> </ul>
<b>Transportation</b>	<ul style="list-style-type: none"> <li>• The existing (and improving) transportation system is largely seen as an asset, however improvements need to be made</li> </ul>	<ul style="list-style-type: none"> <li>• Expanding existing public transportation</li> <li>• Develop youth transportation, with youth committee</li> <li>• Better coordination for ride sharing</li> </ul>

## Survey

**The survey summary below represents the ideas of 93 individuals. They identified their home as in or near the locations noted below.**

- Appledale (8)
- Crescent Valley (1)
- Hills (1)
- Krestova (4)
- New Denver (14)
- Passmore (14)
- Silverton (11)
- Slocan (17)
- Slocan Park (6)
- South Slocan (3)
- Winlaw (14)

**The survey asked for ideas for projects related to the question areas in the left column, for advice for the Commissioners in managing these funds and for feedback on criteria for project selection.**

Question	Themes	Summary of Responses
<b>Tourism and Recreation</b>	Coordination	<ul style="list-style-type: none"> <li>• Coordination of all local activities, events, and organizations</li> <li>• Registry of existing tourism businesses and recreation organizations</li> <li>• Coordination of existing service industries; enhancement and expansion of current tourism services, year round</li> <li>• Tourism initiatives that would highlight outdoor recreational opportunities and natural environment to a broader market (skiing, biking, climbing, hiking)</li> <li>• Website with local information including maps, local resources, stores, workshops, retreats etc.</li> </ul>
	Trails	<ul style="list-style-type: none"> <li>• Completion of the Slocan Valley Heritage Rail Trail</li> <li>• Development of other trails; trail networks</li> <li>• Bike/running race through the valley</li> <li>• Trail maintenance and infrastructure (benches, water shore access, restrooms, parking)</li> <li>• Wheelchair accessibility along portions of the trail</li> </ul>
	Other	<ul style="list-style-type: none"> <li>• International hostel</li> <li>• Trestle-supported pedestrian/cycling trail</li> <li>• Hospitality training centre</li> <li>• Memorial float for the loss of young lives in New Denver</li> <li>• Rescue boat</li> <li>• Memorial bench for Peter Roulston at lookout between Silverton and New Denver</li> <li>• Acquisition of mill site for park space</li> <li>• Horse carriage year round; increasing accessibility to Slocan Valley Heritage Rail Trail</li> <li>• Support for Silverton Gallery</li> <li>• Support for local campgrounds</li> <li>• Legal, maintained mountain bike trail network; well marked and advertised</li> <li>• Marina and accommodation on Slocan Lake</li> </ul>

Question	Themes	Summary of Responses
<b>Social, Health, Education</b>	Health	<ul style="list-style-type: none"> <li>• Recruitment of health care professionals (doctors, nurse practitioners)</li> <li>• Alternative care clinics and education</li> <li>• Transportation to health care facilities</li> <li>• Prevention education and communication</li> <li>• Better remuneration for ambulance attendants</li> <li>• Radon education and awareness</li> <li>• Road accident prevention; education, communication, Breathalyzers</li> <li>• Midwifery services</li> <li>• Mental health awareness and treatment</li> <li>• Home-care</li> <li>• Family planning/sex education</li> <li>• Parenting supports</li> <li>• Effective drug education and treatment</li> </ul>
	Seniors	<ul style="list-style-type: none"> <li>• Senior care, senior housing, seniors gardening, assisted living</li> </ul>
	Youth and Education	<ul style="list-style-type: none"> <li>• Better coordination between schools and between school and youth organizations; engendering more north-south interaction</li> <li>• Expansion to community college outreach programs</li> <li>• Encourage more foreign/exchange students</li> <li>• Facilitation of youth initiatives that provide opportunities for youth to contribute to society</li> <li>• Support for second language learning in schools (Russian, Sinixt)</li> <li>• Youth centres in each community</li> <li>• Linking youth with groups/organizations already in existence; volunteer opportunities for youth</li> <li>• After school programs focusing on arts, culture, sports, and recreation</li> </ul>
<b>Environment</b>	Water and Fisheries	<ul style="list-style-type: none"> <li>• Regulation of motorized boats on Slocan Lake</li> <li>• Water and fish habitat protection</li> <li>• Salmon restoration</li> <li>• Continue to support mitigation strategies for reducing the impacts of tubers on Slocan River</li> <li>• Protection against invasive species</li> </ul>
	Education and Shifts in Public Perception	<ul style="list-style-type: none"> <li>• Education and enforcement of the effects of dogs in Valhalla Park</li> <li>• “leave no trace” communication and education</li> <li>• Non-fiction primary school education resources that focus on the environment</li> <li>• Waste disposal education and communication; releasing toxic substances down household drains</li> <li>• Climate change education and mitigation strategies</li> <li>• Support for recycling, reducing, and reusing movements (thrift stores, reusing building materials)</li> <li>• Post-secondary education facility focusing on environmental studies/management</li> </ul>

