



Economic Development Strategy

DECEMBER 2014

District of Logan Lake

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Executive Summary

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

Logan Lake has several strategic advantages that support future economic development opportunities. There is a strong commitment from Council, businesses and residents for economic development to be further expanded. The Council has been proactive in developing both residential and commercial development opportunities. The community has a strong resource base, is affordable and offers a variety of recreational activities.

However, there are challenges facing Logan Lake that are widely recognized by all community stakeholders that include a declining population, the low level of commercial activity and no entrepreneurial innovation. There is a dependency on the mine and a risk to public services primarily health services and educational services.

Logan Lake has weathered through challenging times in the past and there are some encouraging signs that the Logan Lake can sustain and even improve its economic conditions. It is hoped that the recommendations provided in this report can help Logan Lake achieve a more prosperous future.

The Plan at a Glance

Community Assessment (Section 2 – Page 11)

An assessment of Logan Lake was undertaken to gain a better understanding of its current status.

- Population has been declining over the past 10 years
- Median age is 54.8
- Labour force is declining due to the declining population base and the aging demographic
- 40% of those in the labour force are employed in the mining industry
- Strong percentage of individuals who possess post-secondary education
- Housing costs are approximately 40% less than Kamloops and property tax is 48% less

Investment Readiness Assessment (Section 3 – Page 18)

An assessment of Logan Lake's investment readiness was completed. Over 150 data points categorized into seven sections that represent key considerations for investors were reviewed. Logan Lake has many of the basics in place for investment ready but there is more to be done.

- At the time of the assessment, Logan Lake had a full-time economic development officer in place. Since that time this position is vacant. There needs to be a single point of contact for economic development and it is strongly recommended the vacant position be filled.
- Logan Lake does have a Community Profile prepared by the NDIT. Much of the information available in the document is information that an investor requires, however, the document is not a full or comprehensive Community Profile.

- An existing land inventory is undated and likely out-of-date. There is information missing from the inventory document that investors require.
- There is no standard set of procedures in place for dealing with site selectors or monitoring investment inquiries.

Community Survey (Section 4 – Page 44)

A survey was developed and available online for residents or businesses to complete.

- Majority of respondents (40 percent) have lived in Logan Lake for more than 15 years.
- Majority of respondents (34 percent) fell within the 55 – 64 age group.
- Twenty-eight percent of respondents choose to live in Logan Lake because of its proximity to work.
- Most respondents (68 percent) have a positive image of Logan Lake.
- Respondents believe non-residents have a positive image (39 percent), no perception (39 percent) or a negative image (22 percent).
- Respondents consider effective economic development to mean better lifestyle amenities (44 percent), more jobs (42 percent) and new companies opening (30 percent).
- Overwhelmingly residents want to see an expansion of healthcare services. Over three-quarters of respondents chose healthcare as the industry they would like to see expand or locate in the community.
- Majority of respondents stated affordable housing (90 percent) was the community strengths, followed by close proximity to recreational opportunities (44 percent) and transportation access (43 percent).
- The three biggest challenges are availability of jobs (75 percent), availability of retail/restaurant/entertainment (47 percent) and keeping young skilled workers (45 percent).
- The top three economic development goals were identified as better retail/additional retailers (52 percent), existing companies staying (and expanding) and better lifestyle amenities tied for second at 36 percent, followed by promoting Logan Lake to other regions of BC/Canada and the revitalization of older commercial areas tying for third at 35 percent.

SWOT (Section 5 – Page 51)

The key strengths, weaknesses, opportunities and threats for Logan Lake were identified as:

Strengths: affordability, resource-based community, location, recreational opportunities

Weaknesses/Challenges: healthcare, location, declining/aging population, general community apathy

Opportunities: tourism, retail/services, entrepreneurship, partnerships

Threats: resource-based community, demographics, competing with larger centres

Strategic Plan Framework (Section 6 – Page 56)

We developed the following five goals with a total of 13 objectives. They are the foundation of the plan because they represent areas that community members and stakeholders feel are most important for Logan Lake to work towards to improve economic conditions.

1. **Enhance economic development and community development**
 - a. Enhance economic development program
 - b. Increase awareness of economic development
 - c. Engage youth in community

- d. Strengthen and expand partnerships
- 2. Create a community of excellence for industry and business**
 - a. Create policies to support industry and business
 - b. Provide programs to support industry and business
 - c. Cultivate entrepreneurship and talent
 - d. Recognize mining as a key economic driver
- 3. Creative place making and sense of community**
 - a. Create gathering place for individuals, ideas and creativity
 - b. Promoting community pride
- 4. Increase awareness of Logan Lake**
 - a. Understand what you have to invest in your future
 - b. Attract new investment and people
- 5. Be prepared for disaster**
 - a. Be better prepared for recovery following a disaster

Strategies and Actions (Section 6 – Page 56 and Section 7 – Page 78)

This plan identifies 39 strategies with various actions for Logan Lake to implement in order to help move towards improving economic conditions. The strategies were identified and refined based on the research and analysis completed for this report. We were asked to prioritize the strategies based on current resources and our knowledge and expertise in the economic development industry.

We have laid out the strategies and actions by time frame below. The sequencing of actions is provided in more detail in the Implementation Matrix (Section – Page 78) and is provided as a guideline. The steps required for implementation of this plan will be determined in reality by the availability of funding and of the human capital available to dedicate the time necessary to implement the specific actions.

There are some known gaps in the strategy, notably around forestry and public services. While a number of issues in these two industries were raised, there were few solutions that could be implemented at the local level. Some solutions, like marketing, and attraction of residents have been included in the strategy where appropriate. A short-term action is to explore and expand partnerships as well as meet regularly with the resource sector to conduct further research into potential actions.

It is important to note that during the development of this strategy the economic development position became vacant. We have taken into consideration how the lack of a dedicated economic development person impacts the implementation of this plan. There are some strategies that may have been assigned a different timeframe if the position was currently filled. It is realistic to expect that the vacant economic development position may not be filled for a number of months. We have completed the Implementation Matrix on that assumption. This is not to be seen as an impairment to the strategy but rather should be viewed as an opportunity to ensure time is allowed to secure the right person for the job.

All of the strategies and actions are described in more detail in Sections 6 and 7 of this report, including descriptions, who will be involved, resources required and other considerations.

Foundational Strategies (Immediate):

These strategies are considered to be a foundation for successful economic development. They will work towards moving the community forward to achieving its goals and work with other strategies or actions within the plan. These strategies are prioritized as ones that should be implemented following the completion and approval of the plan.

- Fill the vacant economic development position

Quick-win Strategies (Year One):

These strategies are relatively simple to implement. They will not require a vast amount of resources – just a phone call or email in some cases – and can be done right away to gain support and build momentum for longer-term strategies or projects.

- Create economic development advisory committee
- Youth on economic development committee
- Expand communications on economic development activities to build support and to educate community
- Explore and expand partnerships
- Meet regularly with mining sector
- Host Business Roundtables
- Music in the downtown
- W-Fi in the downtown
- Support and encourage use of existing events to promote community
- Support campground expansion
- First Impressions program
- Physician recruitment
- Host business licence data in the cloud
- Establish a business re-entry program
- Educate businesses on importance of preparedness
- Establish a disaster communications plan

Short-term Strategies (Year Two and Three):

- Implement recommendations from Investment Readiness Assessment Report
- Create a home based business task force
- Review business licensing
- Consumer leakage study
- Provide programs to make local business more competitive
- Entrepreneurial educational programs
- Encourage youth entrepreneurship
- Develop recruitment package specifically for mining sector
- Art in empty buildings
- Community and tourism assets inventory
- Tourism survey
- Establish a welcome package for new business

Medium and Longer Term Strategies (Year Three and beyond):

These strategies are important but not a high priority. The strategies may require the foundational or short-term strategies to be implemented before tackling. They may require additional funds or other resources.

- Explore social media and dedicated economic development website
- Youth engagement action plan
- How to Invest in Logan Lake manual
- Start “Support Small Business” day
- Business resource centre
- Community long table
- Launch a community-wide property beautification program
- Signage/wayfinding
- Resident attraction
- Tour of empty buildings
- Attraction of immigrant investors

Vacant Economic Development Position

During the development of this strategy the economic development position became vacant. At the time of writing the position is unfilled. There was support for economic development during the consultation process from business, residents and Council. It is our understanding the vacant economic development position will be filled in 2015.

As mentioned previously, we have taken into consideration how the lack of a dedicated economic development person impacts the strategies and implementation of this plan. It is realistic to expect the vacant economic development position may not be filled for a number of months. We have completed the Implementation Matrix on that assumption. Additionally, the position may undergo changes to the job description from the previous full-time position.

We think it is important to address how Logan Lake undertakes filling the position. While it is important the position be filled it is more important the process not be rushed and for the position to be filled with the right person. The process for hiring an economic development professional should consist of the following steps:

- Establish and orient the selection committee
- Establish hiring criteria
- Develop the job description
- Advertise the position
- Review applications
- Conduct interviews
- Negotiate the employment contract

Attached as Appendix A is information pertaining to economic development job descriptions along with hiring practices and guidelines. This information is provided with permission from the BC Economic Development Association.

Monitoring and Evaluation (Section 8 – Page 90)

There needs to be a process in place to determine if this plan is working. The process needs to be able to monitor and evaluate the implementation of the strategy. We have included a schedule and tools for monitoring implementation (who’s doing what and when?) and outcomes.

Section 1

Introduction

Project Introduction
Review of Past Literature

Introduction

The District of Logan Lake contracted with EDCD Consulting to develop a future focused, reality-based Economic Development Strategic Plan. The plan needed to be supported by sound analysis of the District's assets, strengths and opportunities and guided by the community's aspirations.

The process began with a review of existing literature, reports and studies previously completed by the District of Logan Lake or other identified stakeholders or partners. A comprehensive community assessment was then conducted. The purpose of the assessment was to provide a "base-line" from which to identify Logan Lake's future economic development opportunities. The community assessment included the following components:

- **Socio-economic analysis** – using a variety of statistical, economic and demographic sources, an in-depth analysis of the local and regional economic base was completed.
- **Competitive analysis** – because of Logan Lake's close proximity to competing communities, competitive metrics were looked at to determine what the positive and negative market characteristics were and determine specific gaps that exist between Logan Lake and its competitors. This analysis focused on the competitive advantages that Logan Lake may possess over its competition.
- **SWOT analysis** – Unlike traditional SWOT assessments that focus on issues so general they could apply to almost any community, special attention was paid to those critical issues that will clearly differentiate Logan Lake from other communities. The SWOT process used is unique because it ensures that the community considers not only internal issues but also issues that impact provincial, national and global competitiveness.

During the public input process a series of stakeholder interviews, three (3) focus group meetings, two (2) high school class interviews and a meeting with District Council were conducted to assess the public's perception of strengths, weaknesses, opportunities and threats. Leaders from government, business, education, civic institutions, the media and general public participated.

- **Survey** – Together with the District of Logan Lake two (2) on-line surveys were developed. One survey was designed for residents and one for businesses. The surveys were transmitted via non-traditional media through the District's web page and through community partner's social media outlets. Seventy-seven residential surveys were completed in the period from June 27 – July 31, 2014.

Based on the preceding work efforts, a good frame of reference in which to develop a successful strategic economic development strategy was achieved.

Review of Relevant Literature

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

Logan Lake has undertaken a variety of studies and reports focused on economic development and tourism. Below is a list of reports provided to us by Logan Lake. As you will note, some of the reports are quite old and there have been a number of changes in the community since their development.

- **EDO Workplan/Activity Report, January 2014** – This document is a short outline of ongoing projects provided to the Economic Development Standing Committee. It also lists 2014 EDO goals. We have endeavored to ensure the recommendations made in this Economic Development Strategy align with the projects and goals made in the EDO report.
- **2014 Marketing Strategy** – The purpose of this document is to lay out the 2014 marketing strategy for Logan Lake. The report provides a brief demographic breakdown along with an analysis to support the marketing direction. The plan identified the various target audiences and specific advertisement development including traditional print combined with online advertising.
- **2013 Marketing Strategy** – The marketing strategy was developed to provide a course of action for marketing Logan Lake. The plan is similar to the 2014 strategy and provides a good demographic breakdown, includes a brief asset inventory and identifies where current marketing dollars are being spent. The plan of action consists of three steps that need to be taken and a fourth step that essentially evaluates the effectiveness of the first three.
- **District of Logan Lake e-Marketing Strategy, January 2010** – This strategy was designed to outline specific steps required to generate increased traffic to the District of Logan Lake website to support four objectives: Local Audience, External Audience for Tourism, Business Development and Relocation. Logan Lake has implemented recommendations from the report; most significantly a redesigned district website completed in 2012.
- **Logan Lake Tourism Plan, July 2008** – The plan begins with an analysis of Logan Lake’s tourism sector and is followed by strategic direction for destination, product, and industry development. At the time the strategy was completed Logan Lake did not have an economic development office but did have a tourism manager whose main responsibility was the operation of the Visitor Centre. Given the resources available at the time the strategy’s goals were ambitious. Twenty-eight (28) goals were recommended for implementation.

This Economic Development Strategy is not meant to be a tourism development or marketing plan, however, tourism is addressed in this plan and there may be some carry over from the 2008 Tourism Plan reflected in this current plan.

- **Logan Lake Economic Development Strategy, February 2001** – The last economic development strategy completed for Logan Lake was in 2001. Five key economic development theme areas were identified: Tourism, industrial development, retail, community well-being and resource development. The plan did provide some useful recommendations for the time but 13 years later the document is quite dated.

Accomplishments

It is encouraging to see the level of commitment and support that economic development receives in Logan Lake. The District Council committed to the hiring of a full-time Economic Development Officer (EDO) in 2011 and since that time Logan Lake has accomplished a great deal. The District is also very fortunate to be included in the Northern Development Initiative Trust's (NDIT) geographic area. NDIT is very supportive of its member communities through funding initiatives and program development.

Over the past few years Logan Lake has been able to accomplish:

- 2013 and 2014 Marketing Strategies and tourism-focused website (visitloganlake.com)
- Implemented Shop Local Program (loveloganlake.com)
- Logan Lake Open Market
- Implement Doctor Recruitment Program (loganlakedoctor.com)
- Investment Readiness Community Profile
- Industrial and Commercial Land Inventory
- Tax Exemption Revitalization Program
- Business Directory
- Ironstone Ridge residential development
- Chartrand commercial opportunity
- Student Venture Investment Program (VIP)
- New business license policy

While Logan Lake has moved forward in its economic development efforts over the past three years, there is concern that this momentum could be interrupted. During the strategy plan process the Economic Development Officer left to pursue another opportunity which left the EDO position vacant. At the writing of this plan the EDO position is unfilled. This vacant position has been reflected in the recommendations in this plan.

Section 2

Economic Profile

Community Assessment

Economic Profile

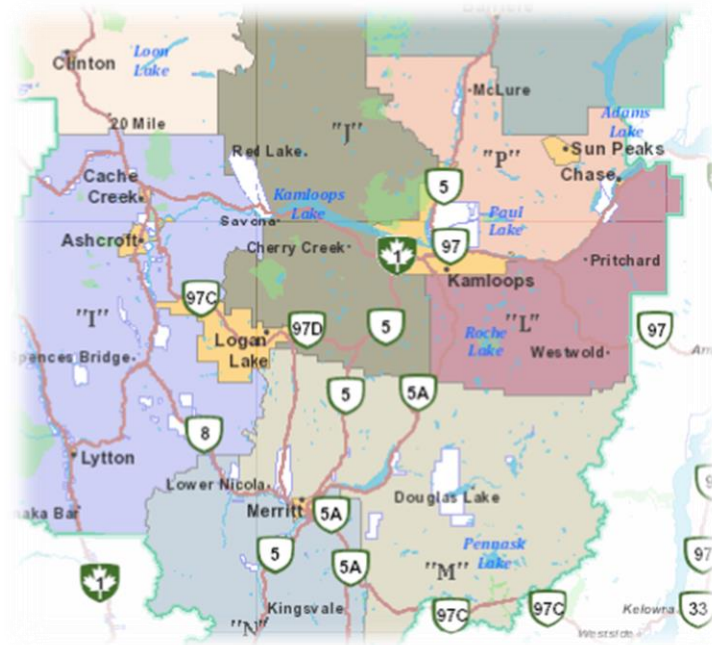
Community Assessment

Logan Lake History

Logan Lake is a relatively new community established in 1970 as a town to serve the needs of the Highland Valley Copper mine. While Logan Lake's beginnings were as a company town it has evolved over the past number of years to become a town that can stand on its own. Currently the mine has approximately 1400 employees but only 200 live in Logan Lake. While the mine is still an important part of Logan Lake, the majority of the residents are seniors who have chosen Logan Lake as a retirement place. More recently the town is beginning to attract young families who are looking for a safe, quiet place to raise a family.

Geography/Location

The District of Logan Lake is situated in the Thompson Nicola Regional District, 60 kilometres south of Kamloops via Highway #5, 24 kilometres west of the Coquihalla Highway and 52 kilometres northwest of Merritt via Highway #97C. Logan Lake lies at the centre of the Highland Valley Plateau surrounded by the Nicola Valley, Thompson River Valley and the Fraser Canyon. It sits at an elevation of 1,067 metres above sea level with a latitude and longitude of 50°3' north by 121° west.



The completion of the Coquihalla Highway created greater access to Logan Lake, cutting travel time to Vancouver by almost two hours, while better enabling commuter traffic to and from Kamloops. The result has been Logan Lake is now considered a “bedroom community” for Kamloops making it attractive to those who are looking for a quieter alternative.

Population

Population in Logan Lake has been declining over the past 10 years. From 2006 to 2011 Logan Lake experienced an 8.8 percent decline in population. This decline is contrary to the regional and provincial population trends that have experienced population growth. Logan Lake's population decline is due in part to urbanization of province. BC is one of the most urbanized provinces in Canada; more than four-fifths of BC's population lives in urban places

Year	Logan Lake	Kamloops	BC
2001	2,185	77,281	3,907,738
2006	2,165	80,376	4,113,487
2011	1,975	85,678	4,400,057
% change			
'06-'11	-8.8	6.6	7.0

Source: Census Canada 2001, 2006, 2011

Though the population is in decline there is some positive news. It appears that families are moving to Logan Lake. The age group 25 – 39 has increased 7.3 percent from 2006 to 2011 and the age group 0 – 9 has increased 20 percent during the same time period. The age group 25 – 39 is an important component for community economies. This group is seen to be the prime contributor to the labour force and is argued to be the ones who innovate and create new ideas, new technologies and/or creative output in a community.

