



OLIVER LOCAL ECONOMIC DEVELOPMENT STRATEGY

GROW OLIVER!

D R A F T

MAY 2020



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Executive Summary

The Town of Oliver Economic Development Strategy – Grow Oliver – is Oliver’s strategic and community-based plan for strengthening and growing Oliver’s economy. Grow Oliver includes a range of actions developed to take Oliver’s economy in the direction that residents and stakeholders want to see.

Grow Oliver has its roots in the Town’s 2016 Official Community Plan which identified the need for a coordinated and strategic approach to economic development in Oliver. The plan also highlighted the need to support and revitalize Downtown Oliver, the historic and cultural heart of the community. This work was followed in 2017 with the production of a Downtown Action Plan for Oliver. This plan outlined 11 phased and prioritized actions organized under three inter-related strategy areas: Strategic Capacity; Business Support and Attraction; and Development. An Economic Development Strategy was one of the actions identified in this plan.




Grow Oliver was developed over a one year period. Project engagement reached out to residents, business owners, and other stakeholders at in-person events and through online surveys. We also heard from around 50 local youth at the high school and engaged members of the business and development community. The Strategy was directed by the Downtown Advisory Committee.

Grow Oliver’s Objectives were developed based on feedback from the community and the Downtown Advisory Committee. The Objectives are at the heart of this Strategy and identify what it will help achieve. They are presented here as they

were prioritized by community members and the project working group.

1. *Create an attractive and vibrant Downtown*
2. *Support and grow local businesses*
3. *Attract investment and jobs*
4. *Create local benefits from regional tourism*
5. *Encourage affordable housing and commercial spaces*
6. *Foster a robust and resilient local economy*
7. *Promote innovation and a green local economy*
8. *Strengthen relationships with regional partners*

The eight Objectives fit within three overarching Strategy Areas:

-  **Strategy Area 1: Consolidate our Foundation**
The fundamentals that need to be in place in order to grow the economic development Strategy.
-  **Strategy Area 2: Strengthen our Heart**
Strengthening Oliver from the inside-out.
-  **Strategy Area 3: Grow our Opportunities**
Expanding our appeal and collaboration with regional partners.

Each Strategy Area is made up a number of local economic development Actions (projects, programs, policies). The Actions are phased and prioritized according to when they commence: Quick Start Actions (1 to 12 months), Foundation Actions (12 to 24 months), and Medium-Term Actions (2 years+). A total of 18 Actions are outlined in this Strategy. They are detailed in the Strategy Areas and Actions section and outlined here.



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GROW OLIVER AND COVID-19

COVID-19 has created significant challenges for communities around the world and here at home. While the first priority for many communities is immediate support and recovery, long-term questions about building back with more resilient economies are front of mind. Resilience is the capacity to deal with change, and the ability to respond and adapt. A resilient economy can “build back better” after a disruption and can effectively respond to future shocks. Now more than ever is a time for local economic development to be rooted in resilience.

Grow Oliver was developed over a one year period, with input from residents, businesses, and stakeholders. Many of the resulting actions are focused on building capacity and resilience in local businesses and the community. Many of the building blocks for economic recovery and resilience were already outlined throughout this plan, and the objectives at the heart of this strategy are rooted in strong local economic development principles.

COVID-19 emerged as the final draft of this strategy was being prepared. An additional review of the final draft strategy considered the impacts of COVID-19 on Oliver’s economy, sector-by-sector, and re-evaluated *Grow Oliver* Actions under a COVID lens. In response, some *Grow Oliver* Actions were adjusted and reprioritized with a focus on supporting the post-pandemic recovery of local businesses and jobs.



The foundation for developing a resilient local economy is laid out in the *Grow Oliver* Strategy. Though it is not yet possible to understand the full impacts of COVID-19 on the local economy, we do know that a community-based plan for recovery and resilience is our best opportunity to make it through and recover from the economic impacts of this challenge.

TABLE: *Grow Oliver Strategy Areas and Actions Summary*

	Quick Start (1-12 months)	Foundation (12-24 months)	Medium-Term (2 years+)
Strategy 1. Consolidate our Foundation <i>The fundamentals that need to be in place in order to grow the economic development Strategy.</i>			
1-A Grow Oliver Committee	█		
1-B Dedicated Grow Oliver Coordinator	█		
1-C Grow Oliver Business "Seed" Package	█		
Strategy 2. Strengthen our Heart <i>Strengthening Oliver from the inside-out.</i>			
2-A Oliver Buy Local Campaign	█		
2-B Downtown Oliver Development Opportunities Study (the "Seed Catalogue")	█		
2-C Downtown Oliver Development Opportunities Feasibility Study		█	
2-D Oliver Food Hub / Harvest Hut		█	
2-E Downtown Beautification and Wayfinding Program		█	
2-F New Childcare Spaces Program			█
2-G Airport Development			█
Strategy 3. Grow our Opportunities <i>Expanding our appeal and collaborating with regional partners.</i>			
3-A Regional Collaboration	█		
3-B Festival of the Grape Centre Feasibility Study		█	
3-C Partner-in-Parks Program		█	
3-D Transit Mobility Program			█
3-E Coworking/Hotdesking Feasibility Study			█
3-F Community Investment Co-operative (CIC) Program			█
3-G Shoulder Season Events Development			█
3-H Cycle Tourism Program			█

TABLE: *Grow Oliver Strategy Actions and Economic Development Objectives*

OBJECTIVES	Downtown	Local Businesses	Investment and Jobs	Tourism Benefits	Affordability	Robust and Resilient	Green Economy	Strengthened Relationships
Strategy 1. Consolidate our Foundation								
1-A <i>Grow Oliver</i> Committee	✓	✓	✓	✓	✓	✓	✓	✓
1-B Dedicated <i>Grow Oliver</i> Coordinator	✓	✓	✓	✓	✓	✓	✓	✓
1-C <i>Grow Oliver</i> Business “Seed” Package	✓	✓	✓			✓		
Strategy 2. Strengthen our Heart								
2-A Oliver Buy Local Campaign	✓	✓	✓	✓		✓		
2-B Downtown Oliver Development Opportunities Study (the “Seed Catalogue”)	✓		✓	✓		✓		
2-C Downtown Oliver Development Opportunities Feasibility Study	✓		✓	✓		✓		
2-D Oliver Food Hub / Harvest Hut					✓	✓	✓	
2-E Downtown Beautification and Wayfinding Program	✓	✓		✓				
2-F New Childcare Spaces Program		✓	✓		✓	✓		
2-G Airport Development			✓	✓				
Strategy 3. Grow our Opportunities								
3-A Regional Collaboration		✓			✓		✓	
3-B Festival of the Grape Centre Feasibility Study	✓			✓		✓		
3-C Partner-in-Parks Program		✓	✓	✓		✓	✓	✓
3-D Transit Mobility Program				✓		✓	✓	
3-E Coworking/Hotdesking Feasibility Study			✓				✓	
3-F Community Investment Co-operative (CIC) Program	✓	✓			✓	✓		
3-G Shoulder Season Events Development				✓		✓		
3-H Cycle Tourism Program		✓		✓			✓	

WHAT IS LOCAL ECONOMIC DEVELOPMENT?

Local economic development is a people centered approach to making local economies work better for local people. Local economic development seeks to understand and strengthen the links between economic performance and the things people care about most – like quality of life, satisfying jobs, strength of community, or resilience to external economic shocks.

Rather than only looking at economic performance in terms of dollar figures, local economic development looks at the people and businesses that tie unique local economies together.

Economic Development

- Business-centred
- Capital-intensive
- Big business

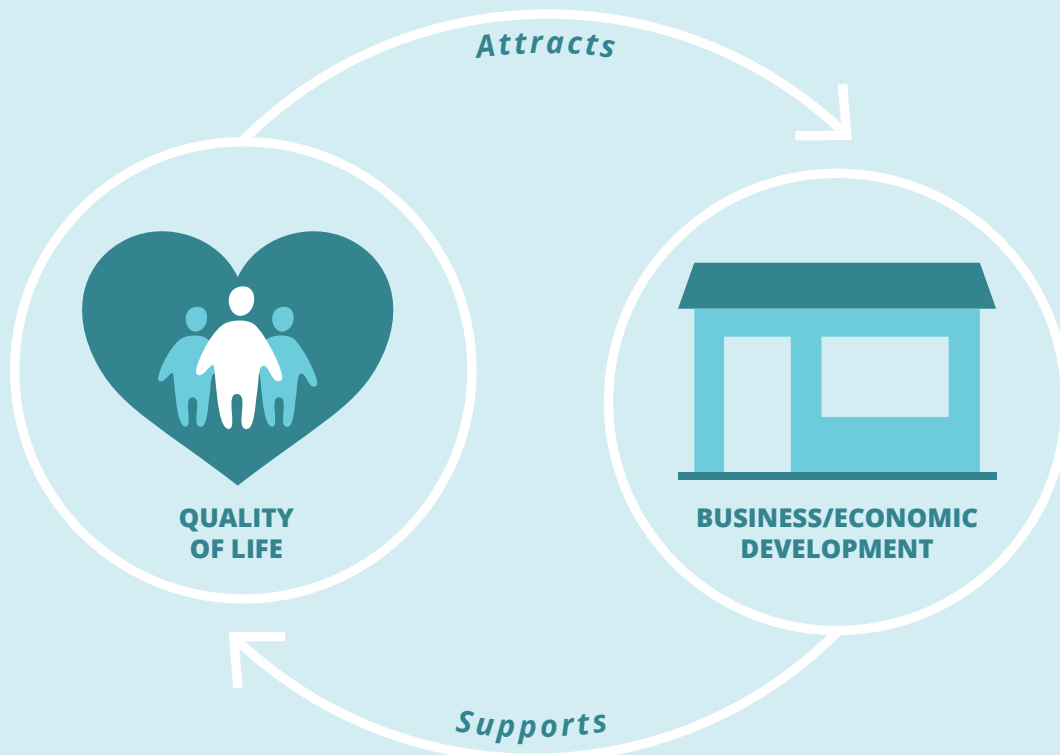
Local Economic Development

- People-centred
- Labour-intensive
- Small and locally owned business

What does local economic development look to achieve for communities like Oliver?

- Creating more decent jobs and improving incomes
- Retaining local businesses
- Building local capacity (knowledge, skills)
- Improving quality of life (amenities, services)
- Spurring and encouraging local spending
- Building partnerships (in and between communities and governments, including Osoyoos Indian Band)
- Creating an enabling environment (policies, programs, plans, incentives)
- Attracting new businesses and investment

Ultimately, the kind of local economic development Oliver is pursuing is about improving the quality of life in town, with the recognition that it will help attract and leverage additional development and investment which will further build Oliver's quality of life.



GROW OLIVER RESIDENT'S TOOLKIT

The success of Oliver's economy depends on the continued involvement and hard work of Oliver residents. Though the Town of Oliver will be taking the lead on many of the actions in this strategy, there are many things that residents can do together to help realize the vision of *Grow Oliver*. Here are some ideas for how you can help support and grow the local economy.



Buy Local

Look for the *Grow Oliver* logo in the window of local stores. Every dollar you spend at a locally owned business has the potential to circle back into the local economy and help strengthen the community. This means that you – and your neighbors – will all do better.



Join Oliver's Community Investment Co-operative

The Community Investment Co-operative enables local investors to pool their money into funds that are reinvested into local small businesses and entrepreneurs. By joining the CIC, you can make your money work for the local economy and help launch creative new businesses and entrepreneurs towards success in Oliver.



Invite Your Friends and Family to Visit (again!)

We know, you're probably doing this already. You love Oliver, and you love sharing it with others. But maybe have the in-laws around a second time this year? Don't worry though - this time they can stay a night in a local hotel and take you out for dinner in town. Less work for you, and much better for Oliver's local businesses!



Volunteer

Oliver has many groups and organizations that are doing great work for the local community. By volunteering with these groups, you can help your neighbors, and – chances are – help strengthen the local economy too. Work food-based miracles with the Okanagan Gleaners or help cheer on wine-soaked and woozy runners during the Half-Corked Marathon. Whatever your cause, volunteering is sure to help grow Oliver.

How are you going to Grow Oliver?



Community Engagement

The Objectives and Actions within Grow Oliver emerged out of a broad-based community engagement program. Community engagement activities were organized around two central questions:

Where do we want to go?

- Goals for Oliver’s economy
- Challenges and opportunities Oliver faces

How are we going to get there?

- Specific action ideas

The project team spoke to local residents, business owners, visitors, high school students, municipal staff, and Councillors, in addition to receiving over 300 online responses to these questions. Results from public engagement were organized according to theme, and directly informed the Objectives and Strategy Areas of *Grow Oliver*. More detail on the engagement process and results can be found in the *Economic Development Strategy Survey Report and Engagement Update*.

COMMUNITY ENGAGEMENT – A SNAPSHOT



230

responses to the Economic Development Strategy Survey



350+

economic development actions suggested



60

high school students from South Okanagan Secondary School participated in workshop



90+

participants on IdeaShare



50+

interactions with residents and visitors at Festival of the Grape



2

strategic planning sessions with the Economic Development Steering Committee



2

walking tours of downtown Oliver



Community Economic Profile

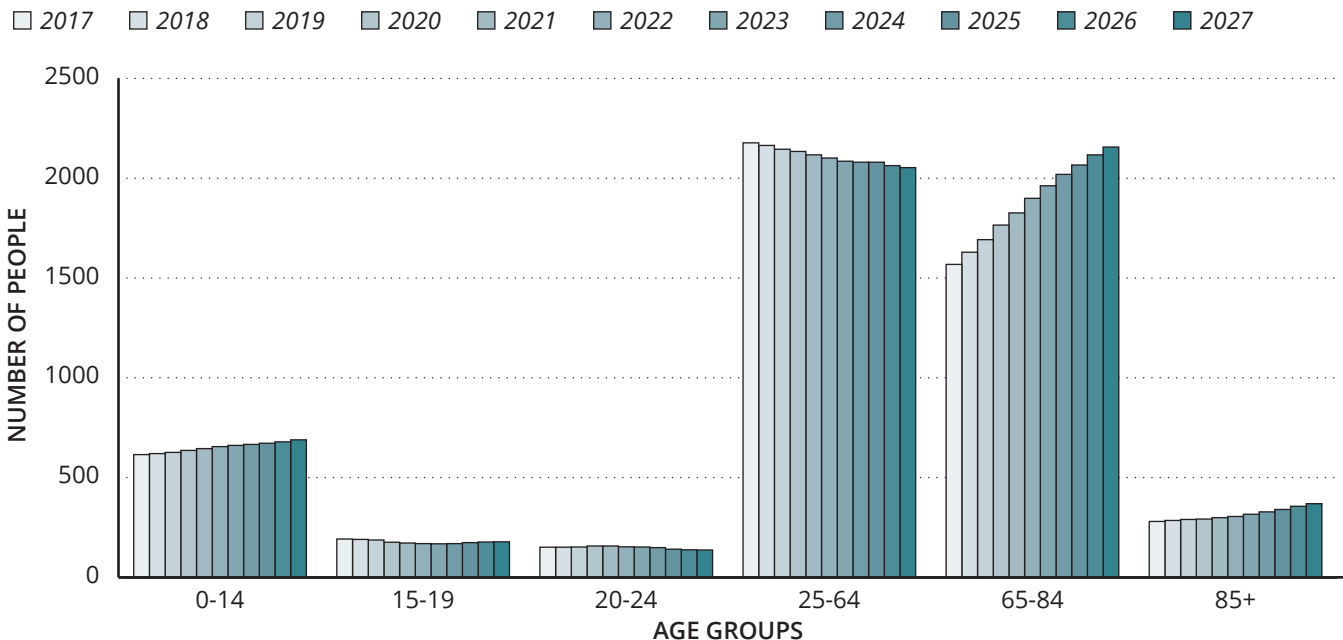
Photo by waferboard

The following section provides some highlights of Oliver’s local economy and was carried out as part of this project. Understanding the local context and local economy helped identify positive trends and opportunities that this Strategy could leverage and support. It also identified challenges that the Strategy needs to consider, address, and mitigate as part of longer-term economic development and growth.