Question	Themes	Summary of Responses
	Land Management	<ul style="list-style-type: none"> <li>• Wildlife habitat and ecology mapping; coordinating existing information and resources for the purpose of developing a baseline data source; evaluation and prevention</li> <li>• Conflict resolution strategy to deal with existing tension over timber harvesting/housing initiatives</li> <li>• Valley wide coordination of critical areas needing protection; could provide employment and enhance social fabric</li> </ul>
	Other	<ul style="list-style-type: none"> <li>• Developing the Valley as an ecologically sustainable destination; coordinating existing organizations, movements, community assets, and actions</li> <li>• Public transportation and car sharing networks to reduce carbon impact</li> <li>• Solar energy development</li> </ul>
	Infrastructure	<ul style="list-style-type: none"> <li>• Internet accessibility for the purpose of working from home and cutting down on transportation needs</li> <li>• Boat building industry or musical instrument building industry</li> <li>• Selective logging practices; preservation of the aesthetic corridor</li> </ul>
<b>Economic Development</b>	Agriculture	<ul style="list-style-type: none"> <li>• Strong support for agriculture and agricultural infrastructure i.e. processing, refrigeration, storage, transportation and distribution, marketing</li> <li>• Abattoir</li> </ul>
	Business Supports	<ul style="list-style-type: none"> <li>• Expand the scope of SVEDC to encourage business opportunities</li> <li>• Small business and entrepreneurial support</li> <li>• Education and training; courses, workshops, support for small businesses</li> <li>• Recruitment of professionals</li> <li>• Internet access</li> <li>• Shared office spaces/hubs/maker spaces/incubation centre</li> <li>• Meaningful long-term employment initiatives</li> <li>• Community Futures presence in the Valley</li> <li>• Business centre/resource centre</li> <li>• Coordination; advertising and marketing</li> </ul>
	Internet	<ul style="list-style-type: none"> <li>• Reliable and accessible internet</li> <li>• Fibre optics, high speed</li> </ul>
	Other	<ul style="list-style-type: none"> <li>• Workers cooperative</li> <li>• Eco-tourism</li> <li>• International marketing for tourism</li> <li>• Destination for workshops on alternative lifestyles; coordinating local art, culture, education</li> <li>• Transportation networks</li> <li>• Tourism that supports Sinixt culture</li> <li>• Rest stops along Highway 6</li> <li>• Childcare for working mothers</li> <li>• Using trail networks for commercial use/tourism</li> <li>• Human powered sports and recreation events</li> <li>• Mill site acquisition</li> </ul>

Question	Themes	Summary of Responses
<b>Arts, Culture, Heritage</b>	Coordination	<ul style="list-style-type: none"> <li>Arts collective</li> <li>Support for more art in public spaces</li> <li>Support for artists, galleries, events</li> <li>Initiatives that supports music</li> <li>Actions that have long-term benefit on art/culture/heritage</li> <li>Valley Arts Centre; local art cooperative</li> <li>Subsidies for arts programs for children/youth/families year round</li> <li>Support for existing festivals i.e. Unity Music Festival</li> <li>Mill site acquisition for arts centre/education centre; partnering with Selkirk College</li> <li>Art curator/broker/coordinator</li> </ul>
	New Cultural Events / Activities	<ul style="list-style-type: none"> <li>Valley history; story collecting, curating</li> <li>Art and garden tours</li> <li>Community hall festival</li> <li>Slocan Valley cultural tour</li> <li>Art CSA (Community Supported Art)</li> <li>Support for Sinixt Barter Fair; education and awareness of Sinixt pit house sites along the Slocan River</li> <li>More festivals</li> </ul>
	Other	<ul style="list-style-type: none"> <li>Transportation to and from events</li> <li>Welcome signs at both ends of the valley</li> <li>Silverton Gallery resurrection/retrofitting</li> </ul>
<b>Responses to Open Ended Question (not by a theme)</b>		<ul style="list-style-type: none"> <li>More public transit</li> <li>Better bus service</li> <li>Choose a project with social, health, education, and employment benefit to keep residents in the valley</li> <li>Use the money on 1 to 3 projects for greater impact</li> <li>Slocan Lake and River is our most valuable asset, take action to protect</li> <li>Agriculture</li> <li>Education for volunteers and board members of non-profits</li> <li>Create active democracy; support engaged community members to prevent volunteer burnout; succession planning</li> <li>Early childhood education</li> <li>Internet</li> <li>Update existing meeting facilities to make them more current and usable</li> <li>Encourage community engagement; new ideas/visions/innovation</li> </ul>

