



THE CORPORATION OF THE VILLAGE OF ASHCROFT

COMMITTEE OF THE WHOLE

AGENDA

FOR MONDAY FEBRUARY 24, 2020 AT 6:00 PM

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1. **CALL TO ORDER**

2. **ADOPTION OF THE AGENDA**

*Motion to adopt the Agenda as presented or as amended*

3. **MINUTES**

All COTW Minutes are adopted at a Regular Meeting of Council

4. **DELEGATIONS**

	NONE	
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5. **DISCUSSION ITEMS**

	NONE	
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6. **BYLAWS FOR DISCUSSION**

	NONE	
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7. **STAFF REPORTS**

7.1	NDIT Economic Development Capacity Grant Application	1-53
7.2	Asset Management Presentation and Demo	54-55

8. **QUESTION PERIOD**

*Question received from the public if time permits.*

9. **CLOSED MEETING**

*Motion to move to a closed meeting to discuss an item under the Community Charter Section 90.1*

	NONE	
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10. **TERMINATION**



## STAFF REPORT TO COUNCIL – COTW

**DATE:** February 24, 2020  
**FROM:** DCO, Daniela Dyck  
**SUBJECT:** NDIT Grant Application for Economic Development Capacity Building Program  
**REPORT #:** 20-12

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### **Purpose**

To provide Council with an opportunity to discuss economic development opportunities for 2020 and provide options for the grant application.

### **Options:**

1. Consider contracting an Economic Development and Tourism position at \$25,000 and use the remaining \$25,000 for implementation of selected priority and short-term objectives from the draft Strategy. This position could also oversee the Visitor Info Centre, adding this function to the position will require adapting the funding allocation.
2. Keeping in mind capacity of staff time, select priority and short-term items from the Strategy for implementation with a budget not to exceed \$50,000. Caution – other items that have staff time allocated will need to come off the table to implement the objectives.
3. Other options proposed by Council. Caution – developing other directions reduces the effectiveness and purpose of the Economic Development Strategy.

### **Discussion**

The Northern Development Initiative Trust (NDIT) provides for communities in the NDIT region to apply for funding up to \$50,000 to assist with economic development initiatives. The application intake deadline is March 31, 2020.

### ***Eligible costs include:***

***Economic Development Wages*** – position must be at least 50% of workload.

*It appears that the Village of Ashcroft has used a portion of these funds in the past to hire a part time Economic Development position; however, the current Council approved budget does not provide for an economic development position.*

*Alternately, Council could consider to use a portion of the funds for a contracted position to complete the economic development and tourism function.*

### ***Economic Development Activities:***

*Projects, third party contracting and consulting services that align with a community's economic development plan and fits within the following categories:*

#### ***Economic Development Planning***

- *Developing Plans and Strategies*  
*Including but not limited to: developing economic development plans, business retention and expansion plans, community and downtown revitalization plans,*

*marketing plans and human capital/workforce planning*

- Conducting Applied Research and Analysis to Support Planning/Priority Setting  
*Including but not limited to: conducting sector or economic analysis, collaborative research studies or evaluations, feasibility studies and market research*

In 2019 the Village developed a new updated plan and strategy focusing on Economic Development and Tourism. Council has been provided with the draft plan to help guide us through the grant planning process (attachment 1). The final draft will most likely be presented to Council by the consultants in March.

### **Economic Development Implementation**

- Sector Development and Economic Diversification  
*Activities and efforts aimed at diversifying the economy, expanding current sectors and attracting new businesses or sectors to a community*
- Marketing and Promotion  
*Marketing activities that promote a specific economic opportunity for investment ie. entrepreneurship attraction videos*
- Business Retention and Expansion  
*Conducting business retention and expansion activities and implementing specific action items identified from a business retention and expansion plan*
- Business and Investor Hosting (max \$5,000)  
*Hosting of trade missions and/or investor tours where business or investment attraction is the primary focus. Can include costs associated with transportation, accommodations and facility/venue rentals*

Although the Economic Development and Tourism Strategy is not yet adopted, it is the document that will guide the Villages future economic development and tourism initiatives. Council should consider the implementation of some “priority” and “short term” objectives identified in the draft Strategy as objectives to be added to the grant application.

### **Previous Economic Development Capacity Funding Initiatives:**

- Ec. Dev. Brochures – resident attraction marketing
- Plein Air Project – develop vignette
- Ec. Dev. Intern
- Ec. Dev. Strategy Development – 2015 & 2019
- Advertising and Promotion
- Quest Upon
- Walking Map
- Heritage Tourism – Bronze Plaques
- Agra Tourism – Garden Tours
- Arts Tourism – Mosaics, Harmony Bell project
- Gold Country Visitor Guide
- Hotel Feasibility Study
- Roger Media Radio show Promotion

- Village Photograph Database
- Business Community Mixer

**Strategic/Municipal Objectives**

Aligns with OCP Economic Development Objectives

**Legislative Authority**

N/A

**Financial Implications**

Project budget is \$50,00

**Attachment Listing**

- 1 – Draft Economic Development and Tourism Strategy
  - 2 – Implementation Matrix
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**Prepared by:**



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Daniela Dyck  
Deputy Corporate Officer

**Approved for submission to Council:**



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Anne Yanciw  
Chief Administrative Officer

# Economic Development and Tourism Action Strategy 2020



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Village of Ashcroft





## THANK YOU TO EVERYONE INVOLVED.

There is no power for change greater than a community discovering what it cares about. – **Margaret J. Wheatley**

This project was made possible thanks to the business owners and residents of Ashcroft who took the time and effort to provide us with their valuable input.

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# Executive Summary

Ashcroft has many things going for it: a strong heritage identity, the naturally beautiful surrounding landscape, entrepreneurial spirit, strong and expanding industry, access to markets, and a community that wants to take hold of their future. All of these factors make Ashcroft attractive to prospective businesses, developments and new residents. It positions the Village of Ashcroft to emerge as a destination for investment and tourism. Ashcroft also has the added advantage of economic development support, both at the community level and the local political level.

This plan builds on these advantages by recommending strategies that expand economic development capacity and it builds a strong economic development foundation for further initiatives and specific projects. The plan contains a total of 36 strategies and, while this may seem daunting at first, the strategies are staggered over three years. Several strategies can include the use of outside experts to assist in the implementation which will ease the burden on the Village.

Alternatively, some may think that there are more specific strategies or opportunities that should be included. To ensure the plan remained practical and doable, there had to be a stopping point for adding additional strategies. We believe the plan needs to first focus on strategies that have an opportunity to build capacity and success for the community. It is recommended that an annual plan review be undertaken to ensure the plan remains fluid and allows for the addition of new opportunities and target sectors.

## Key Focus and Priorities

There are five key focus areas or themes, with a total of 36 strategies. The five focus areas are the foundation of the plan because they represent the economic development areas that community members and stakeholders feel are most important for Ashcroft to work towards.

1. **Strengthen Ashcroft's Economic Development Position in the Region.** The strategies here will focus on building the necessary capacity within the community for long-term, successful economic development.
2. **Cultivate Ashcroft's Image as a Friendly, Professional and Active Place for Business and Investment.** The strategies will focus on creating foundational economic development pieces that include engaging with existing businesses to ensure their success and cultivating relationships to promote opportunities and increase investment.
3. **Develop Downtown Ashcroft as a Destination and Focal Point for the Community.** The strategies will focus on creating a sense of place and vibrancy in the downtown core.
4. **Increase the Awareness and Positive Perception of Ashcroft as a Quality Place to Live and Work.** The strategies will focus on ensuring Ashcroft has the services required to attract new residents and expand the workforce.
5. **Support Tourism Development Activities.** The strategies will focus on specific tourism activities to strengthen Ashcroft's economic diversification and sustainability.

The following are the priority (completion within six months) and the short-term (completion within the year) strategies for implementation:

- |  |            |
|--|------------|
| • Commitment to Economic Development                             | Priority   |
| • Dedicated Local/Regional Economic Development Position         | Short-Term |
| • Economic Development and Tourism Advisory Committee            | Short-Term |
| • Community Profile  | Priority   |
| • Business Visitation  | Priority   |
| • Investment Readiness Self-Assessment                           | Priority   |
| • Relationship Building with Provincial Investment Influencers   | Priority   |
| • Great BC Business Sale   | Short-Term |
| • Economic Development/Tourism Website – DestinationAshcroft.com | Short-Term |
| • Hotel Attraction   | Short-Term |
| • Mosaic Brochure  | Priority   |
| • Participation with Gold Country Tourism Activities             | Priority   |
| • Wayfinding   | Priority   |
| • Develop a Formal Relationship with TOTA                        | Short-Term |
| • Dual Tourism Region  | Short-Term |

These strategies have been developed, recognizing the limited capacity that is currently in place for the Village. Many of the items can be contracted to others, and in many cases, only require a phone call, a partnership with another organization who would take the lead, or a meeting while at an event that the community would typically attend (UBCM, BC Economic Summit, Ministers Dinner, etc.).

## Twelve Things to Know for Successful Economic Development

The reasons why a community engages in economic development activities vary greatly. Each community has its own unique characteristics and its own specific reasons for actively engaging in economic development. Generally, communities understand that to create economic diversity, maintain and expand infrastructure, create a sustainable economy and increase their ability to meet the needs of local residents and businesses, they need to develop their economic development focus and goals.

Ashcroft is taking a proactive step in creating an economic development roadmap based on the current status of the community and future opportunities identified through analysis and public consultation. Ashcroft leaders are key in taking the reins to move forward with the recommended strategies identified in this plan. The more understanding there is about economic development, the more effective and successful your community can be. Here are twelve things to know for successful economic development:

1. **It's both Community Development and Economic Development.** The old way of thinking that community development and economic development are two separate things no longer holds true. In today's economic development world, you cannot do successful economic development without community development.
2. **Understand what your economic development staff does.** Local elected officials will be more effective in leading economic development activities when they have a clear understanding of what economic development staff do on a daily basis.

3. **Have an economic development strategic plan in place.** A strategic plan serves a number of purposes for the community and its elected officials. It provides a roadmap that will guide the community to the desired future.
4. **Understand your local and regional assets.** By understanding your community's economic assets, the vision and strategies you create will be based on the true reality of your community and will significantly increase the likelihood of implementation and success.
5. **Measure your success.** Performance measures should flow from the community's strategic plan with the specific metrics selected to measure the progress towards the plan's objectives. If you can't measure it, you can't manage it.
6. **Develop strong partnerships.** Economic development cannot be done in a silo. Strong and mutually beneficial partnerships need to be developed and nurtured. The role of the local official is increasingly important to economic development partnerships.
7. **Have your foundational pieces in place.** Think of economic development using an analogy of the structure of a house. There are important pieces of information required (the foundation) to ensure future economic development goals, such as investment attraction, can be successful.
8. **Engage your business community.** Local officials can help create an environment that supports the growth and expansion of local businesses, primarily by opening lines of communication.
9. **Foster an Entrepreneurial Environment.** Entrepreneurs create jobs. Local officials can play an important role in promoting entrepreneurship in their communities.
10. **Be realistic about your readiness.** Economic development is seemingly always under pressure to deliver more and deliver faster. This tendency can cause short-sighted decisions that lead to long-term problems. Local elected officials need to take the time to truly understand their community's level of readiness for economic development activities.
11. **Celebrate the small wins.** There is a tendency to only celebrate "big" successes – the relocation of a large company, for example. Most communities may never have this opportunity, and it is important for elected officials to understand a small win – an existing company adding three jobs – is a success and should be celebrated.
12. **Use your tourism assets.** Local leaders can better support economic development efforts and realize greater benefits from knowing how tourism assets can effect change in a community.