Logan Lake – Age Distribution 2006 - 2011						
	2006			2011		
	Total	Male	Female	Total	Male	Female
0 to 4 years	60	30	30	75	35	35
5 to 9 years	65	35	35	75	40	35
10 to 14 years	130	60	70	90	45	40
15 to 19 years	90	45	45	110	60	50
20 to 24 years	75	45	35	40	25	15
25 to 29 years	35	15	20	55	30	25
30 to 34 years	90	40	50	60	25	40
35 to 39 years	80	40	40	105	45	65
40 to 44 years	125	55	70	90	50	40
45 to 49 years	165	75	90	125	60	65
50 to 54 years	215	100	115	170	75	95
55 to 59 years	240	130	115	195	95	100
60 to 64 years	250	115	135	230	120	110
65 to 69 years	200	115	80	215	105	115
70 to 74 years	170	95	75	150	80	65
75 to 79 years	95	50	45	110	60	50
80 to 84 years	40	25	20	50	25	20
85 years and over	30	10	15	30	10	20

Source: Census Canada 2006, 2011

Logan Lake's population is aging with a median age of 54.8 (an increase of one year from the previous census period). It is considerably older than the regional and provincial median age. This is due in part to Logan Lake's successful attraction of retirees' initiative. Logan Lake is seen as an attractive place to live for retirees as it offers affordable housing and a quieter lifestyle than larger communities. Its geographic location allows residents to easily access the services they require in Kamloops.

Logan Lake Median Age			
Year	Logan Lake	Kamloops	BC
2006	53.8	40.6	40.8
2011	54.8	41.5	41.9

Source: Census Canada 2006, 2011

Labour Force

Logan Lake's labour force is declining in part due to the decrease in its population base and also due to the age demographic. There is also the impact of the Highland Copper Valley Mine as their labour needs increase or decrease depending on their situation. During the last two census periods (2006 – 2011) the labour force declined by 22 percent and the unemployment rate increased from 4.8 percent in 2006 to 6.8 percent in 2011.

Logan Lake Labour Force Participation 2011		
	2006	2011
Total population 15 years and over	1,870	1,810
In the labour force	945	735
Employed	900	690
Unemployed	45	50
Not in the labour force	925	1,070
Participation rate	50.5	40.6
Employment rate	48.1	38.1
Unemployment rate	4.8	6.8

Source: Census Canada 2011

Not surprisingly, the majority of workers in Logan Lake are employed in the mining industry. Approximately 40% of those in the labour force are employed in the industry, followed by retail trade (10 percent) and healthcare and social assistance (10 percent). Like many resource-based rural communities, the economy is not as diversified as larger centres. Though this can be viewed as a negative, it also presents opportunities for Logan Lake to work towards increasing its industry diversification.

Logan Lake Employment by Industry 2011	
Industry	
Total labour force population aged 15 years and over by industry	740
Industry - not applicable	20
All industries	720
11 Agriculture, forestry, fishing and hunting	20
21 Mining, quarrying, and oil and gas extraction	295
22 Utilities	0
23 Construction	45

Logan Lake Employment by Industry 2011	
31-33 Manufacturing	0
41 Wholesale trade	0
44-45 Retail trade	75
48-49 Transportation and warehousing	35
51 Information and cultural industries	0
52 Finance and insurance	0
53 Real estate and rental and leasing	0
54 Professional, scientific and technical services	0
55 Management of companies and enterprises	0
56 Administrative and support, waste management and remediation services	0
61 Educational services	25
62 Health care and social assistance	75
71 Arts, entertainment and recreation	0
72 Accommodation and food services	30
81 Other services (except public administration)	25
91 Public administration	40

Source: Census Canada 2011

Education

Logan Lake's overall education attainment compares favourably to both Kamloops and BC. There is a strong percentage of individuals who possess post-secondary education whether its apprenticeship or trades certification, college or university level education.

Education Attainment as a Percentage			
	Logan Lake	Kamloops	BC
Total – Population aged 25 years and over	1,555	68,560	3,097,120
No certificate, diploma or degree	25.0%	15.0%	13.7%
High school diploma or equivalent	35.4%	27.6%	24.8%
Postsecondary certificate, diploma or degree	56.3%	57.4%	61.5%
Apprenticeship or trades certificate or diploma	18.0%	30.3%	23.4%
College, CEGEP or other non-university certificate or diploma	20.3%	18.7%	18.9%
University certificate or diploma below bachelor level	9.0%	6.5%	6.1
University certificate, diploma or degree at bachelor level or above	9.3%	17.1%	24.8
Bachelor's degree	7.7%	11.2%	15.4%
University certificate, diploma or degree above bachelor level	1.9%	1.7%	2.5%

Source: Census Canada 2011

Income & Housing

Below is a comparison of Logan Lake's income compared to both Kamloops and BC. Family and couples-only income trails behind both Kamloops and BC while couple-with-children and lone-parent exceeds both Kamloops and BC's median, average and after tax incomes.

Logan Lake Income			
	Logan Lake	Kamloops	BC
Family income in 2010:			
Median family income	\$55,553	\$77,718	\$75,797
Average family income	\$74,175	\$89,103	\$91,967
Median after-tax family income	\$50,911	\$69,130	\$67,915
Average after-tax family income	\$65,002	\$76,650	\$78,580
Average family size	2.5	2.9	3
Couple-only economic families:			
Median family income	\$48,022	\$69,657	\$69,881
Average family income	\$62,547	\$84,014	\$85,632
Median after-tax family income	\$47,928	\$62,616	\$62,765
Average after-tax family income	\$56,663	\$71,715	\$72,795
Average family size	2	2	2
Couple-with-children economic families:			
Median family income	\$116,963	\$102,341	\$94,632
Average family income	\$106,178	\$108,849	\$110,555
Median after-tax family income	\$94,404	\$88,569	\$83,510
Average after-tax family income	\$88,269	\$93,302	\$93,921
Average family size	3.7	3.9	4
Lone-parent economic families:			
Median family income	\$67,907	\$43,985	\$42,610
Average family income	\$62,801	\$53,094	\$53,115
Median after-tax family income	\$56,993	\$41,605	\$40,646
Average after-tax family income	\$55,080	\$47,558	\$47,588
Average family size	3.2	2.5	2.6

Source: Census Canada 2011

The majority of Logan Lake's housing inventory is classified as single-detached housing and the supply of apartments is on par with Kamloops. Apartments represent a 22 percent of total dwellings for both communities.

Logan Lake Housing Characteristics		
Dwelling Type	Number	Percent of Total Dwelling
Single-detached houses	600	64%%
Semi-detached houses	10	1%
Apartments, duplex	180	19%
Other dwellings	145	16%
Total number of private dwellings	935	100%

Source: Census Canada 2011

The value of housing is where Logan Lake definitely has an advantage. A single family home is 42 percent less expensive than a home in Kamloops. Property tax is 48 percent less expensive in Logan Lake than in Kamloops. This type of significant savings should be marketed to potential residents.

Average Housing Values		
	Logan Lake	Kamloops
Single Family Homes	\$190,545	\$339,458
Total Property Tax & Charges	\$1,921	\$3,679

Source: Ministry of Community, Sport & Cultural Development

Building Permits

Many communities use the value and number of building permits as a metric to measure economic development. One reason is the data is local and is easy to access. There is also the argument that economic development organizations play a role in metrics such as employment and unemployment, non-residential building permits issued and other measures. The challenge with using building permits is they can be impacted by economic conditions. When the economy is declining it is likely reflected in the number and value of a community's building permits. Therefore when reviewing a history of building permits the numbers and values may not provide an accurate picture of how the community was performing.

Year	Permits Issued	Total Value
2014 YTD	14	\$1,965,825
2013	12	\$1,441,235
2012	21	\$2,146,529
2011	9	\$642,900
2010	26	\$4,766,500

Source: <https://tnrd.civicweb.net/Documents/DocumentList.aspx?ID=16563>

Section 3

Investment Readiness Assessment

Readiness Ranking

Detailed Assessment and Recommendations

Investment Readiness Assessment

Communities are faced with many challenges – economic environment, aging demographics, increased global competition, government policies and resource depletion or dependencies – for rural communities these challenges can be magnified. Communities are looking for ways to capitalize on their advantages, maintain their quality of life and strengthen their communities in what can be a rapidly changing and competitive environment.

What is Investment Readiness?

Communities need to be ready for investment when the opportunity arises. Investment readiness means ensuring your community is as ready as possible to attract and retain business investment. It means having all the pieces in position to be in the right place at the right time.

Investors want to talk to communities who are knowledgeable, accessible and have current information available at their fingertips. Investment readiness means making the most of your community’s resources – its land, people, unique characteristics and planning system. It also means being able to communicate your strengths effectively.

As a value add component to the development of the Economic Development Strategy for Logan Lake, an investment readiness assessment was performed. The first step in the assessment of investment readiness for Logan Lake was to complete an Investment Readiness Assessment Questionnaire. The questionnaire deals with key community contact, land use planning and industrial land inventory data, marketing and other local resources. Over 150 data points are categorized into seven sections that represent key considerations for investors.

Investment Readiness Ranking

The questionnaire completed by Logan Lake has been reviewed and ranked accordingly. The seven sections are combined to provide a rank of the overall community’s investment readiness. It is important to remember the following rank is based on the perspective of the economic development officer versus the actual requirements and needs from a site selector or investment perceptive. This rank is still important as it begins to identify where Logan Lake’s strengths are and where improvement may be required.

	Not Ready for Investment – Must be Improved	Close to Ready with Basics in Place – Should be Improved	Ready – But can still be improved	Ready for Investment – Maintenance Mode
Basic Community Information and Profile			●	
Land Inventory	●			
Investment Marketing and	●			

	Not Ready for Investment – Must be Improved	Close to Ready with Basics in Place – Should be Improved	Ready – But can still be improved	Ready for Investment – Maintenance Mode
Toolbox				
Land Use Planning and Infrastructure			●	
Economic Development Capacity			●	
Site Selection Process	●			
Monitoring Investment Inquiries	●			
Overall Community Readiness		●		

As you can see from the table above, Logan Lake has many of the basics in place for investment readiness. For Logan Lake it is clear there is a strong commitment to economic development from the current council and the community as a whole. As this ranking is based on a self-assessment questionnaire it is also clear that the current Economic Development Officer is willing to put aside personal ego and present the community in an open and honest manner.

Though Logan Lake did not rank as Ready for Investment it should be pointed out that Logan Lake is doing many things right:

- The commitment from Council and the caliber of the current Economic Development Officer are two of the biggest contributors to a higher ranking than many other communities. This is demonstrated through the inclusion of economic development throughout the Official Community Plan, the support of the local business community, the benefit of its geographic location with the Northern Development Initiative Trust region for accessing programs and funding, and the willingness of the EDO to continue to develop economic development programs and learn new strategies.
- The existing Investment Ready Community Profile prepared for Logan Lake by the NDIT has much of the information required from an investor’s point of view.

Though Logan Lake is on the right track to Investment Readiness, particular attention should be paid to the following:

- **Community Profile** – As mentioned above, Logan Lake has an Investment Readiness Community Profile prepared by the NDIT that does have demographic information based on investor or site selector requirements. Logan Lake does not have a Community Profile that provides information to other audiences, e.g. potential residents.

A community profile is an essential tool for economic development professionals. It is the primary resource for information and basic requirement for investment ready communities. A

Community Profile is a document with a variety of audiences – investors, potential and existing businesses, potential and existing residents, and the site selection industry. Logan Lake does have the profile completed by NDIT and it is recommended that profile provide a starting point for Logan Lake to develop a more comprehensive economic development Community Profile.

- **Land Inventory** – There is work to be done to raise the land inventory information to investment ready. The existing Industrial and Commercial Land Inventory is undated. Potential users of the inventory would not know whether or not the properties listed are available or not. There is also information missing from the inventory document that would be of benefit. In addition, several US states have designed a process to certify land as “shovel ready”. The purpose is to provide consistent standards regarding the availability and development potential of commercial or industrial sites.
- **Investment Marketing and Toolbox** – Logan Lake is in the process of developing their economic development strategy. Target industries have not yet been clearly defined and the development of a strategy can provide a road map to opportunities that may be currently missed.
- **Land Use Planning and Infrastructure** – Logan Lake has incorporated economic development into the current OCP. These comments could be summarized into one document to clearly articulate the support and importance the District is placing on economic development. The OCP also clearly states the support for the mining activities in the area.
- **Economic Development Capacity** – Logan Lake is in the process of developing its economic development strategy. The completion of this plan will assist the EDO to be more focused in his activities and will work towards building economic development capacity.
- **Site Selection Process** – This ranked lower due to the lack of having a standard set of procedures for dealing with site selectors. There may be value for Logan Lake to participate in a mock site selection process. This additional step will provide much needed additional information for assessment purposes. At this time this is considered a low priority.
- **Monitoring Investment Inquiries** – This section also ranks low but can easily be improved by developing a system to see where the gaps are. It is important to note when a community is aware of investment going elsewhere that the process be reviewed to see where improvements can be made.

Detailed Assessment and Recommendations for Investment Readiness

Community Profile

The following is a breakdown of how the existing data within the Investment Readiness Community Profile can be expanded upon to create a new comprehensive Community Profile. It is important to note that a new Community Profile can and should include information on a regional basis along with specific information on Logan Lake.

Description	Comments
<p>Front Pages/Introduction to Community:</p> <ul style="list-style-type: none"> • Letters from the community (i.e. mayor) • Location map • Community contact 	<ul style="list-style-type: none"> • Welcome letter from the Mayor and location map easily found within the first few pages of the document. The map gives good reference to where Logan Lake is located within BC and within a North America reference. • Found contact information on back page. Address, telephone and website provided.
<p>Recommendation:</p> <ul style="list-style-type: none"> • <i>Contact info, website, corporate identification could be provided as a footer of each page.</i> • <i>Consider providing a toll-free number.</i> 	
<p>Demographic Information:</p> <ul style="list-style-type: none"> • Population – history, current and forecast • Age distribution and gender • Migration and ethnicity • Households and income 	<ul style="list-style-type: none"> • Population trends found in good, easy to read charts. Comparisons made to the province. Age distribution does not provide gender breakdown. Age distribution not found by five year age segments – quite broad age segmentation. • Source of data is from 2011 but it should be made clearer to the reader. • Immigration data and language composite both found in logical placement. • Data on household and income found but no comparisons provided. Data is 2006. No historical trend provided for median, work or total income. • Workforce education attainment data found in this section.
<p>Recommendation:</p> <ul style="list-style-type: none"> • <i>Age distribution by gender and historical trend for median, work and total income could be provided.</i> • <i>Income data needs to be updated to 2011 census numbers.</i> • <i>Consider adding text as individuals absorb information differently. It also provides more of a “story” of the community than tables or charts can.</i> • <i>Education information should be separated out and moved to its own section.</i> 	
<p>Labour Force:</p> <ul style="list-style-type: none"> • Size and growth 	<ul style="list-style-type: none"> • Labour force data included with comparisons to the province.

Description	Comments
<ul style="list-style-type: none"> • Participation, employment and unemployment rates • Commuting data • Labour force by industry • Labour force by occupation • Self-employment • Labour force income <p>Recommendation:</p> <ul style="list-style-type: none"> • <i>Consider adding text as individuals absorb information differently. It also provides more of a “story” of the community than tables or charts can.</i> • <i>Commuting data is from 2006 – check availability of data for more recent years</i> 	<ul style="list-style-type: none"> • Participation and employment rate found • Commuting data included
<p>Education:</p> <ul style="list-style-type: none"> • Educational attainment & changes • Educational institutions <p>Recommendation:</p> <ul style="list-style-type: none"> • <i>Separate out Education from Population and into two separate sections. Provide educational trends.</i> • <i>Consider adding text to the education section to provide richer information to the various audiences.</i> 	<ul style="list-style-type: none"> • Education data is inserted into the Population section. Should be separated into its own section. • Educational institutions within the region is included.
<p>Major Employers:</p> <ul style="list-style-type: none"> • Public • Private <p>Recommendation:</p> <ul style="list-style-type: none"> • <i>N/A</i> 	<ul style="list-style-type: none"> • Major employers found in Labour Force section.
<p>Access to Markets:</p> <ul style="list-style-type: none"> • Market size • Proximity and access <p>Recommendation:</p> <ul style="list-style-type: none"> • <i>Add distance to markets in miles.</i> 	<ul style="list-style-type: none"> • Some good market information. Distances to markets in both kilometres included under transportation..
<p>Economic Sectors:</p> <ul style="list-style-type: none"> • Employers by industry • Overview of industry sectors in community (i.e. mining, retail/wholesale trade, manufacturing, etc.) 	<ul style="list-style-type: none"> • No economic sector information included.

Description	Comments
<p>Recommendation:</p> <ul style="list-style-type: none"> • <i>Consider adding information on key economic sectors.</i> 	
<p>Business Development:</p> <ul style="list-style-type: none"> • Business incorporations and bankruptcy • Business licensing • Industrial & commercial activity • Major projects 	<ul style="list-style-type: none"> • Business licensing or bankruptcy information not found. • Industrial and commercial land use is provided on page 28. • No property listings found, or reference to where to find property listings. • Major projects are not provided should be added.
<p>Recommendation:</p> <ul style="list-style-type: none"> • <i>Industrial and commercial activity could be expanded - addition of property listing(s), web link to all list properties, etc.</i> • <i>Addition of licensing and bankruptcy information should be included.</i> 	
<p>Infrastructure:</p> <ul style="list-style-type: none"> • Transportation – highways, rail, air • Freight • Telecommunications and broadband 	<ul style="list-style-type: none"> • Good information and use of text under the transportation section. • Telecommunications is included under the Utilities section.
<p>Recommendation:</p> <ul style="list-style-type: none"> • <i>N/A</i> 	
<p>Utilities:</p> <ul style="list-style-type: none"> • Electrical • Natural Gas • Water & Sewer 	<ul style="list-style-type: none"> • Good information related to utilities.
<p>Recommendation:</p> <ul style="list-style-type: none"> • <i>N/A</i> 	
<p>Tax Information:</p> <ul style="list-style-type: none"> • Local taxes • Provincial taxes • Federal taxes 	<ul style="list-style-type: none"> • Very good information regarding taxation.
<p>Recommendation:</p> <ul style="list-style-type: none"> • <i>Community profile could provide a comparison of property tax to other communities.</i> 	
<p>Business Support:</p> <ul style="list-style-type: none"> • Local financial services • Business resources, agencies and 	<ul style="list-style-type: none"> • Business resources listed in Section 8 (page 35). The list is limited under this section but additional information is provided under Section 12 (page 42). • No R&D institutions included in list.

Description	Comments
<p>organizations</p> <ul style="list-style-type: none"> Local research & development institutions Local real estate market summaries <p>Recommendation:</p> <ul style="list-style-type: none"> <i>Business resources should be expanded to include financial institutions, real estate, etc. with contact information and web link.</i> 	<ul style="list-style-type: none"> Real estate market summaries not found.
<p>Property, Planning & Development Approvals Process:</p> <ul style="list-style-type: none"> Property listings – industrial/commercial Development fees and timelines Appropriate contacts <p>Recommendation:</p> <ul style="list-style-type: none"> <i>Available property listings could be expanded.</i> 	<ul style="list-style-type: none"> Some good information on local permit approvals included under Industrial & Commercial Land Use section. No property listings found for industrial or commercial
<p>Quality of Life:</p> <ul style="list-style-type: none"> Climate Protective Services Healthcare facilities Education Childcare Recreation Arts, Culture & other amenities <p>Recommendation:</p> <ul style="list-style-type: none"> <i>Provide contact information along with web links.</i> <i>Consider adding text to help tell the “story”.</i> 	<ul style="list-style-type: none"> Some good information found regarding quality of life. No contact information and limited web links provided.
<p>Community Profile information is up-to-date and current</p> <p>Recommendation:</p> <ul style="list-style-type: none"> <i>Profile should be reviewed to ensure current data is used.</i> 	<ul style="list-style-type: none"> Data uses the 2011 census where available and seems to be quite up to date.
<p>Community Profile is available for download from website in a single document and individual sections are easily found on the website or as a download</p>	<ul style="list-style-type: none"> The full profile is available for download from the Logan Lake website. There is limited information provided as separate webpages (i.e. Workforce, Lifestyle) but the information is not detailed enough nor is there an option to download additional information.