Oliver is growing older. By the end of the next decade, over half of Oliver residents are anticipated to be over the age of 65. The aging population will have a significant impact on Oliver’s economy. Demand for medical, service, and care occupations may increase. Accessibility for walking and rolling will become increasingly important. While housing costs may increase as retirees settle in Oliver, the median income of seniors is generally lower than for the working-age population.

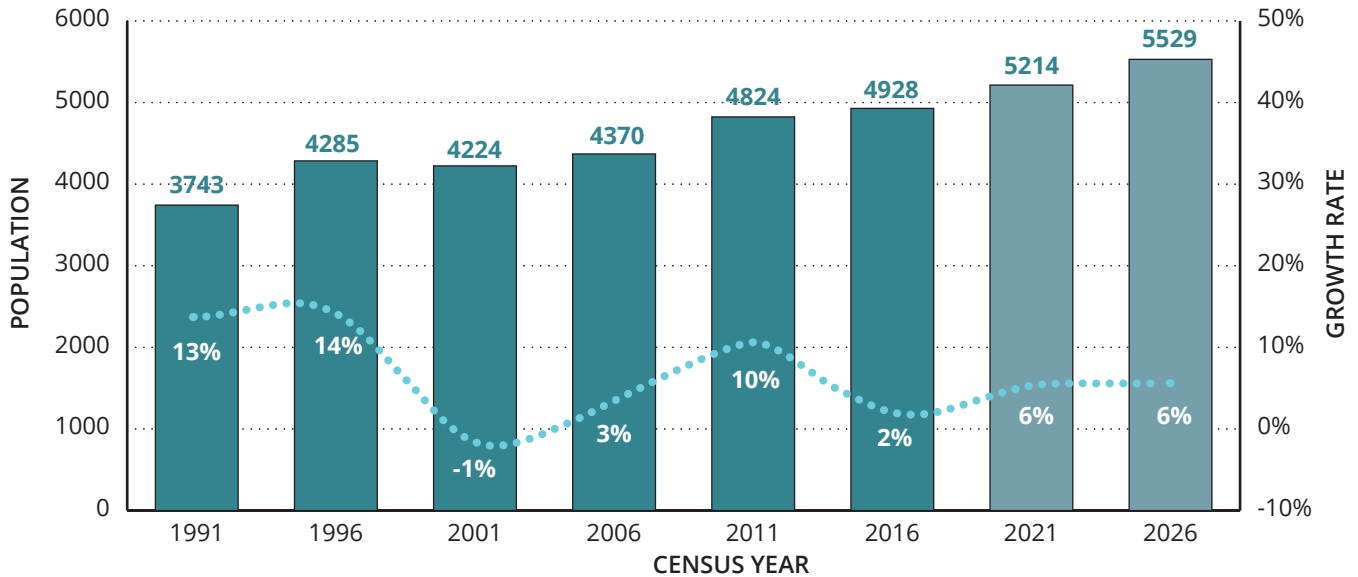
Total population is expected to increase to around 5,500 people by 2026.

OLIVER, ANTICIPATED POPULATION CHANGE, BY AGE GROUP 2016-2027



OLIVER GROWTH RATES, 1991 - 2026

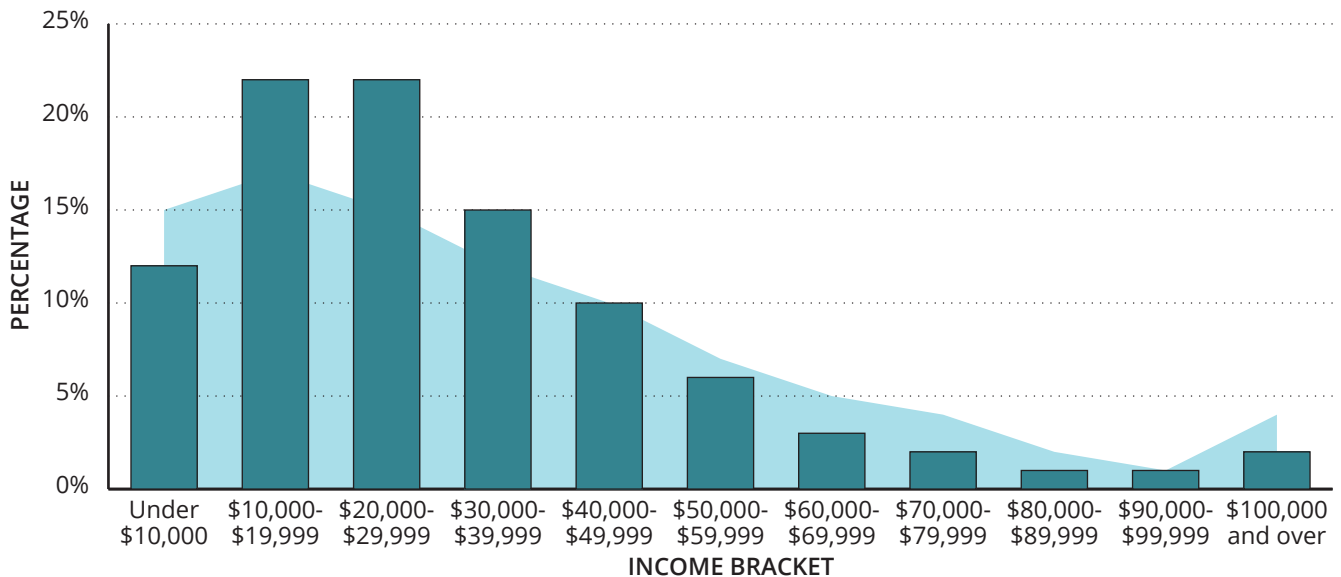
■ Population ●●● Growth rate



Average income in Oliver is lower than across BC. This is common for smaller population centers. The median after-tax income for individuals in Oliver (\$26,350) was 13% lower than median income across the province (\$29,783) in 2016.

PERCENTAGE OF THE POPULATION WITHIN EACH INCOME BRACKET

■ British Columbia ■ Town of Oliver



The following table offers a snapshot view of Oliver’s employment sectors by comparing the relative strength of economic sectors compared to the provincial economy (i.e., location quotient), growth of the sector from 2014-2018, and the size of the sector as a percentage of Oliver’s total jobs. Oliver’s strongest and largest employment sector is agriculture. However, the agricultural sector experienced a significant decline in jobs from 2014-18. The next largest employment sectors are construction, retail trade, and health care & social assistance, each of which experienced steady growth from 2014-18.

Category	Strength, compared to BC Average ¹	Growth in Oliver from 2014-2018	Percentage of Oliver Economy
Agriculture, Forestry, Fishing & Hunting	3.9	-53%	15.6%
Mining & Oil & Gas Extraction	0.8	23%	0.8%
Utilities	3.8	64%	0.8%
Construction	0.8	19%	11.9%
Manufacturing	1.4	2%	6.2%
Wholesale Trade	0.5	-25%	1.2%
Retail Trade	1.0	7%	9.9%
Transportation & Warehousing	0.4	19%	2.5%
Information & Cultural Industries	0.5	64%	0.8%
Finance & Insurance	0.5	18%	2.9%
Real Estate & Rental & Leasing	1.2	28%	5.8%
Professional, Scientific & Technical Services	0.6	40%	3.7%
Admin. & Support, Waste Mgmt. & Remediation	0.9	36%	2.9%
Educational Services	0.6	64%	0.8%
Health Care & Social Assistance	0.8	55%	9.9%
Arts, Entertainment & Recreation	0.6	35%	2.5%
Accommodation & Food Services	1.7	10%	9.1%
Other Services (excl. Public Administration)	1.5	48%	9.9%
Public Administration	3.9	-6%	1.2%

Oliver is a regional employment destination. Most residents of Oliver also work in Oliver, while many residents of surrounding areas commute into Oliver to work.



¹ BC Average = a value of 1. Higher or lower values indicate strong or weaker sectors, respectively.

HOW IS COVID-19 GOING TO IMPACT OLIVER'S ECONOMY?

Across all areas of Oliver's economy, we can expect significant impacts. Many of these impacts are already being felt in Oliver and in communities across British Columbia. Others may take time to settle in. Looking at the economy a whole, key economic consequences from COVID-19 may include:

- Increased unemployment
- Loss of tourism-related revenue
- Decreased individual productivity
- Increased reliance on IT services
- Shift to remote/teleworking
- Reductions in operating hours
- Loss of childcare for working parents
- Changes to supply chain availability
- Decreased consumer spending
- Difficulty for individuals and businesses in meeting mortgage/rent/lease payments
- Difficulty for businesses in making payroll
- Loss of passive retirement income due to economic slowdown
- Setbacks for young workers trying to establish careers

Looking at Oliver's economic profile more closely, we can see how these trends may impact some of Oliver's most important economic sectors. Many of the largest parts of Oliver's economy involve high degrees of person-to-person interaction, cannot be done remotely, and may face serious challenges from COVID-19. As Oliver weathers the impacts of COVID-19 and prepares to launch an economic recovery, special attention should be directed to supporting these sectors and building them back up to return stronger and more resilient than ever.

Sector	Example Businesses	% of Economy	Potential Impacts from COVID-19
Agriculture, Forestry, Fishing & Hunting	<ul style="list-style-type: none"> • Fruit Processing • Vineyards and Wineries 	16%	<ul style="list-style-type: none"> • Possible labour shortages from temporary agricultural workers unable to travel to region • Requirement for temporary foreign workers to isolate for 14 days upon arrival in Canada • Increased risk of transmission from travelling workers • Changes to local demand (i.e. roadside sales, winery tours, etc.) as tourism decreases • Changes to demand (i.e. staple foods > restaurant produce)
Construction	<ul style="list-style-type: none"> • Construction • Road Maintenance 	12%	<ul style="list-style-type: none"> • Decreased demand for construction due to economic slowdown • Changes to safety protocols on-site • Possible infrastructure stimulus spending opportunities
Retail Trade	<ul style="list-style-type: none"> • Retail stores 	10%	<ul style="list-style-type: none"> • Decreased consumer demand due to economic slowdown • Loss of revenue from tourism • Increased demand for online shopping and delivery
Health Care & Social Assistance	<ul style="list-style-type: none"> • Hospital • Senior Care Homes 	10%	<ul style="list-style-type: none"> • Change in demand for healthcare services • Changes to operations and staffing/scheduling at care homes • Postponing of elective medical services and general dental services
Other Services	<ul style="list-style-type: none"> • Repair Shops • Hair and Laundry 	10%	<ul style="list-style-type: none"> • Restrictions on in-person service delivery • Restrictions on gathering size • Closure of services requiring close proximity (e.g. hair, esthetics)
Accommodation & Food Services	<ul style="list-style-type: none"> • Hotels • Restaurants 	10%	<ul style="list-style-type: none"> • Decrease in tourists and other visitors • Decrease in revenue-per-room and occupancy for accommodation • Need for accommodation sector to facilitate visitors with self-isolation requirements • Shift from international to local and regional travelers • Cancellation of dine-in services • Increased demand for take-out and delivery

STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

As part of the situation assessment conducted for *Grow Oliver*, a high-level assessment of Oliver's economic strengths, weaknesses, opportunities, and threats was conducted. These represent the general trends that are impacting Oliver's economic growth.

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none">• Beautiful natural area• "Canada's Wine Capital"• Centrally located in a region with high tourism• Attractive destination for retirement• Solid "bones" downtown• Host to a number of popular events• Small town charm• Strong anchor employers (agriculture, correctional facility)• Great place to raise a family	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none">• Wine Capital identity not reflected in Downtown character or businesses• Increasing housing costs• Vacancies on Main Street• Decline in industrial, forestry, and manufacturing jobs• Lack of affordable childcare spaces• No strong pulls to capture business from highway travellers• Poor local and regional transit and mobility service
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none">• Partnerships with Osoyoos Indian Band• Further leveraging strengths in wine and agriculture• Local wineries investing "legacy dollars" into Oliver• Creation of a wine centre Downtown• Development of Town-owned sites downtown• Further investment in Station Street area• Turning Oliver into a year-round destination	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none">• Surrounding wineries develop in isolation from Oliver• Attractiveness as a retirement destination makes Oliver unaffordable for working families• The percentage of youth and young families continues to decline• Regional competition – RDOS (OK Falls industrial park), Osoyoos (tourism, services), Penticton (regional services, educational opportunities), Osoyoos Indian Band (business park)

GROW OLIVER AND THE TOWN OF OLIVER OFFICIAL COMMUNITY PLAN (OCP)

The OCP is the guiding policy framework for land use and planning in Oliver. Developed through extensive public consultation, the OCP reflects the long-range planning objectives of local residents, government staff, and the Town of Oliver. The OCP contains many objectives and policies that relate to local economic development and that support the objectives of *Grow Oliver*. Relevant Broad Goals of the OCP include:

- **Economic Development:** Support and retain existing businesses, while encouraging new businesses to locate in the Town of Oliver.
- **Downtown Revitalization:** Support and enhance Downtown Oliver as the community's commercial hub and activity centre.
- **Sense of Place:** Protect and enhance the Town of Oliver's small town, rural character.
- **Residential Development and Housing:** Encourage a diversity of housing options for a range of incomes, lifestyles and age groups.

Key OCP sections and objectives include the following:

- **9. Town Centre Development**
 - Revitalize Downtown and reinforce its role as the commercial, institutional and social heart of the community.
 - Retain existing business and institutional uses, while supporting their expansion and attracting additional cultural, entertainment, and commercial development to the area.
 - Support additional mixed-use, commercial/office/residential uses, including development that includes multi-family uses.
 - Encourage the integration of multi-family residential uses above ground floor commercial uses.
 - Supports the strategic, coordinated and gradual expansion of mixed-use commercial – residential or high-density residential development along Station Street.
 - Support opportunities to enhance the Town of Oliver's image as "Canada's wine capital".
- **21. Local Economic Development**
 - Support Town Centre revitalization, including mixed-use development.
 - Encourage local economic diversification.
 - Support development of Station Street, in conjunction with Town Centre revitalization.
 - Support opportunities to enhance the Town of Oliver's brand as "Canada's wine capital".



Photo by Lionel Trudel



Strategy Overview

Russel Works Photo

PRINCIPLES AND BEST PRACTICES

The *Grow Oliver* Strategy is guided by several principles of effective local economic development from the Federation of Canadian Municipalities who produced a guidance document called *The Evolution of Local Economic Development in Canada*. These best practices are embodied by *Grow Oliver* partners, implementors, and collaborators.

- ***Strong local leadership with vision is required***
 - Local leadership is essential.
 - Leadership does not imply “one,” but a larger group that includes Elected Officials, business leaders, partners, and stakeholders.
- ***Multi-faceted and multi-functional initiatives work best***
 - Local economic development initiatives that experience the greatest success are multi-faceted and multidisciplinary.
 - Local economic development cannot be one dimensional (i.e., focusing only on business attraction).
- ***Partnerships and collaboration are key***
 - Collaboration and partnerships are key because successful local economic development requires:
 - Significant dedication and commitment time;
 - Broad and diverse experience and expertise; and
 - Significant human and financial resources.
 - These characteristics are seldom in a single organization; therefore, broad community collaborations and partnerships are essential prerequisites to successful local economic development.
- ***A long-term focus and commitment are required***
 - Fundamental actions may be needed now to see significant measurable change for decades to come.
 - Maintaining momentum and interest requires monitoring and evaluation and celebrating the short-term successes.
 - Thinking and planning beyond election cycles is key.
- ***Transparent and accountable***
 - For business development, an open and accountable process is key.
- ***Proactive***
 - Successful projects are not ad hoc or reactive, but rather are proactive and help “set” the local economic development agenda.



OBJECTIVES

At the heart of *Grow Oliver* are eight Objectives that were developed based on feedback from the community, Town staff, Town Council, and a project Advisory Committee that was first established as part of the 2017 Downtown Action Plan project. The Objectives identify what we hope our strategy will help achieve. They are presented here as they were prioritized by project participants and stakeholders.

1. *Create an attractive and vibrant Downtown*
2. *Support and grow local businesses*
3. *Attract investment and jobs*
4. *Create local benefits from regional tourism*
5. *Encourage affordable housing and commercial spaces*
6. *Foster a robust and resilient local economy*
7. *Promote innovation and a green local economy*
8. *Strengthen relationships with regional partners*

STRATEGY AREAS

These Objectives guided the development of three interconnected Strategy Areas.