# Economic Statistical Analysis

The following section highlights some of the observations and data found and assesses the advantages the Village of Ashcroft has to offers its residents and businesses. The assessment is based on categories such as population change, education attainment, changes in the labour force, employment change, housing and income. The data is based on StatsCan 2016 census data (last census available). When relevant, data includes neighbouring communities.

## Location and Proximity

The Village of Ashcroft is in British Columbia’s southern interior region located 10 km (6 miles) south of the junction between Trans-Canada Highway 1 and Highway 97, on Highway 97C. Ashcroft is located less than 90 minutes away from Kamloops, a full-service community offering all amenities and services. The closest scheduled air service is the Kamloops Airport with flights to Vancouver, Calgary and Prince George.

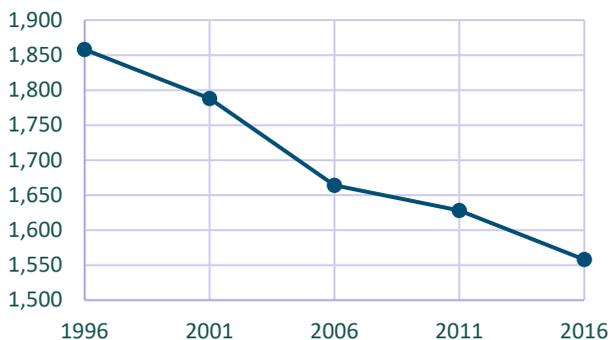
*Distance from Village of Ashcroft*

Destination	Kilometres (miles)	Travel Time
Kamloops, BC	94 (58)	1 hours, 23 minutes
Vancouver, BC	339 (210)	4 hours, 11 minutes
Prince George, BC	448 (278)	4 hours, 20 minutes
Seattle, Washington	459 (285)	6 hours
Calgary, Alberta	711 (441)	8 hours

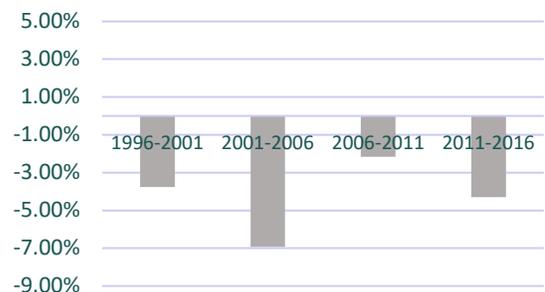
## Population

There has been a steady loss of population over the last 20 years. The largest percentage loss was between 2001 – 2006, which saw the Village population decrease by 6.94%. Over the last census period (2011 to 2016) the population decreased by 4.3%.

Population of Ashcroft, 1996 - 2016



Population Percent Change Ashcroft, 1996-2016



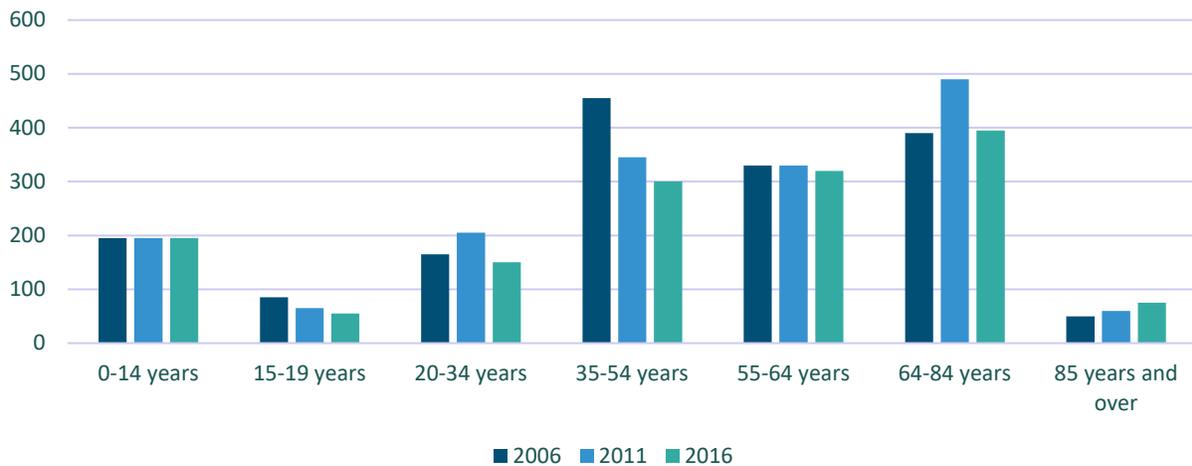
**Total Population, Number and Percentage Change in Population,  
1996, 2006 and 2016**

	1996	2006	2016	Pop. Change 1996 to 2016	% Change 1996 to 2016
<b>Ashcroft</b>	1,858	1,664	1,558	-300	-16.1%
<b>Clinton</b>	730	600	641	-89	-12.2%
<b>Merritt</b>	7,631	6,998	7,139	-492	-6.4%
<b>Cache Creek</b>	1,115	1,037	963	-152	-13.6%
<b>Kamloops</b>	76,394	80,376	90,280	13,886	18.2%
<b>Total</b>					
<b>TNRD</b>	118,801	119,222	132,663	13,862	11.7%
<b>British Columbia</b>	3,724,500	3,907,738	4,648,055	923,555	24.8%

**Age and gender profile**

Over the past ten years, Ashcroft has experienced a decrease in the younger age groups (20-34). This trend is not unique to Ashcroft as many smaller communities lose youth and family aged individuals to the larger centres that have expanded service options including education and healthcare.

**Ashcroft, Age Groups, 2006-2016**



**Ashcroft, Age Distribution, 2006 - 2016**

Age Group	2006	2011	2016
0-14 years	195	195	195
15-19 years	85	65	55
20-34 years	165	205	150
35-54 years	455	345	300
55-64 years	330	330	320
64-84 years	390	490	395
85 years and over	50	60	75
Median Age	53.1	55.2	58.6

**Age Distribution, Population and Percent of Total Population**

	British Columbia		Thompson Nicola RD		Ashcroft		
	2016	2016	2016	2016	2006	2011	2016
<b>Total Population</b>	4648055	132665	1670	1690	1490		
<b>0-14</b>	#	691390	19870	195	195	195	
	%	14.9	15.0	11.7%	11.5%	13.1%	
<b>15-34</b>	#	1163290	31090	85	65	55	
	%	25.0	23.4	5.1%	3.8%	3.7%	
<b>35-44</b>	#	588635	14980	165	205	150	
	%	12.7	11.3	9.9%	12.1%	10.1%	
<b>45-54</b>	#	676740	18675	455	345	300	
	%	14.6	14.1	27.2%	20.4%	20.1%	
<b>55-64</b>	#	679020	21400	330	330	320	
	%	14.6	16.1	19.8%	19.5%	21.5%	
<b>65-74</b>	#	489305	15625	240	225	290	
	%	10.5	11.8	14%	13%	19%	
<b>75+</b>	#	359670	11020	200	235	265	
	%	7.7	8.3	12%	14%	18%	

**Education**

The majority of the population has post-secondary education, either university, college or trades training. Ashcroft and the surrounding communities of Cache Creek and Clinton all have strong post-secondary educated residents. This offers existing and potential businesses a well-educated labour pool to choose from. Ashcroft leads the area with the highest number of University degrees at the bachelor level or higher, although lower than the overall provincial population.

**Highest certificate, diploma or degree for the population aged 15 years and over in private households in Ashcroft, BC**



- No certificate, diploma or degree
- Secondary (high) school diploma or equivalency certificate
- Postsecondary certificate, diploma or degree

*Educational Attainment (shown as a percentage)*

	Ashcroft	Clinton	Cache Creek	BC
<b>Total - Highest certificate, diploma or degree for the population aged 15 years and over in private households</b>				
No certificate, diploma or degree	23.7%	24.8%	25.1%	15.5%
Secondary (high) school diploma or equivalency certificate	34.1%	25.7%	33.9%	29.4%
Postsecondary certificate, diploma or degree	42.3%	49.6%	40.9%	55.0%
Apprenticeship or trades certificate or diploma	15.1%	26.5%	14.6%	8.8%
Trades certificate or diploma other than Certificate of Apprenticeship or Certificate of Qualification	5.0%	15%	6.4%	3.7%
Certificate of Apprenticeship or Certificate of Qualification	10.0%	11.5%	8.2%	5.1%
College, CEGEP or other non-university certificate or diploma	13.3%	13.3%	14.6%	18.1%
University certificate or diploma below bachelor level	4.3%	5.3%	4.1%	3.6%
University certificate, diploma or degree at bachelor level or above	9.3%	4.4%	7.6%	24.6%
Bachelor's degree	5.4%	3.5%	5.3%	16.1%
University certificate or diploma above bachelor level	1.1%	1.8%	0%	1.8%

### Labour Force and Employment

Ashcroft had little change in the labour force between 2011 and 2016, with a total of 640 individuals aged 15 years and over in 2016 compared to 630 in 2011. When investors or potential businesses are looking at a community, they will also look at the surrounding areas for their labour pool. When Ashcroft combines with Clinton and Cache Creek, the labour pool grows to 1,365 and with the addition of Logan Lake, it increases to 2,175.

Sector	Ashcroft	Clinton	Logan Lake	Cache Creek	Total
<b>Total Labour Force population aged 15 years and over</b>	640	280	810	445	2175
<b>Industry - NAICS2012</b>	10	0	25	10	45
<b>All industry categories</b>	630	270	785	435	2120
Agriculture, forestry, fishing and hunting	20	10	10	20	60
Mining, quarrying, and oil and gas extraction	50	0	190	15	255
Utilities	0	0	0	0	0
Construction	60	20	100	20	200
Manufacturing	75	45	45	35	200
Wholesale trade	20	10	10	10	50

Sector	Ashcroft	Clinton	Logan Lake	Cache Creek	Total
Retail trade	55	35	75	55	220
Transportation and warehousing	75	30	20	50	175
Information and cultural industries	0	10	10	0	20
Finance and insurance	10	10	25	10	55
Real estate and rental and leasing	10	10	20	0	40
Professional, scientific and technical services	20	10	20	10	60
Management of companies and enterprises	0	0	0	0	0
Administrative and support, waste management and remediation services	15	30	50	25	120
Educational services	35	15	15	35	100
Health care and social assistance	65	10	65	20	160
Arts, entertainment and recreation	10	10	40	10	70
Accommodation and food services	45	10	40	90	185
Other services (except public administration)	20	0	20	10	50
Public administration	35	30	35	30	130

The following table breaks down the labour force by occupation. The top two occupations in Ashcroft are Trades, Transport and Equipment Operators (25.4 percent) and Sales and Service (20.5 percent).