**Suggestions for Decision Makers**

- Work to keep residents in the Valley; build community by helping people help people.
- Projects should be environmentally sensitive in nature.
- Do not emphasize tourism.
- Slocan Lake, Slocan River, and meaningful employment
- Agricultural initiatives
- Support action not “talk” and administration.
- Projects with multiple impacts
- Funding equipment is good however also needed to pay professionals to run programs.
- Spend the money on one project with big impact.
- The projects should reflect local image/character.
- Leverage the existing funds.
- Focus on agriculture, not tourism; tourism supports low-wage, seasonal employment.

<b>Criteria to consider</b> Pink – moderate support Yellow – strong support Green – very strong support	<b>Very important</b>	<b>Somewhat important</b>	<b>Not very important</b>	<b>Don't do this</b>
Projects promote collaboration between groups	48.72%	38.46%	10.26%	2.56%
Projects have a long-term impact	82.50%	15.00%	2.50%	0.00%
Funds should focus on doing things more than administration	80.49%	17.07%	2.44%	0.00%
Projects should use local resources	75.61%	24.39%	0.00%	0.00%
Studies and planning projects must lead to action	77.50%	15.00%	5.00%	2.50%
Projects must foster principles of sustainability	70.73%	24.39%	4.88%	0.00%
We should only fund non-profit organizations	23.08%	51.28%	25.64%	0.0%

## Interviews

**The consultants conducted 14 interviews, including the following individuals:**

- Alex Atamanenko – Member of Parliament
- Alex Berland – Consultant, Farmer and Passmore Pluckers
- Katrine Conroy – Member Legislative Assembly, BC
- Fred Dutoff - Slokan Valley Fall Fair, Slokan Valley Garden Tour, owner Four Seasons Greenhouse
- Corky Evans – Retired BC MLA and Slokan Valley farmer
- Lauren Grace - Slokan Valley Rec Commission Coordinator
- Ben Legebokoff - October 20, 2014
- Shauna Teare - West Kootenay Permaculture Co-op
- Penny Tees - Slokan Valley Early Years Table Coordinator
- Pauline Terbasket - Okanagan Nation Alliance
- Ralph Tomlin, former Slokan mill manager
- Willo Treschow - W. E. Graham Community Services
- JJ Verigin – Leader of USCC (Doukhobor community)
- Gary Wright - former mayor of New Denver



**What are good themes or project ideas for work that would have a valley-wide impact? (Describe how it might look please.) If you had to choose one or two, what would you choose?**

- Agriculture hub (5) (e.g. shared location, equipment, marketing); capitalize on rural skills in the Valley; combine with food security initiatives (2) → “community food centre”; mobile abattoir; land trust
- Small business incubation centre (5); Entrepreneurial training, start-up support
- Affordable housing (4) (e.g. Slocan initiative)
- Programs for youth: training, job creation (4)
- Coordination & education (3) (of various small groups, e.g. volunteer opportunities); events to bridge cultures
- Shared infrastructure (location, resources, admin services, etc.)(3)
- Transit improvement (3)(e.g. add taxis, vans, use Arrow Slocan Lakes Community Services vehicles)
- Rail Trail improvements/additions (3), especially north end; signage
- Support existing infrastructure (3) (e.g. WE Graham Community Services Society)
- River care, preservation and regulation of use (2)
- Improved internet service (2)
- Support for sports & recreation (e.g. pool)
- Supports for poor, isolated
- Supports for parents of young children
- Commercial composting

**What advice do you have for the Economic Development Commission for choosing projects and for allocating the funds?**

- Build on existing (7); don't start something new; avoid duplication; repurpose existing underutilized facilities (e.g. halls, schools)
- Think long-term, self-sustaining, generate future income (3)
- Concrete, real (3)
- Transparency, accountability (3)
- Work with local expertise, existing energy (2) to develop feasible ideas before spending funds
- Makes a difference, innovative (2)
- Leverage the funds (2) (e.g. purchase assets for the area, like Sandon Power Plant or former Girl Guide Camp nr. Hills)
- Second consultation re: short list
- Build in connections to First Nations heritage
- Consider the needs of low income people, who have probably not engaged
- Loudest voice not necessarily the priority → wide appeal
- Look at other similar regions (e.g. Creston re: agriculture)