Description	Comments
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Recommendation:

- **Consider breaking out pieces of information and have them available on the website.**

Overall Comments:	<ul style="list-style-type: none"> • The existing Investment Readiness Community Profile provides a good mix of information and has a nice design format • Content could be reorganized to make it easier to find key data and information. Some information and data is missing and needs to be included. • Needs to include the month along with the year of last update. • Consider adding the web link or URL page for each information source – this provides additional resource.
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Land Inventory

The following assesses Land Inventory. Logan Lake has an Industrial and Commercial Land Inventory document available for download from the District’s website. Many of the recommendations to update the inventory should be done in partnership with real estate and development organizations. This update or development of the land inventory is considered to be a low priority.

Description	Suggestions and Comments
<p>Basic property listings information:</p> <ul style="list-style-type: none"> • Location • Size • Zoning • Lease/purchase price • Allowable uses • Transportation access • Contract information • Previous use 	<ul style="list-style-type: none"> • Location, size, zoning and contact information is included.
<p>Recommendation:</p>	
<ul style="list-style-type: none"> • Consider adding in the missing information above. 	
<p>Additional property information:</p> <ul style="list-style-type: none"> • Utility providers (electric, water & sewer, gas) and service size • Taxes • Heating costs • Site contamination/ environmental • Telecommunication • Property picture(s) • Location map 	<ul style="list-style-type: none"> • No information found.
<p>Recommendation:</p>	
<ul style="list-style-type: none"> • Consider adding in the missing information above. 	
<p>Building information:</p> <ul style="list-style-type: none"> • Year built • Size (square feet/ metres) • Ceiling height (feet/ metres) • Building condition • Site contamination records • Number of storeys • Number of truck docks 	<ul style="list-style-type: none"> • No information found.

Description	Suggestions and Comments
and drive-in doors <ul style="list-style-type: none"> • Heating costs • Building picture(s) 	
Recommendation: <ul style="list-style-type: none"> • Consider adding in the missing information above. 	
GIS Functionality: <ul style="list-style-type: none"> • Properties can be mapped • Demographics can be mapped based on property location buffer • Businesses can be mapped based on property location buffer 	<ul style="list-style-type: none"> • Not available
Recommendation: <ul style="list-style-type: none"> • Consider GIS functionality as it becomes available through the municipality website. 	
Property information available electronically: <ul style="list-style-type: none"> • Available to download from website • Available to email 	<ul style="list-style-type: none"> • Inventory is available on website and can be sent electronically.
Recommendation: <ul style="list-style-type: none"> • N/A 	
PDF data sheet for each property listing	<ul style="list-style-type: none"> • Not available
Recommendation: <ul style="list-style-type: none"> • Consider developing data sheet for properties that match key target sectors 	
Property information can be customized and downloaded in various formats	<ul style="list-style-type: none"> • Not available
Overall Comments:	A land inventory database focused on investor needs is not available

Investment Marketing and Toolbox

The following assesses the Investment Marketing and Toolbox available to economic development. Recommendations are provided for each individual characteristic.

Description	Comments and Recommendations
Community profile available on website	<ul style="list-style-type: none"> • Profile available on District website. <p>Recommendation:</p> <ul style="list-style-type: none"> • <i>Refer to separate Profile assessment.</i>
Marketing/ Promotional Collateral <ul style="list-style-type: none"> • Lure brochure • Small print brochure • Business directory • “Quick Facts” brochure 	<ul style="list-style-type: none"> • Business directory available on the website • No other materials available. <p>Recommendation:</p> <ul style="list-style-type: none"> • <i>Development of a quick facts brochure or other small marketing piece developed specifically for economic development purposes.</i>
Marketing/ Promotional Collateral <ul style="list-style-type: none"> • Available online and downloadable • Toll free phone number and other contact information • Designated ED staff person in place and their information provided 	<ul style="list-style-type: none"> • No promotional collateral available on website. • No toll free line available • Contact information lists Economic Development Officer with direct line and general line provided. <p>Recommendation:</p> <ul style="list-style-type: none"> • <i>N/A</i>
Investment Marketing Plan	<ul style="list-style-type: none"> • No current plan focused on investment marketing <p>Recommendation:</p> <ul style="list-style-type: none"> • <i>A specific investment marketing plan is not required at this time.</i>
Ambassador Program to assist with external marketing	<ul style="list-style-type: none"> • No program <p>Recommendation:</p> <ul style="list-style-type: none"> • <i>A longer term recommendation is the development of an ambassador program. This should be developed after the community implements other investment focused recommendations.</i>
Regular newsletter	<ul style="list-style-type: none"> • Not available

Description	Comments and Recommendations
<p>distributed to target audience both internally and externally. Includes:</p> <ul style="list-style-type: none"> • Community stakeholders • Site selectors • Government reps • Real estate 	
<p>Recommendation:</p> <ul style="list-style-type: none"> • <i>Look for methods to get the Logan Lake “story” out – could be the development of an electronic newsletter, ongoing and regular contributions to print and web media. Etc.</i> 	
<p>Website incorporates international data standards set</p>	<ul style="list-style-type: none"> • Most are included in the Investment Readiness Community Profile
<p>Recommendation:</p> <ul style="list-style-type: none"> • <i>N/A</i> 	
<p>Marketing Collateral on target sectors:</p> <ul style="list-style-type: none"> • “Sell” sheets • Community strengths • Competitive advantages • Success stories 	<ul style="list-style-type: none"> • Not available
<p>Recommendation:</p> <ul style="list-style-type: none"> • <i>A longer term recommendation is the development of these types of materials. This should be developed after the community implements other investment focused recommendations.</i> 	
<p>Part of a regional investment marketing team and participates in mutually beneficial projects</p>	<ul style="list-style-type: none"> • Is not a member of any regional or provincial partnership
<p>Recommendation:</p> <ul style="list-style-type: none"> • <i>Investigate organizations and partnerships to expand community profile and opportunities (i.e. Linx BC)</i> 	
<p>Participates in:</p> <ul style="list-style-type: none"> • Trade shows • Trade missions • Conferences/ Network opportunities 	<ul style="list-style-type: none"> • No recent participation at trade show or mission, however, economic development conferences and network opportunity events have become part of the economic development officer’s calendar.
<p>Recommendation:</p> <ul style="list-style-type: none"> • <i>Identification of potential trade shows should be completed to investigate</i> 	

Description	Comments and Recommendations
<i>benefit of attendance.</i>	
<p>Investment, Media & Government Relationships</p> <ul style="list-style-type: none"> • Maintains regular contact with municipal, provincial, national government representative • Regular contact with site selectors • Regular contact and communication with local, regional and national media 	<ul style="list-style-type: none"> • The economic development officer has implemented a higher priority on attending network events. • Local council demonstrates a priority and strong support of economic development. • Media communication is not maintained regularly
<p>Recommendation:</p> <ul style="list-style-type: none"> • <i>Look to expand network opportunities through partnerships, associations and events.</i> 	
<p>Consistency in branding across all marketing materials</p>	<ul style="list-style-type: none"> • Appear to be consistent with inclusion of logo.
<p>Recommendation:</p> <ul style="list-style-type: none"> • <i>N/A</i> 	
<p>Overall Comments:</p>	<ul style="list-style-type: none"> • Many of the recommendations can be accomplished through the development of a specific economic development strategy.

Land Use Planning and Infrastructure

The community's official plan is an important resource that outlines potential opportunities for new investment and development within the framework of the community's overall land use planning and development goals and objectives. This long-term perspective provides the investor with a level of certainty and consistency. The following assesses the Land Use Planning and Infrastructure components.

Description	Comments and Recommendations
Ensure your community's official plan is up-to-date	<ul style="list-style-type: none"> A community should regularly review its existing Official Community Plan (OCP) and zoning by-laws to ensure current and changing matters at the provincial level as well as those occurring in the community are reflected. The plan should also be reviewed to determine if it impedes new investment. The OCP is sufficiently current (2010) and provides details on economic development goals and support of the mining industry. Another update is being considered for 2015. <p>Recommendation:</p> <ul style="list-style-type: none"> <i>Summarize the economic development directions into one document to provide to potential developers and investors.</i>
Have an official plan that can accommodate a range of land uses	<ul style="list-style-type: none"> Flexible OCP designations and zoning by-laws in the right locations can help accommodate a range of new industrial and commercial uses. Investors want to know land use designations, applicable policies that indicate the types of land allowed for development (e.g. services available/required, phasing), specifics of zoning (e.g. uses and types of buildings permitted, setbacks, side yard and parking requirements). Plan contains land use definitions <p>Recommendation:</p> <ul style="list-style-type: none"> <i>Summarize the definitions into a short document to provide to developers, investors, and those looking for information on what is permitted in specific areas.</i>
Include economic development policies in the plan	<ul style="list-style-type: none"> Consider expanding on economic development policies in the OCP. It may eliminate the need for a second document which can be costly for smaller communities.

Description	Comments and Recommendations
<p>Recommendation:</p> <ul style="list-style-type: none"> Summarize the economic development directions into one document to provide to potential developers and investors. 	
<p>Know what your official plan says</p>	<ul style="list-style-type: none"> Ensure that all your economic development staff is familiar with your OCP and other investment related documents. We are satisfied that the current economic development staff is aware of the OCP regulations and policies. Logan Lake is a good example of how entrenched the EDO is in the direction of the community.
<p>Recommendation:</p> <ul style="list-style-type: none"> N/A 	
<p>Inform investors of the planning process & authority</p>	<ul style="list-style-type: none"> The planning process and approval authorities vary among communities. Inform any investors of your community's process, timelines, authorities and contact information. A process flow chart, including timelines, is a useful tool that can send a positive message to potential investors and developers. A flow chart is not currently provided.
<p>Recommendation:</p> <ul style="list-style-type: none"> Prepare a flow chart that clearly shows the process, estimated timelines, and contact information. 	
<p>Environmental policies and regulations</p>	<ul style="list-style-type: none"> Ensure your investors are made aware of your community's position on environmental issues such as sewer use and municipal noise. The OCP incorporates some policies around Greenhouse gas emissions and also environmentally sensitive areas.
<p>Recommendation:</p> <ul style="list-style-type: none"> A summary of all noise restrictions, sewer and water use and all other environmental regulations that could impact a project should be created. The information should be made available to investors, developers, and builders to ensure that when planning projects, these items are taken into consideration. 	

Economic Development Capacity

An economic development strategic plan identifies a community’s vision for economic development and the process required to reach that vision. It identifies goals, establishes priorities and defines the actions that will lead to achieving these goals. The existence of a strategy illustrates that a community is proactive and committed to new development.

Description	Comments and Recommendations
<p>Create an economic development strategy</p>	<ul style="list-style-type: none"> Whether included in your official plan or a separate document, an economic development strategic plan is important for a community wishing to attract investment. The strategy must consider your community’s strengths, weaknesses, opportunities and threats. It must also take into account your available resources (financial and staff). The document will need to be reviewed on an annual basis and up-dated as required. Logan Lake is in the process of completing its economic development strategy.
<p>Recommendation:</p> <ul style="list-style-type: none"> N/A. 	
<p>Single point of contact</p>	<ul style="list-style-type: none"> Provide a “one-stop” approach to potential investors. Have a central source of information that is knowledgeable, dedicated, and accessible and empowered to make decisions. There will be times when a mix of professional staff and/or community representatives will be required. Ensure these individuals are aware of the expectations and responsibilities prior to any contact with potential investors. Logan Lake has a single point of contact for economic development.
<p>Recommendation:</p> <ul style="list-style-type: none"> N/A 	
<p>Ongoing research to identify opportunities</p>	<ul style="list-style-type: none"> Conduct ongoing research to identify existing investment opportunities or potential opportunities within a community. This is done by ensuring that you develop and expand your network within the community and the economic development industry. Logan Lake has relationships with most relevant agencies or organizations.

Description	Comments and Recommendations
<p>Recommendation:</p> <ul style="list-style-type: none"> • <i>Increase efforts to develop relationships with EDO's, Government agencies (Federal and Provincial), etc.</i> 	
<p>Develop strong relationships</p>	<ul style="list-style-type: none"> • Strong relationships are critical and must be cultivated. This includes relationships with staff, politicians, economic development committee(s), post-secondary institutions, existing businesses and neighbouring communities. Relationships with federal and provincial agencies are also important. Logan Lake has relationships with most relevant agencies or organizations.
<p>Recommendation:</p> <ul style="list-style-type: none"> • <i>Increase efforts to develop relationships with EDO's, Government agencies (Federal and Provincial), etc.</i> • <i>Continue to foster relationships with local agencies</i> • <i>Consider Linx BC or other marketing partnerships designed to attract investment</i> 	
<p>Business retention & expansion</p>	<ul style="list-style-type: none"> • Existing businesses in your community are key sources of information. Investors like to talk directly with local businesses. The economic development department must have the names of these contacts at their fingertips. An excellent way of communicating with your local businesses is through a business retention & expansion program. Logan Lake is in contact with its local business base on an ongoing basis.
<p>Recommendation:</p> <ul style="list-style-type: none"> • <i>Establish clear goals to continue meeting with a minimum of one local businesses per month in various economic sectors to gather data and to identify issues and opportunities for growth</i> 	

Site Selection Process

Location selection typically is a process of elimination. Communities that are unable to respond in an effective and timely manner will be left behind in favour of better prepared competitors. Below is the assessment for the site selection process in Logan Lake.

Description	Comments and Recommendations
Assign one primary staff contact	<ul style="list-style-type: none"> It is important that your community has a primary contact to communicate with site selectors. Proper planning and facilitation of the site selection process is often what secures new investment to a community. Having one person as the key contact assists the process to run more smoothly. <i>Logan Lake has staff in place to be the primary contact.</i>
<p>Recommendation:</p> <ul style="list-style-type: none"> Staff could take training on the site selection process (IEDC offers this training) to increase knowledge. 	
Accurate and up-to-date information	<ul style="list-style-type: none"> Each inquiry will be unique in some way; however, there are questions that each inquiry will ask. Ensure your information is accurate and up-to-date and includes accessibility, labour costs, labour relations, utility costs, taxes, site and construction costs, environmental permitting and cost of living. Educate yourself on the needs of various industries, particularly your target industries, and be prepared to provide the appropriate information. Logan Lake has an Investment Readiness Community Profile that is able to answer many of the initial inquiries.
<p>Recommendation:</p> <ul style="list-style-type: none"> N/A 	
Site visit	<ul style="list-style-type: none"> Be aware that the “soft side” of site selection including protocol, presentation formats, accommodations, agendas and punctuality are important factors and should not be overlooked. Many communities think they know the basics when hosting a site visit. The following lists important factors to remember: <ul style="list-style-type: none"> Do not outnumber the prospective investors team Keep presentations concise and professionally formatted Prepare local firms for visits or interviews from

Description	Comments and Recommendations
	<p>the prospective investor</p> <ul style="list-style-type: none"> • Prepare a flexible itinerary • Be prepared to give prospective investors personal time in the itinerary • Ensure introductions always take place • Do not interrupt • Remind local team to be “politically correct” • Make sure the prospective investor’s hotel room is perfectly appointed • Use a large, comfortable vehicle to tour the town • Ask for town clean-up the day before the visit • Have your team arrive on time and be ready • Refrain from negative comments about the competition • Always tell the truth about what you have and what you can offer <p>Logan Lake does not have a formulized set of protocols to follow during a site visit. It is recommended that procedures be developed.</p>

Recommendation:

- ***Develop protocols on handling enquiries and site visits. This protocol should include the involvement of all key staff and Council.***
- ***Site visits and responding to inquiries should be recognized by Council and senior administration as a priority and not as a secondary responsibility (if time permits).***
- ***Consider completing a mock site selection exercise (low priority).***

Monitoring Investment Inquiries

Monitoring the investment inquiries provide a community with the opportunity to ensure they have a good process in place for attracting investment. The successes are easy to monitor but it is important to monitor the investments that did not land in your community.

Description	Comments and Recommendations
Monitor performance	<ul style="list-style-type: none">Monitoring your community’s performance will help to track key factors that contributed to the success or failure to secure investment. By doing this, you will be able to identify gaps or opportunities that will improve your success rate.Logan Lake does not have a monitoring system in place.
Recommendation: <ul style="list-style-type: none"><i>Investigate how other communities track investment inquiries.</i>	
Assess performance	<ul style="list-style-type: none">It is valuable to assess why an investment was not placed in your community. Take the opportunity to review the process in place, identify the investor’s expectations and determine why your community was not successful.Logan Lake does not assess performance.
Recommendation: <ul style="list-style-type: none"><i>Investigate how other communities identify the obstacles that businesses looking to locate experience.</i>	

Section 4

Community Consultation

Resident Survey
Business Survey

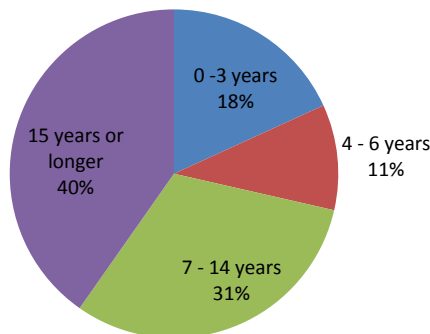
Resident Survey

EDCD Consulting in consultation with Logan Lake developed a survey to gather input from community residents. In total 77 surveys were completed. The results have provided an excellent overview of the residents' impressions of the community and were completed by a good cross section of those living in Logan Lake.

Our team presented the initial findings of the survey to Logan Lake in a document entitled "Logan Lake Community Consultation Report 2". The report provided a breakdown of each survey question including detailed responses to open ended questions. The following provides an additional overview and understanding of the survey results.

There is a good mix of the length of time residents of lived in Logan Lake. The majority of residents surveyed (40 percent) have lived in the community for more than 15 years indicating that once you move to Logan Lake you want to stay. Eighteen percent have lived in Logan Lake for less than three years; eleven percent has lived in the community for 4 – 6 years while the remaining 31 percent have lived in Logan Lake for 7 – 14 years. The community demonstrates a good mix of new residents while still maintaining a strong long-term commitment to living in Logan Lake.

How long have you lived in Logan Lake?