*Labour Force by Occupation*

Sector	Ashcroft	Clinton	Logan Lake	Cache Creek
Management	50	35	60	30
Business, finance and administration occupations	60	40	95	40
Natural and applied sciences	10	10	30	20
Health	35	10	45	10
Occupations in education, law and social, community and government services	70	30	50	35
Art, culture, recreation and sport	15	10	20	0
Sales and service	125	30	160	145
Trades, transport and equipment operators	155	80	200	105
Natural resources, agriculture and related production occupations	55	30	55	15
Occupations in manufacturing and utilities	55	15	65	30

**Income**

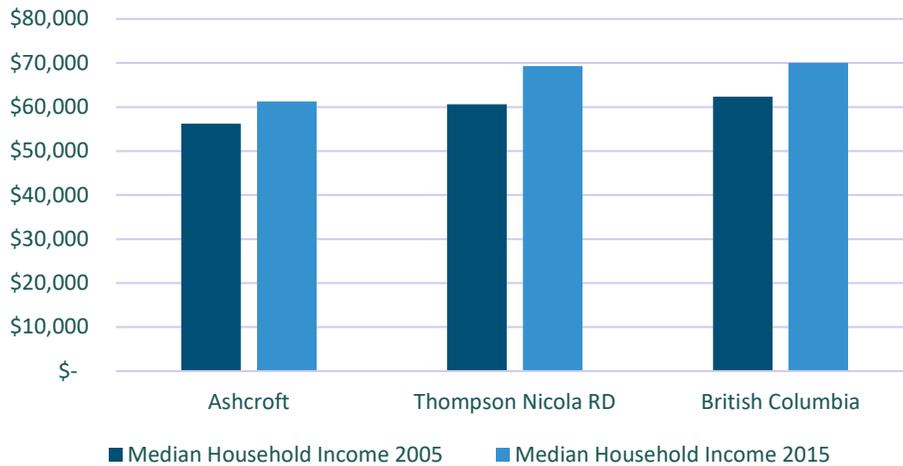
Below are the income levels for Ashcroft with comparisons to the regional district and province. Average and median incomes are lower in Ashcroft when compared to both the region and the province. However, when

income is looked at more closely, Ashcroft has a higher percentage of individuals earning over \$50,000 than either the region or province.

**Household Income**

	Ashcroft	Thompson Nicola RD	British Columbia
Less than \$30,000	20.5%	43.8%	44.7%
\$30,000 - \$49,999	18.5%	21.0%	20.4%
\$50,000 - \$79,999	24.5%	17.9%	17.6%
\$80,000 - \$99,999	9.3%	6.4%	6.0%
\$100,000 - \$149,999	17.9%	5.8%	5.1%
\$150,000 and over	7.9%	1.9%	2.5%
Median Household Income	\$61,248	\$69,308	\$69,995
Average Household income	\$71,831	\$84,619	\$90,394

**Median income, 2005 - 2015**



**Housing**

The housing values and assessments are increasing in Ashcroft; however, the community is still significantly more affordable than Kamloops. The housing affordability is an advantage for Ashcroft to promote to potential new residents.

**Average Assessed Values, 2019 - 2020**

Community	Assessed Value		
	2019	2020	% Change
Ashcroft	\$222,000	\$261,000	+17%
Clinton	\$120,000	\$150,000	25%
Cache Creek	\$163,000	\$181,000	+11%
Kamloops	\$431,000	\$461,000	+7%
Merritt	\$266,000	\$289,000	+9%

**Average Value of Owned Dwellings, 2006 – 2016, Census 2016**

		<b>Ashcroft</b>	<b>Cache Creek</b>	<b>Merritt</b>	<b>Kamloops</b>	<b>Clinton</b>
<b>2006</b>	Average value of dwellings (\$)	145,787	137,335	211,914	257,242	97,403
<b>2016</b>	Average value of dwellings (\$)	247,743	176,645	259,321	370,530	174,496
	Percent Change 2006 - 2016	69.9%	28.6%	22.4%	44.0%	79.1%



# Stakeholder Consultations

## Strategy Consultation Process

Approximately 172 stakeholders were consulted throughout this process. The consultations consisted of confidential one-on-one interviews, two open houses as well as an online survey open to the public, focus groups and a working session with Council identifying priorities.

### Interviews and Community On-line Survey

One-on-one interviews were conducted with Village of Ashcroft businesses and other economic development stakeholders, including regional organizations. Ashcroft staff, Mayor and Council were met with to outline the project and to collect information regarding the Village's economic development priorities. Thirty-nine questions were included in the online survey and included separate sections for business owners and for collecting information regarding consumer habits. The online survey and interviews explored the major strengths and challenges for Ashcroft and asked input on future opportunities and economic development priorities.

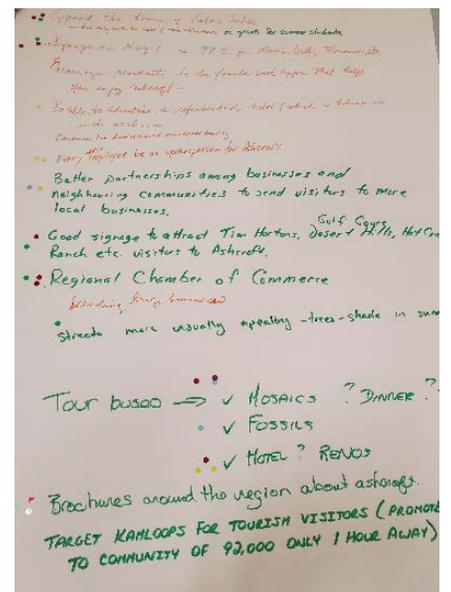


### Focus Groups and Open House

Focus groups were held in September with stakeholders representing four key areas:

- Tourism
- Non-Profit
- Commercial/Retail
- Industry

In addition, two open house community meetings were held where stakeholders answered a variety of questions, including community strengths, challenges and opportunities.



## Summary of Community Online Survey

In total, 133 respondents answered the 39-question survey and the following are some of the key findings. A separate document, Ashcroft Community Online Survey – Results, provides the details from the online survey.

- There is a mix of long-term residents and those who have recently moved to the community. Forty-five percent (45.11%) of survey respondents indicate they have lived in the community for 15 years or more, while around half of that (23.31%) have lived in the community for seven to 14 years. Approximately one-fifth of the respondents (20.30%) have lived in the community for three years or less. This provides the community with a good mix of a stable resident base while attracting new residents who are likely contributing as new investors, volunteers or labour.
- Residents have a positive image of Ashcroft (76.69% have a positive image, 6.02% negative, while 17.29% have no perception). When asked how non-residents perceive Ashcroft, 49.62% of survey respondents think there is a positive image, 24.06% negative and 27.07% no perception. A lack of a community image can present a challenge in attracting investment, business or residents. Below is a word cloud that visually represents the words that respondents used to describe the image of Ashcroft.



A word cloud of community descriptors in teal text. The words are arranged in several lines. The most prominent words are 'Peaceful', 'safe', 'Quaint', 'Best', 'small', 'Small town', 'community', 'friendly', 'warm', 'Beautiful', 'home', 'Quiet', 'village', 'Historic', and 'Comfortable'. Smaller words include 'Affordable', 'oasis', 'great', 'desert', 'place', 'live', 'weather', 'town', 'old', 'growing', 'place', 'people', and 'Charming'.

- Respondents would like to see an expansion of tourism and hospitality businesses (53.38%), retail (50.38%), and emerging industries such as medical marijuana, 3D printing, telemedicine (42.11%).
- When questioned further on which types of tourism, many responded they would like to see more Accommodations (60.32%) and Festivals and Events (40.48%).
- When questioned further on which types of retail, many responded sporting goods/hobby/books/music (40.48%), clothing and clothing accessories (38.89%), and health and personal care (34.13%).
- Respondents' top three economic development goals are ensuring existing companies stay and are expanding (53.91%), more small businesses and entrepreneurs (35.16%), and better lifestyle amenities (32.81%).
- 16.54% of respondents owned a business. 65.0% of those business owners believe the Village of Ashcroft is somewhat or very friendly to business, while only 5% find Ashcroft unfriendly to business.

- Half of the respondents (50.44%) who are not business owners have thought about starting their own business. Start-up costs are the major obstacle (24.14%). Other concerns were age and lack of market/customer base.
- Consumer shopping patterns were part of the survey, and it indicated 43.31% of respondents leave Ashcroft monthly to do shopping, while an additional 35.43% leave on a weekly basis.
- Kamloops is the community where respondents are travelling to, and 80.16% of respondents spend \$150.00 or more per shopping trip. Nearly three-quarters (71.65%) spend up to 50% of their shopping dollars locally.
- The lack of availability of the service or product is the main reason (46.34%) for shopping outside of Ashcroft, while 23.58% combine it with other activities.
- Respondents were asked for the community's strengths and weaknesses – the results are included in the following section.



# Ashcroft Community SWOT

*Small Towns can best be saved by their own people  
using their own assets. — Deb Brown, Save Your Town*

A SWOT analysis was conducted to identify the strengths, weaknesses, opportunities and threats (SWOT) for the Village. The table below shows the most frequent responses. The table combines responses from both the consultation process and the online survey.

In some cases, items are listed in multiple categories (i.e., healthcare). It is important to recognize these multiple placements as one or the other may be a perception. Perceptions, at least in economic development, often become or are the reality.

Ashcroft has one of the most diverse small-town economies in BC. Ashcroft's diversification means that the impact of an industry downturn, such as the forest industry, does not effect the town as strongly as it does many other communities. The industries in Ashcroft are connected to several primary industries like transportation and distribution (Ashcroft Terminal), hardwood lumber (not impacted by tariffs), manufacturing, and mining. While these companies provide significant employment opportunities, not many of the employees live in the community. This creates challenges for local retailers, and real estate development as well as adding pressure to healthcare and education services.

The need to support local businesses and to partner with service providers is high. Lack of economic development resources does limit the involvement with important services like the Hub and Sun Country Community Futures. Sun Country is one of the strongest and most connected CFs in British Columbia. It dedicates significant time and assets to support community projects and develop new initiatives that enhance the entire region. The HUB is another resource that needs to be capitalized upon and supported as it will expand and support new business growth, support community needs and enhance the local quality of life.

Successful communities work collaboratively with neighbouring indigenous and non-indigenous groups. Using each others' assets to build strong local economies is best done when working in partnership. Lack of regional partnerships in the past may have restricted growth. Now is the time to work collaboratively on regional economic development initiatives that can provide mutual benefits.

Like many rural communities, Ashcroft will be faced with threats related to provincial downsizing, elimination of funding and, most importantly, natural disasters, such as the fires of 2017. Through recognizing strengths, challenges and opportunities, the community can start to put in place the resources needed to build a vibrant and sustainable local economy.

INTERNAL FACTORS	
STRENGTHS (+)	
1	Location (proximity to major centre and highway 1)
2	Climate
3	Tourism Assets (in community and region)
4	Small town atmosphere
5	Community pride
6	Volunteers
7	Diversity of industry
8	Neighbouring Indigenous Community
9	Well managed local government
10	Transportation access
11	Affordability of housing
12	Healthcare
13	The Hub
14	Strong Community Futures

INTERNAL FACTORS	
WEAKNESSES (-)	
1	Location (off of Highway 1)
2	External awareness of opportunities
3	Highway signage/Wayfinding
4	Lack of regional collaboration
5	Industry engagement
6	Funding and capacity
7	Retail and services
8	Lack of indigenous recognition in community
9	Shortage of housing options
10	Youth leaving community
11	Lack of employees for existing industry
12	Consumer leakage
13	Lack of Healthcare
14	No chamber of commerce

INTERNAL AND EXTERNAL FACTORS	
OPPORTUNITIES (+)	
1	Shop Local Campaigns
2	Engage and Support existing businesses
3	Establish a “Trades” network
4	Regional partnerships
5	Promote Tourism Assets
6	Increase Tourism Services
7	Take advantage of Hwy 1
8	Accommodations (Hotel)
9	Resident Attraction
10	Expanded Health Care services
11	Downtown enhancements
12	Indigenous Partnerships

EXTERNAL FACTORS	
THREATS (-)	
1	Natural Disasters
2	Commodity prices
3	External pressures on mining
4	Loss of provincial and regional funding
5	Perception of rural/small-town living
6	Lack of regional collaboration
7	Labour Market
8	Value of CDN dollar

# Strategic Actions

The following section provides a list of strategic themes and actions that make up the Village of Ashcroft Economic Development and Tourism Action Strategy.

While several characteristics distinguish strategic planning from other types of planning and goal-setting efforts, it is the implementation that really sets it apart. Strategic planning is action-oriented and focused on the allocation of scarce resources to critical issues. The key to successful implementation is organization and wise use of available assets. Some strategies in the plan will be oriented to policy change and removal of administrative barriers and not involve monetary resources. Other strategies will require allocation of scarce financial resources along with dedicated human resources.