## Summary of Findings (from community input)

Topic / Theme	Meetings	Surveys	Interviews	Project Summary (top five)
<b>Agriculture</b>	<ul style="list-style-type: none"> <li>Improving and expanding existing infrastructure i.e. education, food processing, cold storage, marketing, inspection</li> <li>Improvements to transportation and coordination up and down the Valley</li> </ul>	<ul style="list-style-type: none"> <li>Storage for local producers</li> <li>red meat abattoir</li> <li>Develop shared services (e.g. delivery)</li> <li>Marketing &amp; distribution</li> </ul>	Agriculture hub (5) (e.g. shared location, equipment, marketing); capitalize on rural skills in the Valley; combine with food security initiatives (2) → “community food centre”; mobile abattoir; land trust	<b>Support development of small agriculture “hub” - with shared location(s) for storage, processing, distribution, and marketing</b>
<b>Arts, culture, heritage</b>	<ul style="list-style-type: none"> <li>Relationship building with First Nations</li> <li>Build on existing festivals, music and cultural events</li> <li>Local art broker/curator/marketer for better coordination and networking</li> </ul>	<ul style="list-style-type: none"> <li>Add cultural signage to roads and trails</li> <li>Arts centre</li> <li>Support for events</li> </ul>	Events to bridge cultures	Coordination and bridging
<b>Business and economic</b>	<ul style="list-style-type: none"> <li>Employment creation initiatives; skills training</li> <li>Providing opportunities for small businesses/entrepreneurs through partnerships with Community Futures or similar organizations; maker space / hub</li> <li>Leveraging the funds</li> </ul>	<ul style="list-style-type: none"> <li>Agriculture as a priority for support</li> <li>Business (incubation) centre</li> <li>Business education, coaching, mentoring</li> </ul>	<ul style="list-style-type: none"> <li>Small business incubation centre (5); Entrepreneurial training, start-up support</li> <li>Programs for youth: training, job creation (4)</li> </ul>	<b>Business incubation centre - to include support services, education, training and mentoring for existing and new businesses</b>
<b>Communication and Coordination</b>	<ul style="list-style-type: none"> <li>Improvements to existing communication networks</li> <li>Creation of shared spaces to access internet</li> </ul>	<ul style="list-style-type: none"> <li>Improved internet service</li> <li>Useful website</li> <li>Leadership to bring groups together</li> </ul>	<ul style="list-style-type: none"> <li>Shared infrastructure (location, resources, admin services, etc.)(3)</li> <li>Improved internet service (2)</li> </ul>	<b>Coordinate shared infrastructure and improved communications for a range of valley sectors</b>
<b>Community Health and well-being</b>	<ul style="list-style-type: none"> <li>Affordable housing</li> <li>Support to WE Graham Community Services Society</li> <li>Coordination; bring people &amp; organizations together</li> <li>Post-secondary initiatives that reflect local culture resources, assets</li> </ul>	<ul style="list-style-type: none"> <li>Housing and home support for seniors</li> <li>Support recruitment and retention of health professionals</li> <li>Improve health education (e.g. radon)</li> <li>Variety of youth oriented activities</li> </ul>	<ul style="list-style-type: none"> <li>Affordable housing (4) (e.g. Slocan initiative)</li> <li>Coordination &amp; education (3) (of various small groups, e.g. volunteer opportunities); events to bridge cultures</li> <li>Support existing infrastructure (3) (e.g. WEGCSS)</li> </ul>	<ul style="list-style-type: none"> <li>Support for affordable housing (e.g. seniors)</li> <li>Support for existing infrastructure (e.g. WEGCSS)</li> </ul>
<b>Environmental Stewardship</b>	<ul style="list-style-type: none"> <li>Engendering a culture of environmental</li> </ul>	<ul style="list-style-type: none"> <li>Better regulation and enforcement</li> </ul>	River care, preservation and regulation of use (2)	Coordination, stewardship and