STRATEGY AREA 1. Consolidate our Foundation

The fundamentals that need to be in place in order to grow the economic development Strategy.

There are many economic development organizations and initiatives in the region, but coordination between them is relatively limited and ad hoc, which can result in missed opportunities, duplication of work, wasted resources, a misalignment of priorities, and competition for limited funding. This Strategy Area aims to better coordinate the groups and organizations working on community economic development initiatives in and around Oliver, both in terms of decision-making and implementation. It also looks to better engage and involve groups and organizations who may have not been fully involved in earlier economic development planning and implementation work, but whose role in this area will likely expand in the future.



STRATEGY AREA 2. Strengthen our Heart

Strengthening Oliver from the inside-out.

With all the hallmarks of a charming mid-20th century “Main Street” community, Downtown Oliver is highly valued by residents and businesses and is considered the heart of the community. Today Main Street has no major anchor but offers a broad mixture of land uses including a much-loved art deco movie theatre, two banks, two credit unions, a pharmacy, insurers, restaurants, a small hotel, several retail shops, real estate agencies, and several civic buildings. Off Main Street there are additional businesses, homes and apartments, a riverside park and a path along the dike. Despite these important assets, there are a significant number of vacant storefronts and undeveloped building lots.

With its broad range of commercial, institutional, and residential uses, the area was once a busy regional hub, offering a wide range of shopping, professional services, and other services to the larger region. But over time, and with the growth of other regional centres, notably Penticton and Osoyoos, Oliver’s Downtown began to slow and show signs of decline. While some commercial development has occurred both in Downtown (Oliver Place Mall) and, more recently, outside of Downtown (Southwinds Crossing), the traditional and historic Downtown centre has seen limited new commercial development for over 20 years. This has resulted in the significant number of existing vacant and underutilized properties, including vacant properties and buildings along Main Street (Highway 97), Kootenay Street, Station Street, and Fairview Road.

As goes Downtown Oliver, so goes economic development in general in the community. Investing in Downtown and strengthening the heart will benefit economic development throughout Oliver.



STRATEGY AREA 3. Grow our Opportunities

Expanding our appeal and collaborations with regional partners.

To strengthen our local economy, we must reach out to expand our appeal, invite others in, and collaborate with potential partners in the region.

Successful local economic development cannot be sustained without strong and collaborative relationships. Oliver is located in an area filled with vibrant cultural and economic resources. Osoyoos Indian Band, after planting the first commercial winery in BC in the early 1970s, has built many strong brands and highly successful businesses. Events such as Festival of the Grape bring thousands of visitors to Oliver every year. The proposed South Okanagan national park reserve has the potential to support sustainable tourism and increase the number of local jobs. Many organizations, Indigenous and local governments, and businesses are developing in ways that promise to strengthen the broader economic base of the region. By reaching out and initiating new forms of collaboration, the Town of Oliver can strengthen its position as a strategic link between South Okanagan communities, Indigenous Nations, and businesses.

Growing Our Opportunities means not only looking externally to find partners and collaborators, but also helping to strengthen opportunities within Oliver. By seeking to connect local investors with entrepreneurs, exploring ways of supporting new models of work enabled by technology, and working to improve transit and cycling mobility, greater opportunities can arise from within Oliver, too.

ACTIONS

Each Strategy Area includes a number of supporting local economic development Actions. These Actions are programs, projects, and policies that will help achieve the specific Strategy Area and overarching economic development Objectives.

The Actions are phased and prioritized according to when they commence. Quick Start Actions are to be launched within the first year of the *Grow Oliver* Strategy implementation. These Actions are intended to be relatively straightforward, low cost projects that would help increase partner implementation capacity and build momentum

for the implementation of future Actions. Foundation Actions are to be launched within two years of the *Grow Oliver* Strategy implementation and will help lay the groundwork for future, Medium-Term Actions.

The phasing indicates when the Action implementation should start. Given the range and scope of Actions identified, the time to complete them will vary. As new Strategy partners, funding opportunities, and community needs emerge over time, the timing and phasing of Actions may shift and new Actions may also be identified.

TABLE: *Grow Oliver Strategy Summary*

	Quick Start (1-12 months)	Foundation (12-24 months)	Medium-Term (2 years+)
Strategy 1. Consolidate our Foundation <i>The fundamentals that need to be in place in order to grow the economic development Strategy.</i>			
1-A Grow Oliver Committee	■		
1-B Dedicated Grow Oliver Coordinator	■		
1-C Grow Oliver Business "Seed" Package	■		
Strategy 2. Strengthen our Heart <i>Strengthening Oliver from the inside-out.</i>			
2-A Oliver Buy Local Campaign	■		
2-B Downtown Oliver Development Opportunities Study (the "Seed Catalogue")	■		
2-C Downtown Oliver Development Opportunities Feasibility Study		■	
2-D Oliver Food Hub / Harvest Hut		■	
2-E Downtown Beautification and Wayfinding Program		■	
2-F New Childcare Spaces Program			■
2-G Airport Development			■
Strategy 3. Grow our Opportunities <i>Expanding our appeal and collaborating with regional partners.</i>			
3-A Regional Collaboration	■		
3-B Festival of the Grape Centre Feasibility Study		■	
3-C Partner-in-Parks Program		■	
3-D Transit Mobility Program			■
3-E Coworking/Hotdesking Feasibility Study			■
3-F Community Investment Co-operative (CIC) Program			■
3-G Shoulder Season Events Development			■
3-H Cycle Tourism Program			■

THE *GROW OLIVER* WINERY

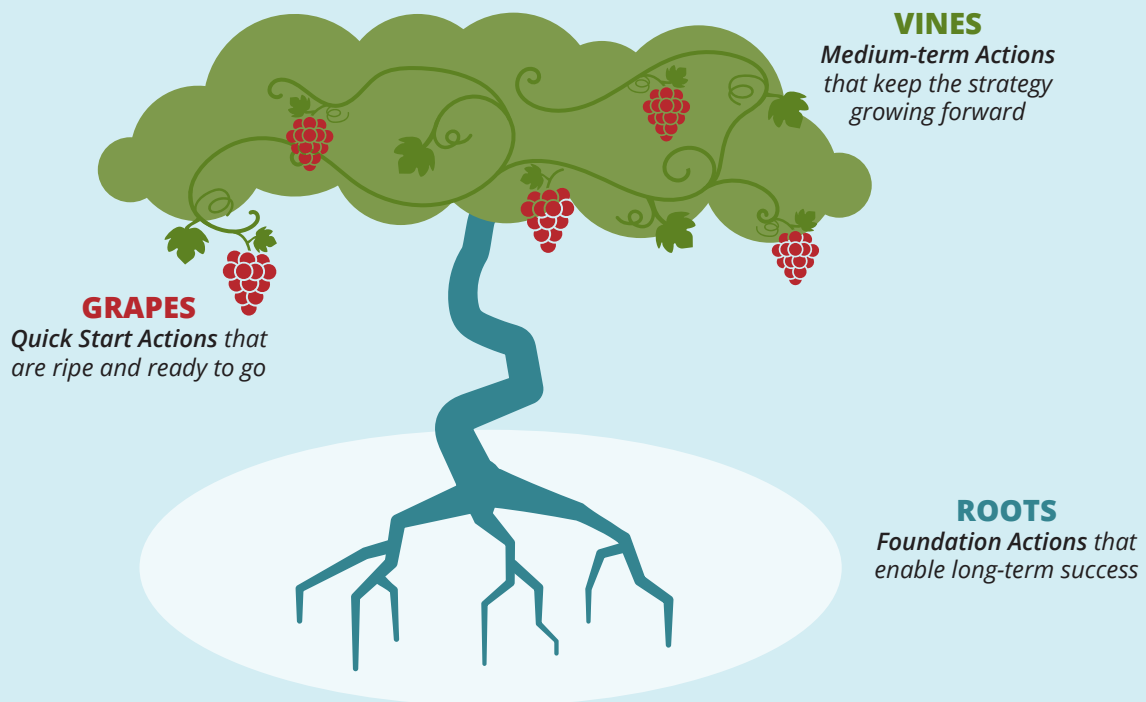
Our economic development Strategy can be thought of like a winery.

Our Objectives are the wines that the *Grow Oliver* Winery wants to produce. We're shooting for excellence across a range of varieties. We know that the more successful each of our individual wines is, the stronger we'll be overall.

Our Objectives (the wine list)

- Create an attractive and vibrant downtown
- Support and grow local businesses
- Attract investment and jobs
- Create local benefits from regional tourism
- Encourage affordable housing and commercial spaces
- Foster a robust and resilient local economy
- Promote innovation and a green local economy
- Strengthen relationships with regional partners

In order to produce this many great wines, we need to make sure our vineyard is healthy, robust, and has just the right terroir. It also means growing varieties that are well suited for our unique local climate, and that will be able to adapt to and survive change.





Strategy Areas and Actions

The following section provides detailed information on the *Grow Oliver* Economic Development Strategy's 18 Actions including:

- **RATIONALE:** A short description of why the Action is being pursued
- **OVERVIEW:** A summary description of the Action
- **TIMING:** Action phasing (i.e., Quick Start, Foundation, Medium-Term)
- **LEAD:** An overview of Action implementation responsibilities and roles
- **DETAILS:** An overview of initial implementation activities

STRATEGY AREA 1. Consolidate Our Foundation

The fundamentals that need to be in place in order to grow the economic development Strategy.



Rationale: Community economic development ranges across multiple jurisdictions (beyond simply the Town of Oliver) and calls for the involvement of numerous organizations and governments (Town of Oliver, RDOS, Town of Osoyoos, Okanagan Indian Band). A means of efficiently and effectively collaborating on *Grow Oliver* Actions and collective decision-making is critical.

While the Downtown Oliver Action Plan Committee has played an important role, to date, it is still a partial role and their scope of work could be expanded to:

- Better support *Grow Oliver* Action implementation
- Support ongoing planning
- Provide a venue for ongoing community economic development collaboration across the broader Oliver region

Overview: A working group with representation from all key economic development and planning groups and organizations with an interest in community economic development. An expanded working group would help ensure *Grow Oliver* Actions are coordinated between partners and stakeholders and help better take advantage of funding opportunities. In addition to existing members (Town of Oliver staff and Council representation, South Okanagan Chamber of Commerce, Oliver Tourism Association, Oliver Osoyoos Winery Association) additional membership could include:

- RDOS Economic Development Coordinator
- Community Futures Okanagan Similkameen
- Osoyoos Indian Band
- Additional local/regional business representatives (e.g., real estate, development)
- Youth representative

The committee would meet quarterly to support *Grow Oliver* implementation, monitor community tourism and business trends and issues, and provide a venue for ongoing community development in the larger Oliver area.

Lead: Downtown Advisory Committee

Partners: Town of Oliver, South Okanagan Chamber of Commerce

Timing: Quick Start

Details: Action supported by existing working group that was first established to support the Oliver Downtown Action Plan. No additional funding is anticipated. Initial implementation tasks include:

- Develop a Terms of Reference for new members
- Determine membership gaps (i.e., community groups, organizations, businesses that should be represented on the Committee)
- Invite additional members

NOTE: The *Grow Oliver* Committee could be temporarily reframed as a COVID-19 Economic Recovery Task Force. Draft Terms of Reference for COVID Economic Recovery Task Force can be found at the BC Economic Development Association website. The objective of the Task Force would be to create strategies to help the business community strengthen its resilience throughout the remainder of the pandemic, and to recover and 'bounce back' after the pandemic.

1-B DEDICATED *GROW OLIVER* COORDINATOR

Rationale: The coordination of the *Grow Oliver* Committee (Action 1-A) and implementation of other *Grow Oliver* actions will be more efficient and effective with a dedicated staff person tasked with the responsibility. A *Grow Oliver* Coordinator can also manage and support the fundraising, coordination, and project management activities that the *Grow Oliver* actions will require.

Overview: The dedicated staff-person will carry out and support *Grow Oliver* Action implementation tasks as directed by the *Grow Oliver* Committee and as required by the *Grow Oliver* Economic Development Strategy. The Coordinator will liaise with local economic development stakeholders and work with external partners on specific *Grow Oliver* Actions, along with broader local economic development projects and initiatives as they arise. Their work will include grant writing (e.g., Rural Development Fund, LOCO), sourcing additional funds, supporting volunteer coordination activities for community events and activities (which could include new shoulder season events), and coordinating the *Grow Oliver* Committee. The Coordinator could support other *Grow Oliver* Actions, including:

- 1-C *Grow Oliver* Business “Seed” Package
- 2-A Oliver Buy Local Campaign
- 2-D Oliver Food Hub/Harvest Hut
- 3-E Coworking/Hotdesking Feasibility Study
- 3-F Community Investment Co-operative (CIC) Program
- 3-G Shoulder Season Events Development

Lead: Town of Oliver

Partners: South Okanagan Chamber of Commerce

Timing: Quick Start

Details: Given their existing role in local economic development and the benefits that additional funding to support a *Grow Oliver* Coordinator position could provide the organization, the South Okanagan Chamber of Commerce should benefit from this Action. Funding will be required to support what is likely at most a .25 FTE position over the short-term and development of ongoing funding mechanism over the longer-term. In the long-term, and should the fund be reactivated, the provincial Rural Dividend Fund could provide funding to support the position. Foundation or charitable funding could also be explored. The Town of Oliver may be able to provide some support.

Other Initial implementation tasks include:

- Determine job funding
- Determine potential scope of work for Coordinator
- Write a job description
- Select candidate/organization

NOTE: The *Grow Oliver* Coordinator could be temporarily reframed as a COVID-19 Economic Response Liaison. Staff role could include becoming familiar with economic response programs (local, provincial, federal), and assisting local businesses in understanding and assessing their options for applying to economic assistance programs. Staff person would assist in the implementation of the buy-local recovery campaign.

- Rationale:** Business retention, expansion, and attraction can be supported and facilitated through development of a package of business relocation or start-up information for entrepreneurs and businesses thinking of expanding or moving to the Oliver area.
- Overview:** The Seed Package could include information on local regulations and permitting and contact information for important organizations and collaborators (e.g., Tourism Association, South Okanagan Chamber of Commerce, Town of Oliver, RDOS). While much of this information already exists, it is scattered across websites and organizations (e.g., Town of Oliver, South Okanagan Chamber of Commerce, Community Futures Okanagan-Similkameen).
- In addition to providing this information, the document, information package, or webpage could communicate the Town's vision for Downtown development, opportunities in Oliver, key economic sectors, population and housing information, and general market information. For the Town, this could also include information on Downtown tax incentive programs for new commercial and multi-unit residential developments. If a webpage or portal is developed, it could also include regularly updated information on items like average property prices (commercial, industrial, residential) and lease/rental information.
- Lead:** Town of Oliver
- Partners:** South Okanagan Chamber of Commerce
- Timing:** Quick Start
- Details:** As a "one-stop-shop" approach to providing business development information, the first decision will be to determine who should be responsible for developing the Seed Package and how/where it should be made available (e.g., which economic development partner websites, what pieces could be printed for distribution at events or through Town Hall, South Okanagan Chamber of Commerce office, etc.).
- Development of the Seed Guide (contents and distribution) should be led by the *Grow Oliver* Coordinator or equivalent.

STRATEGY AREA 2. **Strengthen Our Heart**

Strengthening Oliver from the inside-out.



2-A OLIVER BUY LOCAL CAMPAIGN

Rationale: Local businesses strengthen communities, build resilience and foster innovation. They create good jobs, contribute to the local tax base and help keep local spending (and money) re-circulating in the community. Shop and buy local campaigns have been demonstrated to help change local spending habits and support community business. According to research from BALLE (see below), for every \$100 spent at a local business, \$46 is recirculated back into the local economy, a strong case for a buy local campaign. Buy local campaigns are a common marketing and revitalization tool that have been used successfully by several BC communities. Promoting local businesses and local organizations are vital in response to Covid-19 and will be increasingly important in building community resilience.

Overview: Many BC communities have already started a buy local campaign, or related initiatives like local sourcing programs. A local program for Oliver would help raise awareness of local businesses in Downtown Oliver (and throughout the Town) and would work to increase the market share for local business by shifting purchasing towards local businesses and helping support the flow of dollars between local businesses that create a positive economic multiplier effect. Similar food and agricultural buy local programs, including the Buy Local BC Initiative's Buy Local! Buy Fresh! map lists farmers and food businesses across the South Okanagan, including several Oliver area producers.