The programs and actions proposed in this strategic action plan are intended to provide the foundation for maintaining and expanding a collaborative working relationship among the residents and businesses in Ashcroft. The goal is 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 Ashcroft.

It is important to note that an economic development organization and its economic development practitioner have a two fold role. They implement strategies and they are responsible for the day to day activities. Considerable time is devoted to the following core activities that take place on an ongoing and daily basis. Some of these activities are built into the strategy while others involve additional time and resources.

## **Core Activities:**

- Respond to public inquiries daily (phone, email, and walk-in)
- Clearinghouse for information
- Data updates (community profiles, website, customized requests)
- Regional initiatives
- Work with companies or individuals seeking to locate in the community
- Work with groups of companies within specific industry sectors to ensure new markets are developed
- Communications – community, business, government, organizations
- Facilitating partnerships between business, non-profits, investors and area partners
- Connecting individuals and groups with available resources, such as:
  - Export Navigator Program
  - Small Business BC services
  - Community Futures
- Grant writing support for economic development initiatives

Following the endorsement of the Economic Development and Tourism Action Strategy, an Implementation Matrix will be crafted to outline and prioritize the actions and steps Ashcroft will need to take to most effectively implement this plan. The Implementation Matrix will contain the following:

- Name of the strategic goal and accompanying actions
- Roles and responsibility that outlines:

- Who has the lead responsibility for implementing the action as well as others that will support the lead during implementation
- Identify either current or proposed partnerships and collaborations required to achieve success.
- Estimated Resources – what are the estimated costs, resources and any assistance required from others to successfully implement the action (human resources, financial resources, other resources)
- Progress measures – measures and indicators to allow an indication of successful tracking and completion of the actions, and achievement of the intended outcomes on the local economy
- Timeline – when the action starts/be completed in the short, medium or long term

The following provides a summary of the recommended strategies and projects that were identified during the analysis and evaluation process. The strategies represent action items based on the corresponding strategic themes. Each strategy ties within an over-arching theme, which collectively builds upon the overall plan.

The strategies are intended to provide actionable and realistic initiatives, projects or programs. The strategies are listed within the document with the following timelines:



A separate Implementation Matrix will form a separate document and can be used as the economic development work plan. The matrix will breakdown down priority and short-term strategies into specific action steps that are required to complete and implement the strategies fully. In addition to the action steps, the matrix will provide timelines, potential partners, budget, funding sources and implantation monitoring. It provides the roadmap required for the Economic Development and Tourism Action Strategy’s implementation.

Over the past few years, the Province of BC has funded many economic development activities through its Rural Dividend Fund. In September 2019, the province announced a reallocation of the fund towards assisting communities hit by the forestry industry downturn. If the Rural Dividend Fund is reactivated, we will revise the matrix to identify initiatives that should be part of an application.

## 1. Strengthen Ashcroft’s Economic Development Position the Region

Economic development has become a core function of municipal governments across Canada. Because the competition for business investment, entrepreneurs and talent has never been more pronounced than it is today, even smaller communities such as Ashcroft need to have a concentrated focus on economic development. They need to understand their strengths and weaknesses and proactively develop opportunities that lead to more investment and the attraction of talent.

**Rationale:** Economic development is one of the essential fundamentals of growth and sustainability. A targeted approach in this area will ensure a beneficial mix that is realistically tailored to the strengths and needs of Ashcroft. It is important to recognize that economic development initiatives cannot be implemented without proper structure and resources.

**Expected Outcomes:** An economic development focus for the Village and the implementation of a strategy to ensure sustainability and growth for new and existing residents and to create a strong working relationship between the Village, municipal council, business sectors and economic development stakeholders.

What	Why	When	Partners
<b>1. Commitment to Economic Development</b>	Committing to economic development is critical to ensure the implementation of the plan and for long-term sustainability. In order to show a commitment to support economic development, the Council needs to commit to establishing an active program publicly. It is important the commitment along with the plans for the implementation of this strategy, be shared with the local community and key stakeholders.	<b>Priority</b>	N/A
<b>2. Dedicated Local/Regional Economic Development Position</b>	Ashcroft has a strong interest and the support to further explore economic development. While having a dedicated economic development practitioner for the community would be ideal at this time, it may be premature. Ashcroft is not the only community in the region without a full-time dedicated economic development function. The surrounding communities of Cache Creek and Clinton also do not. Ashcroft should explore the interest of these neighbouring communities, as well as the rural areas of the TNRD and the Indigenous communities, in sharing economic development services on a regional basis. This would be the first step to expanding economic development capacity for the community. A shared economic development practitioner would be responsible for implementing the strategic plan, managing day-to-day operations, developing, implementing and monitoring specific programs. This person would represent the organization in	<b>Short-Term</b>	N/A

	the community and to an external audience. After the first year, Ashcroft could explore expanding capacity by the hiring of their own economic development practitioner.		
<b>3. Economic Development and Tourism Advisory Committee</b>	The EDTAC will assist staff and Council on matters pertaining to sustainable economic development and tourism consistent with the strategy. The committee will be made up of representatives from the community and represent key sectors and stakeholders. It will be important to include key representation on the board from organizations and businesses, including Community Futures, Gold Country Tourism, Desert Hills, Ashcroft Terminal and The Hub. The committee could take a key role in starting to expand economic development capacity for Ashcroft.	<b>Short-Term</b>	Business Community and Organizations
<b>4. Economic Development and Tourism Advisory Committee Training</b>	With the newly formed EDTAC, it is important to ensure every new member is informed of the role that economic development and tourism can play in supporting and expanding the local economy. A training workshop will provide the committee with a clear understanding of their roles, expectations and responsibilities.	<b>Short-Term</b>	BCEDA
<b>5. Prepare an Annual Report Card on the Village's Economic Development Strategies and Implementation</b>	Too many communities undertake economic development activities but do not relate their progress and successes to their funding partners or the public. An annual report demonstrates accountability for resources used, illustrates payback on efforts and charts progress. It also helps to build support for economic development programming.	<b>Medium-Term / Ongoing</b>	N/A
<b>6. Regional Community Collaboration</b>	Regional Collaboration is one of the fastest growing economic development partnerships in North America. Regional stakeholders understand the limitation of acting as individual communities both in the way of human and financial resources. Ashcroft can take the lead in creating a regional partnership between Indigenous, local (Ashcroft, Cache Creek and Clinton) and regional governments in the region. The regional group will work towards finding common goals and working together to achieve them. One such initiative may be the McAbee Fossil Beds in Cache Creek. This strategy works hand in hand with exploring regional based economic development capacity (Strategy #2).	<b>Medium-Term</b>	Cache Creek Clinton Regional Indigenous Communities TNRD
<b>7. TNRD Regional Forum</b>	Small communities have unique issues and needs that are often very different from those of larger communities. While communication is	<b>Medium-term and Ongoing</b>	TNRD Cache Creek Clinton

	<p>important within the community, it is equally important to communicate with neighbouring communities within a region. This includes regional directors, indigenous communities, and local governments. This regional annual forum, developed in collaboration with the TNRD would be intended to bring together those serving and working in and with the community to learn from each other through case studies and roundtable discussion groups. Communities would be asked to share their accomplishments, ask questions about successes and challenges in other communities, learn about new opportunities, and explore great ideas.</p>		<p>Regional Indigenous Communities</p>
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## 2. Cultivate Ashcroft’s Image as a Friendly, Professional, and Active Place for Business and Investment

Successfully retaining and attracting investment means being able to provide the appropriate information about business climate and infrastructure required by existing and potential investors and businesses. It is a process of creating a secure and cost-effective environment for an investor or business to expand, start or relocate a business. For Ashcroft, this means ensuring economic development and community foundations are in place so that any investment or business opportunities (either coming from existing businesses within the Village or coming from outside the Village) can be realized.

**Rationale:** To ensure Ashcroft has its share of business investment for future sustainable growth and diversity.

**Expected Outcomes:** An inventory of available employment lands, an “open for business” / "great place to invest" reputation and a larger number of businesses located in the Village.

<b>What</b>	<b>Why</b>	<b>When</b>	<b>Partners</b>
<b>8. Community Profile</b>	A community profile is the first place an investor, business or potential resident will look at when considering a community’s potential suitability. Ashcroft does not have a profile that provides the information necessary. The creation of a profile is a foundational piece of successful economic development.	<b>Priority</b>	Various depending on information sourced
<b>9. Business Visitation</b>	Engaging with local businesses is the cornerstone of successful economic development. It is critical that companies like Ashcroft Terminal and others are communicated with regularly to make sure their voices are heard, and any issues or concerns are addressed promptly. Through business visitation, challenges can be addressed, and the opportunities can be capitalized on to encourage new and sustainable job creation.	<b>Priority / Ongoing</b>	Local Organizations and Private Industry
<b>10. Investment Readiness Self-Assessment</b>	Assessing your community’s “investment readiness” is a key component for investment and business attraction. The Province of BC has an online tool that provides a checklist to assess how ready your community is. It will identify what gaps exist and can be closed.	<b>Priority</b>	N/A
<b>11. Relationship Building with Provincial Investment Influencers</b>	One of the most important activities in supporting economic development, regardless of capacity, is the forging of relationships with government agencies. Ashcroft needs to “introduce” the opportunities available in the community to Trade and Investment representatives from the Ministry of Jobs,	<b>Priority/ Ongoing</b>	Province

	Trade and Technology. These representatives need to know what the community is trying to target and to be aware of those products that are being exported. They can provide valuable services to the community and companies within the community. In addition, maintaining a relationship with the Regional Manager from the Ministry of Forests, Natural Resources and Rural Development will be key.		
<b>12. Great BC Business Sale</b>	To help promote business opportunities and investment in rural BC, a new initiative has been launched for the fall of 2020 called “The Great BC Business Sale.” The trade show will be held at the Vancouver Convention Centre on October 3, 2020. Ashcroft should work together with Sun Country, local businesses, developers and real estate agents to participate in this event. This would also be an opportunity to highlight the potential of a new accommodation facility as identified in Strategy #17.	<b>Short-Term</b>	Province Private Sector
<b>13. Economic Development / Tourism Website</b> <a href="http://DestinationAshcroft.ca">DestinationAshcroft.ca</a>	Research shows that an economic development organization’s website is its most effective marketing tool and supporting studies show over 95% of site/location selectors use the internet to qualify a community. The website should include demographics and statistics on the area and highlight the advantages and market opportunities in Ashcroft. A recommended URL is destinationashcroft.com. It is important to note this does not need to be a separate website but instead only have the unique URL automatically link to an existing page of the Village’s municipal website. Unique URLs are a cost effective way to direct investors and businesses to the information they need to make decisions.	<b>Short-Term</b>	Various depending on information sourced
<b>14. Develop Marketing Materials for Investment Attraction, Opportunities and Residents</b>	Ashcroft does not have promotional material that markets the community. The development of these materials can be used as a value proposition for investors and potential businesses. Individual one-sheets can be developed with the front page providing the value proposition for investors and potential businesses and residents. The back page can highlight sector-specific opportunities. This includes tourism, retail and industry. The sheet(s) should include quick	<b>Medium-Term</b>	N/A

	facts on Ashcroft, property/land information, business support and testimonials.		
<b>15. Participate in Provincial Nominee Program</b>	In early 2019, the Province of BC launched a new pilot project to encourage investment from foreign investors. The Provincial Nominee Program supports the program. While Ashcroft did not participate in the original call, a new opportunity is expected in the spring of 2020. Ashcroft should submit a request to be an approved community for this initiative. Templates on evaluating investor inquiries can be obtained from BCEDA. While applications may be considered in 2020, Ashcroft does not need to rush the process and can instead look at this as a longer-term objective once the foundations pieces recommended in this strategy are complete.	<b>Long-Term</b>	Province
<b>16. Starting A Business Guide</b>	Developing a strong support system for those looking to start a business in Ashcroft is a critical aspect of supporting new entrepreneurs. A guide will help to encourage entrepreneurs to create new businesses and to make it as easy as possible. The development of a web-based Starting a Business Guide to walk individuals through the necessary steps and provide the basic information will demonstrate Ashcroft's support of local businesses. The guide launched by <a href="#">Port Alberni</a> is an excellent example.	<b>Long-Term</b>	N/A

### 3. Develop Downtown Ashcroft as a Destination and Focal Point for the Community

Main Streets are often the centre of a community, acting as public meeting spaces and commercial centres. Economically vibrant main streets that are the heart and soul of the community provide an identity for the area and create pride in the community. When a downtown is not vibrant, there can be a general feeling of apathy and defeat. Residents see little value in investing downtown and priorities shift towards areas that are removed from the downtown area. This creates a scenario that can become self-fulfilling and cyclical. Ashcroft needs to focus on its downtown core and recognize that it can be a powerful engine to boost employment and investment across the broader community.