Topic / Theme	Meetings	Surveys	Interviews	Project Summary (top five)
	<ul style="list-style-type: none"> <li>stewardship through education and communication</li> <li>Climate change mitigation strategy</li> <li>Citizen scientists to monitor wetlands and enforce environmental protection</li> </ul>	<ul style="list-style-type: none"> <li>re preservation</li> <li>Land management inventory &amp; plan</li> </ul>		planning
<b>Trails, parks and outdoor recreation</b>	<ul style="list-style-type: none"> <li>Expanding the Slocan Valley Heritage Rail Trail</li> <li>Improving infrastructure on existing trails/trail networks i.e. signage, benches, restrooms, bike staging areas, linkages to or creation of campsites</li> </ul>	<ul style="list-style-type: none"> <li>Expand/develop Rail Trail to cover valley end-to-end</li> <li>Improve trail accessibility, signage</li> <li>Coordination of information about opportunities + shared (destination) marketing</li> </ul>	Rail Trail improvements/additions (3), especially north end; signage	<b>Improve rail trail and expand northward</b>
<b>Transportation</b>	<ul style="list-style-type: none"> <li>Expanding existing public transportation</li> <li>Youth transportation</li> <li>Better coordination for ride sharing</li> </ul>	<ul style="list-style-type: none"> <li>Improved transit</li> <li>Youth transportation for recreation, jobs, social</li> </ul>	Transit improvement (3)(e.g. add taxis, vans, use ASLCS)	<b>Expand transit opportunities, especially for youth</b>

## Recommendations on Selecting Projects

Through the process of creating this project, a list of criteria to guide project selection and funding was developed. This list was reinforced strongly by the consultation process. To be considered for funding, these criteria will be applied:

- 1. Projects must have a long-term and valley-wide impact (even if implemented in limited areas).**
- 2. Projects must not replace existing government funded services.**
- 3. Projects should use local resources whenever possible.**
- 4. Funds for studies and planning should only be allocated when they will clearly lead to action.**
- 5. Funds will be for projects which focus on achievements, acknowledging there may be some administrative costs (rent, staff time, phone, materials etc.)**
- 6. Projects should promote collaboration.**

In addition, a good deal of advice to Commissioners was provided through the consultation process. These are not necessarily criteria for project selection, but valuable to consider. Some of those include:

- Projects should have multiple impacts.
- Don't try to please everyone – choose a very small number of projects that will have impact.
- Consider the uniqueness of the Valley and choose projects that support that.
- Look for ways to leverage the funds – with projects that attract other money.
- Build local capacity

## Funding Allocation Plan

When projects or areas to focus on are chosen, allocations will be made over time.

The Slocan Valley Directed Fund is not a program seeking proposals from the public or applications for funding. Instead, funds will be allocated based on the priorities in the plan, in order to achieve specific results over time.

The Slocan Valley Economic Development Commission will use one of three approaches to fund chosen projects:

1. **Request for Proposals (RFP):** When the most suitable way to achieve a result is to call for proposals, the SVEDC will do this, using the processes of the RDCK.
2. **Partnerships:** The SVEDC may choose to allocate funds to a group or groups in order to achieve a result that aligns with the groups' own mission and work.
3. **Direct hiring:** The SVEDC may choose to contract or hire a person or organization to work directly for them to achieve a result.

It is recommended that SVEDC approve a funding plan based on the approach in the table below. This will require some administrative support to manage (as indicated in the final row on the table). This support would likely be directly paid for through SVEDC (or the RDCK). This model supports the goal of a maximum of three project streams to begin. Not all would have to begin in Year 1 and the amounts could vary.

*The table below demonstrates a budgeting approach to allocating funding. The amounts may vary once the work begins. With agreement from CBT, funds may be carried over into subsequent years.*

Funding	Year 1	Year 2	Year 3
\$10,000	PROJECT 1		
\$10,000			
\$10,000			
\$10,000	PROJECT 2		
\$10,000			
\$10,000			
\$10,000	PROJECT 3		
\$10,000			
\$10,000	ADMINISTRATION AND MONITORING / EVALUATION		
\$10,000			

## Managing the Funds

SVEDC will need to monitor and evaluate the Directed Fund, and will need to meet CBT reporting requirements on an annual basis. The following monitoring and evaluation plan is recommended:

### **Annually**

- Review each funded project for progress (challenges, successes), financial requirements and consistency with original plan and priorities
- Work with CBT to evaluate the Slokan valley Directed Fund and share learning with other Directed Funds
- Ensure CBT reporting requirements are met (annual report based on contract)

### **Every 3 years**

- Review the Vision, Mission, Values and criteria for selecting projects
- Create a plan forward for the next 3 years (begin this in the second year). This is assuming continuation of the program.
- Engage the public in some manner to review current priorities for relevance

*Community engagement and planning support was provided by Withinsight.  
Work completed by Gary Ockenden, Andrew Jarrett and Savina Kelly*