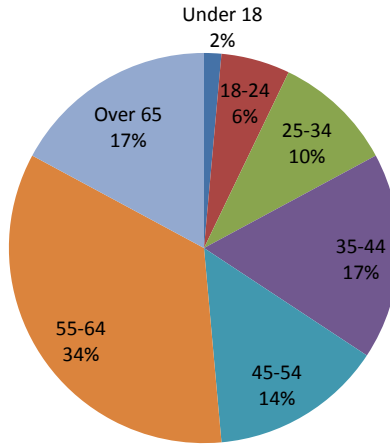


It is extremely encouraging to see the percentage of new residents to the community. It will be important for Logan Lake to ensure new opportunities are developed for these new residents as well as to continue to attract additional residents.

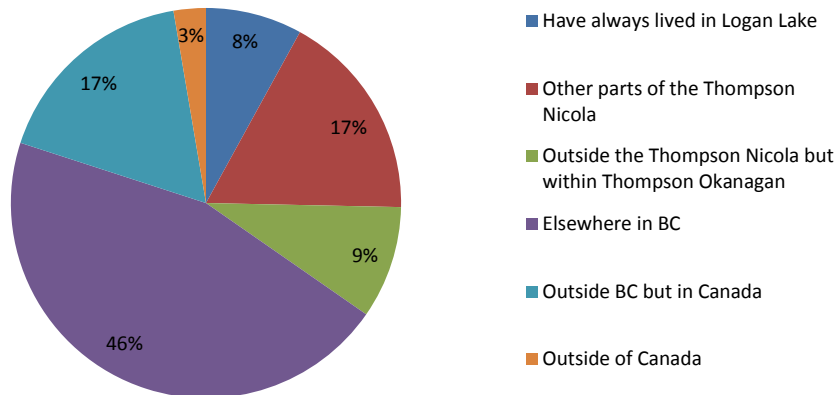
The majority of residents to the area (45 percent) have come from other areas of British Columbia while over one-quarter (27 percent) have come from within the Thompson Okanagan region. Seventeen percent have come from within Canada and less than three percent have come from outside of Canada. The report previously provided to Logan Lake (Logan Lake Community Consultation Report 2) showed that those who have relocated in the community from elsewhere in BC have come primarily from the Lower Mainland. This may be a good market for Logan Lake to consider for the attraction of new residents.

For those responding to the survey, the following is a breakdown of the age demographic. As you can see the majority of respondents fall within the 55 – 64 age group. This is in line with Logan Lake’s median age demographic of 54.8.

Age of respondents



Prior to Logan Lake where did you live?



The survey asked residents what their primary reason for choosing Logan Lake as their place to live. Not too surprising was the highest response (28 percent) was close to work – the mine offers employment for 880 and approximately 209 live in the community. The second highest response (24 percent) was the affordable cost of living. This is a distinct advantage for Logan Lake and should be highly marketed.

Grew up in region	7.89%
Close to work	27.63%
Close to family	6.58%
Transferred by employer	2.63%

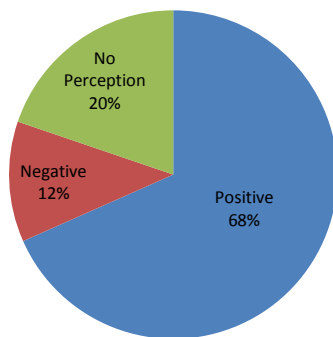
Career opportunities	3.95%
Quality of life	17.11%
Affordable cost of living	23.68%
Other	10.53%

Other responses for moving to Logan Lake included availability of rental housing, started a business and spouse works in community

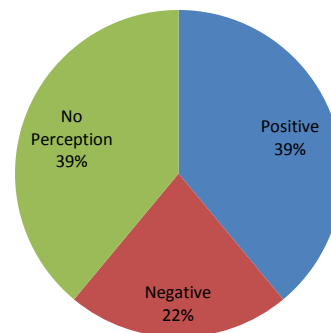
It is important how residents view their community. Often, for people who are dissatisfied with their current community influence a decision to look for other residential locations and often move to another community. Given the relationship between “community satisfaction” and residential location decisions, the importance of understanding what affects “community satisfaction” and how residents perceive their community image becomes of obvious importance.

Logan Lake residents were asked how they perceived the community’s image. The majority (68 percent) of residents have a positive perception of Logan Lake while only 12 percent perceive Logan Lake as having a negative image. Most respondents stated Logan Lake offers a quiet, safe and affordable alternative to Kamloops and offers an abundance of outdoor activities. For those who responded negatively it was stated the lack of services (health, education, youth and shopping) were the primary concern.

How do you perceive Logan Lake's image as a region?

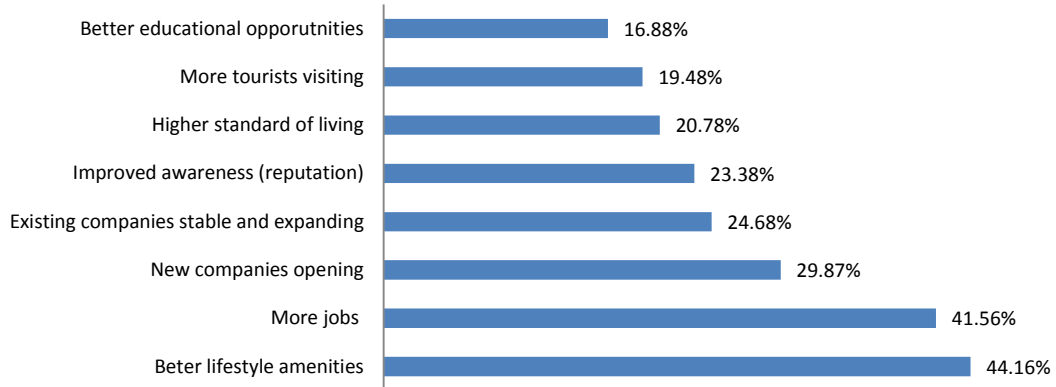


How do you think non-residents perceive its image as a region?



Support exists throughout the community for economic development – this was seen during the public consultation process. There is support from residents, businesses and council. Though support was demonstrated there was a lack of understanding of what specifically the economic development function does. One of the questions in the survey asked what residents thought effective economic development meant.

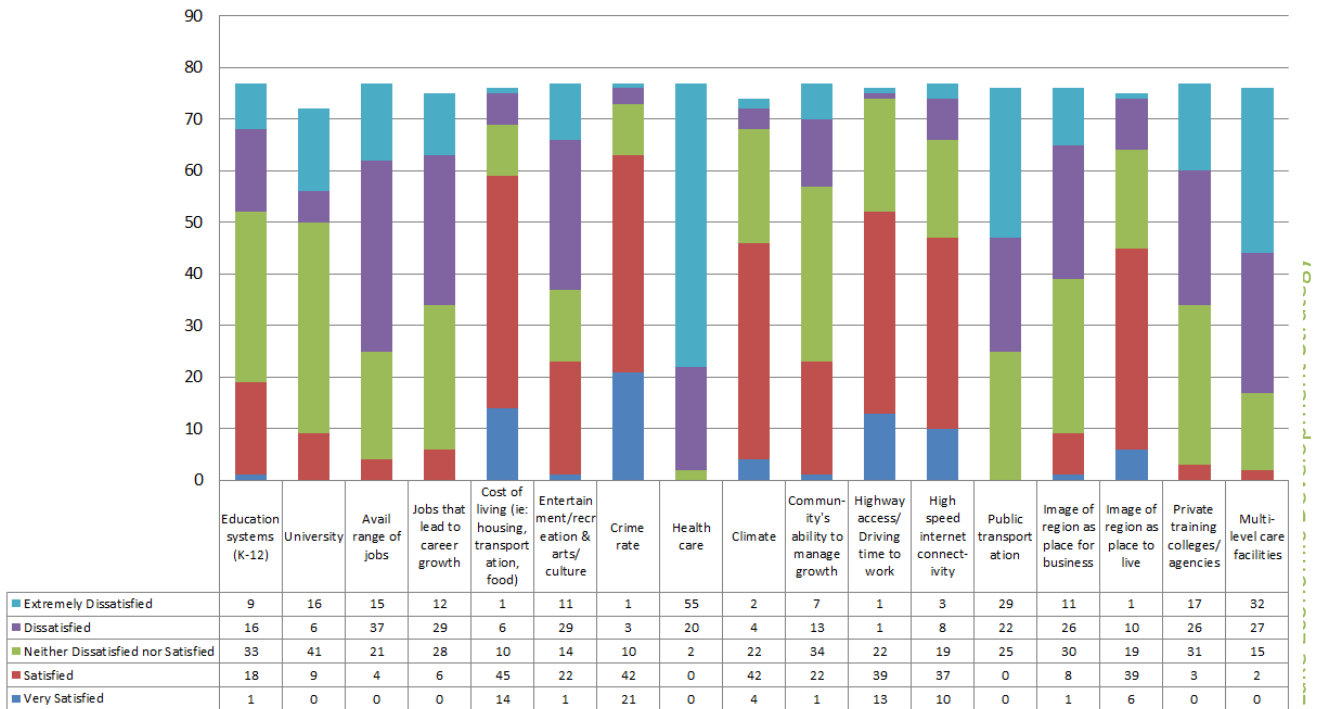
What does effective economic development mean to you?



The chart above shows residents want better lifestyle amenities, followed by more jobs. Residents also want to see new companies in the community and existing companies strengthen and expand. There appears to be a desire to see Logan Lake become more self-sufficient with amenities being made available within the community versus having to find the goods and services elsewhere.

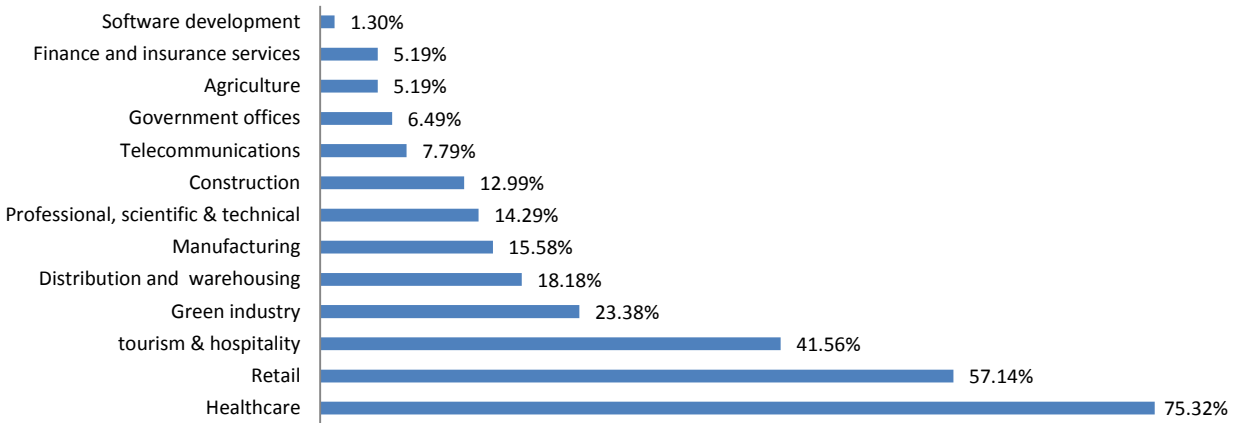
Given how residents want to see more amenities within the community it is not surprising to see that there is dissatisfaction with healthcare and multi-level care facilities. There is also dissatisfaction with public transportation and the available range of jobs and jobs that lead to career growth. Encouragingly residents are satisfied with the cost of living in Logan Lake, its climate, highway access, high speed connectivity and its image as a place to live.

How well does Logan Lake satisfy your needs in the following areas?



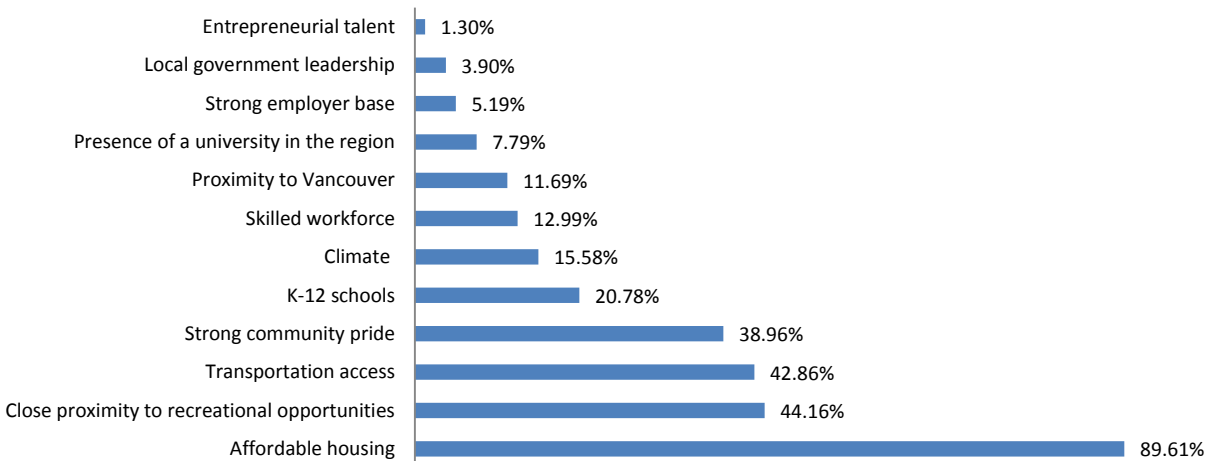
Overwhelmingly residents want to see an expansion of healthcare services. Over three-quarters (75.32% percent) of respondents chose healthcare as the industry they would like to see expand or locate in Logan Lake. This is followed by retail (57.14 percent) and tourism and hospitality (41.56 percent) industries.

What type of businesses would you like to see in Logan Lake?



As part of the economic development strategy process, it is important to understand the strengths and weaknesses a community has. This information is helpful in matching a community’s resources and capabilities to the competitive environment in which it operates. Residents were asked what strengths Logan Lake currently has that make it a viable place for economic growth. The majority of responses stated affordable housing (89.61 percent) was the community’s strength, followed by close proximity to recreational opportunities (44.16 percent) and transportation access (42.86%).

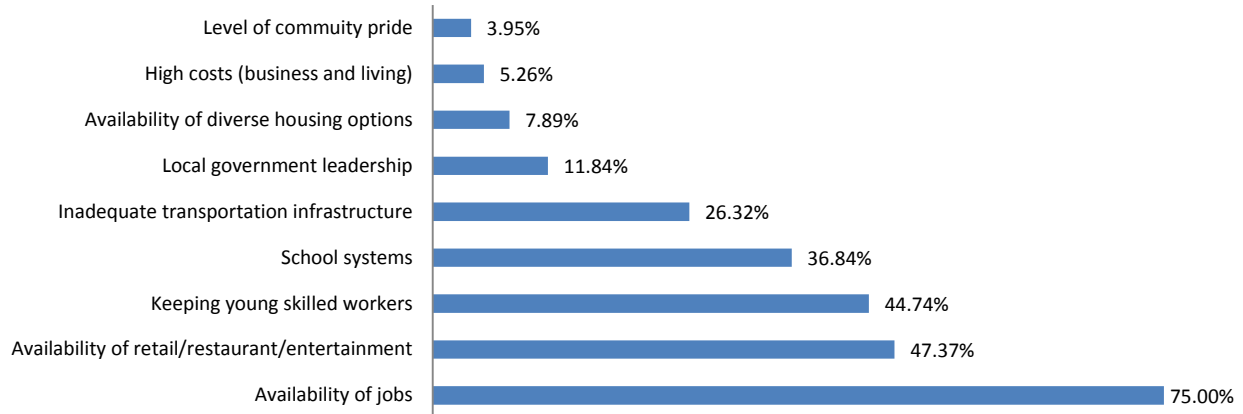
Logan Lake's strengths that currently make it a viable place for economic growth?



Alternatively, residents were asked what challenges Logan Lake is facing that may prohibit economic growth. The top three responses were availability of jobs (75.00 percent), availability of retail/restaurant/entertainment (47.37 percent) and keeping young skilled workers (44.74 percent). It is important to note that almost one-third (31.38 percent) of respondents took the opportunity to add

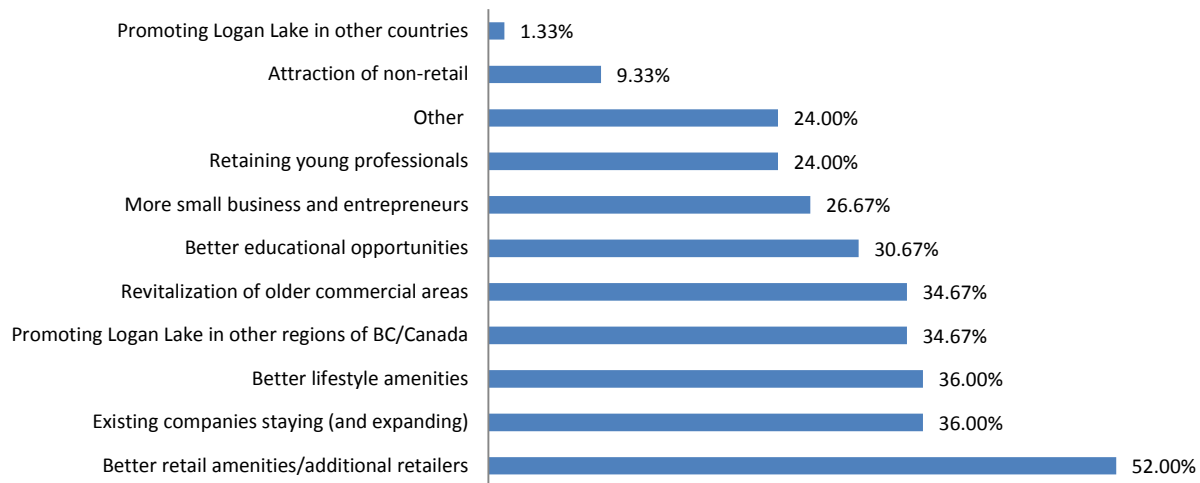
their own comment to this question. Of those that added a comment overwhelming it was stated that the current lack of healthcare services in Logan Lake was a challenge for growth.

What are the three biggest challenges currently facing Logan Lake at it works to improve jobs and economic growth?



The survey asked residents to choose the top three economic development goals for the future of Logan Lake. The top three responses were better retail amenities/additional retailers (52.00 percent), existing companies staying (and expanding) and better lifestyle amenities tied for second at 36.00 percent, followed by promoting Logan Lake to other regions of BC/Canada and revitalization of older commercial areas tying for third at 34.67 percent. You will note there were responses that fell into an “other” category – the majority of those responses were to secure a full-time doctor to the community.

What should be the top three economic development goals for Logan Lake?



Section 5

SWOT Analysis

Strengths

Weaknesses

Threats

Opportunities

SWOT

This section takes a look at Logan Lake’s economic strengths, weaknesses, opportunities and threats (SWOT). The information was gained through various methods including the stakeholder and community engagement phase.

The SWOT analysis provides an inventory of the area’s strengths, weaknesses, opportunities and threats and assesses the degree to which each economic factor supports future growth. The overall goals of this section is to have a clear understanding of Logan Lake’s strengths and areas of potential that can be built upon and better marketed. The findings in this analysis, combined with other research, are used to assist in development recommendations for inclusions in the overall strategic economic development plan.