**Rationale:** There is a need to protect the downtown core area and ensure its success is an important part of the community.

**Expected Outcomes:** Downtown core areas will have vibrant commercial activity with a diverse mix of businesses that support the local economy.

<b>What</b>	<b>Why</b>	<b>When</b>	<b>Partners</b>
<b>17. Hotel Attraction</b>	In 2018, the Village of Ashcroft contracted with HVS to complete a market study for a new hotel. This report describes in detail the types of a hotel that could be built in the community, including proposed rates. This information should be actively marketed to potential hotel developers by attending Hotel/Motel Investment Trade events. The Canadian Hotel Association hosts an annual event in Vancouver every fall. This would be a good event for Ashcroft to attend as a delegate and network with potential accommodation providers.	<b>Short-Term</b>	Real Estate Gold Country
<b>18. Develop a Streamlined and Pre-packaged Film Policy</b>	Film production provides significant economic impact and it is an important economic development activity, especially in small communities. Ashcroft has been successful in attracting a number of productions, including the recently announced episode of the Twilight Zone. A formal and pre-packaged policy would include considerations for road closures, fee schedule and licensing requirements.	<b>Medium-Term</b>	N/A
<b>19. Create Opportunity to Provide Free Wi-Fi and Improve Broadband Connectivity in Downtown</b>	Visitors now expect wi-fi to be available at no cost, and many communities are supporting broadband systems as a way of driving economic development and tourism. This is especially true in downtowns. The availability of wi-fi in the downtown offers another reason for people to congregate in the area and stay a little longer. It demonstrates to visitors (and residents) that Ashcroft is a connected, creative and innovative community. Once improvements are made to the broadband infrastructure, the community should work with the TNRD to enhance the	<b>Long-Term</b>	TNRD Internet Service Provider NDIT

	availability in the downtown core enabling it to be a focal point for locals and visitors alike.		
<b>20. Local Business Alliance</b>	The majority of businesses in Ashcroft are very small (under ten employees) and these businesses are frequently in need of support and assistance of some type. Several businesses expressed a desire to meet with other businesses or entrepreneurs who may be experiencing challenges similar to theirs or who may have found solutions that they are willing to share. A local business alliance can offer support to entrepreneurs and businesses to build relationships, create innovation and creativity within Ashcroft. Economic development is often the catalyst for starting up a local business alliance. They can pull the right people together and get the momentum going. In addition to business supporting business, the business alliance can provide input and support on pilot projects to test the market for creative ideas and proposals (i.e. sidewalk cafes, pop-up shops, incubator spaces, etc.) In larger communities, this service is offered through a Chamber of Commerce which Ashcroft does not have.	<b>Long-Term</b>	Local Businesses Sun Country
<b>21. NDIT Revitalization Program – Promotion</b>	A pleasant community appearance adds to home values, helps attract business investment, and improves the overall reputation. To encourage businesses to enhance facades, Ashcroft participates in the Northern Development Initiative Trust Business Facade Improvement program. This program helps to cover business costs associated with the Facade Improvement. Ashcroft Home Hardware is an active partner in marketing the program and supporting businesses. Ashcroft needs to continue this program in the future and market it to businesses in the community in partnership with other agencies and businesses.	<b>Ongoing</b>	NDIT Local Businesses
<b>22. Shop Local Program</b>	Ashcroft participates 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 businesses. The campaign offers guidance, support and inspiration through the delivery of practical tools and tailored Support Small Business Day workshops with a focus on long	<b>Ongoing</b>	NDIT Local Businesses

	<p>term growth. Information is available at: <a href="http://supportsmallbusinessday.vic.gc.au">supportsmallbusinessday.vic.gc.au</a>. Other working examples of Shop Local Programs are right here in BC. Houston, BC, has established a certificate program where local major employers and residents purchase certificates for gifts ensuring that the money is spent locally. In 2019 over \$100,000 in certificates were issued. Houston shares information on this program with other communities. This program is similar to the Ashcroft Bucks. It would be beneficial to increase promotion of the availability of these “bucks” throughout the community.</p>		
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#### 4. Increase the Awareness and Positive Perception of Ashcroft as a Quality Place to Live and Work

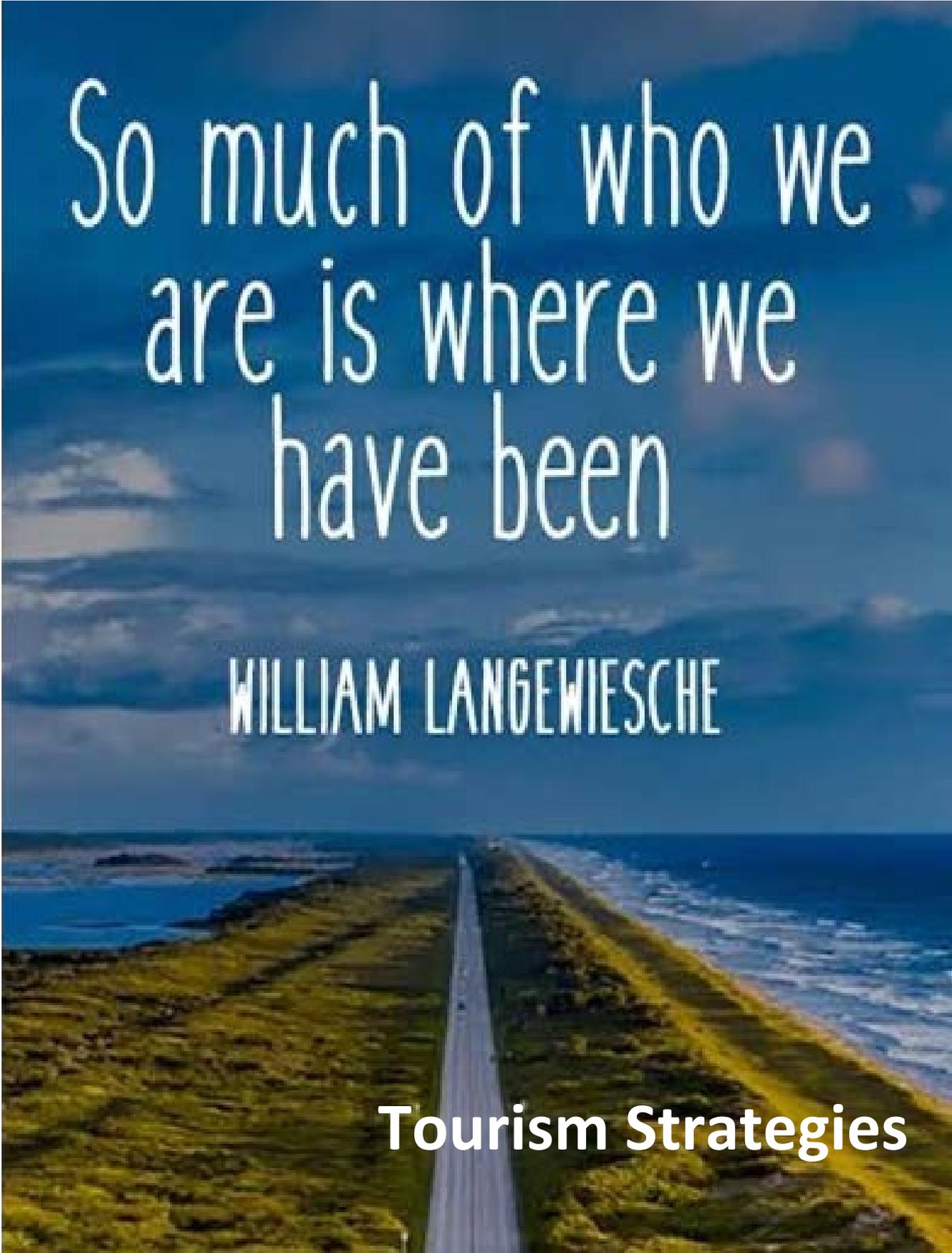
A positive awareness of Ashcroft is important to increase the quality of life for existing residents and to attract new residents to the community. This can be accomplished through unified marketing, focused activities and communications and by developing community-based programs that leverage the advantages of being in a town that works towards strengthening its economy and expanding opportunities.

**Rationale:** Ashcroft has an older demographic. Focusing programs to improve the quality of life for seniors, and highlighting the opportunities that exist for youth will contribute significantly to a vibrant community.

**Expected Outcomes:** There will be a shift in the youth demographic and an enhanced quality of life for existing residents.

<b>What</b>	<b>Why</b>	<b>When</b>	<b>Partners</b>
<b>23. Resident Attraction</b>	<p>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 having or developing amenities they find desirable and having a community that offers an attractive quality of life. In the case of Ashcroft, the challenge in attracting residents is that outsiders are not necessarily aware of all the community has to offer. In order to support projects like the proposed Riverhill Estates, the community must take proactive approaches to attract new residents and work collaboratively with developers to help ensure project feasibility. Several strategies recommended in this plan work towards increasing residents, highlighting awareness of the community and supporting businesses in finding local labour. In partnership with developers and local real estate companies, a new strategy should be developed to coordinate efforts to attract new residents.</p>	<b>Medium-Term</b>	Private Sector Real Estate
<b>24. Living and Working Fair</b>	<p>Ashcroft is a very diverse community with several job creating companies located in or near the community. These companies indicate they can't find local labour and many employees commute from Kamloops and Merritt. Youths leave the community for work or education without being aware of the opportunities that may be available in the community for both skilled and unskilled employees. To educate regional residents on the types of employment opportunities available and, at the same time, educate current employees on the advantages of living in Ashcroft, an annual Living and Working Fair should be hosted. This project should be done in partnership with Community</p>	<b>Long-Term</b>	Private Sector Real Estate Local businesses and industry The Hub Community Futures

	Futures, Work BC, existing business and others. Advertising should be done locally as well as in Kamloops, Merritt and other key markets.		
<b>25. Support IHA's Healthcare Recruitment Initiative</b>	Healthcare is a critical component of economic development and is required to attract new residents and business. The Ashcroft Hospital provides medical services to a much larger region than Ashcroft. Working with regional communities, Ashcroft should continue to support the IHA process in ensuring adequate services exist at the hospital and coordinate with IHA to attract health professionals to the region.	<b>Ongoing</b>	IHA Ashcroft Hospital
<b>26. Support TNRD with Regional Internet/ Broadband</b>	Strong and accessible Internet access is vital to supporting a sustainable economy and a high quality of life in a community. Any community with broadband access experiences a wide array of economic, educational, and social advantages.. All aspects of our economy, from health care to entrepreneurship, virtual workers, retailers and service providers require a modern communication infrastructure. The high cost of providing infrastructure for citizens in and around rural and remote communities in B.C. has been identified as one of the key barriers to expanding internet services by municipal governments, First Nations, Regional Districts, regional Internet service providers, and community advocates. The NDIT administers the "Connecting British Columbia" program. This program helps to pay for infrastructure required to deliver high-speed Internet connectivity to rural and remote areas of the province. Discussions with the TNRD to work with NDIT and service providers should occur in order to take the steps needed to expand this important infrastructure. Ashcroft's support role in this initiative will ensure the community's needs are communicated effectively.	<b>Ongoing</b>	Internet Service Provider Province of BC NDIT



So much of who we  
are is where we  
have been

WILLIAM LANGEWIESCHE

**Tourism Strategies**

# Support Tourism Development Activities

Economic development cannot happen in a vacuum. It comes as a result of a coordinated effort between the public, businesses, community partners, Council and their staff. It works across all sectors to foster an environment in which growth and prosperity can take place.