The importance and value of buy local programs has been elevated because of the vital role they will play in COVID-19 economic recovery. It is important to raise awareness of what businesses are open, in what capacity (i.e. online sales, curbside pickup, deliveries), and how residents can continue to support them. Communities across BC and Canada are promoting the message "stay home, stay safe, and support local businesses." It is and will remain vital to promote shopping locally whenever possible. Buying locally can include ordering online from local businesses, purchasing gift cards now to use in the future, ordering meals for take-out, purchasing local wine, supporting local artists, and donating to local charitable and non-profit organizations. As businesses shift operations online and open their stores in reduced capacities, social media and communications will be important in ensuring residents know all of the ways in which they can support their local economy.

The SOCC can help to develop a coordinated effort to communicate and champion shopping local, including communicating the value of dollars spent and how they circulate. The *Grow Oliver* coordinator can help to distribute this content through social media, public messaging, and physical signage, and ensure that communication tools are available to local businesses to promote their adaptations over time.

Lead: Town of Oliver

Partners: South Okanagan Chamber of Commerce, LOCO BC

Timing: Quick Start

Details:

Resources for initiating a Buy Local campaign are available from several local Canadian and US-based organizations, including LOCO BC and Community Futures. The Town and the Downtown Working Group should work with the Chamber to support the development of buy local marketing materials including details of when businesses are reopening and how they can be supported.

A coordinated campaign could include social media messaging, storefront posters, Buy Local bingo (see Appendix C), or a local street shopping party.

With the support of the Chamber, the Town could also work with large purchasers like the School District, Hospital, and businesses to increase local purchasing and procurement.

“Right now, is a moment when more and more people understand that if they don’t spend money with the small and local businesses they love, on locally grown and made products, those businesses won’t survive. Every dollar that goes out of the community lessens the chance of recovery for the businesses that make our community economically strong and culturally unique.”

- Amy Robinson, LOCO



Loco BC Buy Local campaign materials, LoCo BC

2-B DOWNTOWN OLIVER DEVELOPMENT OPPORTUNITIES STUDY (THE “SEED CATALOGUE”)

Rationale: This design exploration would illustrate development concepts for vacant Town-owned lots in Downtown Oliver that could help “plant the seeds” for revitalization, by generating interest with potential collaborators and development partners, and supporting future financial feasibility and design development.

Overview: The Town owns several vacant lots downtown that may have significant development potential. These sites include a parcel of three vacant lots at 6265 Main Street totalling 9,000 square feet and a triangular lot at Veterans Avenue and Station Street totalling approximately 9,000 square feet. The lots present many compelling revitalization opportunities, some of which the Town has been considering for several years (e.g., developing a new Town Hall). The Seed Catalogue would explore potential development options for two empty lots (one on Main Street and one on Station Street) and associated redevelopment of Town-owned buildings for those options, where existing buildings become vacant (e.g., Town Hall, Tourist Information Centre/old train station).

The Seed Catalogue would consider a range and mix of potential opportunities across these sites that could be developed under existing Zoning and OCP development permit area guidelines. Potential uses to be explored include:

- New Town Hall that consolidates offices and Town services (approximately 7,000 square feet)
- A new space for the regional library (approximately 5,000 square feet)
- Housing (affordable rental apartments)
- A new childcare facility
- Festival of the Grape Centre – a wine and food centre with office space for festival organizers and Oliver Osoyoos Winery Association
- A business incubator or co-working/hotdesking space
- A Food Hub/Harvest Hut – a mixed use centre for food processing and education
- A new space for the Tourist Information/Visitor Centre

The final Seed Catalogue would consist of conceptual designs and site considerations. It would be used to generate excitement and buy-in with residents and business owners around the potential development concepts. It could also be used to support marketing and fundraising to support additional work, including pro-forma analysis of the most popular and compelling development concepts and further design development.

Lead: Town of Oliver

Timing: Quick Start

Details: Implementation funds from the *Grow Oliver* Economic Development Strategy were used to support the design exploration. The Seed Catalogue was produced as a component of this Strategy and is included in Appendix B.

- Rationale:** To move towards implementation, the development concepts generated in the Oliver Seed Catalogue will need to undergo a financial feasibility assessment. These concepts may include a new location for Town Hall, a new library space, housing, childcare, a food hub, or other community spaces. The financial assessment would assess how the proposed development concepts could best support community goals and would enable further refinement and the creation of detailed development proposals for the sites.
- Overview:** Building on the conceptual designs completed in the Oliver Seed Catalogue, development concepts will be evaluated in order to determine financial feasibility, recommended operational models, and potential funding sources. A number of options will be explored in order to determine the highest and best uses for the sites, according to the development objectives of the Town and community. Based on the results of the feasibility study, additional site planning or building design work may be completed.
- Lead:** Town of Oliver
- Timing:** Foundation
- Details:** A pro-forma evaluation of Seed Guide development opportunities would determine financial feasibility of the concepts. Key variables needed to support development options, including construction costs, real estate and rental prices, and commercial and residential demand would be investigated. Development options may be refined according to the results of the analysis to maximize performance or secure external funding.
- As part of the study, additional partnership and funding opportunities would be explored, including potential partnerships with development partners.

2-G OLIVER FOOD HUB/HARVEST HUT

Rationale: Food hubs foster growth in accessing local agriculture and have the potential to provide affordable access to facilities for food processing and preparation for small scale producers and local businesses. Building on the success of the Harvest Hut, the establishment of a permanent food hub can address food security issues for residents, promote health and well-being, and contribute to a vibrant and diverse food economy. A food hub can also be developed to support additional objectives, including helping scale-up small agricultural producers and food businesses who want/need access to specialized equipment, training, or certified food preparation spaces in order to test out new products and bring existing production to the next level in terms of overall production volume and quality.

Overview: The demand for local food is increasing; simultaneously, there is a need to address food security issues. Food hubs, ranging in size and scale, fulfill a market need that connects farmers to consumers outside of traditional CSA and farmer's market avenues. While they connect local food producers, farmers, and ranchers to consumers, they also have the potential to provide access for food and beverage processors to technology, production facilities, specialized equipment, and business support.

The establishment of a food hub supports policies outlined in the OCP as well as the Food Secure Oliver strategy, encouraging the promotion of local viticulture and agriculture, agri-tourism, and urban agriculture. A food hub also supports local economic development policies outlined in the OCP through the provision of spaces to support value-added manufacturing and community-based business development.

A food hub can come in the form of a non-profit, collective, for-profit, co-operative. There are a number of precedents, ranging in size, scale, capacity, and service (See Appendix C). In Oliver, there are many potential partners including School District #53 (Oliver Elementary School have operated a farm-to-school salad bar program since 2008), Interior Health, BC Healthy Living Alliance, the Oliver Food Bank, and local agricultural and business partners. The Okanagan Gleaners also operate a non-profit, mission-based food hub operation close to Oliver. Oliver Eats has also provided space to promote and support smaller scale producers. Although a food hub can address local needs, one the biggest hurdles to establishing and sustaining a food hub is a strong business plan that addresses long-term feasibility and ensures reliable funding sources.

As part of the COVID-19 economic recovery, food hubs can play an important role in supporting local agriculture and ensuring local food production and distribution. In the short term, as public gatherings are limited, there is opportunity to support local agricultural producers through an online platform in place of a traditional farmer's market. While the Province is supporting the move to online sales, through the BC Association of Farmers' Markets (BCAFM), the Food Hub/ Harvest Hut concept can be a part of developing resilience and plan for implementation when public gatherings can resume.

Additionally, the establishment of a permanent Food Hub/ Harvest Hut can help to relieve reliance on an external food supply/distribution network and create a solid food/ beverage base regardless of whether or not there are ongoing emergencies affecting the community or region.

Lead: Town of Oliver

Partners: Food Action Advisory Committee, Food Secure Oliver Coordinator, Interior Health Authority

Timing: Foundation

Details: The Food Action Advisory Committee could form a working group to further explore the Food Hub/Harvest Hub concept and conduct a feasibility analysis. Building on work done through the Action 2-B, Oliver Seed Catalogue, the Food Hub/Harvest Hub could be moved into more detailed feasibility through Action 2-C, Downtown Oliver Development Opportunity Feasibility.



Julie Forster (left) and Caitlyn Bennett have started a Harvest Hut in Oliver, where anyone can bring excess produce to share, or take what they need. (Dan Walton / Aberdeen Publishing)

Rationale: Highway 97/Main St presents both a challenge and an opportunity for Oliver. From the perspective of a highway driver, there are few invitations to stop and explore Oliver businesses, and there is little sense of having arrived in a distinct downtown district. For visitors and locals alike, there is no wayfinding that identifies businesses, parks, or other destinations. Although the Town of Oliver has made significant investments and improvements to Downtown Oliver’s public realm over the years (sidewalk improvements, flowers, new pedestrian crossings and corner bulges, new lighting, etc.), the desire for additional work and initiatives was a consistent theme during engagement and consultation. Despite improvements, many storefronts are worn, while others remain vacant. The presence of vacant and worn storefronts undercut investments Downtown. Empty lots also give the Downtown a “gap-toothed” look and are not attractive to residents or visitors. A broader range of beautification, mobility, and street activation/animation activities and policies could be implemented at relatively low cost that would collectively support Downtown beautification and animation.

Overview: There are many relatively low-cost opportunities to improve and animate Oliver’s public realm. Some have already been identified in past Council Strategic Plans. Opportunities include:

- Developing a *Downtown Sidewalk Policy* to include policies to enhance the walkability of Downtown and improve pedestrian infrastructure, and to encourage sidewalk cafes, patios and other outdoor gathering spaces.
- Piloting wine-themed or other artistic sidewalk crossings at key intersections (e.g., Fairview and Station Street).
- Establishing simple guidelines for “pop-up” activities on Downtown lots and/or storefronts, including Town-owned lots. The guidelines would permit and encourage community groups, business groups, and others to temporarily animate spaces to exhibit or perform art pieces or shows, or host temporary businesses and/or events.
- Providing additional façade improvement incentives, particularly to support painting of storefronts.
- Supporting development of new Downtown public art, such as murals, street banners, utility box painting, or other public art that could be part of a local competition or event.
- Reaching out to Indigenous artists to create art projects that celebrate the area’s Indigenous community.
- Create wayfinding signage and program for Downtown area and beyond to link and direct people to local destinations and services.

Lead: Town of Oliver

Partners: *Grow Oliver* Committee

Timing: Foundation

Details: Each of the potential components under this Action would require planning and the development of policy guidelines, which would be a time-consuming activity for Town staff. They would also involve different stakeholders and partner groups. The first activity would be to prioritize program components.

IDEA TO EXPLORE: POP-UPS AND FOOD TRUCKS

Residents identified pop-ups and food trucks as a way to offer low-barrier ways for food-based entrepreneurs to start businesses in Oliver. Establishing a pilot program food truck lot with temporary furniture, shade umbrellas, planters, and lighting could kickstart new businesses and exciting food options, while drawing tourists off the main highway and encouraging them to shop at other local businesses. This could offer a low-cost and low-risk way of strengthening the local food scene.

If pursuing this idea, it will be essential to engage existing restaurant owners to identify ways in which food trucks could compliment, but not compete, with local restaurants. The Town could work with current owners of empty lots to use the spaces for pop-ups and food trucks. Given how much room there is to further expand Oliver's food scene, a pilot program could be established to demonstrate how food trucks would only help to draw more people into Oliver and spread benefits out.

Events should be coordinated with events that the Firehall Brewery organizes in summer and Oliver Eats food truck activities.



2-F NEW CHILDCARE SPACES PROGRAM

Rationale: Childcare was identified as a major barrier for many families in Oliver. Without access to affordable and convenient childcare, some primary caregivers are prevented from fully participating in the local labour market. This makes it difficult for families wishing to stay in Oliver, and presents a challenge in attracting new families to the area. Expanding the childcare options in Oliver would help to enable caregivers to earn additional income and develop their careers and vocations, while helping local employers that are struggling to accommodate employees with childcare needs.

Overview: The Town of Oliver is currently participating in a regional study to identify childcare needs. Exploring potential funding sources, studying the local childcare market to assess demand, exploring physical spaces for new childcare (included as an option in the Downtown Seed Catalogue), and exploring ways to support the expansion of existing facilities could help to address the existing gap in childcare availability.

Preliminary research found that there are approximately 215 childcare spaces in nine operations (preschools, licenced daycares, after-school care and advertised in-home care) available in Oliver. Only two of these are licensed by the Town. As of February 2020, Interior Health shows only two of the six licenced facilities as having vacancies in at least one age category. Demographic projections conducted as part of the Oliver Housing Needs Assessment anticipate close to 700 children under age 14, including 250 under age 4 by 2027. These figures will be updated as the Childcare Study is completed.

Lead: Town of Oliver

Partner: RDOS

Timing: Medium-Term

Details: Once the ongoing regional childcare study is complete, the Town of Oliver should make it a priority to implement any recommendations identified. There are a number of sites in town that can potentially accommodate childcare facilities. Working to bring together potential partners, guide private applicants through the permitting process, and co-locate childcare with recreation facilities will help to accelerate the timing and improve the quality of childcare developments.

Childcare may also offer common ground for increasing partnership and strengthening relationships with Osoyoos Indian Band. Innovative models of integrating cultural and on-the-land childcare models for all children may help strengthen ties between communities and address childcare needs. Discussions around childcare should be raised as the Community-to-Community forums (Action 3A) are established.

2-G AIRPORT DEVELOPMENT

Rationale: The Oliver Airport completed a strategic plan in 2015 that identified opportunities for the growth of aviation related uses that included further growth and marketing of the airport. Additional funding has been secured for runway expansion.

Overview: Oliver's airport is a Town-owned and managed facility that has the potential to support additional local economic development in Oliver. Local stakeholders, such as the South Okanagan Flying Club and the Air Cadets enjoy their use of the airport.

Further developing the airport could generate higher revenues for the Town (through leases, taxes, and user fees) while supporting local businesses and tourism. This development could take the form of compatible aviation, light industrial, hotel, or residential uses. Although there are no commercial or regularly scheduled flights operating to or from the Oliver airport, there is an opportunity to expand private and chartered flights. Recent runway and taxi-way upgrades made it easier for charter and turbine aircrafts to use the airport. Offering additional amenities, including possible hotel, short-term rental, or residential uses could help attract more flights and strengthen the contribution of the airport to the local economy. The addition of a car rental service could attract more private pilots to fly into Oliver and explore the region.

The Town of Oliver Airport Strategic Plan was published in 2012 with the vision of establishing the Airport as the "premier regional airfield for the South Okanagan providing excellence in services and facilities available to air travelers and aircraft operators and to become recognized as a model for convenient access, cost effectiveness and effective partnerships with the Town's residents and businesses."

A number of actions, including capital development projects, from the 2012 Airport Strategic Plan have been completed, such as runway and taxiway upgrades.

Lead: Town of Oliver

Timing: Medium-Term

Details: The Town of Oliver is seeking funding to lengthen the runway to accommodate larger aircraft. Following this work, additional upgrades and developments could be explored.

STRATEGY AREA 3. Grow Our Opportunities

*Expanding our appeal and
collaborations with regional partners.*



Rationale: Formal economic collaboration between municipalities and First Nations is growing in BC. These collaborative relationships have helped communities realize shared economic benefits while supporting reconciliation, deepening cultural understanding, improving service delivery, and strengthening intergovernmental relationships. Oliver could follow this pathway with Osoyoos Indian Band (OIB) by expanding, growing, and stewarding their existing relationship with OIB (the two governments have already held two joint Council meetings) to pursue collaborative or joint economic development actions.

Overview: A common pathway to relationship building, particularly for communities just starting to build a working relationship, is through a Community to Community forum. Community to Community forums enable political leadership and key staff from local and Indigenous governments to meet, discuss shared interests, address areas of concern, and build strong working relationships. Community to Community forums can receive funding for skilled facilitation and have led to positive results in many BC communities.