What follows are the strengths, weaknesses, opportunities and threats for Logan Lake as collected through stakeholder discussions, survey information and qualitative databases. We do not intend for this analysis of issues to be all-inclusive. Rather, we focus on those areas that will have the most direct impact on specific components of future economic development efforts in Logan Lake. We define the four aspects of SWOT in terms of:

- **Strengths:** Issues or characteristics that can be built upon to advance current and future economic growth opportunities in Logan Lake.
- **Weaknesses:** Issues or characteristics that, if not addressed effectively, could limit current or future growth opportunities.
- **Opportunities:** Assets, events, or trends that offer Logan Lake the potential for economic growth and attraction of new industry.
- **Threats:** Obstacles, events or trends that, if not addressed effectively, could threaten Logan Lake’s economic potential and its ability to attract, expand and start up new employers.

Observations in this report are based on consultation collected from local citizens, businesses and the municipal Council and staff. Analysing the perception that residents and businesses in the community have is an important step as it directly relates to how well the region conveys its strengths or tells its economic development story. Logan Lake can examine their strengths and challenges within two key factors which are important economic development topics:

- **Community and surrounding area**
- **Business and economic development climate**

Companies, site selectors and residents looking to expand or locate to a community will analyze these factors to determine how well a community ranks compared to other communities. It is important for Logan Lake to be aware of its strengths and opportunities to be able to expand upon them. At the same time, Logan Lake needs to be aware of its threats and weaknesses. It is only through understanding the

SWOT of a community or region that programs can be developed to adjust and proactively work towards a resolution that will increase opportunities.

Major themes of SWOT Analysis

Overall it has been determined that Logan Lake has some significant strengths – affordability (both for business and residents), recreational opportunities and excellent transportation access. However, it is important to recognize there are also weaknesses that will need to be addressed in order to capitalize on the identified strengths. Weaknesses for Logan Lake are healthcare (specifically the lack of a full-time doctor), a declining and aging population, and the community’s proximity to Kamloops. This proximity contributes to consumer leakage and youth leaving the community for education or job opportunities. Failure to recognize and work towards change and improvement can result in not achieving the community’s goals towards a sustainable and prosperous economy. Logan Lake will need to communicate its strengths to ensure that the perception of the community is improved. The following overview is not a list of priorities but rather a combination of comments received from individuals that participated in the focus groups, business walk or online survey.

Strengths

Strengths are factors or assets of a community that can be utilized to capitalize on future growth opportunities and create community prosperity.

Affordability – Logan Lake has affordable land available for both residential and industrial development. The municipality has been proactive in zoning and developing lands in the absence of a private developer creating opportunities. The cost of housing and industrial land is very competitive and can offer those looking to locate to the community an advantage.

Resource-Based Community – Logan Lake is a strong resource based community with mining activity in the area. The mine has a lifespan of 12 more years with extension opportunities and contributes to Logan Lake’s advantage for value-add and supporting service companies to locate in the community.

Location – Logan Lake is located close to a much larger centre, Kamloops. This offers the advantage of attracting and retaining residents who are looking for a slower, quieter, rural community to live while working in a larger centre. It also offers Logan Lake the opportunity to attract freelance professionals, also known as “Lone Eagles” – those businesses or individuals with highly transportable skills that can work and live anywhere.

Recreation Opportunities – Logan Lake has an abundance of outdoor recreational opportunities including fishing, hiking, biking, cross country skiing and snowmobiling. In addition Logan Lake is fortunate to have a recreation centre with ice arena, curling rink and weight room.

Weaknesses/Challenges

Weaknesses are areas seen as a disadvantage or a factor that may impede growth opportunities for the community. It is important for weaknesses to be addressed for a prosperous community.

Healthcare – Logan Lake is an underserved community in regards to healthcare. There is minimal healthcare activity in the community and an increasing need to service an aging population. Many residents have to drive to Kamloops for healthcare services.

Location – Logan Lake’s proximity to Kamloops, while a strength, is also a weakness. The close proximity contributes to consumer leakage and youth leaving the community for education or job opportunities.

Declining and Aging Population – From 2006 to 2011, Logan Lake experienced an 8.8 percent decline in population while the median age has risen to 54.8, considerably older than the regional and provincial median age (41.5 and 41.9 respectively).

General Community Apathy – The residents and businesses that participated in the community consultation process demonstrated a general apathy about Logan Lake. There was neither real enthusiasm about living in the community nor any vibrant or true community centre that pulls everyone together.

Opportunities

Opportunities are factors that may not be within a community’s control but can play a significant role in moving a community forward. A community’s actions may help to impact the opportunities.

Tourism – The tourism industry has played a backseat in contributing to the overall economy of Logan Lake. However, there are opportunities for Logan Lake to focus more closely on to move tourism to a key economic driver. Recreational opportunities can play a large role in developing tourism in the community.

Retail/Services – There is an opportunity for Logan Lake to address the consumer leakage by supporting new, small, independent retailers to the community. The opportunity also exists to support existing retailers’ challenges including educating residents to shop local.

Entrepreneurship – It was interesting to find there was very little indication of entrepreneurship within Logan Lake. During the consultation process, entrepreneurship was rarely mentioned. Entrepreneurship is extremely important for economic development – it creates new business which in turn creates jobs. High measures of entrepreneurship translate directly into high levels of economic growth.

Partnerships – Logan Lake has opportunities to develop and expand partnerships. This can be with neighbouring communities (Kamloops, Merritt), Regional District, First Nations and the Highland Valley Copper Mine. Economic development will be more successful when done in partnership.

Threats

Threats are external factors that present challenges or may impede opportunities for a community. Threats need to be considered when developing an effective economic development strategy.

Resource-Based Community – Many times a community’s strengths can also be a weakness or threat. This is true for Logan Lake and the Highland Valley Copper Mine. Resource based communities are not in control of many factors that contribute to their sustainability and long-term future.

Demographics – Logan Lake’s population has been declining over the past ten years while its median age has been increasing. The community will need to look at opportunities that will attract young families and retention of youth.

Competing with Larger Centres – Logan Lake’s proximity to larger centres like Kamloops continue to threaten local business. There are opportunities for Logan Lake to combat this consumer leakage by gaining a better understanding of what people are purchasing outside the community, promoting shop local initiatives and creating a more entrepreneurial environment.

Summary of Logan Lake’s SWOT

The strengths, weaknesses, opportunities and threats for Logan Lake were based on input received from the community consultation process, together with key findings derived during the development of the strategic plan. The following SWOT table summarizes the discussions held with the community and as such reflect perception of the topics discussed during the focus groups, business walks and online survey.

Strengths	Weaknesses	Opportunities	Threats
Small, safe, friendly, rural community Outdoor recreation opportunities Location – proximity to larger centre Affordable housing Cost of doing business Mine Economic development commitment Proactive municipality – Ironstone Reliable internet	Healthcare – no doctor Location – proximity to larger centre Demographics Declining population Limited businesses/services/amenities General community apathy Lack of skilled labour Perception town is only a mining town Youth not involved Lack of a true community centre Transient workforce Volunteer burnout Transportation Education opportunities	Tourism Forestry Recreation Youth Retail/services Entrepreneurship Community marketing Seniors assisted living facility Strengthening partnerships with neighbouring communities, First Nations, Highland Valley Copper Mine, TNRD Ajax Project Doctor recruitment	Mine lifespan Price of copper Demographics Declining population Competing with Kamloops & Merritt for consumer dollars

Section 6

Strategic Plan Framework

- Goal 1: Enhance Economic Development and Community Development
- Goal 2: Create a Community of Excellence for Industry and Business
- Goal 3: Creative Place Making and Sense of Community
- Goal 4: Increase Awareness of Logan Lake
- Goal 5: Be Prepared for Disaster

Strategic Plan Framework

The recommended economic development strategic plan for the District of Logan Lake is composed of the following elements:

- Goals, objectives and strategies;
- Organizational responsibilities for each strategy; and
- Estimate of financial requirements and timeliness

Goals, Objectives and Strategies

In the recommended strategic plan, statements are made to identify the desired ends of the plan (goals), provide specific and measurable milestones towards which the goals are directed (objectives) and identify how activities and programs should be managed to achieve the goals and objectives (strategies and action items). Related objectives are listed under each of the goal statements. Specific strategies are provided for each of the objectives.

Goals and objectives need to be clearly defined and based on realistic expectations in order to create specific programs for action and define the organizational structure necessary for implementation. The economic development strategies represent action-oriented approaches to the achievement of the stated goals and objectives.

A strategy or strategic action consists of a project or course of action to be undertaken to accomplish a defined objective. Generally, it is possible to express a strategic action in a single sentence or phase reflecting an approach that could encompass any number of specific activities or tasks. For example, one strategy for attracting new industry could be the establishment of a direct email program based on the purchase or collection of email address lists for firms that might be identified in a target industry study. This strategic action would involve such tasks (or actions) as procuring an email list, developing the marketing story, sending emails and conducting follow-up contact.

The strategic plan is the means by which the goals recommended are developed as the process continues can be accomplished, despite the likelihood of change over a period of time. The strategies should be clearly stated, but the individual tasks within each strategy need not be outlined. Some accommodation for flexibility in implementation is desirable. If goals, objectives, and strategies are structured properly, the plan will be flexible enough to respond to unexpected changes with a minimum degree of disruption or disturbance to area economic development efforts as a whole. This strategic plan should be considered a living document and as such should be reviewed at least annually in order to determine the status of the objectives and strategies and updated as appropriate.

Organizational Responsibilities

The strategic plan includes an implementation matrix defining organizational responsibilities for each of the strategies with the desired results and a suggested schedule for when the actions are to be undertaken and completed. The implementation matrix provided in the strategic plan indicates the proposed lead and support roles or partners for the strategies.

Organizations currently assuming responsibility for economic development activities in Logan Lake must promote a commitment to the strategic economic development process. The organizations must accept responsibility for the actions and be committed to achieving the desired results. Potential conflicts must be resolved and a consensus among the organizations involved in economic development must be achieved for successful plan implementation.

It is necessary to translate responsibilities for the strategic actions which have been accepted by participants into a work plan. While the recommended strategic plan focuses on overall goals and strategies for developing the economy of Logan Lake, the District's plans must focus on the specific tasks to be accomplished. An annual work program is the means by which the strategic plan implementation results are achieved and evaluated.

The work programs for the participants in this process should define the actions to be taken to achieve the responsibilities agreed to, but until these specific actions are undertaken, little or nothing will be accomplished. It is therefore essential that agreements to assume responsibilities for the various strategies presented in the plan be made explicit. This helps to avoid misunderstandings and provides an incentive for performance.

It is recommended that each organization with economic development responsibilities define their involvement in the form of a detailed work plan on an annual basis, and stipulate tasks to be accomplished consistent with the strategic plan. These should include the specific tasks, time frames, staff requirements, resource requirements, estimated budget and sources of funding.

Implementing the Strategic Plan

While several characteristics distinguish strategic planning from other types of planning and goal-setting efforts, it is the implementation that really sets it apart. The key to strategic planning is that it is action-oriented, its focused on the allocation of scarce resources to critical issues. The implementation phase is crucial. The success of the strategic planning process comes as much from the process itself as from the strategies defined in the plan. The key to implementation is organization.

The various individuals, agencies and organizations that have helped identify concerns to be addressed for the recommended strategic plan should now continue to be involved in "getting the job done". Responsibilities for the specific projects and actions defined in the plan must be clearly understood and accepted.

The importance of creating an effective organizational structure within the community to implement the strategic plan cannot be overemphasized. Turf protection, organizational jealousies, and duplication of effort must be avoided. The process of consensus-building and negotiation which brings about agreement on the strategic plan components should resolve such problems. If not, they must be resolved as organizational responsibilities are assigned and agreed to.

As discussed previously, there must be a link between strategy and budget. Although some strategies will be oriented to policy change and removal of administrative barriers and not involve monetary resources, successful strategic planning will require allocation of scarce financial resources to implement project-oriented strategies.

Conclusion

A list of characteristics found in effective strategic plans is presented below as an appropriate summary for the strategic planning model. Ensuring that programs and projects are credible and relate to the community's economic development goals and objectives is a basic requirement of an effective plan. A clear connection between the plan and the proposed projects or programs is essential for favourable public response and continued financial support by all stakeholders.

The characteristics are:

1. The strategic plan has an analytical basis on accurate and current information
2. Available previous studies have been consulted and reflected in the strategic plan
3. The strategic plan reflects a meaningful public participation process
4. Projects and activities in the strategic plan are compatible with the findings
5. The strategic plan specifies concrete actions that will be undertaken in a defined period of time
6. Roles and responsibilities are clearly defined and assigned within the strategic plan for each proposed action
7. Organizations or persons assigned roles and responsibilities formally make a commitment to attempt to achieve the proposed actions
8. The strategic plan reflects or creates an institutional framework necessary to achieve its objectives or complete its proposed projects and activities
9. Proposed actions are realistically achievable within a reasonable time frame
10. The strategic plan has a formal commitment to an ongoing evaluation and monitoring process, including a formal progress review

Strategic Action Plan

Many elements of the strategic plan recommended in this section address issues raised in the preceding chapters. The framework is designed for actual decision making guidance by provide the recommended goals, objectives and strategies. These are the items to be acted upon which will direct the participants in the economic development process.

The programs and actions proposed in the recommended strategies are intended to provide the foundation for maintaining and expanding a collaborative working relationship among the residents and businesses in Logan Lake, to set forward achievable implementation strategies to guide decision making based on the concerns expressed during the public consultation process and to provide a successful economic development model for Logan Lake.

Action Plan for Change

Economic development is no longer seen solely as an effort to entice businesses – usually headquarter offices or manufacturing plants – to relocate into the area. Today, economic development is truly about enhancing quality of life. It's about increasing opportunities for its citizens, training its workforce, enhancing infrastructure that in turn will protect and enhance the area's natural resources. Economic development encompasses not only business expansion and retention; it also addresses community development and workforce development.

As a result of the community public consultation, five major themes serve as “Goals” for the Logan Lake Economic Development Strategy:

Goal 1: Enhance Economic Development and Community Development

Goal 2: Create a Community of Excellence for Industry and Business

Goal 3: Creative Place Making and Sense of Community

Goal 4: Increase Awareness of Logan Lake

Goal 5: Be Prepared for Disaster

Each of the goals listed have numerous objectives and strategies which provides the means of attaining their individual and collective results.

This strategic plan is very comprehensive. The plan contains five goals, 13 objectives and 39 strategies. It should be noted that there will be overlap between goals, objectives and strategies and that responsibility for the objectives/strategies may involve various organizations, groups or stakeholders. Without cooperation among all parties and a commitment to implementation, the strategic plan as outlined below will fail.

Goal 1: Enhance Economic Development and Community Development

Nearly every community sells “a great quality of life”. Some believe that all a community needs to do is focus on being a great place (community development) and the economic part will simply take care of itself. On the contrary, for a community to be economically viable, it must make a concerted effort to work on both community development and economic development. There are interdependent and reinforce each other.

It is important to recognize that economic development and community development are not the same. Community development is a process for making a community a better place to live and work. Economic development is purely and simply the creation of wealth from which many community benefits are created. Some will argue that community development is enough to create a vibrant economy. While important to that end, community development does not fact in important business fundamentals necessary for the successful, sustained operation of businesses. Communities still must make the basic business care to desirable prospective employers.

Goal 2: Create a Community of Excellence for Industry and Business

This represents the more traditional view of economic development: the attraction of new jobs and the retention of existing jobs for the community. To achieve this goal, the strategic plan identifies 4 objectives and 11 strategies. The focus on this goal is to promote and support positive economic change by conducting strategic activities designed to expand and diversify the existing economy to create additional employment and income opportunities. This goal is to retain and expand the existing business base of Logan Lake but also to reposition the community to attract a higher paying and diverse employment base.

The intrepid entrepreneur striking out on his or her own has always been an essential part of a community’s image of itself. Pulling himself up by his bootstraps, or setting up her e-business on a laptop in a coffee shop, the self-made individual is the engine that drives the economy. This is even

truer in rural communities – entrepreneurship is a critical tool in rural economic development. It is increasingly being recognized as critical to the future of rural communities.

Goal 3: Creative Place Making and Sense of Community

Throughout the community input process in the development of this strategic plan, the public voiced its concerns about not having a true identity or a downtown or any other type of central area for activities. This plan acknowledges the community’s desire to examine the need for a “sense of place” and work in conjunction with other identified goals to look at retail and other amenities that are lacking that may weigh heavily in defining the area’s excellent quality of life. The goal focuses on exploring the concept of a better defined community centre to give it a sense of place and community.

Goal 4: Increase awareness of Logan Lake as a Place to Be

To attract business, industry, visitors or residents a community must market itself beyond its geographic boundaries. A marketing program may include advertising in printed publications, use of other media, public relations, promotions, and an internet and social media presence. Marketing has acquired an important place for the economic development of a community.

Goal 5: Be Prepared for Disaster

Every area of BC is vulnerable to disasters, whether natural events such as earthquakes, floods, fires and recently the failing of a Tailing Pond in Likely, BC. No matter what the disaster is they often strike with little or no warning, and the damage can be in the billions of dollars. Communities can face dramatic social and humanitarian consequences in the wake of a disaster, as well as sudden economic losses and dislocation. Not only have disasters become more frequent in recent years, but also their impacts have become more costly. Preparing Economic Disaster Recovery Programs is becoming an important part of economic development activities in recent years.

Goal 1: Enhance Economic Development and Community Development

Nearly every community sells “a great quality of life”. Some believe that all a community needs to do is focus on being a great place (community development) and the economic part will simply take care of itself. On the contrary, for a community to be economically viable, it must make a concerted effort to work on both community development and economic development. There are interdependent and reinforce each other.

It is important to recognize that economic development and community development are not the same. Community development is a process for making a community a better place to live and work. Economic development is purely and simply the creation of wealth from which many community benefits are created. Some will argue that community development is enough to create a vibrant economy. While important to that end, community development does not fact in important business fundamentals necessary for the successful, sustained operation of businesses. Communities still must make the basic business care to desirable prospective employers.

Objective 1.1 Enhance economic development program

Strategy 1.1.1 Hire a full-time Economic Development Officer

During the public consultation process, economic development was noted as an important factor for the future of Logan Lake. There was wide community support for the economic development officer (EDO) but a lack of understanding exactly what the position is responsible for. During the strategic planning process the existing EDO left the position to pursue other opportunities. This leaves a vacant economic development position in Logan Lake. Preliminary discussions at the municipal level appear to be supportive of the filling the position and this is strongly recommended. The past EDO has laid some excellent groundwork and foundational economic development pieces. For Logan Lake to be successful in implementing this strategy it is important the full-time economic development position be filled.

