

**Golden and Area Community Economic Development Society
(GACEDS)**

**- Strategic Plan for Community Economic Development (CED) -
(2008 – 2010)**

December, 2007

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1.0 CED in Golden and Kicking Horse Country

This CED Plan is the second, 3 year rolling plan produced for Golden and Area Community Economic Development Society (GACEDS), working under the name Golden and Area Initiatives (GAI). The previous document covered the time frame 2004 to 2007. Since 2002, when GACEDS became an independent, non-profit entity, significant accomplishments have been realized and will continue to be achieved. The development of this Plan included:

- A review of relevant stakeholder planning documentation (OCP – Town, Chamber of Commerce, CFDC of SE Region, CBT Economic Analysis, CSRD, and a host of other studies / planning efforts)
- Opportunity for input among all GACEDS Directors (review of and contributions to the SWOT Analysis and identification of Critical Issues)
- A SWOT Analysis was undertaken to ensure more rigor within the planning process and, to help ensure a more robust understanding among Directors of relevant factors within the Internal and External Environments

The period 2008 through 2010 is an exciting time for GACEDS and its stakeholders! Kicking Horse Mountain Resort (KHMR) has renewed its commitments to the community and a new management structure is encouraging of product enhancements and optimal communications with the community and stakeholder organizations. Similarly, a land lease from the Crown (Province of British Columbia) will be pursued to locate an “economic generator” on grounds adjacent to the GACEDS Office (known as the Tourism BC Visitors Centre@Golden). This may take the form of a Burgess Shale “Discovery Centre” or other appropriate facility. With that prospect in mind, a major economic / tourism generator would benefit the community and region, further broadening the product mix, grow visitor awareness of Golden and Kicking Horse Country, and increase Length of Stay within the region.

From an organizational perspective, important developments towards more integrated structures and approaches are reflected in the first operational year of Tourism Golden (Destination Marketing Organization – DMO); and, a move towards a more embracing regional economic development approach through the recently formed Kootenay Rockies Regional Economic Alliance (KRREA). More locally, the Town of Golden has recently completed its Official Community Plan (OCP) and the tone / directions expressed are indicative of a progressive, sustainability oriented posture. These and other developments will ensure that GACEDS can collaborate within a climate of supportive stakeholder organizations and work to cultivate a synergistic vision for success.

***Golden and Kicking Horse Country
Authentic. Community. Adventure.***

2.0 Mission, Objectives and Service Priorities

2.1 Mission

Using community economic development principles and strategies, the Golden and Area Community Economic Development Society leads and facilitates community priorities for local economic development in Golden and Area. In this role, the Society strives to be proactive and strategic by nature, promote change and long-term sustainability, increase community involvement, capacity and empowerment, and achieve economic, environmental, and social balance in its initiatives.

2.2 Objectives

- Promote and provide community economic development services in the Town and Area "A";
- Promote the stabilization, stimulation and diversification of the economy in the Town and Area "A";
- Assist and support businesses and economic development organizations in the Town and Area "A";
- Market, promote, coordinate and manage all services described in the Society's purposes; and,
- Do all other things as are incidental or conducive to the attainment of the purposes of the Society.

2.3 Service Priority Areas (summary)

Administration and Internal Affairs

Community Services

Attraction and Export Development

Community Capacity Development

2.4 Service Priorities (detailed)

Administration and Internal Affairs

- The Society will administer its business and internal affairs consistent with statutory, financial, and contractual obligations, and internal policy and procedures, to ensure a high level of legal and professional accountability.
- Society staff will enjoy a dynamic work environment that ensures progressive employment standards and conditions, and opportunities for professional development. The Board of Directors will fully understand the role of the Society, its policies, projects and tactics; and collectively experience annual educational and experiential development.

Community Services

- Function as primary contact for business development, investment inquiries, and related CED information.
- Provide current and relevant community economic and business information to government and business interests that may consider investment in the Golden Area; and, existing businesses and individuals to promote economic growth and stability.
- Serve the Golden Area as a vehicle for community economic development processes, consistent with the community and Society's local economic development and service priorities.
- Provide assistance to Town and Regional District leaders and businesses in dealing with all levels of government to achieve local economic development objectives.
- Advocate on behalf of the Town and Regional District to government and corporations with respect to policies, legislation and public projects that may impact local economic development in the Golden area.
- Initiate and coordinate studies as the Society may require to carry out CED within the Golden Area.
- Undertake other tasks, projects or initiatives that may enhance the economy of the Golden Area as identified by the Society or as requested by the Town or the Regional District from time to time.
- Undertake any such other tasks, studies, promotions or projects as the Society determines appropriate to effectively promote and provide CED services within the Golden Area.