Possible actions pursued after the Community to Community forum could include signing a joint letter of understanding or a collaborative agreement, identifying economic development or tourism partnerships, strengthening the presence and visibility of Indigenous culture within the Town, or other actions. The textbox “Pathways to Collaboration” outlines Community to Community forums as a tool for helping establish collaborative relationships and provides links to stories of successful partnerships between Indigenous communities and local governments.

It’s important to note that while formal activities such as Community to Community forums can lead to successful collaboration, it can be equally important to work on informal relationships as well. Simple actions such as business lunches between leadership, attendance at community events, or tours of business or community facilities can enhance the informal relationships and strengthen community ties. Getting to know each other is a crucial first step.

Lead: Town of Oliver

Partners: Osoyoos Indian Band

Timing: Quick Start

Details: Funding for a Community to Community forum and guidelines for hosting one successfully can be found through UBCM. It is important that elected officials and senior staff from both communities directly participate. Potential dialogue topics could include:

- Reconciliation and Relationship Building
- Economic Development
- Community Development

Planning for a Community to Community forum should include event organization, facilitation, materials, venue, etc. Working together with staff from OIB to identify a preferred venue, catering, and format will be essential to success. A grant application and final reporting process will need to be completed by staff.

PATHWAYS TO COLLABORATION

A growing number of First Nations and Municipalities in BC have begun to build collaborative relationships and partnerships on economic development and other portfolios.

A Community to Community (C2C) forum can be a good first step for strengthening relationships. C2Cs are jointly led and organized by the communities involved. Half of eligible costs for planning and hosting C2Cs are covered by the provincial and federal governments. C2Cs generally have the following goals:

- *Strengthen relationships between communities by building strong links between elected officials and staff at First Nations and local governments*
- *Lay the groundwork for formal agreements such as protocols, MOUs, service agreements, or collaborative projects and plans*
- *Support reconciliation and cultural understanding*
- *Develop more integrated approaches to emergency preparation, mitigation, response and recovery*

Hosting a C2C does not mean that both communities have to be ready to jump right into further commitments. The first C2C is often simply an opportunity for the leaders of each community to get to know each other and to share their collective history. The first forum can be an opportunity to discuss and develop shared strategic alignments and areas of mutual benefit and open up the possibility of further work together.

Building on the results of the C2C, there are a number of pathways for further collaboration that could be pursued. First Nations and municipalities throughout BC have successfully followed these pathways to building stronger and more collaborative relationships.



Photo: Okanagan Indian Band Chief Byron Louis and former Mayor Akbal Mund signing the Relationship Accord with key staff and elected officials involved in the Community Economic Development Initiative (CEDI), a joint economic development planning initiative for First Nations and neighbouring local governments that is run cooperatively by the Federation of Canadian Municipalities (FCM) and Cando (Council for the Advancement of Native Development Officers). Credit: FCM

Rationale: Establish a wine education, tasting, and event hub that would pilot a new license allowing local wineries to establish secondary tasting rooms in a shared space. The facility could include a commercial kitchen and offices for Festival of the Grape and could be co-located with the Visitor Information Centre should a new Town Hall be developed on Main Street and the Visitor Centre moves into the existing Town Hall building.

Despite its current “Wine Capital” brand, there is very little wine-related programming or economic activity in Downtown or the Town of Oliver (i.e., no tasting rooms, limited wine sales, limited wine events or attractions). With the large number of wineries in the area (39 are in the Oliver Osoyoos Winery Association) and artisanal food and beverage producers (value-added agricultural products, beer, cider, juices, etc.) combined with growing regional and global agritourism and culinary tourism sectors, a wine centre or equivalent could be a viable attraction. There is the potential to broaden its scope as a food and wine centre, which could make such a centre a unique destination in the larger Okanagan area. With a growing interest in traditional, Indigenous foods, there is an additional opportunity to involve Osoyoos Indian Band.

The Town of Oliver is working with the Attorney General of British Columbia and the Liquor and Cannabis Regulation Branch to explore licencing options for allowing local wineries to establish tasting rooms in the community. Options are being explored for single entity and shared space models. This pilot program could be the first of its kind in BC, and enable new ways of integrating wineries into Downtown Oliver. Ties-ins with food options and wine retail could further enhance the opportunity posed by a potential wine centre.

Overview: Wine Centres are often a primary destination for visitors to wine-growing regions. They are often billed as the starting place for a local tour or as the one-stop option for tourists who do not have time to visit each local winery. Wine Centres represent all local offerings and can include tasting rooms, dining, museums and galleries, classes, multi-purpose event space, and other related activities. Typically, a kitchen facility and tasting area provides opportunities for visiting vintners and chefs to present and pair wines and foods and for classes.

Some centres include office space for local winery organizations, which in this case could include the Oliver Osoyoos Winery Association and could provide additional venue/event space for Festival of the Grape, Winter in Wine Country Festival, and the Half-corked Marathon. A feasibility study would examine the market potential, location requirements and options, local interest, and the business case for a Wine Centre.

Lead: Town of Oliver, Oliver Tourism Association, Oliver Osoyoos Winery Association

Partner: South Okanagan Chamber of Commerce

Timing: Foundation

Details: Funding opportunities for a feasibility study include provincial funding programs like the Southern Interior Development Initiative Trust. Other industry sources could be approached for funding, including BC Wine Authority (BC VQA).

Rationale: In July 2019, the governments of Canada and British Columbia and the syilx/Okanagan Nation signed a Memorandum of Understanding to formally work toward establishing a National Park Reserve in the South Okanagan-Similkameen. This is a significant step toward the development of a Park. Because of its geographic proximity to the proposed national park reserve, Oliver is one of the communities expected to receive most of the direct and indirect economic benefits associated with the development of the park reserve. Given that the park reserve is moving forward, Oliver has a chance to prepare and reach out to park proponents to help foster long-term economic benefits.

Overview: With the development of the park reserve, there are opportunities for partnership in order to expand the tourism economy and support the increase of visitors. The Town may consider writing a letter in support of and formalize interest in becoming the headquarters for the park in order to capitalize on the economic benefits of increases in tourism.

As a gateway community to the park, Oliver has an opportunity to provide value-add services and raise the profile of the South Okanagan-Similkameen as a conservation and eco-tourism destination. These opportunities include the promotion of nature-based tourism through local guiding services, natural history, and cultural interpretation, as well as educational and visitor centre experiences.

According to an economic benefits study on the proposed National Park Reserve, there would be multiple benefits for Oliver in positioning itself as the “headquarters” town. Park headquarters and staff will generate local spending, while park visitors would support investments in a number of tourism related sectors of the economy including recreation, retail including all wineries and fruit stands, culture and sporting events, restaurants and bars, and support services as gas stations and convenience food stores.

Lead: Town of Oliver

Partners: South Okanagan Chamber of Commerce

Timing: Foundation

Details: The key next step is to issue a formal letter of support for the proposed development, indicating interest in becoming the gateway community. Partner organizations and collaborators could sign the letter, including the South Okanagan Chamber of Commerce, Tourism Association, Oliver Osoyoos Winery Association, and Osoyoos Indian Band.

Rationale: Mobility is fundamental to economic success. Without affordable, convenient, and safe options for moving around a region, the ability of residents to participate fully in the local economy is limited. Currently, around 80% of Oliver residents drive to work alone, and 10% ride as a passenger. Around 1% take transit. For those who do not or cannot drive, access to jobs and services throughout the region is limited. For others, full enjoyment of regional amenities such as wineries may be curtailed by the need to drive. Advocating for improved transportation options will be an effective way of expanding economic opportunities for the whole community. Transit and mobility are especially important for increasing equity by meeting the needs of those who are less likely or unable to drive, such as youth, low-income households, and seniors.

Overview: The labour market in Oliver is constrained due to a lack of regional transit connectivity. Without reliable access to a vehicle, people living in Oliver do not have access to jobs and services throughout the wider South Okanagan-Similkameen area. Weekday transit service is currently limited to Route 40, which stops in Oliver four times daily. Improving transit service options through expanded bus service or mobility-as-a-service options would increase the labour and commerce catchment areas open to Oliver, relieve congestion, and increase equity. BC Transit has set a target to increase the number of trips made by transit outside of Penticton from 40,000 to 540,000 by 2040. Proactively working with BC Transit to improve services to Oliver, and integrating transit considerations into planning and development decisions will help to grow the utility and appeal of transit in Oliver.

In addition to advocating for improved transit service, new transportation models such as ridesharing, or partnering with wine-touring businesses in the off-season could benefit Oliver. Ridesharing platforms are not only applicable to large urban centres. The first ridesharing licence was issued to Whistle! a BC-owned company that specializes in ridesharing in rural areas with high tourism, such as Tofino-Ucluelet and Whistler-Squamish. Working with other municipalities in the region to attract similar ridesharing companies could strengthen tourism, increase access between rural wineries and Oliver businesses, and offer safe and affordable alternatives to driving. To lower the barriers to ridesharing, the Town of Oliver may also consider joining other municipalities that are lobbying the province to relax ride-sharing requirements (such as the class 4 licence requirement) in areas that are not major population centres.

Improving transit options and increasing overall mobility will benefit the entire community. Given the ageing demographics of Oliver, the need to plan for improved mobility and expanded transit options will be a key step in ensuring that Oliver's economy will continue to grow and provide benefits to all.

Lead: Town of Oliver

Partners: BC Transit

Timing: Medium-Term

Details: Though systemic improvements in transit service will be gradual, short term improvements and pilot programs may offer opportunities in the near term. Pilot programs could include special bus services for Festival of the Grape or Cask and Keg, or a BC Transit "wine bus" offering service to wineries in peak season. Reaching out to neighboring municipalities, local business and service providers, and local residents to identify transit and mobility issues and opportunities may help in identifying specific actions the Town can take in the short-term.

3-E COWORKING/HOTDESKING FEASIBILITY STUDY

Rationale: Coworking spaces are growing in popularity and are increasingly vital in supporting local economic development processes. These spaces provide opportunities for entrepreneurs, contractors, tech workers, and creatives to work flexibly and have access to resources that support their work. Coworking spaces provide community, opportunities to network, and save costs while accessing necessary services.

Overview: This study would explore demand and potential spaces for a coworking facility in Oliver with tie-ins to other beneficial projects (social enterprise, coffee shop, makerspace, etc.). In addition to local entrepreneurs, developing a strong co-working space can be beneficial for attracting remote workers. As employees are increasingly able to work in more rural areas while maintaining their jobs in urban centres, towns like Oliver have an opportunity to create a hub to attract remote workers.

Typically, coworking spaces provide high speed internet, access to meeting rooms, coffee and tea, desks, and a variety of other services with associated fees. These spaces allow for temporary use, long-term use, and drop-in use, fulfilling various needs. Potential organizational support can come from Coworking BC Society, which supports and promotes coworking spaces throughout the province.

Lead: South Okanagan Chamber of Commerce

Partners: Town of Oliver

Timing: Medium-Term

Details: With the increasing mobility of work, there is potential for Oliver to attract remote and travelling workers and support local entrepreneurs. A feasibility study would explore the demand and potential spaces for a coworking facility, as well as other beneficial projects (makerspace, coffeeshop, social enterprise). Potential funding sources include Community Futures South Okanagan, Startup Canada, and Southern Interior Development Trust Initiative.



*Mountain CoLab Cooperative,
Reveltoke*

- Rationale:** Community Investment Co-ops (CICs) allow local investors to pool their money into funds that are reinvested into local small businesses and entrepreneurs, based on the goals of the co-op. CICs sell member shares and elect boards who select investments based on social, environmental, and financial impact criteria. Throughout the engagement on the economic development strategy, several residents expressed their desire to invest in local businesses, yet not having opportunities or a forum to do so. The establishment of a CIC could help create this forum and provide a structure for targeted investments in the economic well-being of the community.
- Overview:** Community investment co-ops are innovative and relatively new support systems for rural economic and business development that bridge the gap for local investors and local ventures in need of financing. These co-ops are member owned, community controlled, and community-based organizations that can finance local ventures and generate impacts.
- Over \$4.3 billion in RRSP investments leave BC each year. A CIC provides an opportunity to invest in RRSP eligible investments that support the local economy and provide much needed funding for local initiatives, such as Indigenous-led business, renewable energy, affordable housing, local food production, and food waste recovery and recycling. The co-op model provides a structure to build community while investing in socially and environmentally sustainable projects. This model would mean residents form a co-op, elect a Board of Directors, and pool their money together to create a revolving loan fund. There is an established coalition to support the development and success of local community co-operatives through the BC Impact Investing Coalition.
- Lead:** South Okanagan Chamber of Commerce
- Partners:** Town of Oliver, Valley First Credit Union, Interior Savings Credit Union
- Timing:** Medium-Term
- Details:** Potential partners include Interior Savings Credit Union, Community Futures Okanagan Similkameen, and Community Foundation South Okanagan Similkameen. Next steps would include coordinating with the BC Community Impact Investing Coalition on steps for establishing a CIC and convening a community forum to gauge interest in a CIC.

Rationale: Oliver hosts a number of great events throughout the year, yet there are further opportunities to bring people to Oliver in the shoulder and off-seasons. While the popularity of events such as Festival of Grape, Cask and Keg, and the Half-Corked Marathon continue to grow, there are no major corresponding early spring or winter events which could attract tourists and visitors during the slower shoulder seasons. Many residents and business owners voiced support for additional events to activate the Downtown and bring more visitors to Oliver in the offseason.

Overview: Many local residents, business owners, and visitors articulated a desire for new visitor and tourist experiences (events, attractions, itineraries) in and around Oliver during the shoulder seasons. The desire to have events that would draw new visitors but would also be attractive to residents was strongly expressed. Suggestions from engagement included events such as a food truck festival or expanded winter festival of lights. While some of these opportunities might lend themselves to a shorter-term undertaking, others will depend upon an individual or group willing to take on the opportunity as a business opportunity.

The action could be linked to Action 2-C Downtown Beautification/Animation Program, with new event ideas being piloted with pop-up or trial events (i.e., start small and scale up).

Lead: Oliver Tourism Association

Partners: South Okanagan Chamber of Commerce, Town of Oliver

Timing: Medium-Term

Details: Identifying new, expanded, or enhanced experiences will likely occur on an ad hoc and informal level going forward, with new ideas coming from Downtown Working Group discussions and suggestions provided to them from residents, business owners, and others. There are no additional costs anticipated for this task, beyond those incurred by the Downtown Working Group in tracking new experience ideas.

Key implementation tasks include:

- Setting up a system to capture new experience ideas as they arise or are presented by Working Group members and other tourism partners and stakeholders
- Making the list available to South Okanagan Chamber of Commerce for new arrivals or investors seeking tourism opportunity ideas

3-H CYCLE TOURISM PROGRAM

Rationale: Cycle tourism offers a low-impact and sustainable tourism market that punches above its weight economically. Studies show that cycle tourists tend to have high incomes, spend their dollars at local businesses, and intend to return to destinations multiple times. Oliver is already connected to a great cycling network and benefits from cycle tourism. Expanding and promoting cycle tourist facilities could help attract more cyclists and further strengthen this base of sustainable tourism.

Overview: Oliver is located in an area with excellent regionally connected bike paths. While cycling connectivity is already strong, residents, youth, and visitors have expressed a desire for greater cycling amenities, such as a bike rental facility or a bike share program. Cycle routes could be expanded, including the possibility of a new walking and cycling path along the irrigation canal. While Penticton and Osoyoos both support two independent bicycle shops each, there are no local businesses in Oliver that focus on cycling. The Town could look to coordinate with local tourism operators (i.e., hotels, wineries) on supporting cycling, expanding bike rental options, and improving private amenities for visiting cyclists. The Town could also look at options for attracting a bike store to Oliver (e-bike marketing, tie-in with programs for seniors/retirees, identifying suitable spaces, etc.).

Case studies from the United States show that one of the most effective strategies for attracting cycle tourism is to develop a “magnet facility” such as a small shelter with basic maintenance tools, air, secure bike racks, water, and free-Wi-Fi. In some cases, low-cost magnet facilities have been fully paid for by donations from cyclists who use the facility. The new park on the West side of the Fairview Rd bridge will feature a bike repair station, a water station, and bike racks.