Strategy 1.1.2 Create economic development advisory committee

It is encouraging to see the commitment Logan Lake has given economic development over the past number of years and we are pleased to note that there is strong support for hiring a new EDO. During the public consultation process it was noted that some residents and businesses were unclear on what economic development does and unsure what past economic development progress has been made. For successful economic development to happen within a community residents, businesses and stakeholders must be included in the process. It is recommended that an economic development advisory committee be created consisting of stakeholders within the community including key sector or businesses. The committee will be instrumental in helping to raise awareness of economic development in Logan Lake and would act as a conduit of community and business information. Information received by the committee members provides staff the ability to identify approaches, activities and partnerships in order to facilitate a healthy, sustainable local economy. The committee should meet on a quarterly basis and then evaluate whether monthly meetings would be of benefit. Usually, an economic development committee is comprised of key individuals who represent:

- Major employers and businesses (i.e. Highland Valley Copper Mine)
- Key industry sectors (i.e. tourism)

- Economic development stakeholders (i.e. Community Futures)
- Downtown businesses or organizations
- School districts or post-secondary institution
- Banks and other lending institutions
- Real estate
- Local Government and First Nations

A draft Terms of Reference for a select committee for the Economic Development Advisory Committee, as allowed under the Municipal Community Charter, Section 1.42, will be attached to the final Economic Development Strategic Plan.

Strategy 1.1.3 Implement recommendations from Investment Readiness Assessment Report

As part of the strategic planning process an Investment Readiness Assessment was completed for Logan Lake (Section 3). Though Logan Lake has some excellent foundational pieces in place the assessment showed that the community is not yet ready for investment. There are a number of factors that contributed to this assessment including lack of knowledge of the site selection process and what is really required. At the time of the assessment there was a full-time economic development officer in place – currently the position is vacant. This affects a community’s investment readiness significantly. Without an EDO in place there is little chance that the recommendations in the investment readiness report will be implemented. This is also true for this strategic plan.

The importance of a community being investment ready cannot be underestimated. Investors want to talk to communities who are knowledgeable, accessible and have current information available at their fingertips. Investment readiness means making the most of your community’s resources – its land, people, unique characteristics and planning system. Through the assessment and this strategy a number of those factors are addressed.

Objective 1.2 Increase awareness of economic development

Strategy 1.2.1 Expand communication on economic development activities to build support and to educate community

In conjunction with filling the vacant position there needs to be further support and understanding from the community in its commitment to economic development. It is important for Logan Lake to understand what economic development is and what it can do and cannot do. This is particularly true in a smaller community with limited resources. There are a number of methods that should be incorporated to ensure the community and key stakeholders understand the importance of economic development, to raise awareness and support, and to educate the community. It is recommended a quarterly electronic newsletter be created. The first issue could be to introduce the new EDO and provide some background information on economic development to date in Logan Lake.

Strategy 1.2.2 Explore social media and dedicated economic development website

More and more individuals and businesses are utilizing social media for disseminating and collecting information. This is no different for the economic development industry. It is recommended that the economic development department explore how social media can be used to communicate and educate the community. It can also be an excellent tool to promote Logan Lake outside the community. Social

media can be used hand-in-hand with a dedicated economic development website. At this time it is premature to jump into the creation of a separate economic development website and is considered to be a long-term goal.

Objective 1.3 Engage youth in community

Strategy 1.3.2 Youth on economic development committee

Through the public consultation phase we were able to talk to youth in the community. Many expressed the desire to stay in Logan Lake and to become more involved – most were unsure how they would be able to do this. It was expressed that the voice of youth is not heard at the local government level. Strategy 1.1.2 recommends the creation of an economic development advisory committee. This strategy complements Strategy 1.1.2 by recommending a youth position be created on the economic development advisory committee. This position would be filled by a student in the community and would provide a perspective that may be missing. It would give youth an opportunity to learn the importance of community involvement, how to create a sustainable community, and work with mentors to gain valuable experience in community development. The youth representative may be able to identify and lead youth events and initiatives.

Strategy 1.3.2 Youth engagement action plan

All communities are interested in retaining their youth; unfortunately, many are losing them to larger urban centres for education or employment opportunities. Communities are now looking at developing specific strategies and plans to retain their youth. Most notably in the U.K., many communities have created Youth Engagement Action Plans. These plans aim to include young people aged 12 to 25 years in every aspect of the community's life. By working with youth, the plans create innovative ways to ensure young people are included in decision making and community life, and are provided with opportunities and choice. Retaining youth is a challenge in Logan Lake. It is recommended a youth engagement action plan is completed for the community.

Objective 1.4 Strengthen and expand partnerships

Strategy 1.4.1 Explore and expand partnerships

Communities that are successful will be the first to admit they don't do it alone. Working in partnership internally and externally is an important component of successful economic development. Logan Lake should be reaching out to surrounding communities to explore what mutually beneficial initiatives can be developed. The proximity to both Kamloops and Merritt make it these two communities obvious choices. It is recommended Logan Lake contact the economic development organizations in these two cities to establish regular meetings (bi-annually) to explore opportunities that can be beneficial to all. This could include tourism, marketing, trade show attendance, etc.

The tourism industry in Logan Lake is underdeveloped. There are recommended strategies within this plan to address tourism including the completion of a tourism inventory. Logan Lake needs to develop tourism relationships with other communities, agencies and organizations to gain a better understanding of how tourism can be developed for the community and how it can be utilized as a future economic driver. By working with external organizations like Gold Country and the Thompson Okanagan Tourism Association the community can help to build awareness of the community as a place

to visit and to increase visitation so that it supports the need for investment in motel/hotels. In addition, Logan Lake should work with the Mining industry to acknowledge the community's origins and at the same time highlight the important role that mining has in the local economy.

In addition, Logan Lake needs to ensure they are creating new relationships and partnerships with individuals, departments and organizations at higher levels of government. Logan Lake should be encouraged to participate in sessions hosted by external agencies, for example the British Columbia Economic Development Association, and to events such as BCEDA's annual Minister's Dinner. Participation at this event allows for discussions with key staff from ministry departments, and networking receptions with the BC Trade and Investment representatives and more. Logan Lake was in attendance at this year's event and it is recommended this become an annual participation.

Goal 2: Create a Community of Excellence for Industry and Business

This represents the more traditional view of economic development: the attraction of new jobs and the retention of existing jobs for the community. To achieve this goal, the strategic plan identifies 4 objectives and 11 strategies. The focus on this goal is to promote and support positive economic change by conducting strategic activities designed to expand and diversify the existing economy to create additional employment and income opportunities. This goal is to retain and expand the existing business base of Logan Lake but also to reposition the community to attract a higher paying and diverse employment base.

The intrepid entrepreneur striking out on his or her own has always been an essential part of a community's image of itself. Pulling himself up by his bootstraps, or setting up her e-business on a laptop in a coffee shop, the self-made individual is the engine that drives the economy. This is even truer in rural communities – entrepreneurship is a critical tool in rural economic development. It is increasingly being recognized as critical to the future of rural communities.

Objective 2.1 Create policies to support industry and business

Strategy 2.1.1 Create a home based business task force

There are a number of home based businesses (HBB) in the community. During the consultation process it was expressed that their voice was not being heard and there was a feeling that HBBs were not being involved or acknowledged. HBBs are an important component of a community's economy and working from home has a range of environmental and social benefits, including supporting the attraction of lifestyle entrepreneurs. Retaining and expanding the number of home-based businesses can help to improve the attraction of labour to a community by allowing one wage earner to work from home. Logan Lake should provide various supports to HBBs in order to ensure ongoing growth in this important area. One way to support HBBs is to create a Home-Based Business Task Force. The City of Merritt has recently created a task force that meets four or five times to review the City's current regulations in the zoning bylaw for HBBs to see where improvements can be made. Logan Lake can establish a similar task force with the added mandate to explore how HBBs can be expanded in the community.

Strategy 2.1.2 Review business licensing

During the public consultation process there was a number of issues expressed by home-based businesses in Logan Lake. The recent review of the business licencing policy was an issue that was raised a number of times by those involved in HBBs. They felt they were left out of the consultation process and feel the revised licencing policy is unfavourable to HBBs. As complementary to the above Strategy 2.1.1, it is recommended once the HBB Task Force is established they undertake a review of the business licensing to see where improvements may be able to be made.

Objective 2.2 Provide programs to support industry and business

Strategy 2.2.1 Host Business Roundtables

Listening to local businesses is a key component for business retention in any community. An effective method of doing this for smaller communities is the hosting of business roundtables. For Logan Lake this will be a particularly important activity and an ideal way to introduce a new economic developer to the business community. It will provide information to the new economic developer with the knowledge with what the issues and opportunities are within Logan Lake.

As the largest single employer within the region, Highland Valley Copper Mine plays an important role in the long term successes of businesses within the community. It is recommended the mine be a partner in the development of the business roundtables. Business roundtables can provide the opportunity for businesses to find out about the activities of Highland Valley Copper Mine and the District of Logan Lake's efforts to encourage economic development within the community.

Strategy 2.2.2 Consumer leakage study

Perhaps the most powerful impact of spending, or not spending locally, is on local jobs. Through the public consultation process it was identified that significant spending is being done outside of the community. The loss of this spending, or consumer leakage, results in the potential loss of local jobs and retailers. Typically, for each dollar earned, that dollar gets passed on seven times. When that dollar is spent locally it can provide sustainability for local businesses and the possibility of attraction new complementary retailers and services.

The "Buy Local" mindset is something that applies not just to families and individuals but to local companies, organizations and governments. Some of the biggest employers in any community are schools districts, local and regional governments, and other agencies. For Logan Lake, the Highland Valley Copper Mine is a significant employer. The loss of local spending when it is outsourced outside the community can also negatively impact the loss of retailers and other service providers.

It is recommended Logan Lake conduct a Consumer Leakage study on the spending that is done outside the community. Development and distribution of promotional material for the survey could be timed to coincide with mailing of annual tax bills. A sample survey for a consumer leakage study will be attached to the final Economic Development Strategic Plan.

Strategy 2.2.3 Provide programs to make local business more competitive

During the public consultation process it was observed that local businesses need assistance to help them do business better, to expand their products/services, to retain staff, to better understand how to market themselves, etc. Logan Lake is fortunate to be within the geographic area of the Northern Development Initiative Trust and have used a number of their programs in the past. One program NDI has is a bootcamp for business. It is recommended that Logan Lake explore the possibility of NDI's involvement with local business through their bootcamp program. In addition, Logan Lake should contact Community Futures to see what programs they have that could be incorporated into the local business community.

Another alternative that has been successful in other communities (i.e. Kitimat) is to develop a specific information session for retailers. Typically these sessions pull together retailers in the community for a

day to focus on shopping patterns, trends, social influences, big box, technology, infrastructure, management effectiveness, product mix, niche retail, branding and marketing. Through a hands-on workshop each participant is given the tools needed to help move them collectively and individually forward. In addition each participating retailer is given a one-on-one consultation to have their retail operation assessed.

Strategy 2.2.4 How to invest in Logan Lake manual

Developing a strong support system for entrepreneurs and small business is a critical aspect of building sustainable economic development. A community needs to support and encourage entrepreneurs to create new businesses. Many communities believe that it is entrepreneurship that drives all future economic development activities for the following reasons:

- Entrepreneurial activities are a productive outlet for energies of enterprising and enthusiastic people
- Small businesses create jobs at relatively low capital cost and low environmental impact, especially in the fast-growing service sector
- Small businesses develop a pool of skilled and semi-skilled workers who are the base for industrial expansion
- Small businesses are the source of innovation in products, services and techniques
- Entrepreneurs can contribute new ideas to economic development initiatives
- Small businesses serve a social function by creating career opportunities and upward social mobility, and by preserving, in many instances, a set of values
- An entrepreneurial approach to economic development also benefits larger businesses that will be attracted to a community's unique character

The guide should be made available through the community website and be designed to provide the basic information to assist individuals or companies wishing to establish or expand a business within the community. The information to provided would include:

- Checklist of Basic Requirements
- How to develop a Business Plan
- Business Registration and licensing
- Business Organization Forms
- Government Requirements
 - Community Planning
 - Provincial
 - Federal
- Labour Requirements
- Importing/Exporting Tips
- Other Business Resources and Contacts

Strategy 2.2.5 Start “Support Small Business” day

Residents want to be able to shop in Logan Lake – they are frustrated that services and retail businesses are not available. There are a few recommended strategies in this plan that address the lack of available services including fostering entrepreneurship in the community, completing a community inventory and

consumer leakage study. Once these strategies are underway, Logan Lake can then look at ways to help support businesses and get residents to shop locally.

Logan Lake does participate in NDIT's "Small Town Love" program and has attempted other shop local programs or events to limited success. In Victoria, Australia, a program called "Support Small Business Day" was developed. As well as encouraging residents to explore their local small businesses, the day also delivers a wide range of resources and information to small business. The campaign offers guidance, support and inspiration through the delivery of practical tool and tailored Support Small Business Day workshops with a focus on long term growth for small businesses. Information is available at supportsmallbusinessday.vic.gc.au.

Objective 2.3 Cultivate entrepreneurship and talent

Strategy 2.3.1 Entrepreneurial educational programs

Entrepreneurs are critical to the long-term health of any economy and cultivating entrepreneurial education and training to encourage start-up businesses is a key component of a successful economic development program. Community Futures has a role to play in this development for rural communities with a mandate to foster entrepreneurship and the pursuit of economic opportunity. It is recommended Logan Lake work with Sun Country Community Futures to develop a program that encourages and supports the development and growth of entrepreneurship and opportunities within the community.

Strategy 2.3.2 Encourage youth entrepreneurship

Lemonade Day is program designed to empowering today's youth to become tomorrow's entrepreneurs. In Logan Lake, many youth decide to leave the community to find new opportunities. By starting young, and showing the value of doing business, Logan Lake can become a leader in encouraging youth to make the decision to invest in their own community by becoming an entrepreneur.

Lemonade Day is a program started in the United States as a community-wide educational program that teaches youth the entrepreneurial skills necessary to start, own and operate a lemonade stand. Through an extensive process of 14 lessons taught by teachers, parents, or other adult mentors, youth establish a lemonade stand. It becomes a community wide event when each participant operates the lemonade stand on a specific day. Each youth keeps the money they earn and decides what they will do with it. Some keep it to purchase something they want, some give to charity and some decide to save to start another business in the future. All youth can participate but usually those in Grade Four or higher will take on the task of becoming an entrepreneur.

Strategy 2.3.3 Business resource centre

A current trend in Economic Development is the creation of Business Resource Centres (BRC). These centres are established to support the growth of existing business and to encourage entrepreneurship. The Logan Lake Business Resource Centre will provide services where Small Businesses and Entrepreneurs can find assistance, expertise and information for the purpose of starting, growing or expanding a small business. Establishing a BRC is challenging for a small community and cannot be done without establishing strong partnerships with external agencies. A partnership with the Community

Forest, Community Futures, the District of Logan Lake, and potentially Highland Valley Copper will help to establish a centre that can provide these services but also provide a location where entrepreneurs, and home based business can use for meeting rooms and other shared services.

Objective 2.4 Recognize mining as a key economic driver

Strategy 2.4.1 Meet regularly with mining sector

The Highland Valley Copper Mine is an important contributor to Logan Lake's economy – both through job creation and local spending. Mining is a difficult sector to influence at the local level because outside factors tend to drive decisions on exploration and development. In the case of metals, which have historically supported local activity, prices are an obvious driving force. Another significant factor is the provincial investment climate in the mining industry, which at present is fairly positive but could change with a new government or changes to existing policies which are encouraging new mine development.

The HVC mine has approximately 880 employees with 209 living in Logan Lake. They are confident on their future life span but do experience difficulties getting labour and they may be an area where Logan Lake could assist. Logan Lake is better positioned than Kamloops to work with the mine in overcoming labour challenges and offering a more affordable place to live.

Local actions will not necessarily affect the increase or decrease in the mining sector. However, the development of new projects should be closely monitored and actions taken in order to ensure that Logan Lake employees and trades are considered. In addition to monitoring activity at the HVC mine, Logan Lake needs to ensure they are well informed with regards to the potential Ajax mine.

Strategy 2.4.2 Develop recruitment package specifically for mining sector

One of the ways Logan Lake is able to assist the Highland Valley Copper Mine's labour challenges is to create a recruitment package specifically tailored to their needs and requirements. A customized relocation or recruitment information package will target mining employees to reside in Logan Lake. The package will need to be developed in partnership with HVC and should include information important to both the mine and to Logan Lake.

Goal 3: Creative Place Making and Sense of Community

Throughout the community input process in the development of this strategic plan the public voiced its concerns about not having a true identity or a downtown or any other type of central area for activities. This plan acknowledges the community's desire to examine the need for a "sense of place" and work in conjunction with other identified goals to look at retail and other amenities that are lacking that may weigh heavily in defining the area's excellent quality of life. The goal focuses on exploring the concept of a better defined community centre to give it a sense of place and community.

Objective 3.1 Create gathering place for individuals, ideas and creativity

Strategy 3.1.1 Music in the downtown

Throughout the public community input process it was clear that there was no unique sense of place for Logan Lake. Participants mentioned the downtown as feeling vacant and uninspiring. Some effort has been made with the addition of the amphitheatre at one end and the community bulletin board at the other. However, there is a lack of vibrancy that is missing. Building a sense of place and a vibrancy to a community is not something that can be done overnight but there are small things that can be initiated to help move a community towards creating a more lively and energetic place where community wants to gather.

One simple idea is to pipe music throughout the downtown. Port Alberni recently took this initiative in their downtown effort and instantly experienced an improved sense of place. People have remarked many times how much more enjoyable walking the downtown is with the music playing, how coffee shops set up outdoor seating to enjoy the music, and the feeling of safety it provided after hours. This is a quick and easy win for Logan Lake to implement.

Strategy 3.1.2 Wi-Fi in the downtown

Another quick, easy win for Logan Lake to improve the sense of place and community gathering for the downtown is to provide free Wi-Fi in the downtown area. This could be as simple as contact either Shaw or Telus to explore the potential of their installing a free hot-spot or it could be the municipality itself installing Wi-Fi through the downtown area similar to what the City of Colwood did on Vancouver Island.

The availability of Wi-Fi in the downtown offers another reason for people to congregate to the area and to stay a little longer. It demonstrates to visitors that Logan Lake is connected community – encouraging a creative and innovative community. Establishing the Wi-Fi in the downtown core will help to create the sense of place that is missing in Logan Lake.

Strategy 3.1.3 Art in empty buildings

Nothing portrays decline and defeat like a block full of empty storefronts. With a rise in interest in "local" – local food, authentic experiences, a slower pace of life and a longing for something more simple and real, small towns should be bustling with visitors, but they're not. This is the situation in Logan Lake, much of it has to do with perception. If a small town looks empty, and feels in decline, what entrepreneur is going to be able to visualize themselves creating a successful business there? What visitor is going to stop long enough for even a bit to eat or an overnight in a charming local mom & pop

motel? Changing perceptions is one of the first steps to turning around a small town. Taking an idea from larger communities, small towns are beginning to turn to their arts community for help. In Dunsmuir, California, a town of less than 2,000, local building owners and regional artists are working together to revitalize a charming but empty downtown by filling the windows with art. The program is based on an economic development revitalization project for the San Francisco Arts Commission and a program implemented in Eugene, Oregon. It is recommended Logan Lake investigate the details of the programs(s) in the various communities to see how it can be adopted. It is suggested the program be directed to the downtown including the mall.