Attraction and Export Development

- Prepare and disseminate promotional and marketing material for the Golden Area.

Community Capacity Development

- Undertake co-operative, facilitative, proactive and leadership roles where applicable, consistent with community and Society priorities, in improving the infrastructure capacities within the Golden area.
- Undertake co-operative and proactive efforts consistent with community and Society priorities to engage other community and educational based organizations in establishing and implementing human development opportunities

3.0 Key Result Areas (Strategies including response to Critical CED Issues)

3.1 Recruitment and Retention Marketing

Create a Recruitment and Retention Marketing Working Group; Develop a Marketing Plan for Recruitment and Retention Initiatives; Craft a Marketing "Tool-Kit"; Participate in Regional Sponsored Recruitment Strategies; Participate in Provincially Sponsored Recruitment Strategies

3.2 Product Development

Secure Land Base (adjacent to Visitors Centre) for Appropriate Facility Construction; Achieve Commitments by Burgess Shale GeoSciences Foundation for proposed Discovery Centre; Identify Options for Facility / Programming Emphasis; Implement Development Processes for Preferred Facility Option / Product Development Working Group; Identification of Opportunities for Product Enhancement; Implementation of Enriched / New Product / Programming

3.3 Kinbasket Reservoir Benefits / Opportunities

Identify Commercial and Recreation Opportunities; Encourage Stakeholder Awareness of Treaty Negotiations and Potential Financial Benefits; Working Group to advise GAI on role, advocacy, and identification of community "Champion(s)"; Implementation

3.4 Affordable Housing

Establish Role for and Participation of GAI in Affordable Housing Initiatives (community of Golden); Work with Stakeholder Organizations / Agencies in Developing Affordable Housing

3.5 Community and Regional Marketing

Implement Gateway Signage; Implement Re-refresh of Existing Highway Lay-bys; Provide Community / Regional Website (integrated CED portal) Presence; Engage Strategic Media Partnerships; Enhance Community and Regional Presence at the Visitors Centre; Coop Marketing Projects (Downtown Revitalization, Business Retention, Organizational Support); Provision of Business Counselling Services, Path-finding and Referral Services; Effective and Current "Tool Kit" of Statistics, Profiles

3.6 Supporting Town of Golden Planning and Development Initiatives (OCP)

Expand and further entrench role as the Town's CED Agency; Provide Feedback / Advice and Recommendations to the Town on Relevant Development Applications; Recommend Quality of Life Indicators / Action Steps for Effective CED

- 3.7 Capacity Building and Organization Development
Provide Consultative Services to Not For Profit Community Groups and Organizations (Business Planning, Organizational Enhancements, Marketing of Services); Provide Representation and Advisory Input to Tourism Golden (DMO); Take Lead on Securing Equitable High Performance Internet Connectivity for Rural Golden; Utilize GAI Services / Infrastructure to Provide Cost Effective Solutions for Not For Profit Web Presence

- 3.8 Regional Alliances and Strategic Partnerships
Identify and Participate in Regional CED Initiatives; Identify and Champion New Regional CED Initiatives with Applications for Kicking Horse Country

- 3.9 Management of Tourism BC Visitors Centre@Golden
Address Outstanding Building Deficiencies; Enhance Community and Regional Profile (on-site); Identify Revenue Generation Opportunities

- 3.10 Board Development / Governance
Provide Board Training in Strategic Planning and Best Practices for CED;
Provide Board Training in Effective Governance

4.0 Strategies and Tactics

The next section details the how the preceding Key Results Areas (and Critical Issues as noted through a background **Strengths/Weaknesses and Opportunities/Threats – SWOT Analysis**), are be addressed in specific terms: Target, Measurements and Responsibilities for implementation).

In this CED Strategic Plan, it should also be understood that active *External Scanning* will be an ongoing element (to adjust the Plan according shifts in the external environment – including social, political and economic trends, changes in organizational structures, and, funding mechanisms), both of positive (opportunity based) and negative (threat based) natures.

Similarly, *Internal Monitoring* of the Plan will occur on an ongoing basis (to accommodate for any changes required based on staff resource capacities, Board directions / changes, or emerging internal / partner Stakeholder needs – particularly the Town of Golden and the Columbia Shuswap Regional District – CSRD). Subsequent adjustments to the Plan will be made as required with, at minimum, an annual review of implementation progress. Adjustments to the Annual Workplan will be made accordingly.