Lead: Oliver Tourism Association

Partners: South Okanagan Chamber of Commerce, Town of Oliver

Timing: Medium-Term

Details: Over the medium term, funding for an active transportation network planning grant is available through the B.C. Active Transportation Infrastructure Grants Program. This funding could be used to develop a strategy that updates the 2009 *Oliver and Area Trail Master Plan* and identifies specific programs and infrastructure upgrades, in collaboration with other local communities, such as Osoyoos Indian Band. The highest levels of funding through this grant are available through partnership programs with neighboring Indigenous communities. If partnering with Osoyoos Indian Band, this grant could provide up to 80% of funding for active transportation planning or infrastructure projects.

In the near term, the Town can boost cycling by supporting the active transportation policies within the OCP, and supporting community-led cycling initiatives as they arise. Potential sites for a cycling magnet facility could be identified, and the Town could reach out to potential partners such as OIB or the Penticton and Area Cycling Association.

IDEA TO EXPLORE: BOUTIQUE DOWNTOWN HOTEL

A boutique hotel located in central Oliver could function as a catalyst to further development in the area. While accommodation options in Oliver have expanded since the Coast Oliver opened in 2018, there is still a niche for a small and centrally located upscale hotel. As more and more wineries in the region focus their marketing on higher end luxury experiences, opportunities to cater to wealthy tourists are opening up. The Town of Oliver has the opportunity to establish itself as a key piece of this upscale market today, before investment in the surrounding areas reaches a level that Oliver cannot compete with.

A boutique hotel could offer guests the opportunity to form deeper connections to the cultural and natural assets of the area and serve as a centralized starting point for wine tours of the region. Ground floor commercial uses could include a restaurant or bistro, coworking space, gallery space, or wine store and tasting room. E-bike rentals could be offered to enable guests to explore on local trails.

Development of a boutique hotel could also be a key relationship building action with Osoyoos Indian Band. A boutique hotel could offer an opportunity to integrate cultural tourism and provide guests with an authentic experience. The hotel could also support and be integrated with OIB businesses, such as Nk'Mip Cellars and Golf Course, Area 27, and the District Wine Village.



PRECEDENT: Skwachàys Lodge is located in Vancouver's historic Gastown area. As Canada's first "Indigenous arts hotel," Skwachàys Lodge features art designed by Indigenous artists in each of the rooms, hosts a gallery space in the lobby, shares special events and cultural activities with guests, and provides an artist-in-residence space for Indigenous artists. Photo CC-by Jason V.



Strategy Implementation

Photo by Paul Eby

Without a clear pathway towards implementation, the Actions in this Strategy may not move forward. To bring Oliver's economy to where the community wants it to be, strong efforts will be required of everyone with a stake in Oliver's future, including government, businesses, organizations, and citizens.

Though the primary focus of this Strategy is on Actions that the Town of Oliver can take, government will not be able to do it all. There will be key opportunities for mobilizing community members and local economic development champions to take ownership of Actions. Finding ways of supporting these champions as they move projects forward will be essential to this Strategy's success. Communicating priorities, offering support and guidance, and connecting people with resources will go a long way towards helping every stakeholder make meaningful contributions towards implementing *Grow Oliver*.

The Town of Oliver can help enable the success of local economic development champions by:

- Keeping clear lines of communication open
- Connecting people with resources (i.e., *Grow Oliver* Strategy, Community Economic Profile, Business Start-up Package, Small Business BC education, etc.)
- Sharing funding opportunities (and potentially offering grant writing support)

- Communicating business opportunities within Oliver (i.e., bike rental business, new restaurants, childcare, etc.)
- Convening groups of potential economic development champions (i.e., host an "Entrepreneurs Roundtable") and providing meeting space for these groups
- Creating a small grant program for quick start actions brought forward by community members
- Continuing to implement and follow local economic development and Downtown development objectives and policies outlined in the Town of Oliver OCP.

The *Grow Oliver* Committee will be responsible for overseeing implementation of this Strategy with Action implementation partners. In their oversight role, the Committee will be responsible for monitoring progress on the Strategy Actions, receiving periodic updates, and making decisions about the phasing and prioritization of work. The Committee will be responsible for keeping the Strategy alive and ensuring that work moves forward as Oliver's economy grows and evolves.

There are many funding opportunities available for the Town of Oliver and for local economic development champions such as local businesses, non-profits, and arts organizations. These are detailed in Appendix D.

Grow Oliver Risk Register

While *Grow Oliver* has been crafted to minimize the impacts from potential risks, continual effort will be required to ensure project success. The following risks and mitigation strategies represent common challenges to the implementation of local economic development strategies, and strategies for overcoming each risk.

Risk	Mitigation Strategy
Lack of political will	<ul style="list-style-type: none"> • Regular communication with all levels of government • Formal adoption of this Strategy by Town Council • Sharing Strategy successes and results of monitoring (i.e., Annual Business survey) • Involving political decision makers in implementation (i.e., seats on the <i>Grow Oliver</i> Committee)
Lack of community buy-in	<ul style="list-style-type: none"> • Regular communication about <i>Grow Oliver</i> progress (i.e., annual newsletter, press releases) • Involving community leaders and local business community in implementation (i.e., seats on the <i>Grow Oliver</i> Committee)
Insufficient trust and relationship building	<ul style="list-style-type: none"> • Regular communication with key partners • Building informal relationships and friendships between key partners
Insufficient funds for implementation	<ul style="list-style-type: none"> • Grant applications • Partnerships with neighboring communities • Outreach to potential private funders (i.e., wineries, community investment groups)
Macro-economic changes (i.e., recession, changes to real estate market)	<ul style="list-style-type: none"> • Ensuring the Town is not over leveraged or staking too much on any single project • Diversification of the economy • Supporting local capital flows (i.e., Community Investment Cooperative)
Natural factors (wildfires, smoke impacting tourism, poor growing season, etc.)	<ul style="list-style-type: none"> • Diversification of the economy • Working with other levels of government to plan ahead for disruptions

In addition to these risks, potential future waves of COVID-19 (until such point a vaccine is available) poses an ongoing risk. Better understanding and response to future waves may help mitigate or minimize these impacts.



Strategy Monitoring & Evaluation

Monitoring and evaluation should be an essential part of any successful economic development strategy and is closely tied to strategy implementation. Local economies are always evolving and changing. Monitoring and evaluation provide tools for checking-in on the Strategy and making sure that it is supporting progress on the community objectives. If areas of the Strategy are identified as underperforming, they can be updated, changed, or reconsidered. Grow Oliver includes two types of monitoring:

- **Outcome monitoring:** *Is the Strategy helping to achieve community objectives?*
- **Process monitoring:** *Are the Actions in the Strategy being implemented?*

The outcome monitoring table on page 53 shows the indicators that can be used to measure the Town of Oliver's progress towards our community objectives. These indicators are focused on outcome monitoring.

In addition to the monitoring of outcomes, monitoring of the economic development process will help to ensure the Strategy stays on track. The process monitoring table on page 54 and 55 should be updated and presented during each meeting of the *Grow Oliver* Committee.

Annual Business Survey

A key step in the monitoring and evaluation of this Strategy will be to follow up with businesses and stakeholders to assess how the Town is performing from a business perspective. By administering a yearly survey, progress can be tracked, and issues addressed as they arise. Establishing a regular mechanism for structured feedback will help enhance communication between the Town and local businesses. Past surveys of local businesses, such as the Downtown Oliver Business Survey (2016) and other surveys conducted by the South Okanagan Chamber of Commerce were positively received and provided valuable insights for enhancing the local business environment. Monitoring the performance and satisfaction of local businesses may also provide valuable information for supporting grant and funding applications for future economic development projects.

An annual survey could be physically distributed to local businesses or completed online. Working together with the South Okanagan Chamber of Commerce and the Town of Oliver, the *Grow Oliver* Committee would be responsible for administering the survey and reporting on the yearly results. A sample business survey is provided in Appendix E.

TABLE: *Grow Oliver Outcome Monitoring*

Community Objective	Potential Indicator(s)	Direction of Preference	Information Source(s)
Create an attractive and vibrant Downtown	• Number of vacant storefronts downtown	• Lower	• Planning and Building
	• Downtown ranking	• Higher	• Yearly business survey
Support and grow local businesses	• Ease of doing business ranking	• Higher	• Yearly business survey
Attract investment and jobs	• Investment ranking	• Higher	• Yearly business survey
	• Employment rate	• Higher	• Census
Create local benefits and regional tourism	• Annual visitors to Oliver	• Higher	• Thompson Okanagan Tourism Association
	• Annual attendance at keystone events (Festival of the Grape, Cask and Keg)	• Higher	• Festival of the Grape, Cask and Keg
Encourage affordable housing and commercial spaces	• Number of households in core housing need	• Lower	• Housing Needs Report (5-year updates)
	• Ratio of median housing cost to median income	• Lower	• BC Assessment/ Census
	• Business ranking of value of commercial space	• Higher	• Yearly business survey
Foster a robust and resilient local economy	• Impact to local economy from external shocks	• Lower	• Subjective ranking
Promote innovation and a green local economy	• Number of new businesses registered in Oliver	• Higher	• Planning and Building
	• Sustainability improvements by local businesses	• Higher	• Yearly business survey
Strengthen relationships with regional partners	• Subjective ratings	• Higher	• Interviews with leadership

TABLE: *Grow Oliver Process Monitoring*

		Timing	Lead(s)	Partner(s)	% Completed	Status Update
Strategy 1. Consolidate our Foundation						
1-A	<i>Grow Oliver</i> Committee	Quick Start	Downtown Advisory Committee	Town of Oliver, South Okanagan Chamber of Commerce		
1-B	Dedicated <i>Grow Oliver</i> Coordinator	Quick Start	Town of Oliver,	South Okanagan Chamber of Commerce		
1-C	<i>Grow Oliver</i> Business "Seed" Package	Quick Start	Town of Oliver	South Okanagan Chamber of Commerce		
Strategy 2. Strengthen our Heart						
2-A	Oliver Buy Local Campaign	Quick Start	Town of Oliver	South Okanagan Chamber of Commerce		
2-B	Downtown Oliver Development Opportunities Study (the "Seed Catalogue")	Quick Start	Town of Oliver			
2-C	Downtown Oliver Development Opportunities Feasibility Study	Foundation	Town of Oliver			
2-D	Oliver Food Hub / Harvest Hut	Medium-Term	Town of Oliver	Food Action Advisory Committee, Food Secure Oliver Coordinator		
2-E	Downtown Beautification and Wayfinding Program	Foundation	Town of Oliver	<i>Grow Oliver</i> Committee		
2-F	New Childcare Spaces Program	Medium-Term	Town of Oliver	RDOS		
2-G	Airport Development	Medium-Term	Town of Oliver			

		Timing	Lead(s)	Partner(s)	% Completed	Status Update
Strategy 3. Grow our Opportunities						
3-A	Regional Collaboration	Quick Start	Town of Oliver	Osoyoos Indian Band		
3-B	Festival of the Grape Centre Feasibility Study	Foundation	Town of Oliver	Town of Oliver		
3-C	Partner-in-Parks Program	Foundation	Town of Oliver	Oliver Tourism Association, Oliver Osoyoos Winery Association		
3-D	Transit Mobility Program	Medium-Term	South Okanagan Chamber of Commerce	South Okanagan Chamber of Commerce		
3-E	Coworking/ Hotdesking Feasibility Study	Medium-Term	South Okanagan Chamber of Commerce	BC Transit		
3-F	Community Investment Co-operative (CIC) Program	Medium-Term	South Okanagan Chamber of Commerce	Town of Oliver		
3-G	Shoulder Season Events Development	Medium-Term	South Okanagan Chamber of Commerce			
3-H	Cycle Tourism Program	Medium-Term	Oliver Visitors Association, South Okanagan Chamber of Commerce, Town			

Appendix A – COVID Recovery and Resilience

In response to COVID-19, communities across Canada and BC are moving quickly to adapt and plan in uncertainty. There are a number of examples of the ways in which communities are supporting their local businesses and organizations respond and plan for medium and long-term recovery.

Online Support

The Town of Oliver is maintaining a list of resources with information on health impacts, self-assessment, and economic resources at:

<https://oliver.ca/covid-19-corona-virus/>

As physical distancing measures remain in place, shifting to online service and product delivery is crucial, and will likely be a challenge for many small businesses and organizations. Examples of how communities are supporting this shift:

- District of Tumbler Ridge partners with local groceries and pharmacy to offer delivery
– <https://www.districtoftublerridge.ca/>
- Tri-Cities launches webinar for helping businesses to get products and services online
– <https://business.tricitieschamber.com/events/details/covid-19-get-your-business-online-with-shopify-10050>
- Buy Gift cards online -Greater Victoria
– <https://supportlocalyyj.com/>
- Chetwynd Chamber of Commerce Business Support
– <https://www.chetwyndchamber.ca/work-on-your-biz>

Provincial Travel

Once COVID-19 is contained and domestic travel is considered safe again and encouraged, it will be increasingly important to promote Oliver as a destination. While international travel will likely be limited, there will be a strong domestic travel response plan. Destination BC has prepared a timeline of proposed response, recovery, and resilience.

Other resources and stories

The Canadian Urban Institute has also set up a share site to share examples of how Canadian communities are responding to the crisis with creativity and imagination.

<https://citysharecanada.ca/>

Appendix B – Downtown Oliver “Seed Catalogue”

As part of *Grow Oliver*, work has been launched to explore development options and neighborhood level connections in downtown Oliver. Illustrating design concepts for Town-owned lots downtown, the goal of the Seed Guide is to help “plant the seeds” for revitalization, by generating interest with potential collaborators and development partners, and supporting future financial feasibility and design work.

During the development of the *Grow Oliver* Local Economic Development Strategy, a preliminary design exploration was undertaken. The following images are from the preliminary work.

FIGURE: Downtown Oliver high-level site analysis.

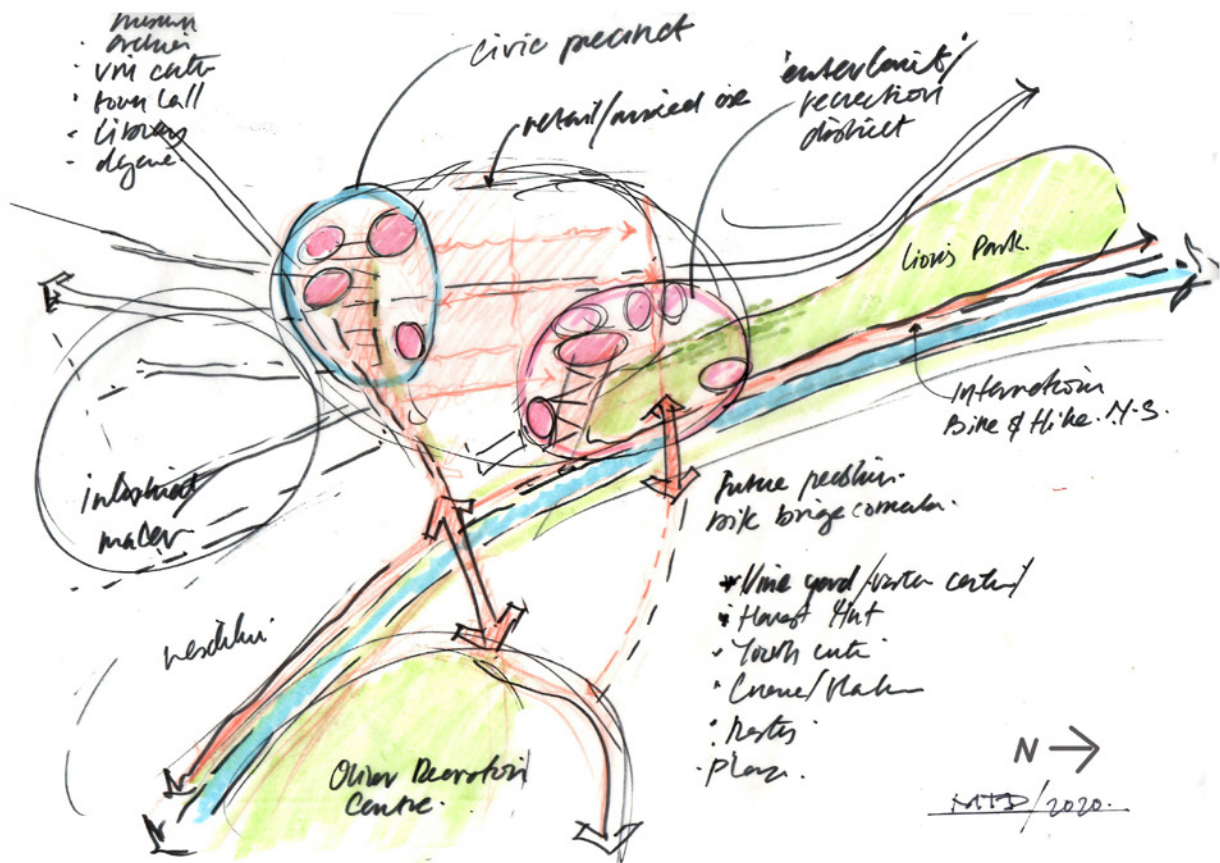


FIGURE: Plan view, centered around the development of a Plaza/Community Gathering Spot along Station St.