Strategy 3.1.4 Support and encourage use of existing events to promote community

Logan Lake has a number of events that are successful and well attended. For example, Logan Lake Day is an event that has seen success and offers something for everyone from a pancake breakfast to a vintage car show. Every community has events that work and some that don't. It is important for Logan Lake to support the existing events that take place and to see what opportunities might exist for economic development. Is there an opportunity to let visitors know what it's like to live in Logan Lake, is there an opportunity to showcase local business – maybe allowing a local restaurant to operate a temporary food truck at an event – is there an opportunity to get visitors to visit another part of the community? Logan Lake should evaluate the existing events and explore if new events would be a welcome addition or if an alternative event could be developed. For example, this summer the town of Nelson showcased a one-night showing of "The Bus", a documentary about VW buses. The town then sent out an open invitation to anyone who owns a VW bus to come to town and have a communal cookout prior to the show. Over 40 buses showed up with an influx of about 100 people – many who were new visitors to the town and most everyone stayed in the community for a few nights. This demonstrates how a small community can take one thing and expand the opportunity.

Strategy 3.1.5 Community long table

Time and time again we hear that people are too busy and face demands that take them away from community. Though we are constantly surrounded, it feels as if we are drifting further apart from each other. In order to create new connections and create a better sense of community and inclusiveness it is recommended Logan Lake consider hosting an annual Long Table Event. A Long Table is a unique event that aims to bring new and long-time residents from all backgrounds and employees that may not live in the community to share a meal together. It provides the opportunity for existing residents to form new relationships with each other and helps to promote the community to those not yet living in Logan Lake, for example, mine employees. The event could be held in partnership with the Highland Valley Copper Mine.

Objective 3.2 Promoting community pride

Strategy 3.2.1 Support campground expansion

The Logan Lake campground is a community asset. The 37 campsites are located along the water, have full washroom facilities, free Wi-Fi, boat launch and exclusive fishing opportunities. During the public community input phase we were advised that the campground was looking at expanding the available campsites. The campground is an important asset for Logan Lake as it is the entrance point to the community and is considered to be an important tourism asset. It appears that the expansion of the campground is supported by the community at large. The expansion should be supported however

plans should be developed following consultation with regular campground users to determine what levels of service they would like to see at the campground and in the community. The expansion would then support existing users and at the same time encourage new visitors to the campground.

Strategy 3.2.2 Launch a community-wide property beautification program

A pleasant community appearance adds to home values, helps attract business investment, and just improves the overall reputation. Research shows that beauty is one of the top three factors in creating community attachment, or loyalty, to your particular town or city. Logan Lake has participated in the Community in Bloom program in the past and has done a good job of enhancing the visual appeal as you enter the community. Encouraging home owners to be part of this program will enhance neighborhoods and make the community a more attractive location to live. The Northern Development Initiative Trust offers funding to support commercial enhancements through the Community Revitalization program. The goal is to encourage developers to invest in downtown or community renewal projects that: new market and non-market housing, commercial and mixed use development, green development, and façade improvements. As part of a community-wide beautification program the community could hold a Logan Lake Beautification event to recognize and honour local residents for their tremendous efforts in beautifying the community and to encourage others to create beautiful spaces. Communities in Bloom is a great initiative but every community should focus on community pride and beautification for attracting people and business and not just focusing on winning awards.

Strategy 3.2.3 Signage/wayfinding

Logan Lake could improve on the signage within the community to inform visitors of where amenities are located. An effective signage program not only attracts visitors and provides direction and information, but it also plays a critical role in linking visitors to “product” or experiences. It is the final and likely most critical piece of the marketing process and is an essential part of the project development process. To benefit the most from the efforts made to attract tourists and to make sure the entire community benefits, it is important to provide travellers visiting Logan Lake with appropriate directions to easily locate attractions and merchants. Not every visitor will stop at an information area or centre and those that don’t are left wondering what the community has to offer. It is recommended Logan Lake implement specific strategies to create a consistent and uniformly applied signage policy.

Goal 4: Increase awareness of Logan Lake as a place to be

To attract business, industry, visitors or residents a community must market itself beyond its geographic boundaries. A marketing program may include advertising in printed publications, use of other media, public relations, promotions, and an internet and social media presence. Marketing has acquired an important place for the economic development of a community.

Objective 4.1 Understand what you have to invest in your future

Strategy 4.1.1 First Impressions program

First Impressions Community Exchange is a structured process that reveals the first impression a community conveys to outsiders, including tourist, potential investors and residents. It offers a fresh perspective on the community's appearance, services and infrastructure and helps communities learn about their strengths and shortcomings.

Volunteer "visiting teams" from two exchange communities do unannounced visits, record their observations and give constructive feedback to their exchange community. The knowledge gained through a First Impressions Community Exchange can be the basis for positive community action, focused on downtown revitalization, tourism development, investment attraction, quality service improvement or broader community strategic planning efforts.

There are a number of states and provinces (Alberta and Ontario) that have undertaken community exchanges and there is a wealth of information available to walk a community through the process. Logan Lake is a prime candidate for a First Impressions Community Exchange due to its size and limited resources. Communities Logan Lake can consider doing an exchange with are Merritt or Okanagan Falls.

Strategy 4.1.2 Community and tourism assets inventory

Communities risk opportunities not being fully realized if there is not a strong understanding of what they already have. A community inventory is a meaningful record of all the resources in your community. Community resources include everything from the numbers and types of available workers in your area, to infrastructure and its assessment, to the unique skills of your community members. Without knowing what you have it is difficult to plan for the future and as such communities that map their resources are better equipped to attract investment, improve quality of life of residents and to understand the potential and opportunities of the area.

For Logan Lake, the community inventory should include a specific look at the tourism sector. There are a number of tourism attractions, operators and services but there is no coordinated inventory of the actual products available. The community inventory should list categories of tourism products as well as community infrastructure that support tourism. An inventory of these assets will enable a community to review the number, range and quality and also identify any gaps that need to be addressed. The inventory on tourism should not just include accommodations and restaurants but be more focused on those activities that will keep tourists in the community for a longer period of time. The Thompson Okanagan Tourism Association is currently piloting an online database project that creates a destination features inventory that can be viewed and shared with community tourism representatives. In addition there are a number of toolkits available online for developing a community inventory and community tourism inventory.

Strategy 4.1.3 Tourism survey

Logan Lake does attract tourists to the community for various events and outdoor activities. Many of these tourists stay at the campground. There is benefit to understanding more about these tourists and a tourism survey could easily be developed to capture information. Designing a simple survey to better understand what brought the visitors to Logan Lake, where they originated from, length of stay, where they are spending money in the community, etc. can provide Logan Lake with information to assist in future targeted marketing, product development and advocacy for the tourism industry that can become an important economic driver. There are many available resources online to help create a survey that can be easily implemented.

Objective 4.2 Attract new investment and people

Strategy 4.2.1 Physician recruitment

Healthcare, and specifically the need for a physician, was identified as a concern and priority throughout the public consultation process. It was reinforced in the focus groups and online resident survey. Seventy-five percent (75%) stated they were dissatisfied or extremely dissatisfied with health care in the community. Healthcare was also identified as a top priority for Logan Lake.

While healthcare is not a municipal responsibility, Logan Lake has taken a role by lobbying for increased or enhanced healthcare services. Many communities are involved through various processes including programs to assist physician recruitment and the attraction of other healthcare workers and Logan Lake is an involved community. Leaving the efforts to Interior Health may not result in the successes that the community would determine as acceptable. There was an opinion in the various focus groups that Logan Lake has a continuing role to play in developing an acceptable healthcare program to meet the needs of the community. It should be recognized however that the community is serviced by the Royal Inland Hospital in Kamloops and the presence of that facility and its supporting services should not be understated. The healthcare services in Kamloops should be considered as much a part of the Logan Lake community as they are Kamloops. That being said Logan Lake appears to be underserved given the health and social challenges that exist in the community.

As an economic development strategy it is recommended that Logan Lake continue its efforts on physician recruitment. There are ways economic development can assist including developing specific recruitment materials for potential doctors, bringing together a host team to tour the community and working with businesses or other agencies to assist in spousal employment.

Strategy 4.2.2 Resident attraction

New resident attraction targets individuals with knowledge, skills and/or disposable income to support and contribute to the community. Making an area attractive to people interested in relocating to a community involves developing amenities they find desirable and a community that offers an attractive quality of life. People who move from one area to another are often looking for pleasant, comfortable places compatible with their lifestyles. Previous strategies recommended in this plan work towards improving and enhancing Logan Lake to be a community that can attract new residents. For example, completing a community inventory will provide the information needed to answer if Logan Lake offers the amenities to people with disposable income. It will provide the knowledge that Logan Lake has the

resources in place to serve new residents and it can also answer how many new residents the community can absorb. It is recommended that once the other strategies have been completed a “Discover Logan Lake” program be developed including a targeted marketing program.

Strategy 4.2.3 Establish a welcome package for new business

When businesses start up in a community they are often times unaware of the services and programs available to support them or their families. The City of Gananoque, Ontario, has developed a welcome package that introduces the community to the business owner. It is recommended that Logan Lake develop a welcome package for new businesses. The package should include key community contacts, business organizations, applicable policies and programs, incentives and events where the business can network and introduce themselves. Gananoque’s welcome package can be found at gananoque.ca.

Strategy 4.2.4 Tour of empty buildings

A challenge that exists for many communities is empty buildings. There is a particular concern when these empty buildings are located in a downtown area as it gives a perception to visitors and residents of inactivity and non-vibrancy. This perception can evolve into preventing people from visiting, shopping or investing in a community. Webster City, Iowa, saw this challenge and developed a Tour of Empty Buildings as part of their solution. The purpose of the tour was to showcase available buildings in their downtown area that are either for sale or rent. The tour provides individuals with a real hands-on look of what each building’s potential could be. The City’s program started with collecting the information on the empty or open buildings, contracting with a construction professional and city manager to walk through the buildings and working with local realtors and owners as point people on the tour to answer questions on the building’s specifics and about what businesses could be a good fit.

It is recommended that Logan Lake explore the opportunity to develop their own tour of empty buildings program; however, there are a number of foundational strategies that need to be completed before Logan Lake undertakes a program similar to Webster City.

Strategy 4.2.5 Attraction of Immigrant Investors

In addition to the actions identified to expand external awareness of Logan Lake, the EDO should attend BC Immigration sessions hosted by the Provincial Nominee Program (PNP) where the community can promote opportunities directly to immigrants and immigration consultants. It is recommended Logan Lake get on the list to present opportunities to those immigrants that attend the session. Upwards of 70 participants attend each session.

Goal 5: Be prepared for disaster

Every area of BC is vulnerable to disasters, whether natural events such as earthquakes, floods, fires and recently the failing of a Tailing Pond in Likely, BC. No matter what the disaster is they often strike with little or no warning, and the damage can be in the billions of dollars. Communities can face dramatic social and humanitarian consequences in the wake of a disaster, as well as sudden economic losses and dislocation. Not only have disasters become more frequent in recent years, but also their impacts have become more costly. Preparing Economic Disaster Recovery Programs is becoming an important part of economic development activities in recent years.

Objective 5.1 Be better prepared for recovery following a disaster

Strategy 5.1.1 Host business licence data in the cloud

Logan Lake gathers very useful information as part of the Business Licensing process. It is important to detail as much information on a specific business including key contacts, cell numbers, and email addresses. This information is important to have in order to contact these businesses prior, during and following a disaster. In the event of an evacuation of the community then businesses can be contacted to be the first back in order to secure the premises.

Many affordable cloud options are available in order to store this information so that it can be accessed easily from outside the community at an emergency operations centre.

Strategy 5.1.2 Establish a business re-entry program

Business re-entry into the economy begins during this phase. Businesses may initially face issues with access to their sites, preliminary damage assessment, and communications with staff, vendors, suppliers, and customers. Ongoing issues may include access to capital and workers, repair of damaged property or inventory, and a diminished customer base. It is often in this phase that the medium and long-term health of a region's business community will be saved or lost.

In the cases where a residents and businesses have been evacuated due to a major event, creating a tiered system for business re-entry is a critical step for ensuring that your existing businesses can get access to their facility in an expedient manner so they can resolve business issues relating to the disaster. This activity is a critical step for the retention of businesses within your community.

A tiered re-entry system allows a designated person within a business to get immediate or early access to the facility in order to mitigate damages caused by the event, further protect equipment or inventory, and/or to retrieve critical business systems. These efforts can help ensure that the local business is able to weather the storm and recover from a major event. Before the community comes back to the disaster-impacted area, businesses that provide basic necessities such as gas stations and grocers also need early access to the community before residents start coming back to the area.

Strategy 5.1.3 Educate business on importance of preparedness

Logan Lake should take a key role in providing training on business continuity to local businesses and connecting them with resources. The Insurance Institute for Business & Home Safety (IBHS) has

developed a new streamlined business continuity program for small businesses that may not have the time or resources to create an extensive plan to recover from business interruptions called OFB-EZ™ (Open For Business-EZ). This resource is readily available and easy to download. Since small business owners are busy and may not feel they have the time or resources to prepare a plan, the community can help by providing links and key information on the community website.

It is important to advise businesses to keep the business continuity plan itself in multiple locations. There is no use in having a plan if it is inaccessible or not followed.

Strategy 5.1.4 Establish a disaster communications plan

In most cases communities have established internal communications plans as part of Emergency Management Plans. Logan Lake should also determine how they will communicate with external partners such as the media in the event of a crisis. The plan should designate who serves as the primary and secondary spokesperson, what to consider sharing and what to avoid. Ideally, spokespersons should be media-trained. Doing this well in advance of a crisis helps the organization to be better prepared and to control the message that is being delivered on the impact of the disaster to the community.

Misinformation about a disaster can damage the ability of the community to recover economically. A good example was the flooding in Sicamous in 2012. National media made it look like a large portion of the community was destroyed resulting in the cancellation of reservations for the summer causing serious economic challenges for the community and local businesses. In fact the damage for the most part was away from the typical tourist areas and the community was well prepared to manage the tourists. Likely is now experiencing the same type of economic impact and the need for communication is critical. While National media may not report the good news, it is possible in today's world of social media to spread the word that the community is open for business.

Section 7

Implementation Matrix – Year One

Implementation Matrix – Year One

The following table lays out each goal, objective and strategy recommended in this plan. For strategies that are to be implemented within the first year we have added the actions necessary to complete each strategy along with estimated budget. For strategies to be implemented in years two to five these actions are not included. This is because at the end of year one the Economic Development Strategy should be evaluated (Section 8) to determine what strategies are working and what strategies may not be working. There may be changes in the community that will determine strategies identified beyond the first year may need refinement, modification or removal. Each strategy identifies who is the lead responsible for implementation, the expected timelines for completion and potential partners.

Actions	Responsibility	Timeframe for Implementation			Partners
		Ongoing	First Year	2 to 3 years	
Goal 1: Economic Development and Community Development					
Objective 1.1 Enhance economic development program					
Strategy 1.1.1 Hire a full-time economic development officer Budget: \$1000 + Staff Time					
Form EDO hiring committee to: <ul style="list-style-type: none"> Evaluate job description for position Draft job posting 	Council/ED Standing Committee				N/A
Post position through BCEDA and other media	CEO				N/A
Complete hiring process including review of resumes received and interview process	CEO/Council				N/A
Strategy 1.1.2 Create economic development advisory committee Budget: Staff Time					
Create ED Advisory Committee: <ul style="list-style-type: none"> Develop Terms of Reference (include make up of committee (mix of sectors), rotations and meeting schedule) Adopt Terms of Reference Create Committee Manual (include roles, responsibilities, code of ethics) Advertise for positions Interview and appoint candidates 	CAO/Council /EDO				N/A

Actions	Responsibility	Timeframe for Implementation				Partners
		Ongoing	First Year	2 to 3 years	3 to 5 years	
<ul style="list-style-type: none"> Hold quarterly meetings 						
<ul style="list-style-type: none"> Complete review of committee effectiveness 						N/A
Strategy 1.1.3 Implement recommendations from Investment Readiness Assessment Report						
Review report and recommendations and develop work plan	EDO					N/A (may be funding available from ICCI or NDIT)
Objective 1.2 Increase awareness of economic development						
Strategy 1.2.1 Expand communication on economic development activities to build support and to educate community						
Budget: \$1000 + Staff Time						
Initiate monthly activity reports to Council	EDO					N/A
Develop a quarterly public electronic newsletter	EDO					N/A
Hold mayor/EDO quarterly economic development update luncheon for local groups and businesses	EDO					N/A
Strategy 1.2.2 Explore social media and dedicated economic development website						
Review various social media options and create Logan Lake Economic Development pages (twitter, facebook, linkedin)	EDO					N/A
Develop InvestLoganLake.com	EDO					TBD
Objective 1.3 Engage youth in the community						
Strategy 1.3.1 Appoint youth to economic development committee						
Budget: Staff Time						
Appoint youth representative on ED Committee: <ul style="list-style-type: none"> Advertise for a youth representative (ie: High School, etc.) Review Applications and recommendation Appoint to EDC 	EDO					High School Valley Brew
Strategy 1.3.2 Youth engagement action plan						
Develop a Youth engagement action plan in order to keep youth in the community	EDO/EDC					High School
Objective 1.4 Strengthen and Expand Partnerships						
Strategy 1.4.1 Explore and expand partnerships						

Actions	Responsibility	Timeframe for Implementation				Partners
		Ongoing	First Year	2 to 3 years	3 to 5 years	
Budget: Staff Time						
Inventory existing partnerships in and outside of community	EDO/Council					TBD
Develop schedule of meetings with existing partners	EDO					TBD
Identify new potential partners	EDO					TBD
Develop list of activities to pursue with partners	EDO					TBD

Goal 2: Create a Community of Excellence for Industry and business						
Objective 2.1 Create policies to support industry and business						
Strategy 2.1.1 Create a home based business task force						
Establish home based business task force to review local HBB policies and develop other programs	EDO					Home based businesses
Strategy 2.1.2 Review business licensing						
Compare business licensing to other communities of similar size and make necessary adjustments to be competitive	EDO/Director of Planning					N/A
Objective 2.2 Provide programs to support industry and business						
Strategy 2.2.1 Host Business Roundtables						
Budget: \$500 + Staff Time						
Develop and host business roundtables: <ul style="list-style-type: none"> Identify date and, venue Send invites to bi-annual business roundtable Host business roundtable 	EDO					Highland Valley Copper Mine
Strategy 2.2.2 Consumer leakage study						
Conduct a consumer leakage study	EDO					NDIT
Strategy 2.2.3 Provide programs to make local business more competitive						
Conduct an internal review of process and policies impacting business competitiveness	EDO/Director of Planning					Business Roundtable
Strategy 2.2.4 How to invest in Logan Lake manual						
Research other "How to do Business or Invest" manuals and create one for Logan Lake	EDO					NDIT ICCI funding
Strategy 2.2.5 Start "Support Small Business" day						
Establish a "Support Small Business" day during small	EDO					NDIT