4.1 Key Result Area: Recruitment and Retention Marketing

Targets:

- A/ Create a Recruitment and Retention Marketing Working Group
- B/ Develop a Marketing Plan for Recruitment and Retention Initiatives
- C/ Craft a Marketing "Tool-Kit"
- D/ Participate in Regional Sponsored Recruitment Strategies
- E/ Participate in Provincially Sponsored Recruitment Strategies
- F/ Establish a Golden and Kicking Horse Country Ambassador Program

Tactics	Measurement	Whom / When
A/ Create a Recruitment and Retention Marketing Working Group <ul style="list-style-type: none"> ▪ Work with Service Delivery Network (SDN) champions to identify membership ▪ Craft Terms of Reference for the Working Group 	Draft TOR (membership / roles / tasks) Finalize TOR	GAI Mgr (input for SDN) 02/08 GAI Mgr - 02/06/08
B/ Develop a Marketing Plan for Recruitment and Retention <ul style="list-style-type: none"> ▪ Collaborate with / recommend to Working Group a draft Marketing Plan (utilizing Best Practice examples) ▪ Adopt final Marketing Plan (Strategies and Tactics) 	Draft Marketing Plan Adopted Marketing Plan	GAI Mgr-Working Group input 02/06/08 GAI Mgr - 03/08
C/ Craft a Marketing Tool-Kit <ul style="list-style-type: none"> ▪ Identify range of promotional collateral required (sectoral based); existing and new requirements ▪ Design and print ▪ Distribution to Working Group stakeholders for use ▪ Establish / post Web content (PDFs) 	Production of Tool-Kit	GAI – lead; Recruitment Committee 04/08 Refresh annually 2009/2010
D/ Participate in Regionally Sponsored Recruitment Initiatives <ul style="list-style-type: none"> ▪ Active involvement with Columbia Valley Regional Skills Advisory Council 	Meeting attendance / feedback to GAI Board and Stakeholders	GAI Mgr (administrative lead is KRREA) Ongoing
E/ Participate in Provincially Sponsored Recruitment Initiatives <ul style="list-style-type: none"> ▪ Ontario Job Fairs (4 communities – 02/08) 	Event participation (budget and permitting)	GAI Mgr (with private sector support) 02/08 – ongoing thru 2010
F/ Establish Ambassador Program <ul style="list-style-type: none"> ▪ Identify "tool-kit" requirements and promote awareness of marketing / incentive materials (secure grant funding) 	Grant applications/funding Tool-kit	GAI and Chamber of Commerce 05/08 - Ongoing

4.2 Key Result Area: Product Development (Land Base Adjacent to Visitors Centre)

Targets:

- A/ Secure Land Base (adjacent to Visitors Centre) for Appropriate Facility Construction
- B/ Review Opportunities for a Burgess Shale Discovery Centre
- C/ Identify Options for Facility / Programming Emphasis
- D/ Implement Development Processes for Preferred Facility Option

Tactics	Measurement	Whom / When
A/ Secure Land Base (adjacent to Visitors Centre) for Appropriate Facility Construction <ul style="list-style-type: none"> ▪ Ensure completion of Property Appraisal 	Property Appraisal	GAI Mgr – ILMB - 01/01/08
B/ Review Opportunities for a Burgess Shale Discovery Centre <ul style="list-style-type: none"> ▪ Present GAI sponsored option to Burgess Shale GeoScience Foundation - BSGSF (assuming they are unable to proceed unilaterally) 	Proposal to BSGSF Letters issued / Meetings Held / Responses	GAI Mgr / Chair 01/31/08
C/ Identify Options for Facility / Programming Emphasis <ul style="list-style-type: none"> ▪ Work with GAI Board to propose alternatives (initial brainstorming and concept presentation) ▪ Refine preferred option(s) and develop initial feasibility profile (<i>assuming BSGSF is not interested in the site</i>) 	Working Session on alternative use(s)	GAI Board - Mgr 02/15/08 GAI Mgr and Stakeholder(s) (as appropriate) 31/05/08 Ongoing Implementation of Options -TBD

4.2 Key Result Area: Product Development (Event Enhancement; New Activity Development)

Targets:

- A/ Product Development Working Group
- B/ Identification of Opportunities for Product Enhancement
- C/ Implementation of Enriched / New Product / Programming

Tactics	Measurement	Whom / When
A/ Product Development Working Group <ul style="list-style-type: none"> ▪ Identify Membership (existing clubs / organizations / COTR, Chamber, KHC, KHMR, Tourism Golden, etc) ▪ Draft Terms of Reference (mandate and roles); finalize TOR 	TOR	GAI Mgr – lead responsibility 02/15/08
B Identification of Opportunities for Product Enhancement <ul style="list-style-type: none"> ▪ Host Symposium / Idea Generation Charette with identified stakeholders, analysis and report – back (feasibility, funding and implementation issues) 	Symposium Participation / Coordination of... Report back document	GAI Mgr – lead (admin support and symposium logistics; report back) 04/30/08
C/ Implementation of Enriched / New Product / Programming <ul style="list-style-type: none"> ▪ Development of detailed go-forward option(s) ▪ Establish lead group / agency ▪ Commit to / craft Plan (with implementation timelines and discussion of logistics including funding, communications) ▪ Annual Symposium / Idea Generation Charette with stakeholders ▪ Liaison with Town on White-Water Play Park Concept (encouragement and support) ▪ Collaborate with Tourism Golden, Chamber, Tourism BC Visitors Centre staff on improved service piece (Hiking) ▪ Craft advocacy / lobbying plan to encourage BC Forest Service to address access issues into key hiking trail areas 	Formalize Lead Group / Agency (“champion”) Implementation Plan Hosting of Symposium Communications Discussion Results, New product development Advocacy Strategy; Outcomes of Efforts	GAI Mgr / Lead Group (TBD) 05/31/08 GAI Mgr / Lead Group representative(s) 05/31/08 2008 / 2009 / 2010 Ongoing Production by Winter 2009 for Summer 2009 GAI Mgr – Lead; Chamber, Tourism Golden, Hiking Club Strategy by 02/08 (TOR)

4.3 Key Result Area: Kinbasket Reservoir Benefits / Opportunities

Targets:

A/ Identify Commercial and Recreation Opportunities

B/ Encourage Stakeholder Awareness of Treaty Negotiations and Potential Financial Benefits

C/ Working Group to advise GAI on role, advocacy, and identification of community "Champion(s)"; Implementation

Tactics	Measurement	Whom / When
<p>A/ Identify Commercial and Recreation Opportunities</p> <ul style="list-style-type: none"> ▪ RFQ prepared and distributed to preferred consultants ▪ Grant submission for funding of study ▪ Report issuance ▪ Implementation ▪ Hosting of Stakeholder Site Visit(s) (awareness/support) 	<p>TOR for Funding Support / application Request For Qualifications Project Mgmt/Report Site Visit</p>	<p>GAI Mgr (support from CBT) 01/16/08 02/22/08 06/30/08 GAI/CBT (Spring 08 TBD)</p>
<p>B,C/ Encourage Stakeholder Awareness of Treaty Negotiations and Potential Financial Benefits (Storage and Non Storage)</p> <ul style="list-style-type: none"> ▪ Establish Working Group (research landscape, threats and opportunities) ▪ Prepare draft TOR to guide the process (also, identify potential community "Champion") ▪ Call for Consultant Study to quantify historical Costs / Benefits (baseline document for subsequent advocacy) ▪ Receipt of Study Findings (Report) ▪ Finalize TOR based on study findings ▪ Ensure Media Strategy and Political Advocacy Plan ▪ Secure relevant documents for GAI resource library 	<p>Working Group Formation Terms of Reference Secure Funding (grants) Prepare Consultant Call Report Final TOR Sourcing of Documents</p>	<p>GAI Mgr – Lead; Working Group 01/31/08 02/29/08 03/31/08 05/31/08 08/31/08 09/31/08 GAI Mgr / Support staff and CBT input 02/29/08</p>
<p>D/ Implementation of Strategy</p> <ul style="list-style-type: none"> ▪ Utilizing the role of the "Champion", media relations and political advocacy needs as to be identified ▪ Public Meetings to initiate community awareness/support 	<p>Strategy Document</p>	<p>Working Group (GAI admin support) 10/01/08 – ongoing thru 2010</p>

4.4 Key Result Area: Affordable Housing

Targets:

- A/ Establish Role for and Participation of GAI in Affordable Housing Initiatives (community of Golden)
- B/ Work with Stakeholder Organizations / Agencies in Developing Affordable Housing