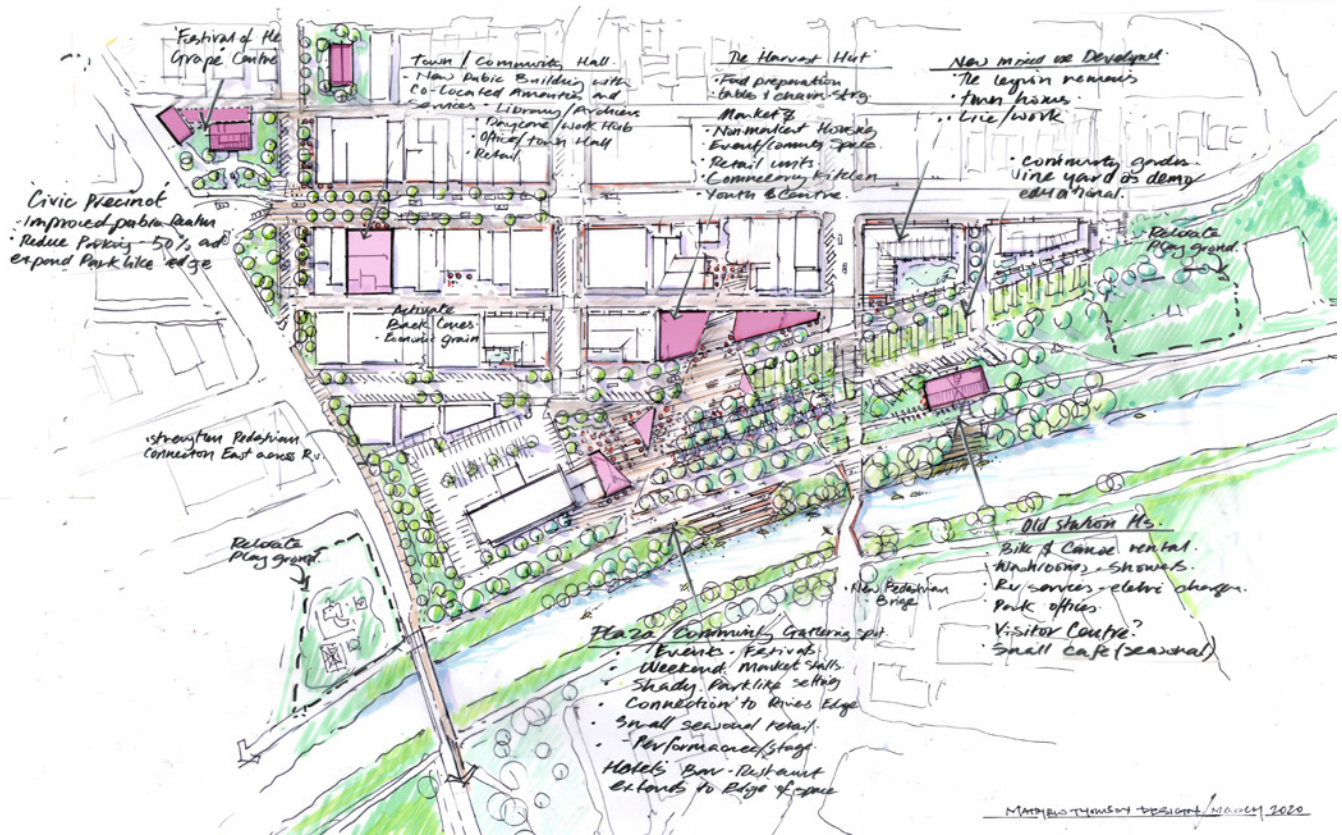


FIGURE: View of development and future connections the Community Gathering Spot along Station St.

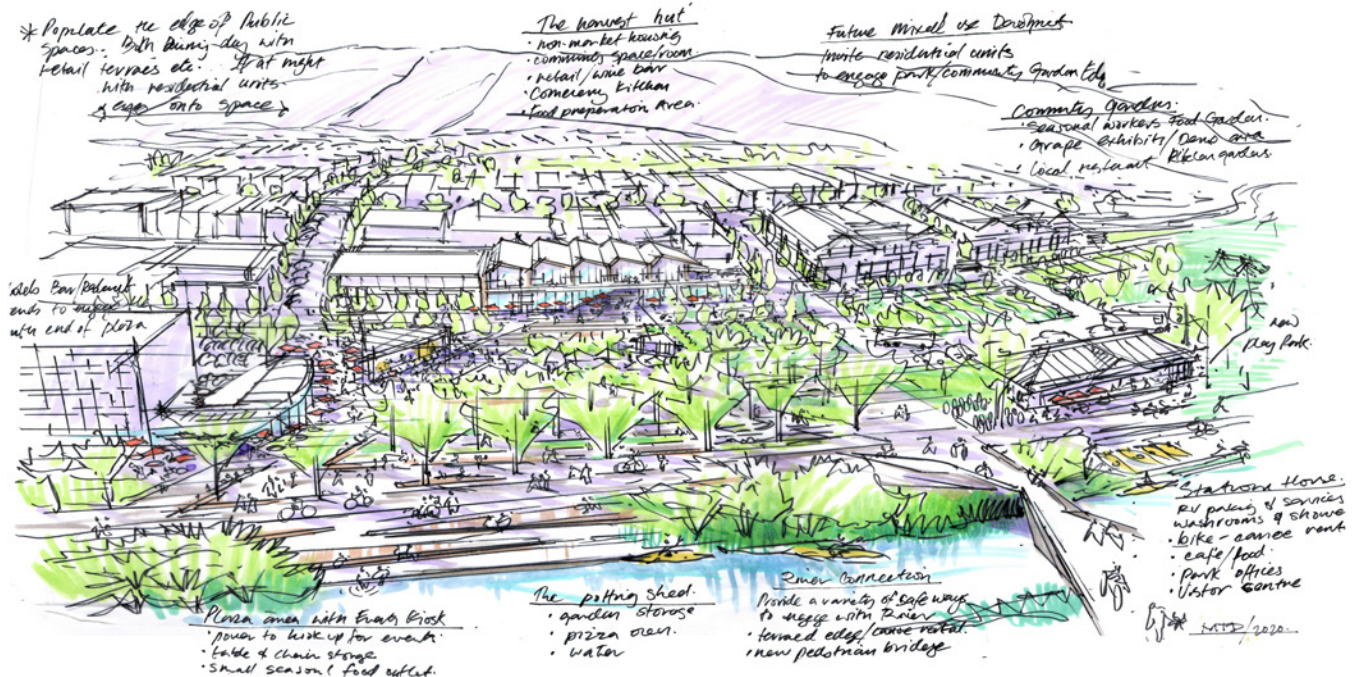


FIGURE: View of the Harvest Hut concept along Station St.

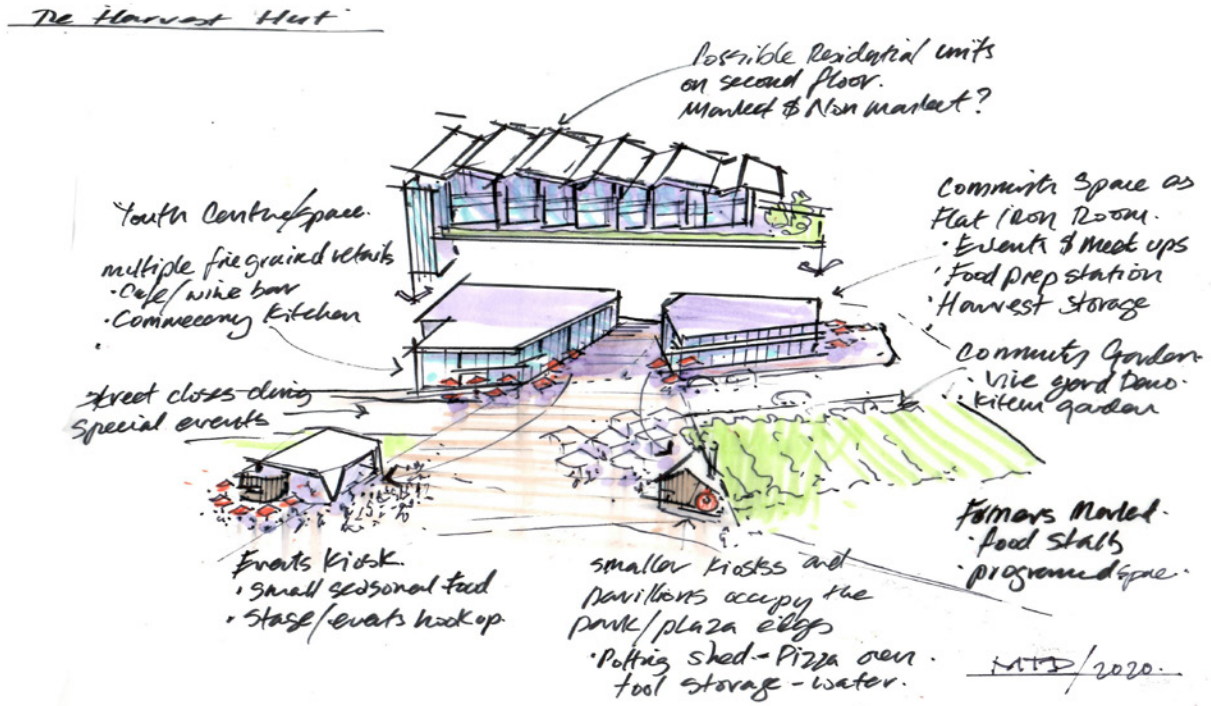
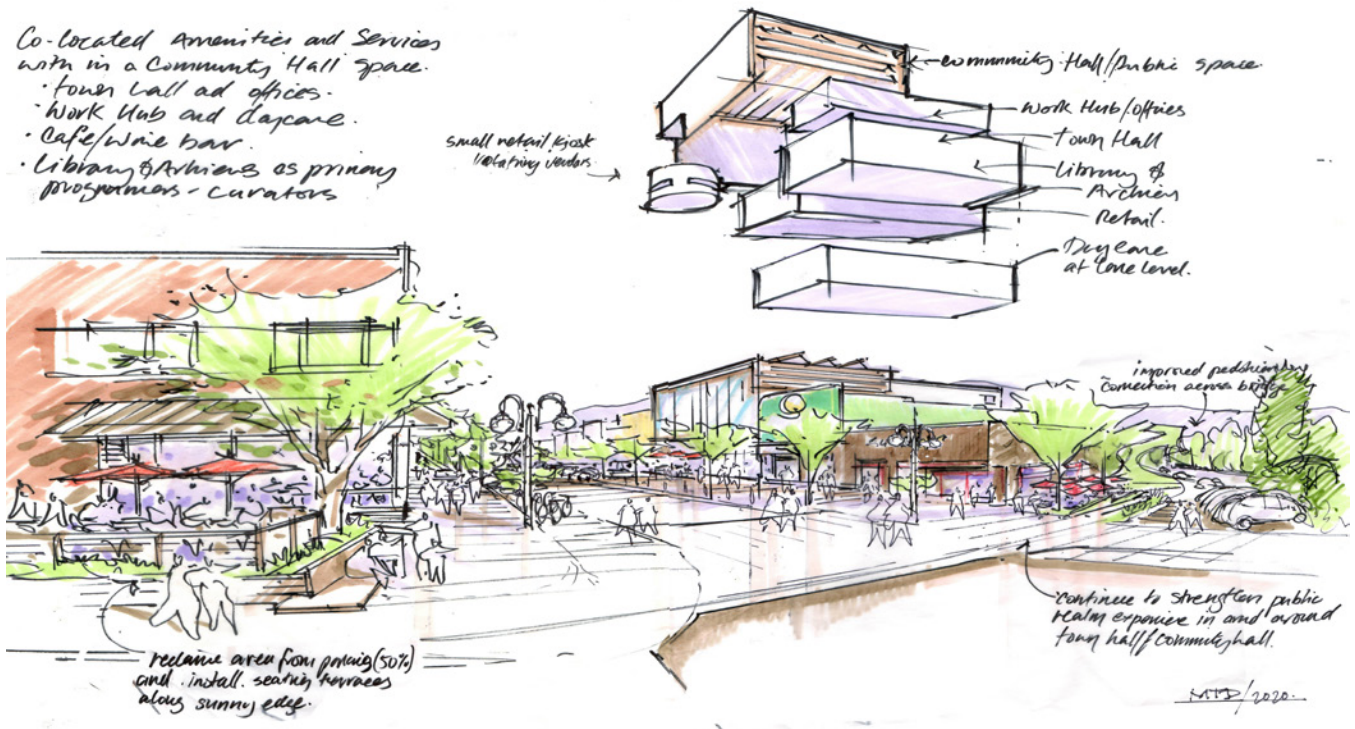


FIGURE: View of multi-purpose Town Hall concept, and improved connections and open public space along Main St.



Appendix C – Strategy Action Precedents

BUY LOCAL



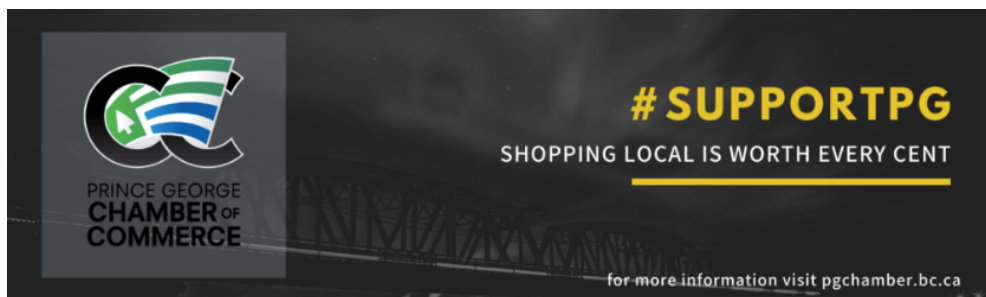
Local businesses need support now more than ever. Many are responding to COVID-19 restrictions by shifting to online product and service delivery, some are able to continue delivering in person services in a limited capacity, and some are shut down entirely. Crucially, residents will need to support their local businesses and entrepreneurs.

When the economy is able to “re-open” there are a number of steps that can be taken.

- Compile a list of local businesses that are open (in some capacity). Examples of this:
 - Victoria’s Take Out Options, Mapped
 - Comox Valley Businesses during COVID-19
 - Abbotsford- Link to Open Businesses
- COVID-19 Recovery - Buy Local Marketing



(Source: Community Futures Central Kootenays)



- LOCO BC also promotes the “impact” of dollars spent in communities. Helping residents understand the impacts of spending in the local economy is vital.



(Source: LOCO BC, 2019)

- Beyond branding, some communities are using interactive options to engage residents. These can also be combined with promotions to further incentivize participation. One example is a Love Local Bingo card distributed by the Central Okanagan Chamber of Commerce.