Ashcroft is fortunate to possess a diversified economy and is seeing growth opportunities across sectors, including tourism. However, Ashcroft needs to focus on specific tourism activities to realize the benefits that the tourism industry provides communities. Tourism can raise a community’s profile and open the door to enhanced opportunities for more traditional economic development activities including business relocation, investment attraction, new start-ups and expansion of existing businesses. Tourism can also contribute substantially to highlighting the quality of life issues critical to residents' attitudes about where they live.

The following strategies are designed specifically for the tourism sector, however, like many of the previous strategies within this plan, there are crossovers that will benefit all aspects of economic development.

What	Why	When	Partners
<b>27. Mosaic Brochure</b>	Ashcroft is home to 19 sites containing more than 60 pieces of mosaics and glass artwork. It is a unique feature for the community and needs to be promoted whenever and wherever possible. Community Futures, in collaboration with the Village, has produced two editions of a Mosaic Map. Ashcroft needs to continue to support the ongoing production of future maps to ensure the information is up-to-date and provides visitors with the most current information. This is a key foundational tourism product for Ashcroft. Recently funding for the third edition was requisitioned.	<b>Priority/ Ongoing</b>	Community Futures Gold Country
<b>28. Participation with Gold Country Tourism Activities</b>	Gold Country Communities Society has a 2018 – 2022 Tourism Strategy. There is limited capacity within Gold Country for implementation, and being a regional organization, there is always a risk that individual communities will not fully realize the benefit the organization can provide. Strategy #3 recommends Gold Country be a member organization for the new EDTAC, and this seat should be as an ex-officio. This will allow for Ashcroft to be positioned in a more prominent role in regional tourism and can work with Gold Country to identify specific tourism initiatives that will benefit Ashcroft and the broader region.	<b>Priority/ Ongoing</b>	Gold Country

<b>29. Wayfinding</b>	<p>Wayfinding refers to systems that help people find their way from one place to another. Wayfinding can give visitors key information on what Ashcroft has to experience. It can lead to additional time being spent in the community and can increase future residents' awareness of what is available to see and do if they lived in the area. Ashcroft needs to create a wayfinding strategy to determine the best mix of tools to raise its profile and to get visitors off the highway and into the community.</p>	<b>Priority</b>	Gold Country
<b>30. Develop a Formal Relationship with TOTA</b>	<p>The Thompson Okanagan Tourism Association is responsible for tourism experiences and promotion for Ashcroft. Unfortunately, there appears to be limited communication between the community and TOTA. Once the EDTAC and other priority or short-term activities are completed, outreach to TOTA is recommended. The building of a strong relationship with TOTA will provide another avenue to update and highlight Ashcroft's tourism status.</p>	<b>Short-Term/ Ongoing</b>	TOTA
<b>31. Dual Tourism Region</b>	<p>In the late 1990s, Lillooet BC was designated as a dual-zoned community for tourism marketing. Originally the community was only included in CCCTA but wanted to be added to the Vancouver Coast Mountain Region. Ashcroft is adjacent to CCCTA (ends in Clinton) but is officially part of TOTA. Having the dual designation would increase Ashcroft's exposure to potential tourists. Changes to this designation will need the approval of Destination BC. Contacts can be provided when the community is ready to take on this initiative.</p>	<b>Short-Term</b>	TOTA CCCTA Destination BC Ministry of Tourism, Arts and Culture
<b>32. Economic Development and Tourism Website</b> <a href="http://DestinationAshcroft.com">DestinationAshcroft.com</a>	<p>Strategy #13 is the development of a website that is for both economic development and tourism. While the site should be primarily focused on economic development, there is significant value in providing tourism content on the site. It provides a “one-stop” shop for both ED and tourism information and allows a seamless cross-over between the two highly connected activities. It is important to note this does not need to be a separate website but can instead have the unique URL automatically link to an existing page of the Village’s municipal website. Unique URLs are</p>	<b>Short-Term</b>	Various depending on the information sourced

	a cost effective way to direct visitors to the information they need to make decisions.		
<b>33. Enhanced Visitor Information Services</b>	Currently, the Visitor Information Centre is run by volunteers making it a challenge to provide consistency. The HUB has a well-run program with extensive experience in obtaining grants and other supports. The HUB should be considered as a potential partner to take over the management of the VIC and to provide adequate staffing during key tourist times. There is also benefit to exploring the opportunity of utilizing the Museum as the centre.	<b>Short-Term</b>	HUB Museum
<b>34. Tourism Asset Inventory</b>	Ashcroft and the surrounding area has an abundance of tourism activities and attractions but there is no central listing. The completion of a tourism asset inventory of market-ready tourism experiences in Ashcroft (i.e. restaurants, retail, accommodations, tours, museums, festivals and events, etc.) is recommended. The inventory can begin with those assets located within Ashcroft but should be expanded to include surrounding communities and should include assets including the McAbee Fossil Beds, the Chasm, Indigenous assets, and agriculture. These are all assets that add to the tourism potential of Ashcroft. Discussions should take place with the tourism agencies to ensure the inventory is maintained and promoted.	<b>Medium-Term</b>	TOTA CCCTS Sun Country Gold Country
<b>35. Public Art Policy</b>	The integration of arts and culture with the need to sustain a livable and economic sustainable community is becoming an important aspect of local based economic development. This must be a managed process in order to ensure that any integration of art meets with the needs and desires of the community, and compliments, not detracts from what is already in the area. The creation of a Village of Ashcroft Arts Policy should be considered that builds on the legacy of the past, while responding to new ideas about art, story telling, interpretation and cultural expression. This policy should also clearly define on how to integrate Indigenous Art and Culture recognizing and respecting the	<b>Medium-Term</b>	Arts Club Ashcroft Museum

	importance of those communities in the development of the community and region.		
<b>36. Tourism-Focused Promotional Materials</b>	<p>Strategy #14 is the development of marketing materials promoting Ashcroft as a place for investors and potential businesses. The materials supply sector-specific information. Once other foundational and marketing strategies are completed, tourism-focused materials should be developed. While the tourism agencies will already have promotional materials, it is important for Ashcroft to have some control of their own tourism marketing. This can easily be done by adding tourism information to the promotional materials recommended in Strategy #14.</p>	<b>Long-Term</b>	Gold Country

# Village of Ashcroft Economic Development and Tourism Action Strategy Implementation and Action Matrix



The Implementation and Action Matrix supports the strategies recommended in the Economic Development and Tourism Action Strategy for the Village of Ashcroft. The matrix provides the actions and steps required to implement the 36 strategies from the plan.

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## Introduction

**The cornerstone to the Economic Development and Tourism Strategic Action Plan for the Village of Ashcroft is the foundation of the Implementation Matrix. The Plan's adoption is the first step in the implementation process. Continuing action to implement the Plan will be needed for it to have lasting impact. This Implementation Matrix prioritizes how Ashcroft will move forward with its economic development goals. It is Ashcroft's to-do list and road map to track progress, report results and to adjust initiatives and identify new opportunities.**

This Implementation Matrix describes how the recommended strategies and initiatives in the Plan should be carried out. It provides action steps to fully implement the strategies identified in the Plan for the first year of implementation. The Implementation Matrix outlines specific actions, responsibilities, budget and resources/partners. The importance of monitoring performance on the initiatives recommended in the Plan is reflected in the identification of specific activities, budget implications and timelines for the implementation of the initiatives.

It is recommended that an Activity Assessment be completed quarterly to review the outcomes and measure the value of the activities. **Appendix 1** provides a template for monitoring each of the initiatives and projects.

This Implementation Matrix provides the starting point for targeted economic development and tourism for Ashcroft. Issues will evolve and emerge throughout the years and it is essential to continually assess and respond to those issues by revising or considering new actions that will ensure continued economic prosperity.

There are five key focus areas with a total of 36 strategies. They are the foundation of the economic development plan for the Village of Ashcroft because they represent the economic development areas that community members and stakeholders feel are most important for the area to work towards along with the required expanded capacity.

### **Focus Area 1: Strengthen Ashcroft's Economic Development Position in the Region**

1. Commitment to Economic Development
2. Dedicated Local/Regional Economic Development Position
3. Economic Development and Tourism Advisory Committee
4. Economic Development and Tourism Advisory Committee Training
5. Prepare an Annual Report Card on the Village's Economic Development Strategies and Implementation
6. Regional Community Collaboration
7. TNRD Regional Forum

### **Focus Area 2: Cultivate Ashcroft's Image as a Friendly, Professional, and Active Place for Business and Investment**

8. Community Profile
9. Business Visitation
10. Investment Readiness Self-Assessment
11. Relationship Building with Provincial Investment Influencers

12. Great BC Business Sale
13. Economic Development/Tourism Website – DestinationAshcroft.ca
14. Develop Marketing Materials for Investment Attraction, Opportunities and Residents
15. Participate in Provincial Nominee Program
16. Starting a Business Guide

**Focus Area 3: Develop Downtown Ashcroft as a Destination and Focal Point for the Community**

17. Hotel Attraction
18. Develop a Streamlined and Pre-packaged Film Policy
19. Create Opportunity to Provide Free Wi-Fi and Improve Broadband Connectivity in Downtown
20. Local Business Alliance
21. NDIR Revitalization Program – Promotion
22. Shop Local Program

**Focus Area 4: Increase the Awareness and Positive Perception of Ashcroft as a Quality Place to Live and Work**

23. Resident Attraction
24. Living and Working Fair
25. Support IHA's Health Care Recruitment Initiative
26. Support TNRD with Regional Internet / Broadband

**Focus Area 5: Support Tourism Development Activities**

27. Mosaic Brochure
28. Participation with Gold Country Tourism Activities
29. Wayfinding
30. Develop a Formal Relationship with TOTA
31. Dual Tourism Region
32. Economic Development and Tourism Website
33. Enhanced Visitor Information Services
34. Tourism Asset Inventory
35. Public Art Policy
36. Tourism-Focused Promotional Materials

The table that follows pages breaks down the recommended strategies based on first year implementation. The strategies with implementation timelines in year two and beyond (medium and long-term) do not include the specific actions. At the end of year one the strategy plan should be reviewed to determine what is working and what may need to be modified or even dropped from the strategy.