	Measurement	When / Whom
<p>A/ Establish Role for and Participation of GAI in Affordable Housing Initiatives (community of Golden)</p> <ul style="list-style-type: none"> ▪ Affordable Housing Society Board Membership ▪ Participation in Securing Life Lease / similar protocols for Seniors' in the community (potential to utilize existing housing stock for affordable housing) 	<p>Membership / Participation Office resource and technical support</p>	<p>GAI Mgr effective prior to end of 07; Ongoing 2008-2010</p>
<p>B/ Work with Stakeholder Organizations / Agencies in Developing Affordable Housing Options</p> <ul style="list-style-type: none"> ▪ Provide recommendations / opinion to Town of Golden Planning and Development Services re: developer proposals ▪ Receptivity to and encouragement of Developer proposals ▪ Establish understanding of the scope and components of Affordable needs in the community / region ▪ Media and Public Relations Strategy to avoid NIMBYism 	<p>Recommendations issued</p> <p>Meeting Held</p> <p>Report</p> <p>Strategy Development / Plan</p>	<p>GAI Mgr – ongoing</p> <p>GAI Mgr – ongoing</p> <p>Community Leaders Project Group (COTR) TBD – Spring of 08 likely</p> <p>Affordable Housing Society / Town Summer / Fall of 08 Ongoing</p>

4.5 Key Result Area: Community and Regional Marketing

Targets:

- A/ Implement Gateway Signage (Brand Reinforcement and Attraction)
- B/ Create Branded Highway Lay-by(s) (Brand Reinforcement and Attraction)
- C/ Provide Community / Regional Website Presence (Attraction and Servicing)
- D/ Engage Strategic Media Partnerships (Community / Regional Awareness)
- E/ Enhance Community and Regional Presence at the Visitors Centre
- F/ Coop Marketing Projects (Downtown Revitalization, Business Retention, Organizational Support)
- G/ Provision of Business Counselling Services, Pathfinding and Referral Services
- H/ Effective and Current "Tool Kit" of Statistics, Profiles (Investment / Immigration Attraction and Servicing)

Tactics	Measurement	When / Whom
<p>A/ Implement Gateway Signage</p> <ul style="list-style-type: none"> ▪ Design and application submitted to MOT (Town / CSRD approval) ▪ Sourcing of Funding for production (internal budget request for 08 or, funding agencies – eg. CBT; CSRD) ▪ Production of signage (3 panels) ▪ Installation 	<p>Application</p> <p>Funds secured Production Installation</p>	<p>GAI Mgr Underway – effective 12/07</p> <p>02/08 Contractor - 04/08 Spring 08</p>
<p>B/ Implement Highway Lay-by(s)</p> <ul style="list-style-type: none"> ▪ Sourcing of funding for production (internal budget request for seed financing in 08 Budget and ext'l funding agencies) ▪ Application to MOT / Coordination with (initial signage to be at the Rafters Pullout – TransCanada Highway east of Golden) ▪ Application to MOT / Coordination with (second proposed location west of Golden at Rest Area between Donald and Big Lake Resort access point – south side of TransCanada Highway) ▪ Design ▪ Production of new panels ▪ Installs 	<p>Application (Funding)</p> <p>Application (MOT approval)</p> <p>Application (MOT approval)</p> <p>Funding secured</p> <p>Design Production complete Installation</p>	<p>GAI Mgr - 02/08</p> <p>" "</p> <p>06/08</p> <p>2008 / 2009</p> <p>2009 (Spring)</p>