Actions	Responsibility	Timeframe for Implementation				Partners
		Ongoing	First Year	2 to 3 years	3 to 5 years	
business week						
Objective 2.3 Cultivate entrepreneurship and talent						
Strategy 2.3.1 Entrepreneurial educational programs						
Work with CF to develop a program that encourages and supports the development and growth of entrepreneurship	EDO					Community Futures
Strategy 2.3.2 Encourage youth entrepreneurship						
Develop a program to ensure that youth have the tools needed to succeed in business	EDO					Community Futures
Strategy 2.3.3 Business Resource Centre						
Work with partners to establish a Business Resource Centre to encourage business growth	EDO					Community Futures HVC Community Forest
Objective 2.4 Recognize mining as a key economic driver						
Budget: Staff Time						
Strategy 2.4.1 Meet regularly with mining sector						
Arrange quarterly meetings with representatives of Highland Valley Copper: • Develop list of programs and initiatives to partner with Highland Valley Copper	EDO/Council					HVC
Meet with representatives of proposed Ajax Mine: • Develop list of programs to encourage workers from Ajax to live in community	EDO EDO					Ajax
Strategy 2.4.2 Develop recruitment package specifically for mining sector						
Work with the HVC to develop a package to encourage current and futures workers to live in community	EDO					HVC

Actions	Responsibility	Timeframe for Implementation				Partners
		Ongoing	First Year	2 to 3 years	3 to 5 years	

Goal 3: Creative Place Making and Sense of Community						
Objective 3.1 Create gathering place for individuals, ideas and creativity						
Strategy 3.1.1 Music in the downtown Budget: \$500 + Staff Time						
Contact Port Alberni to research how the program worked	EDO					N/A
Implement music into downtown area	EDO					Downtown businesses
Strategy 3.1.2 Wi-Fi in the downtown Budget: TBD based on partners						
Investigate costs to implement • Research to evaluate costs	EDO					N/A
Consult with other communities • Identify and contact other communities who have implemented program • Complete a report on success in other communities	EDO					N/A
Determine feasibility of implementing	EDO					District Downtown businesses
Implement Downtown Wi-Fi (if proven feasible)	EDO					District Downtown businesses
Strategy 3.1.3 Art in empty buildings						
Work with local building owners and regional artists to revitalize empty buildings with windows of art.	EDO					Downtown businesses/building owners
Strategy 3.1.4 Support and encourage use of existing events to promote community Budget: Staff Time						
Review existing events	EDO					Event organizers
Determine if alternative or new event to be developed	EDO					Event organizers
Develop materials to distribute at various community events	EDO					N/A
Strategy 3.1.5 Community Long Table						
Host a "Community Long Table" event working with community groups and restaurants	EDO					Businesses Community Groups HVC
Objective 3.2 Promoting community pride						
Strategy 3.2.1 Support Campground Expansion Budget: Staff Time						

Actions	Responsibility	Timeframe for Implementation				Partners
		Ongoing	First Year	2 to 3 years	3 to 5 years	
Monitor and support expansion of campground	EDO Council					District
Organize activities in campground to interact with potential future residents	EDO					District
Strategy 3.2.2 Launch a community-wide property beautification program						
Create incentives and prizes to encourage community beautification of residents and businesses	EDO					District
Strategy 3.2.3 Signage/wayfinding						
Develop a “Wayfinding” program to direct visitors and residents to locations of interest	EDO Council					District

Actions	Responsibility	Timeframe for Implementation			Partners
		Ongoing	First Year	2 to 3 years	

Goal 4: Increase awareness of Logan Lake as a place to be					
Objective 4.1 Understand what you have to invest in your future					
Strategy 4.1.1 First Impressions program Budget: \$1,000					
Identify “exchange” community and form volunteer group: <ul style="list-style-type: none"> Download the manual from the Center for Community and Economic Development – http://cced.ces.uwex.edu/2012/08/04/first-impressions-program-2/ Follow the first steps outlined in the manual including forming a volunteer group and identifying an exchange community 	EDO ED Committee				District Community Forest
<ul style="list-style-type: none"> Implement a Community Exchange 	EDO ED Committee				District Community Forest
<ul style="list-style-type: none"> Prepare report with recommendations 	EDO ED Committee				N/A
Strategy 4.1.2 Community and tourism assets inventory					
Conduct community and tourism asset inventory: <ul style="list-style-type: none"> Use JTST Ministry Business Attraction Toolkit webpage jtst.gov.bc.ca/businessattractiontoolkit 	EDO				Community Forest Gold Country TOTA
Strategy 4.1.3 Tourism Survey					
Conduct tourism survey	EDO				District Gold Country TOTA NDIT
Objective 4.2 Attract new invest and people					
Strategy 4.2.1 Physician recruitment Budget: \$1,000					
Work with the Health Authority to market the community to locums and permanent physicians: <ul style="list-style-type: none"> Arrange meeting with Health Authority 	EDO Mayor				District Health Authority

Actions	Responsibility	Timeframe for Implementation				Partners
		Ongoing	First Year	2 to 3 years	3 to 5 years	
<ul style="list-style-type: none"> Meet with Health Authority to determine current efforts Identify ways to enhance current efforts 						
Review what other communities have done successfully to attract Physicians: <ul style="list-style-type: none"> Contact BCEDA to circulate request among members Prepare brief review of findings along with recommendations 	EDO					BCEDA
Develop “incentives” to encourage Physicians to move to the community: <ul style="list-style-type: none"> Meet Council and Health Authority to identify incentives that work Incorporate incentives into marketing efforts 	EDO Council					Health Authority
Develop Physician spousal employment program	EDO					Health Authority
Strategy 4.2.2 Resident Attraction						
Develop a program to attract new residents to the community	EDO					Gold Country Community Forest Community Groups
Strategy 4.2.3 Establish a welcome package for new business						
Develop a welcome package – use Gananoque, Ontario as a best practice (ganoque.ca)	EDO					
Strategy 4.2.4 Tour of empty buildings						
Review communities that have implemented a program (i.e. Webster City, Iowa)	EDO					Land owners and realtors
Strategy 4.2.5 Attraction of Immigrant Investors						
Budget: \$1,000						
Contact BCPNP regarding the sessions: <ul style="list-style-type: none"> Contact BCPNP to get available dates Confirm date(s) for Logan Lake presentation 	EDO					N/A
Develop PNP presentation:	EDO					Local

Actions	Responsibility	Timeframe for Implementation			Partners
		Ongoing	First Year	2 to 3 years	
<ul style="list-style-type: none"> • Prepare presentation to highlight opportunities in Logan Lake • Deliver presentation 					business owners

Actions	Responsibility	Timeframe for Implementation				Partners
		Ongoing	First Year	2 to 3 years	3 to 5 years	

Goal 5: Be prepared for disaster						
Objective 5.1 Be better prepared for recovery following a disaster						
Strategy 5.1.1 Host business licence data in the cloud Budget: Staff Time						
Store data in the cloud: <ul style="list-style-type: none"> Establish a “free” account with JungleDisk or other cloud based provider and upload data: Update updated database every time a change is made 	EDO Corporate Services					N/A
Strategy 5.1.2 Establish a business re-entry program Budget: Staff Time						
Establish a program: <ul style="list-style-type: none"> Inventory agencies/groups involved in emergency response (First phase of entry) Inventory other important groups like insurance, key businesses (food, fuel, financial) (Second phase) Inventory other business owners (third phase) Establish a clear plan to allow for a three-tiered re-entry system (using three tiers above) 	EDO District Provincial Emergency Program Coordinator					Provincial Emergency Program (PEP)
Strategy 5.1.3 Educate business on importance of preparedness Budget: \$1,000						
Prepare training program: <ul style="list-style-type: none"> Work with CF to develop training programs on disaster preparedness for businesses Work with CF to develop training programs on Business Continuity Planning 	EDO					Community Futures
Develop an overview for Business Recovery Workshops (to deliver in event of emergency)	EDO					Community Futures
Strategy 5.1.4 Establish a disaster communications plan Budget: Staff Time						
Establish a disaster	EDO					Provincial

Actions	Responsibility	Timeframe for Implementation				Partners
		Ongoing	First Year	2 to 3 years	3 to 5 years	
communications plan that incorporates: <ul style="list-style-type: none"> • Communications between recovery partners • Communications between local governments, response agencies and business community • Public relations • Potential conflicts and how to manage them 	District Provincial Emergency Program Coordinator					Emergency Program (PEP)

Section 8

Plan Monitoring and Evaluation

Plan Monitoring and Evaluation

It is important for economic development to be accountable and to have a good understanding of what's working and what's not. This is done by having a process in place to monitor and evaluate the implementation of the strategy. This understanding has a number of benefits including being able to celebrate your successes, to demonstrate to funders, stakeholders and community the capability and accomplishments of economic development. It also allows those working on the projects to be focused and waste less time of projects or activities that are not of value.

Monitoring the Process and Outcomes

The What, Who, When and How.

What?

- Monitoring whether or not the actions are being carried out as planned – are the individual or individuals doing **what** they agreed or need to do?
- Monitoring outcomes will demonstrate whether your actions are having the desired effect. The results from monitoring the outcomes will help to determine whether the right planning actions have been chosen or if something else is required. It will show where gains are being made or alternatively where actions need to be refined, adjusted or replaced.

Who?

- **Who** is responsible for implementing the actions required and **who** is responsible for monitoring? As a first step in monitoring it should be discussed what indicators will be applicable for each objective or action.

When?

- **When** does the monitoring and evaluation process take place? It is recommended the plan outcomes be evaluated on an annual basis. A quick review of where the plan stands could also be done at the six month mark.

How?

- **How** will the monitoring and evaluation process happen? In addition, to measure the plan's progress the following are simple indicators for each of the five goals. As the actions are implemented the indicators will help to show if they are making a positive impact.

Indicators for measuring outcomes

(Please note that these are examples only and should be further developed by the individual or individuals responsible for monitoring and evaluation.)

Goal	Potential Indicators	Potential Source
Enhance economic development and community development	EDO hired	District of Logan Lake
	Formation of ED committee	District of Logan Lake
	# of partnerships formed	District of Logan Lake
	ED tools and materials	District of Logan Lake

	developed	
Create a community of excellence for industry and business	# of policies and/or programs developed and utilized	District of Logan Lake
	# of new start-ups	District of Logan Lake Community Futures
	# of new jobs created	Census, other counts
	Expansion or extension of mining activities	Highland Valley Copper Mine
Creative place making and sense of community	Increase in downtown activity	Retailer and service providers
	# of events held and participation	Community groups
	# of new events created and participation	Community groups
	Expansion and usage of campground	District of Logan Lake
Increase awareness of Logan Lake	Completion of inventory of assets (community and tourism)	District of Logan Lake
	Completion of First Impressions program	District of Logan Lake
	# of residents	Census, other counts
	# of children in school	School District
	New investment into community	District of Logan Lake

Evaluation

Evaluating will use the results from the monitoring process to determine if any changes need to be made. The purpose of evaluation is to identify:

- Organizational issues or challenges to implementing the actions
- What actions need to be refined or changed?
- Do new actions need to be added?
- Are they actions that are not working and need to be removed?
- Do timelines need to be adjusted?
- Do resources need to be reallocated?

Evaluation of the strategic plan should take place in three time frames:

1. Ongoing: A monitoring worksheet could be developed to use on an ongoing basis and changes can be made as required.
2. Annually: All stakeholders involved in economic development (i.e. Economic Development Commission, staff) should meet annually to discuss the overall plan progress and results.
3. Every 3 to 5 years: The entire plan should be re-evaluated every three to five years. This evaluation should include community engagement to ensure goals, objectives and actions are meeting the community's needs.

Communicating the Progress

One of the strategies in this plan is enhancing the economic development program by increasing communications. The results from the monitoring and evaluation phase should be communicated to the community on a regular basis. In addition to maintaining momentum for the project or strategy, this will also be an opportunity to increase support for economic development, solicit potential members for the Economic Development Committee and help education the community about what economic development does.

Communication activities that should take place include:

- Economic development updates at regular intervals (minimum every six months) and should be made through a variety of channels including:
 - Council
 - Local media
 - Website
 - Social media

Appendix

Appendix A

Hiring an Economic Development Professional

Appendix A – Hiring an Economic Development Professional

The following information is provided from the BC Economic Development Association’s EDC Job Descriptions Manual. A copy of the complete manual can be obtained from the BCEDA. Permission was obtained for inclusion in this report.

Preparation of Formal Economic Development Officer Job Descriptions

1. Develop job descriptions for a typical “smaller” and “larger” EDC defined by budget and community size.
2. Differentiate EDO roles between the various types of organization structures such as a municipal office, a community driven EDC, or collaborations between agencies such as Chambers of Commerce or Community Futures Development Corporations.
3. Identify how priorities, opportunities or threats, local pressures, size of community, organization, budget and other factors will affect how an EDC operates.
4. Include a detailed discussion as to roles, responsibilities and scope of EDO tasks.
5. Provide a report identifying the variations that can exist in an EDO’s role and responsibilities and why they do. Provide associated supporting materials as appropriate.

Approach

In this revised document, the consultant originally contacted 12 economic development practitioners from around the province to discuss the following:

- Type of organization
- Legal structure of the organization
- Main sources of funding
- Partnerships with other organizations
- Main areas of service
- Top five job responsibilities of the primary EDO
- Reporting jobs and differentiation of responsibilities
- Existence, nature and role of the board
- Articles of incorporation, bylaws and other guiding regulations
- EDO’s perceived differences between small, medium and large organizations

Structural and Support Environment

An economic development organization in a smaller community may be structured in a variety of ways.

Local governments in smaller communities tend to play an active role in the economic development function, either through direct management and administration or through fairly close oversight of its operations. In addition, community residents and stakeholders may be more integrally involved with the Economic Development Commission (EDC).

The budget will generally be limited and accordingly staff may consist of only one or two employees or contractors. The EDO may report to the mayor, the town administrator or to an EDC chair, depending on

the type of organization established and the degree to which the town is comfortable with delegating responsibility for the EDC operations.

The job description for a smaller community is premised on the following criteria:

- Population < 5,000;
- One EDO and no other staff;
- A budget of \$150,000; and,
- A community in a rural setting.

Sample Job Descriptions

This job description is intended to illustrate, in general, the functions and responsibilities of a Community EDO in a smaller community. In this example it is assumed that the community has a limited budget and the town council wishes to maintain fairly active involvement in, and control of the economic development organization. It also assumes that the town has appointed an economic development committee and charged it with the responsibility for providing advice, and oversight and guidance to the organization. The town retains final decision-making responsibility in matters of the mandate, the hiring of staff, preparation of an economic development strategy, pursuit of economic development projects, the budget and associated expenditures.

Community EDO responsibilities will take on a sharper focus if the community is in crisis as a result of a major business collapse or an economic downturn.

Position Title: Economic Development Officer

Department: Administration

Effective Date:

Reports To: Town Administrator

Town Of _____

Community Economic Development Officer

Summary of Duties

The Community Economic Development Officer is responsible for facilitating, promoting and ensuring community and economic development is in order to secure opportunities for economic and business development that will increase local employment.

Scope and Authority

The community Economic Development Officer reports to the Senior Administrative Officer. They are responsible for facilitating community and economic development planning and initiatives. They are also responsible for securing funding for economic development activities and programs. Also, assisting local organizations, businesses and individuals with establishing economic development plans and projects are other responsibilities of the Community Economic Development Officer. Promoting the community in order to expand economic development opportunities is another key responsibility.

Duties and Responsibilities

The EDC is responsible for the following:

- Facilitate community and economic development planning in order to identify and establish economic development opportunities.
- Identify opportunities for community economic development in order to development sectors, projects and initiatives.
- Secure funding for economic development activities and programs
- Assist local organizations, businesses and individuals with establishing economic and community development plans, businesses and projects.
- Promote the community in order to expand economic development opportunities.
- Establish and support a Community Economic Development Committee
- Act as a liaison between local organizations, businesses and individuals and representatives of government, business and industry concerning economic development.

Economic Development Coordinator Summary of Duties

The Coordinator plans, organizes, and implements an economic development program to promote the growth and development of the City’s economic base. They will assist in the retention and expansion of existing businesses and will vigorously seek out new businesses for the City. Also, the Coordinator may serve as liaison with public, private and non-profit organizations for business attraction, creation, expansion and retention activities.

Scope and Authority

A successful Coordinator must be self-motivated, an innovative leader with excellent communication and presentation skills. They must be able to maintain excellent relations with City Council and other members of the municipal team. The Coordinator must have managerial competence, make mature decisions and have strong personal leadership. The Coordinator will report to the City Manager and will work closely with other city members on projects.

Duties and Responsibilities

The Coordinator is responsible for the following:

- Making plans that directs and organizes the City’s economic development activities.
- Designs strategies to achieve goals and objectives for Economic Development to the City Manager.
- Makes independent decisions to attain goals and objectives that will benefit the City.
- Works in close coordination with the Economic Development Director (or other designated person).
- Prepares and analyzes demographic information.
- Answer questions that local citizens may have regarding local economic development activities and opportunities.
- Responsible for establishing, maintaining and coordinating working relationships with federal, provincial and municipal agencies involved in economic development and workforce education and training.

Hiring Practices & Guidelines

The following section provides the basics of human resources (HR) management and is to be considered as a guideline for economic development organizations, staff and board members. It is not meant to be

an exhaustive or comprehensive HR strategy but is meant to provide many common activities related to HR practices.

Preparing a Job Description

Preparing accurate and concise job descriptions is key for recruiting new employees and managing current employees. A well written job description must be able to describe the essentials of the job that will be advertised to inform the applicants what management is looking for. The key parts of a job description are:

- Job Identity
- Job Summary and Duties
- Qualifications and Requirements
- Working Conditions
- Salary

Creating a Job Ad

Now that the job description is complete, advertising the position is the next step in the hiring process. The traditional methods of advertising a job posting, and most familiar to job seekers, are in the newspaper or a trade journal. But with a growing trend with social media, more job postings are being advertised on companies social media accounts such as Facebook and Twitter etc. A job ad should not “oversell” the position, a common mistake with organizations, which leads to turnover of dissatisfied employees. The job ad should be very accurate to attract more fitting applicants that can be hired for the position. There are four elements for a proper job ad:

- **The Type of Applicant:** There are a number of ways to avoid receiving resumes from applicants who are not qualified. The best way to insure this is being clear and concise in the job description. A well written job description should include clearly stated qualifications, specific job skills required, experience and background required and educational requirements.
- **Pay:** Stating the salary for a position is not necessary however some mention of pay should be made. Many job ads will request that applicants suggest the salary range they should earn based on the level of experience they will bring to the position. This can lead to organizations losing qualified applicants because many people tend to overestimate the amount of salary they should receive, resulting in not being considered for the position.
- **Benefits:** Medical and other benefits are becoming increasingly important in good candidates consideration for a position. Results from a recent study of job seekers say that 57 percent considered salary their primary concern and 42 percent job seekers considered good benefits just as important.
- **Where and how to apply:** It is important that this element is not overlooked and forgotten. Some job ads will say “Send Resume” but they do not include an address to do so. A proper job ad should include the following; board name, address, email and phone number. In some job ads, a deadline for accepting resume submission should be included as well.