## Strengthen Ashcroft's Economic Development Position in the Region

	Budget	Partners	Timelines
<b>1. Commitment to Economic Development</b>			
<ul style="list-style-type: none"> <li>• Prepare Council package providing information on economic development requirements for the Village including:                             <ul style="list-style-type: none"> <li>○ Estimated cost/budget for a three-year period based on research on communities of similar size</li> <li>○ Draft job description (shared position)</li> <li>○ Draft Terms of Reference for economic development function</li> <li>○ Set date for presentation to Council</li> </ul> </li> </ul>	Staff Time	BCEDA	April / May 2020
<b>2. Dedicated Local/Regional Economic Development Position</b>			
<ul style="list-style-type: none"> <li>• Begin discussions with neighbouring communities to determine interest in a shared position</li> <li>• If interest is positive draft job description</li> <li>• Determine the position's effective date and outline the timelines for job posting, interviews and start date</li> </ul>	Staff Time	Villages of Clinton and Cache Creek BCEDA EDAC	September 2020
<b>3. Economic Development and Tourism Advisory Committee</b>			
<ul style="list-style-type: none"> <li>• Finalize Terms of Reference</li> <li>• Establish committee roles and responsibilities</li> <li>• Establish committee meeting schedule (qtrly)</li> <li>• Create Code of Ethics</li> <li>• Identify or advertise for committee members</li> <li>• Approach or Interview applicants and put recommendations forward to Council for consideration and official appointment</li> <li>• Appoint Committee</li> <li>• Hold first quarterly meeting</li> </ul>	Staff Time	BCEDA	October 2020
<b>4. Economic Development and Tourism Advisory Committee Training</b>			
<ul style="list-style-type: none"> <li>• Contact BCEDA for a quote to host an Economic Development for Local Leaders Session in Ashcroft</li> <li>• Work with Council, local government staff and new Committee to establish a date for training</li> <li>• Host training session</li> </ul>	\$5,000	BCEDA	November 2020
<b>5. Prepare an Annual Report Card on the Village's Economic Development Strategies and Implementation</b>			
<ul style="list-style-type: none"> <li>• Use Appendix A as a starting point to evaluate year one implementation</li> <li>• Develop an annual report (in-house) that can be used as a template on an annual basis</li> </ul>	Staff Time		January 2021/ Annual

<ul style="list-style-type: none"> <li>• Provide report to Council and economic development partners</li> <li>• Disseminate information to the broader audience</li> </ul>			
<b>6. Regional Community Collaboration</b>			
<ul style="list-style-type: none"> <li>• Gauge the interest of neighboring communities in exploring regional initiatives</li> <li>• Identify and discuss with external organizations like Sun Country and Cold Country to help facilitate regional discussions and initiative's</li> <li>• Host quarterly meetings to discuss joint initiatives</li> <li>• Implementation of initiatives</li> </ul>	Staff time	Local, regional and Indigenous governments Sun Country Gold Country	January 2021
<b>7. TNRD Regional Forum</b>			
<ul style="list-style-type: none"> <li>• Discuss with regional partners the potential of a Regional Forum (discuss as part of regional collaboration meetings)</li> <li>• Determine budget and funding sources</li> <li>• Establish dates for a forum</li> <li>• Identify a facilitator for the day, as well as guest speakers</li> <li>• Host forum annually</li> </ul>	Staff time	Regional partners	January / February 2021

## Cultivate Ashcroft's Image as a Friendly, Professional, and Active Place for Business and Investment

	Budget	Partners	Timelines
<b>8. Community Profile</b>			
<ul style="list-style-type: none"> <li>• Engage economic development consultant to develop profile content outline and design sample(s).</li> <li>• Work with consultant to provide content (i.e. pictures, feedback, etc.)</li> <li>• Review, edit DRAFT profile</li> <li>• Accept final profile</li> <li>• Post on website</li> <li>• Write press release to announce profile</li> <li>• Maintain, update and promote profile</li> </ul>	\$10,000 NDIT funding	Various depending on information sourced	May/June 2020  Ongoing maintenance
<b>9. Business Visitation</b>			
<ul style="list-style-type: none"> <li>• Contact BCEDA for BRE manual</li> <li>• Develop an ongoing BRE program for Ashcroft including <ul style="list-style-type: none"> <li>○ Development of BRE team/referral partners</li> </ul> </li> </ul>	Staff Time	BCEDA Community Futures	June 2020

<ul style="list-style-type: none"> <li>○ Identify number of businesses to be surveyed</li> <li>○ Communication of ongoing results</li> </ul>			
<b>10. Investment Readiness Self-Assessment</b>			
<ul style="list-style-type: none"> <li>● Contact BCEDA and the Province for their self-assessments</li> <li>● Complete self-assessment and rank</li> <li>● Identify gaps and cross reference with strategies/ initiatives from ED Plan</li> <li>● Retake the self-assessment in one year</li> </ul>	Staff Time	BCEDA Province of BC	July 2020
<b>11. Relationship Building with Provincial Investment Influencers</b>			
<ul style="list-style-type: none"> <li>● Develop a list of external agencies and organizations to build relationships and partnerships. Consider a variety of agencies including: <ul style="list-style-type: none"> <li>○ Province of BC (various ministries)</li> <li>○ BCEDA</li> <li>○ NDIT</li> <li>○ Neighbouring communities</li> </ul> </li> <li>● Register for BCEDA Minister’s Dinner</li> <li>● Attend BCEDA Ministers Dinner</li> <li>● Attend BC Economic Summit – Kelowna</li> </ul>	Staff Time	BCEDA Province of BC	March 2020 / Ongoing
<b>12. Great BC Business Sale</b>			
<ul style="list-style-type: none"> <li>● Register for participation in the Great BC Business Sale</li> <li>● Develop materials for use during the trade show</li> <li>● Develop a response protocol to be used to follow up with those met at trade show</li> <li>● Work with local realtors, businesses, and other to identify immediate business for sale opportunities.</li> </ul>	\$2500 Staff time	Realtors Sun Country Gold Country Local Businesses	March 2020
<b>13. Economic Development/Tourism Website</b>			
<ul style="list-style-type: none"> <li>● Register URL (recommended domain name DestinationAshcroft.ca</li> <li>● Develop and post an RFP for third-party to develop content and design</li> <li>● Review submissions and award contract</li> <li>● Work with consultant to choose site concept, provide content (i.e. pictures, feedback, etc.)</li> <li>● Review website design and content</li> <li>● Review, edit beta website</li> <li>● Write press release when website goes live</li> <li>● Maintain, update and promote website</li> </ul>	\$10,000 NDIT Funding	Various depending on information sourced	September/ October 2020
<b>14. Develop Marketing Materials for Investment Attraction, Opportunities and Residents</b>			
This is a medium-term activity and should be reviewed at the end of Year One to determine if the strategy should be implemented or modified prior to outlining action steps.			

<b>15. Participate in Provincial Nominee Program</b>
This is a long-term activity and should be reviewed at the end of Year One to determine if the strategy should be implemented or modified prior to outlining action steps.
<b>16. Starting a Business Guide</b>
This is a long-term activity and should be reviewed at the end of Year One to determine if the strategy should be implemented or modified prior to outlining action steps.

Develop Downtown Ashcroft is a Destination and Focal Point for the Community			
	Budget	Partners	Timelines
<b>17. Hotel Attraction</b>			
<ul style="list-style-type: none"> <li>• Review the HVS market study</li> <li>• Identify potential land/location options</li> <li>• Develop a one-page marketing sheet highlighting key positive indicators as indicated in the report</li> <li>• Develop a database of potential hotel developers</li> <li>• Direct market to identified developers</li> <li>• Attend the Western Canadian Lodging (Vancouver – November 16/17, 2020)</li> </ul>	\$2,000	Real Estate Gold Country	September 2020
<b>18. Develop a Streamlined and Pre-packaged Event Policy</b>			
This is a medium-term activity and should be reviewed at the end of Year One to determine if the strategy should be implemented or modified prior to outlining action steps.			
<b>19. Create Opportunity to Provide Free Wi-Fi and Improve Broadband Connectivity in the Downtown</b>			
This is a long-term activity and should be reviewed at the end of Year One to determine if the strategy should be implemented or modified prior to outlining action steps.			
<b>20. Local Business Alliance</b>			
This is a long-term activity and should be reviewed at the end of Year One to determine if the strategy should be implemented or modified prior to outlining action steps.			
<b>21. NDIIT Revitalization Program - Promotion</b>			
This is an ongoing activity and the Village should continue to promote the program including the development of a specific one-sheet/brochure that can be dropped off to applicable businesses as well as using the Business Visitation Program to continue to promote the program.			
<b>22. Shop Local Program</b>			
This is an ongoing activity and the Village should continue to promote the program as well as research other successful programs that may enhance the existing program.			

Increase the Awareness and Positive Perception of Ashcroft as a Quality Place to Live and Work			
	Budget	Partners	Timelines
<b>23. Resident Attraction</b>			
This is a medium-term activity and should be reviewed at the end of Year One to determine if the strategy should be implemented or modified prior to outlining action steps.			

<b>24. Living and Working Fair</b>
This is a long-term activity and should be reviewed at the end of Year One to determine if the strategy should be implemented or modified prior to outlining action steps.
<b>25. Support IHA's Healthcare Recruitment Initiative</b>
This is an ongoing activity and the Village should continue to provide support as needed while ensuring there is ongoing communication regarding the activity so that the Village is informed and up-to-date.
<b>26. Support TNRD with Regional Internet/Broadband</b>
This is an ongoing activity and the Village should continue to provide support as needed while ensuring there is ongoing communication regarding the activity so that the Village is informed and up-to-date.

Support Tourism Development Activities			
	Budget	Partners	Timelines
<b>27. Mosaic Brochure</b>			
<ul style="list-style-type: none"> <li>Contact Community Futures to determine status of brochure and their needs/requirements</li> <li>Provide the assistance required to develop a 2020 brochure</li> </ul>	TBD	Community Futures	March / April 2020
<b>28. Participation with Gold Country Tourism Activities</b>			
<ul style="list-style-type: none"> <li>Review the tourism strategy to identify the opportunities that Ashcroft will most benefit from and want to participate in</li> <li>Contact Gold Country and meet to discuss the opportunities and how Ashcroft can play a role</li> <li>Develop a mini-work plan based on the activities and opportunities agreed upon</li> </ul>	TBD	Gold Country Tourism	March / April 2020 Ongoing
<b>29. Wayfinding</b>			
<ul style="list-style-type: none"> <li>Continue to work with Council and Village staff to implement the wayfinding initiative currently underway</li> </ul>	TBD	N/A	Priority
<b>30. Develop a Formal Relationship with TOTA</b>			
<ul style="list-style-type: none"> <li>Contact TOTA and invite them to meet with Council to get a better understanding of how their organization can work with Ashcroft to expand and enhance the tourism sector</li> <li>Together with TOTA develop regular communication schedule to ensure Ashcroft's tourism needs are being looked after</li> </ul>	Staff Time	TOTA Gold Country Tourism	October 2020
<b>31. Dual Tourism Region</b>			
<ul style="list-style-type: none"> <li>Contact CCCTA and other partners to start the discussions on the possibility of Ashcroft becoming a dual region</li> <li>Based on initial discussions next steps will need to be determined</li> </ul>	Staff Time	TOTA CCTA Destination BC	October / November 2020

		Ministry of Tourism, Arts and Culture	
<b>32. Economic Development and Tourism Website (works in conjunction with #13)</b>			
<ul style="list-style-type: none"> <li>• Register URL (recommended domain name DestinationAshcroft.ca)</li> <li>• Develop and post an RFP for third-party to develop content and design</li> <li>• Review submissions and award contract</li> <li>• Work with consultant to choose site concept, provide content (i.e. pictures, feedback, etc.)</li> <li>• Review website design and content</li> <li>• Review, edit beta website</li> <li>• Write press release when website goes live</li> <li>• Maintain, update and promote website</li> </ul>	Budget of \$10,000 reflected in #13	Various depending on information sourced	September / October 2020
<b>33. Enhance Visitor Information Services</b>			
<ul style="list-style-type: none"> <li>• Contact the partners to start the discussion on moving visitor services to gauge interest and determine next steps</li> </ul>	Staff Time	The Hub Museum	September / October 2020
<b>34. Tourism Asset Inventory</b>			
This is a medium-term activity and should be reviewed at the end of Year One to determine if the strategy should be implemented or modified prior to outlining action steps.			
<b>35. Public Art Policy</b>			
This is a medium-term activity and should be reviewed at the end of Year One to determine if the strategy should be implemented or modified prior to outlining action steps.			
<b>36. Tourism-Focused Promotional Materials</b>			
This is a long-term activity and should be reviewed at the end of Year One to determine if the strategy should be implemented or modified prior to outlining action steps.			