<p>C/ Provide Community / Regional Website Presence www.kickinghorsecountry.com</p> <ul style="list-style-type: none"> ▪ Initial re-fresh of existing site (new navigational design, transfer from PHP to HTML coding) ▪ Enhancements based on stakeholder participation <ul style="list-style-type: none"> - housing of NFProfit groups domains (eliminate respective server costs; creation of one-window CD presence) 	<p>Navigational design presented to GAI Board Proposal to Stakeholders Implementation(if supported)</p>	<p>GAI Mgr of Projects 12/07 – 01/08 GAI Mgr 01/08 commence 02/08 - ongoing</p>
<p>D/ Engage Strategic Media Partnerships</p> <ul style="list-style-type: none"> ▪ Radio Promotion in Calgary, Cochrane, Airdrie marketplace; financing dependent on stakeholder participation for prizing inducements ▪ CBC Radio – submission of invitation for community to host “Vinyl Cafe” in Golden ▪ Print Media: (external) <ul style="list-style-type: none"> - Avenue Magazine (Editor meeting ; story concept) - Explore potential for promotional lure piece into Globe and Mail (Calgary selected households) - Explore potential for promotional lure piece into City Palette magazine (insert) - Identify other suitable print media venues for low cost / no cost storyline submission (eg. Business Edge) ▪ Print Media: (local / regional) <ul style="list-style-type: none"> - Kootenay Business Magazine, and, The Force (advertorial) for local / regional exposure - Quarterly submissions on activities / services / CED perspectives to The Golden Star 	<p>Campaign development and implementation</p> <p>Expression of interest submitted</p> <p>Discussion meeting</p> <p>Cost determination; available funding</p> <p>Cost determination; available funding</p> <p>Review of Print Media Opportunities document</p> <p>Profiles generated</p>	<p>GAI Mgr “The Range” 106.1 FM 05/08 (spring); 09/08 (fall) Ongoing for 2009/10</p> <p>01/08 – ongoing</p> <p>02/08</p> <p>02/08</p> <p>02/08 – costing 05/08 for inclusion; annual ongoing for 2009/10</p> <p>GAI Mgr</p> <p>GAI Mgr Ongoing (2008-10) Commencement 01/08 Ongoing - quarterly</p>

Tactics	Measurement	When / Whom
<p>E/ Enhance Community and Regional Presence at the Visitors Centre</p> <ul style="list-style-type: none"> ▪ Utilize UBCM Funds (application for) to create new Kicking Horse Country area (space swap with MOT) for DVD viewing, Tourism Golden display booth ▪ Rackage for Kicking Horse Mercantile lure / service piece ▪ Rackage for Kicking Horse Magazine (and other pieces as may be developed) 	<p>Application to Town Space Design</p> <p>Rackage and Display</p>	<p>GAI Mgr Contractor for Final Design 01/08 – 05/08</p> <p>05/08 Ongoing 2009 - 2010</p>
<p>F/ Coop Marketing Projects</p> <ul style="list-style-type: none"> ▪ Kicking Horse Mercantile brochure (expanded from 2007) (partner buy-in to market downtown businesses / services) ▪ Farmers' Market (expanded from 2007); improved signage and formalized marketing plan ▪ Calgary Stampede application / entry (2009 proposed commencement year) ▪ The Range FM 106.1 (discussed previously) 	<p>] TOR / Buy-in for 2008 Stakeholder Participation</p> <p>Stakeholder consensus / Market Plan for 2008</p> <p>Stakeholder consensus to proceed with resources; entry design / logistics</p> <p>Campaign Plan/Implementation</p>	<p>GAI Mgr (collaboration of CofC, Stakeholders) 04/30/08 TOR 05/15/08 Production / Dist'n</p> <p>GAI Mgr / FM Society 05/08 – ongoing thru 2010</p> <p>GAI Mgr (lead), CofC, Town (first application April 2009)</p> <p>Bi-annual 2008-2010</p>
<p>G/ Provision of Business Counselling Services, Pathfinding and Referral Services</p> <ul style="list-style-type: none"> ▪ Continue to provide one on one counselling, pathfinding and referral services to amenity migrants, new business and business expansion inquiries ▪ Respond to Developer and Market Analyst enquiries with appropriate statistics / community insights and referrals 	<p>Statistical Reporting to GAI Board; Meetings Held and Outcomes Secured</p>	<p>GAI Mgr Ongoing 2008-2010</p>

<p>H/ Effective and Current "Tool Kit" of Statistics, Profiles</p> <ul style="list-style-type: none"> ▪ One window profile of community / regional CED statistics – "Fast Facts" (initiated in 2007) ▪ Community Profile (Fast Facts document to provide overview info; more detailed profiles in Community Profile but intended as web-based PDF rather than print copy); distribution of documents (PDFs and limited hard copies) to Chamber of Commerce, Interior Health, Town of Golden ▪ Community Report Card (CED Stakeholders stats / profiles / trends) produced annually by GAI); print and web (PDF) 	<p>Maintenance of Document Posted to website (PDF)</p> <p>Annual creation of document of posting to website (PDF) and limited print copies</p> <p>Annual production / distribution of document</p>	<p>GAI Mgr / Support Staff (Ongoing)</p> <p>GAI Support Staff (Mgr oversight) (Ongoing)</p> <p>GAI Support Staff (Mgr oversight) Print by 03 of each year; dist'n by 04 of each year</p>
<ul style="list-style-type: none"> ▪ Development of a "Community Profiles" on KRREA website (common template of information profile per: AlbertaFirst.com example), for integrated regional profiles of Columbia Basin communities CED info. ▪ Similar positioning to Ministry of Ec. Dev (province) to enhance provincial profiles of all communities (for attraction / recruitment consistency) ▪ Coordination with Columbia Basin Trust (CBT) contractor working on regional web profiles for Basin communities 	<p>Concept Submission to KRREA and the Province; GAI participation as required</p> <p>Discussion Results</p>	<p>GAI Mgr / KRREA / Provincial Staff (consensus assumed) 02/08 Initiation</p> <p>2009 Implementation desired</p>