## Appendix 1: Monitoring the Strategy – Activity Assessment

Monitoring the implementation of the strategy is critical and can help to secure funding for future initiatives and ensure support for a longer-term economic development program.



The following table should be completed quarterly and used to provide updates to the Village of Ashcroft as well as partner organizations including the Regional District, the Province of BC, and Community Futures. Each year, the table could be posted online as part of a basic monitoring report to area residents. Each strategy item should be assigned a status so that everyone is aware of what stage the project is at. The project status should be simple, and we recommend the following:

- Behind Schedule
- On Schedule
- Cancelled
- Delayed
- Ongoing (for those initiatives that continue from year to year – i.e. BRE or communications).
- Completed

Initiative	Planned Timing	Status	Notes/Updates
1. Commitment to Economic Development	Priority		
2. Dedicated Local/Regional Economic Development Position	Short-Term		
3. Economic Development and Tourism Advisory Committee	Short-Term		
4. Economic Development and Tourism Advisory Committee Training	Short-Term		
5. Prepare an Annual Report Card on the Village's Economic Development Strategies and Implementation	Medium-Term / Ongoing		
6. Regional Community Collaboration	Medium-Term		

Initiative	Planned Timing	Status	Notes/Updates
7. TNRD Regional Forum	Medium-Term / Ongoing		
8. Community Profile	Priority		
9. Business Visitation	Priority / Ongoing		
10. Investment Readiness Self-Assessment	Priority		
11. Relationship Building with Provincial Investment Influencers	Priority / Ongoing		
12. Great BC Business Sale	Short-Term		
13. Economic Development Tourism Website	Short-Term		
14. Develop Marketing Materials for Investment Attraction, Opportunities and Residents	Medium-Term		
15. Participate in Provincial Nominee Program	Long-Term		
16. Starting a Business Guide	Long-Term		
17. Hotel Attraction	Short-Term		
18. Develop a Streamlined and Pre-packaged Film Policy	Medium-Term		
19. Create Opportunity to Provide Free Wi-Fi and Improve Broadband Connectivity in Downtown	Long-Term		

Initiative	Planned Timing	Status	Notes/Updates
20. Local Business Alliance	Long-Term / Ongoing		
21. NDIT Revitalization Program - Promotion	Ongoing		
22. Shop Local Program	Ongoing		
23. Resident Attraction	Medium-Term / Ongoing		
24. Living and Working Fair	Long-Term		
25. Support IHA's Health Care Recruitment Initiative	Ongoing		
26. Support TNRD with Regional Internet / Broadband	Ongoing		
27. Mosaic Brochure	Priority / Ongoing		
28. Participation with Gold Country Tourism Activities	Priority / Ongoing		
29. Wayfinding	Priority		
30. Develop a Formal Relationship with TOTA	Short-Term / Ongoing		
31. Dual Tourism Region	Short-Term		
32. Economic Development and Tourism Website	Short-Term		
33. Enhanced Visitor Information Services	Short-Term		

Initiative	Planned Timing	Status	Notes/Updates
34. Tourism Asset Inventory	Medium-Term		
35. Public Art Policy	Medium-Term		
36. Tourism-Focused Promotional Materials	Long-Term		

## STAFF REPORT TO COUNCIL – COTW

**DATE:** February 24, 2020  
**FROM:** Yogi Bhalla, Chief Financial Officer  
**SUBJECT:** Asset Management Presentation & Demo  
**REPORT #** 20-13

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### **Purpose**

To present the full asset management, BI & GIS system implemented for Ashcroft

### **Recommendation**

None

### **Alternatives**

N/A

### **Discussion**

After nearly 2 years of work, the system is now complete. This puts Ashcroft in a unique position of being a small municipality with an integrated enterprise system in place to proactively manage assets.

### **Strategic/Municipal Objectives**

Asset Management

### **Legislative Authority**

Community Charter Part 6 Division 1.

### **Financial Implications**

N/A

### **Attachment Listing**

- Long Term Financial Plan Spreadsheet
- 

**Prepared by:**



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Yogi Bhalla  
Chief Financial Officer

**Approved for submission to Council:**



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Anne Yanciw  
Chief Administrative Officer

Asset Group	Description	Priority	Type	Start	End	Capital Cost	Grant%	Grant	Net Cost	Financed	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Buildings	Community Hall flooring	Critical	Single	2020		\$20,000	0%	\$0	\$20,000	Capital Reserve Fund	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Buildings	Lady minto building, office floors	Critical	Single	2020		\$10,000	0%	\$0	\$10,000	Capital Reserve Fund	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Structures	STP coverall for sludge	Critical	Single	2020		\$30,000	0%	\$0	\$30,000	Capital Reserve Fund	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	STP SCADA	Critical	Single	2020		\$172,000	73%	\$126,128	\$45,872	Capital Reserve Fund	\$ -	\$ 45,872	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Buildings	Hot Tub replacement	Critical	Single	2020		\$172,000	73%	\$126,128	\$45,872	Capital Reserve Fund	\$ -	\$ 45,872	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Potablewater	Purchase of Desert hills Property	High	Single	2022		\$10,000	0%	\$0	\$10,000	Water Reserves	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Buildings	Pool Roof Replacement	High	Single	2020		\$50,000	0%	\$0	\$50,000	Capital Reserve Fund	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	Sweeper	Critical	Single	2021		\$350,000	0%	\$0	\$350,000	Machine & Equipment Reserves	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Potablewater	WTP-Intake Project	Critical	Multi	2020	2021	\$833,000	73%	\$533,333	\$299,667	Water Reserves	\$ -	\$ 149,833	\$ 149,833	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Potablewater	WTP Generator for #3 pump station	High	Multi	2020	2021	\$65,000	75%	\$48,750	\$16,250	Water Reserves	\$ -	\$ 8,125	\$ 8,125	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Structures	Sewage Lift Station#1	High	Single	2020		\$1,380,000	100%	\$1,380,000	\$0	Water Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	Curling Club Upgrades	Critical	Single	2020		\$170,000	18%	\$30,000	\$60,000	Curling Club Reserves	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	Curling Club Upgrades	Critical	Single	2020		\$170,000	18%	\$30,000	\$110,000	Capital Reserve Fund	\$ -	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Buildings	Fire Alarm -pull station	Low	Single	2022		\$30,000		\$0	\$30,000	Capital Reserve Fund	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Potablewater	New North Ashcroft PRV to Serve Zone 1	Medium	Single	2023		\$250,000	50%	\$125,000	\$125,000	Water Reserves	\$ -	\$ -	\$ -	\$ -	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Potablewater	Reservoir 2nd Cell - North Ashcroft (Zone 3) - potential for savings from WTP project		Multi	2022	2024	\$1,200,000	75%	\$900,000	\$300,000	Water Reserves	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -
Potablewater	Mesa Vista Service Connection Backflow Preventers (Incl. Communications with Residents)	Low	Single	2020		\$11,000	0%	\$0	\$11,000	Water Reserves	\$ -	\$ 11,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Potablewater	Water Metering - Zone Meters	Low	Single	2025		\$30,000	0%	\$0	\$30,000	Water Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -
Potablewater	Water Metering - Industrial, Commercial, Institutional Investigation	Low	Single	2025		\$10,000	0%	\$0	\$10,000	Water Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -
Potablewater	Water Metering - Industrial, Commercial, Institutional	Low	Single	2025		\$150,000	75%	\$112,500	\$37,500	Water Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 37,500	\$ -	\$ -	\$ -	\$ -
Potablewater	Water Metering - Residential Meters - Review of Water Use + Benefit/Costs Analysis	Low	Single	2024		\$20,000	0%	\$0	\$20,000	Water Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -
Potablewater	Water Main Replacement - condition determination required and newer non-trench methods being explored	Medium	Multi	2025	2026	\$750,000	0%	\$0	\$750,000	Water Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 375,000	\$ 375,000	\$ -	\$ -	\$ -
Roads	Repaving Plan	High	Multi	2023	2029	\$750,000		\$0	\$750,000	Road Reserves	\$ -	\$ -	\$ -	\$ -	\$ 107,143	\$ 107,143	\$ 107,143	\$ 107,143	\$ 107,143	\$ 107,143	\$ 107,143
										TOTAL	\$ -	\$ 540,703	\$ 507,958	\$ 140,000	\$ 332,143	\$ 227,143	\$ 559,643	\$ 482,143	\$ 107,143	\$ 107,143	\$ 107,143
Reserves										Water Reserves	-\$ 763,639	-\$ 84,249	-\$ 125,000	-\$ 125,000	-\$ 125,000	-\$ 125,000	-\$ 125,000	-\$ 125,000	-\$ 125,000	-\$ 125,000	-\$ 125,000
Reserves										Sewer Reserves	-\$ 248,982	-\$ 4,660	-\$ 85,000	-\$ 85,000	-\$ 85,000	-\$ 85,000	-\$ 85,000	-\$ 85,000	-\$ 85,000	-\$ 85,000	-\$ 85,000
Reserves										Road Reserves	-\$ 50,000	-\$ 50,000	-\$ 100,000	-\$ 100,000	-\$ 100,000	-\$ 100,000	-\$ 100,000	-\$ 100,000	-\$ 100,000	-\$ 100,000	-\$ 100,000
Reserves										Transit Reserves	-\$ 66,849	-\$ 10,000	-\$ 10,000	-\$ 10,000	-\$ 10,000	-\$ 10,000	-\$ 10,000	-\$ 10,000	-\$ 10,000	-\$ 10,000	-\$ 10,000
Reserves										Fire Reserves	-\$ 333,649	-\$ 231,000	-\$ 25,000	-\$ 25,000	-\$ 25,000	-\$ 25,000	-\$ 25,000	-\$ 25,000	-\$ 25,000	-\$ 25,000	-\$ 25,000
Reserves										Machine & Equipment Reserves	-\$ 219,019	-\$ 150,000	-\$ 100,000	-\$ 100,000	-\$ 100,000	-\$ 100,000	-\$ 100,000	-\$ 100,000	-\$ 100,000	-\$ 100,000	-\$ 100,000
Reserves										Curling Club Reserves	-\$ 56,940	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserves										Capital Reserve Fund	-\$ 1,896,488	-\$ 187,000	-\$ 191,675	-\$ 196,467	-\$ 201,379	-\$ 206,413	-\$ 211,573	-\$ 216,863	-\$ 222,284	-\$ 227,841	-\$ 233,537
Reserves										Gas Tax Reserves	-\$ 5,733	\$ -	-\$ 122,000	-\$ 122,000	-\$ 122,000	-\$ 122,000	-\$ 122,000	-\$ 122,000	-\$ 122,000	-\$ 122,000	-\$ 122,000
Reserves										General Reserves/Surplus	-\$ 720,598	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
										DEBT	\$ 1,367,789	-\$ 367,789	-\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
										TOTAL RESERVES	-\$ 4,361,897	-\$ 152,909	-\$ 758,675	-\$ 763,467	-\$ 768,379	-\$ 773,413	-\$ 778,573	-\$ 783,863	-\$ 789,284	-\$ 794,841	-\$ 800,537