4.6 Key Result Area: Supporting Town of Golden Planning and Development Initiatives (OCP)

Targets:

A/Expand and further entrench role as the Town's CED Agency

B/Provide Feedback / Advice and Recommendations to the Town on Relevant Development Applications

C/Recommend Quality of Life Indicators / Action Steps for Effective CED

Tactics	Measurement	When / Whom
<ul style="list-style-type: none"> ▪ Support Downtown Revitalization / Business Retention through Coop Marketing Project – Kicking Horse Mercantile 	As discussed previously	As discussed previously 2008 - 2010
<ul style="list-style-type: none"> ▪ Receipt and review/comment on relevant Development Applications, proposed regulatory measures / changes ▪ Attendance at Town Manager Meetings, Corporate Services Meetings (as may be relevant) 	Communications with Planning and Development Attendance	GAI Mgr (Ongoing 2008 - 2010)
<ul style="list-style-type: none"> ▪ Collaborate on identify “early adoption” features of sustainability that could further enhance the community's reputation and external awareness (investment, manufacturing / technology spin-offs, tourism); modelling to include review of “Best Practices” such as: <ul style="list-style-type: none"> - “Low flow” water fixtures for new residential And commercial construction applications - Rainfall cisterning in new neighbourhoods - Bio-diesel applications (community coop / Town) - Restriction on garburators in new construction - Review of Saltwater Conditioner systems ▪ Determine opportunities for a demonstration “eco-building” project involving developer, builder, material supplier and Town partnership; options could include industrial building, residential and / or commercial ▪ Collaboration with Town on establishing Whitewater Park 	Submission of recommendations / Discussions held	GAI Mgr (Ongoing 2008 - 2010)

4.7 Key Result Area: Capacity Building and Organization Development

Targets:

- A/ Provide Consultative Services to Not For Profit Community Groups and Organizations (Business Planning, Organizational Enhancements, Marketing of Services)
- B/ Provide Representation and Advisory Input to Tourism Golden (DMO)
- C/ Take Lead on Securing Equitable High Performance Internet Connectivity for Rural Golden
- D/ Utilize GAI Services / Infrastructure to Provide Cost Effective Solutions for Not For Profit Web Presence
- E/ Facilitate Quarterly Meetings with CED Stakeholders (Networking)

Tactics	Measurement	When / Whom
A/ Provide Consultative Services <ul style="list-style-type: none"> ▪ Participation as Required / Invited on various agencies ▪ Active membership / participation on Service Delivery Network (SDN) to ensure GAI is lead CED agency for community / region and viewed as the “go-to” organization ▪ Maintain Board and Ex-Officio membership with Golden Snowmobile Trails Society; Golden Farmers Market; SDN; Affordable Housing Society and others as required ▪ Support in design services (eg. Rotary Xmas Card) ▪ Collaborate with COTR in expanded Adventure Tourism programming; course marketing ▪ Project Management of Kicking Horse Culture contract 	GAI Participation / Report back to Board KHC / Town satisfaction	GAI Mgr Ongoing 2008-2010 GAI Support Staff GAI Mgr – 01/08 Ongoing Ongoing
B/ Provide Representation and Advisory Input to Tourism Golden <ul style="list-style-type: none"> ▪ Active Participation on Board and Marketing Committee 	GAI Participation	GAI Mgr Ongoing 2008-2010
C/ Take Lead on Securing Equitable High Performance Internet <ul style="list-style-type: none"> ▪ Consultant Study (user needs, wants, willingness to pay and technical options); Development of “go-forward” plan 	Consultant Report / Implementation Plan	GAI Mgr of Project Consultant Report 02/08 Implementation – 2008-2010
D/ Utilize GAI Services / Infrastructure to Provide Cost Effective Solutions for Not For Profit Web Presence <ul style="list-style-type: none"> ▪ As discussed previously 	As Previously Discussed	As Previously Discussed
E/ Facilitate Quarterly Meetings of CED Stakeholders (networking) <ul style="list-style-type: none"> ▪ Town, TGolden, Chamber, KHMR, COTR, SDN reps 	Meetings Held, Minutes and Outcomes	GAI Mgr with Stakeholders (commence 1 st Quarter of 08)

4.8 Key Result Area: Regional Alliances and Strategic Partnerships

Targets:

- A/ Identify and Participate in Regional CED Initiatives
- B/ Identify and Champion New Regional CED Initiatives with Applications for Kicking Horse Country

Tactics	Measurement	When / Whom
<ul style="list-style-type: none"> ▪ Contribute to the activities / mandate of the CFDC of SE Region through Board and Committee membership 	<p>Board Membership / Participation</p>	<p>GAI Mgr Ongoing 2008-2010</p>
<ul style="list-style-type: none"> ▪ Development of a "Community Profiles" on KRREA website (as previously discussed) 	<p>As Previously Discussed</p>	
<ul style="list-style-type: none"> ▪ Collaborate with KRREA Ex. Director on new venture opportunities with community and regional value potential (eg. Geo-Thermal applications for the Columbia Basin) ▪ Foster the creation of a Regional CEDO Networking Group (collaboration with KRREA) ▪ Participation / Membership with Regional Skills Advisory Council (RSAC); labour recruitment and stabilization solutions 	<p>Collaboration, Discussion and development of Strategies</p>	<p>GAI Mgr / KRREA Ex. Dir. 2008 (initial review) 2009-2010 (action plans)</p>

4.9 Key Result Area: Management (GAI) of Tourism BC Visitors Centre@Golden

Targets:

- A/ Address Outstanding Building Deficiencies
- B/ Enhance Community and Regional Profile (on-site)
- C/ Identify Revenue Generation Opportunities

Tactics	Measurement	When / Whom
<p>A/ Address Outstanding Building Deficiencies</p> <ul style="list-style-type: none"> ▪ Continue working with Krawford Construction to mitigate deficiencies (set final time limit on remediation efforts) ▪ Continue encouraging Zeigler Partnerships (for LEED Certification) ▪ Pro-actively deal with immediate issues of winter conditions (roof snow removal until designed deflectors are in place) 	<p>Correspondence and documented progress</p> <p>Correspondence and documented progress</p> <p>Removal of snow load</p>	<p>GAI Mgr (Lead); GAI Board (decisions on legal engagement processes) Ongoing thru 2008</p> <p>"Ibid"</p> <p>GAI Mgr</p>
<p>B/ Enhance Community and Regional Profile (on-site)</p> <ul style="list-style-type: none"> ▪ Design and development of "Kicking Horse Country Corner"; Space swap with MOT – as prior discussed 	<p>Previously Discussed</p>	
<p>C/ Identify Revenue Generation Opportunities</p> <ul style="list-style-type: none"> ▪ Consideration of Double Sided Signage on property (with potential rental to Tourism BC, community groups, private sector businesses / tourism operators) ▪ Work to establish enhanced revenue stream opportunities through Tourism BC tenancy arrangements 	<p>Discussion of Opportunities Held with GAI Board</p>	<p>GAI Board 2008</p> <p>Ongoing</p>

4.10 Key Result Area: Board Development / Governance

Targets:

- A/ Provide Board Training in Strategic Planning and Best Practices for CED
- B/ Provide Board Training in Effective Governance

Tactics	Measurement	When / Whom
<p>A/ Provide Board Training in Strategic Planning and Best Practices</p> <ul style="list-style-type: none"> ▪ Identify Board Training Needs and Desires, secure Consultant for delivery of training (and funding for...) 	<p>GAI Board Survey Secure Funding Delivery</p>	<p>GAI Mgr / Board Contributions 10/08 and annually thereafter 2009 - 2010</p>
<p>B/ Provide Board Training in Effective Governance</p> <ul style="list-style-type: none"> ▪ Workshop on Governance (eg. "Roberta's Rules of Order") ▪ Ensure Appropriate Conflict of Interest Bylaws are in place 	<p>GAI Board Interest Secure Consultant (Funding) Delivery</p>	<p>GAI Mgr / GAI Executive Committee Summer 2008</p>