LOCAL LOVE BINGO

LET'S GIVE SOME LOVE AND SUPPORT TO LOCAL BUSINESSES AND COMMUNITY MEMBERS

WRITE A REVIEW FOR A LOCAL STORE	BUY A GIFT CARD TO YOUR FAVOURITE STORE	GO FOR A HIKE OR WALK & PICK UP GARBAGE ALONG THE WAY**	SIGN UP FOR A MAILING LIST FOR A LOCAL BUSINESS	BUY TICKETS OR A GIFT CARD TO A FUTURE ARTS PERFORMANCE
BUY A RESTAURANT GIFT CARD	GIVE A SHOUTOUT TO A BUSINESS OR EMPLOYEE WORKING EXTRA HARD RIGHT NOW	PHONE A SENIOR IN YOUR NEIGHBOURHOOD TO SEE IF THEY NEED ANYTHING	PROMOTE & ATTEND A LOCAL BUSINESS'S WEBINAR	GET CURBSIDE DELIVERY OR TAKE OUT FROM A LOCAL RESTAURANT*
TAKE AN ONLINE FITNESS OR MEDITATION CLASS	BUY SOME MERCH FROM A LOCAL MUSICIAN	FREE	WRITE A REVIEW FOR A LOCAL SERVICE	PICK UP SUPPLIES FOR SOMEONE WHO CAN'T GO OUT
BUY A MEMBERSHIP TO A MUSEUM OR GALLERY	CHECK IN ON FIVE FRIENDS WITH HOW THEY ARE FEELING AND COPING	DONATE TO AN ORGANIZATION YOU ARE PASSIONATE ABOUT	HOST A VIRTUAL DINNER PARTY	WRITE A REVIEW OF A LOCAL RESTAURANT
WRITE A LETTER TO A SENIOR*	ORDER FLOWERS FOR A NEIGHBOUR OR FRIEND	PRE-PAY FOR YOUR NEXT HAIR SERVICE	SPRING CLEANING TIME! PREPARE ITEMS TO DONATE TO THOSE IN NEED	BUY SUPPLIES FROM A LOCAL STORE TO FINISH THAT DIY PROJECT*
	Tag Us 	* REQUIRES EXTRA PROTECTIVE MEASURES. PLEASE FOLLOW CURRENT GOVERNMENT AND CENTRE FOR DISEASE CONTROL PROTOCOLS FOR YOUR REGION ** WEAR GLOVES OR GET ONE OF THOSE COOL TRASH PICKERS/CRAWLERS		
#LocalLoveBingo	CREATED BY			

(Source: Central Okanagan Chamber of Commerce)

FOOD HUBS

Food Hubs range in size, scale, and function. There are a number of established food hubs precedents that act as community spaces, tourist attractions, and connect consumers to farmers, and provide necessary equipment and infrastructure for value-add manufacturing. Examples of these include:

Port Alberni Food Hub

In 2019, the Ministry of Agriculture announced funding for the development of the Port Alberni Full-Scale Food Processing and Innovation Hub which will be operated by the Port Alberni Port Authority and primarily serve seafood processors. The hub will help clients research and develop innovative products; grow their businesses and support the local economy, community and farmers; as well as create local jobs for Indigenous peoples and others under-represented in the work force. The hub operators were selected through a competitive request for proposals. The funding is part of the Province's Feed BC Initiative which is increasing the use of local food in all aspects of the food supply chain, which is a key priority for the Ministry of Agriculture.

Gabriola Island Food Hub

Gabriola Island food hub is a business connecting local farmers with people on the island. The collective consists of three local farming businesses. They combine their efforts to provide a seasonal CSA available for pickup or bicycle delivery. In addition to a veggie box, the food hub provides local food to 4 local restaurants and works with caterers to service local events. This type of food hub is a low barrier way of connecting local producers with local consumers. Additionally, the delivery service addresses food security issues of low-mobility residents.

Island Food Hub

Island Food Hub is a regional network that promotes Regional Food Hub networks such as Island Food promote local food production and consumption. The network promotes local producers and provides consumers with an easy and accessible platform to access information on affordable, healthy food nearby through the 'Edible Island Map'. Additionally, consumers have access to a 'Food Atlas' which is supported by the Vancouver Island Health Authority to promote food security related projects in the region. This type of network raises awareness around food security while promoting local agriculture.

Kamloops Food Hub Council

The city of Kamloops received approximately \$50,000 in funding from the BC Food Hub Network program to support a pilot food hub project. The pilot ran from September- December 2019 and supported 6 food businesses grow and gain access to commercial kitchen space, packaging equipment, and a food safety and nutrition testing lab. The pilot offered professional support to those interested in starting or expanding their existing business by partnering with Kamloops Innovation to offer business mentorship support and workshops. With the success of the pilot, Kamloops announced in February 2020, they are preparing concept drawings and commencing public consultation for a public market/ food hall to support food related businesses.

Gibsons Public Market

Gibsons Public Market The public market is a destination for Sunshine Coast residents and visitors of all ages where all are welcome to convene and learn, enjoy local food, fresh produce, art and entertainment. The market provides space for community activities, gatherings, workshops, a marine education centre, eight permanent merchants (bakery, bistro, butcher, grocer, etc.) a demonstration kitchen with seating for 20, and a commercial kitchen, which can be rented by the hour or with long term agreements (great for start-up value-add agri-businesses. In addition, there are frequent night market events which host food and alcohol vendors and artists.

The public market opened after three and half years and more than \$4 million raised through supports. The funding model of the market is an innovative blend of donations and grants, and revenue generation through space rentals, community programming and commercial activity.

PARK ENTRY COMMUNITIES

Canada's national, provincial and territorial parks make a substantial and important economic contribution nationally, and locally. There is a significant and recurring economic impact of parks, through the creation of jobs, generation of income for local businesses, and increases in visitors' spending on accommodations, food, and recreational activities. Examples of most recent park developments and the associated economic development include:

Thaidene Nënë National Park Reserve

The development of Thaidene Nënë National Park Reserve in the Northwest Territories represents a precedent for a co-managed park reserve, promoting eco-tourism. The park is co-managed by the federal and territorial governments and Łutsël K'é Dene First Nation. Łutsël K'é Dene serves as the gateway community to the park reserve and are planning to use the park to develop a sustainable, tourism-based economy as a way to protect their land and diversify their income.

Southern Gulf Islands National Park Reserve

The most recent national park established in British Columbia, the Southern Gulf Islands National Park Reserve, established in 2003, has many marine access points, making visitation challenging to keep track of. However, records have shown substantial increases in drive-in campsite reservations, almost doubling at some locations in recent years. The increase in tourism as a result of the park facilities is dispersed throughout the islands. The creation of the park reserve has raised the profile of tourism in the Gulf Islands, especially as a weekend trip destination.

COWORKING/ INCUBATOR SPACE

Coworking spaces are increasingly prevalent in both rural and urban communities. They provide a space for local and visiting workers. There are a number of community precedents supported in various ways through partnerships and funding. These include:

Mountain CoLab

Revelstoke (pop. 7 547)

<http://revelstoke.com/coworking/>

Mountain CoLab located in Revelstoke is a co-operative coworking space. The coworking space provides private and open concept space for entrepreneurs, freelancers, non-profits, and remote workers to work and network. The co-op has grown in the past 5 years to 100 full time members that are bringing together community and integrating sustainable businesses. The space features desks available to visiting workers, in addition to hot desks for locals.

Smithers Co-Working Space

Smithers (pop. 10 606)

The Smithers Co-Working Space was developed with the support of Bukley Valley Credit Union, Community Futures Nadina, City West, and Wetzin'Kwa Community Forest Corporation. The space provides bookable board rooms, meeting rooms, Smart TV technology, high speed internet, and coffee for remote workers and local entrepreneurs.

FUSE Community Work Hub

Sunshine Coast

<http://www.fuseworkhub.ca/en>

FUSE Community work hub is an organization supported by a wide range of regional partners through the Sunshine Coast Regional Economic Development Organization. FUSE provides coworking infrastructure and resources to the growing community of telecommuters and self-employed contractors in Sechelt (pop. 10 200), Gibsons (pop. 4 605), and Pender Harbour (pop. 1 187). The space is designed for independent workers, creatives, and entrepreneurs living in or visiting the Sunshine Coast. Amenities include 24/7 access, high speed internet access, meeting rooms, high quality printers and office equipment, and local coffee and tea. The locations are central and accessible to a number

of local restaurants. These working spaces have been vital in supporting and launching small businesses by providing a network and resources.

Jam Factory

Nelson (pop. 10 664)

<https://www.jamfactory.ca/>

Jam Factory in Nelson promotes a workspace ideal for creatives, entrepreneurs, remote workers, and tech folks. Amenities include 24/7 access, high speed internet, Wi-Fi printing, private call rooms, board rooms, weekly yoga classes, and coffee and tea, in a dog friendly space.

Baker Street Co-working

<https://www.bakerstreet.work/>

Baker Street Co-working promotes an ideal space for small businesses and freelancers to work or host their clients in a professional space. Amenities include 24/7 access, high speed internet, a full kitchen and shower, meeting room access, bike storage, a dog friendly space. In addition, there is street level retail space available.

Tambellini Design Studios & Desk Sharing

Vernon (pop. 40 116)

<https://tambellini.ca/desk-sharing/>

Tabellini is a privately operated co-working and desk sharing space hosted in the offices of a graphic design and marketing company in Vernon. They have 8 permanent desks available for rental, free wifi, and a boardroom available for meetings and workshops.

COMMUNITY INVESTMENT CO-OPERATIVES (CIC'S)

The investment co-op is a relatively new community investment tool, which aims to direct new or existing investment capital from local residents to local ventures. Throughout British Columbia, communities ranging in size have established CIC's in order to keep and circulate dollars in their local economy. Examples of these co-ops include:

Creston and District Community Investment Co-op

Creston (pop. 5 351)

<http://www.communityinvestmentcoop.ca/>

This regional co-op was established in December

2016 with 107 founding members. The co-op raised capital in early 2017 and issued its first loan in collaboration with Community Futures Central Kootenay in April 2017. Since incorporating, the co-op has helped to bridge the gap for small ventures and increased access to capital for local businesses. Additionally, the membership has supported local businesses through mentorship, promotion, and connections to other business development organizations.

Gabriola Island Community Investment Co-op

Gabriola (pop. 4 033)

<http://cooperategabriola.ca/>

The recently established Gabriola Island Community Investing Co-op is a part of a larger co-operative network in the community. The co-op is focusing on key investment areas including; sustainable local businesses and meaningful work, food security and sustainable agri-food businesses, First Nations partnerships, waste recovery and recycling, clean technologies and renewable energy, and affordable housing. The investment co-op is actively financing a low income rental project with the Gabriola Housing Society and will continue to build community and redirect money to local projects.

Coast Investment Co-operative

Sunshine Coast

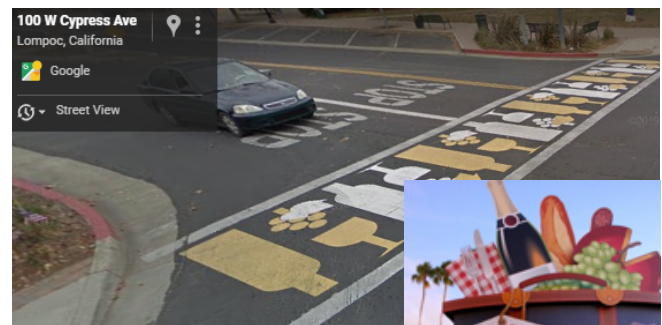
<https://www.rhizacapital.com/#co-op>

The Coast Investment Co-op is part of a group of investment funds directed toward local social ventures, Rhiza Capital. Rhiza Capital and Community Futures Sunshine Coast work together to provide support for the co-op. Capital is collected and pooled and invested in local ventures within the four strategic areas; food security, meaningful work, environmental sustainability, and affordable housing.

DOWNTOWN BEAUTIFICATION AND WAYFINDING

See the following pages for some examples to accompany the suggested actions under downtown beautification and wayfinding.

Both Merritt and Vernon have done extensive mural projects with the Loughery's Youth Life and Employability Skills Program that has combined youth employment and community revitalization through funding grants.



Epcot International Food and Wine Festival Signage

Flicker account: Inside the Magic, NDC BY-NC-ND



This photo was tweeted by the Duckhorn Vineyards (Napa Valley).



Merritt Mural
Flickr account: Mike CC BY-SA



Vernon mural – Adam Jones
CC BY-SA



Napa mosaic mural (example of wine-focused public art)
Mark Bult - CC BY-NC-ND



Graphic of Willamette Valley Wine Country in Oregon. Made by the newspaper Willamette Week to illustrate their favourite locations



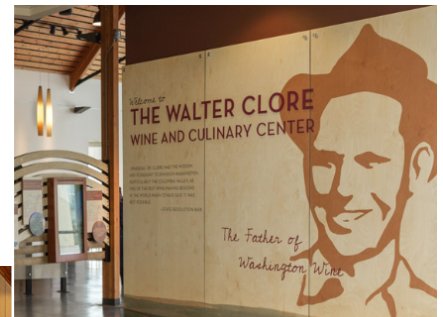
WINE CENTRES

Penticton: The BC Wine Info Centre offers 900 BC VQA wines from over 150 wineries, wine accessories, and local art and food items. The 4,500 square foot retail store has a tasting area with different wineries rotating in every weekend. Along with seminars and workshops, they often bring in chefs for pairing events and fundraisers. Run by the BC Wine Information Society is a non-profit and they have returned over half a million dollars from retail profit to the community through wine industry related charitable donations like scholarships to viticulture programs at Okanagan College and funding for their BC Wine Sensory Lab.



Newberg, OR: The Oregon Wine Education Center is a collaboration between the chamber of commerce and their wine industry. The center hosts workshops, and certification programs. Visitors can visit to arrange custom tasting routes of local vineyards/wineries.

Walter Clore Wine and Culinary Center. Prosser, WA. (Pop. 6, 300. Yakima Valley). The Clore Center Serves as "Washington's Wine Center" with a tasting room guided by knowledgeable industry professionals. Visitors can learn about wines from a variety of regional and international viticulture areas, winemakers, develop their palate, and make decisions about their preference for wine. The Clore Center provides wine and culinary educational classes that cater to the needs and interests of industry professionals and consumers. There is a demonstration kitchen for ticketed events. Once a month, chefs are brought in from around the state to both teach and entertain. Cameras are stationed throughout the room and can zoom in on the six-burner stove. The campus serves as a central gathering place for many industry and community groups who utilize facilities for meetings, trainings, and special events.



This website lists more about how wines are chosen and the different events they put on in the space:

<https://www.theclorecenter.org/press-releases.html#!/a-father-s-legacy-the-walter-clore-center>



Appendix D – Funding Opportunities

Potential Funder	Details	Funding For
Southern Interior Development Initiative Trust	<ul style="list-style-type: none"> • Loan and equity funding available to help grow and diversify the Southern Interior economy • Will lend to and invest in commercial enterprises that may not qualify for traditional funding • https://www.sidit-bc.ca/apply-funding/loan-equity-funding/ 	<ul style="list-style-type: none"> • Local businesses
Business Development Bank of Canada	<ul style="list-style-type: none"> • Small Business Loan program provides loans of up to \$50,000 to help address short-term financing needs • https://www.bdc.ca/en/financing/pages/default.aspx 	<ul style="list-style-type: none"> • Local businesses
Federal Social Innovation and Social Finance Fund	<ul style="list-style-type: none"> • To help accelerate change, the Government of Canada has proposed to make available, up to \$755 million in repayable loans, over the next 10 years. The fund is intended to generate over \$2 billion in economic activity and help charitable, non-profit, and social purpose organizations access financing to implement innovative ideas • https://www.canada.ca/en/employment-social-development/programs/social-innovation-social-finance/strategy.html 	<ul style="list-style-type: none"> • Local business and non-profits
Community Futures Okanagan Similkameen	<ul style="list-style-type: none"> • CF offers business loans of up to \$150,000 for entrepreneurs along with training and educational programs to support entrepreneurship • https://www.cfso.net/oliver-community-fund/ 	<ul style="list-style-type: none"> • Local businesses
Bike BC (BC Active Transportation Infrastructure Grants program)	<ul style="list-style-type: none"> • Cost-sharing cycling infrastructure funding program designed to encourage healthy living and help address climate change. With an allocated \$109 million, up to 75% of eligible costs will be covered for infrastructure projects that form a part of a community's adopted cycling network plan • https://www2.gov.bc.ca/gov/content/transportation/funding-engagement-permits/funding-grants/active-transportation-infrastructure-grants 	<ul style="list-style-type: none"> • Town of Oliver
Interior Savings Credit Union and Valley First Credit Union	<ul style="list-style-type: none"> • Local financial institutions—community grants, loans for entrepreneurs 	<ul style="list-style-type: none"> • Local businesses

Potential Funder	Details	Funding For
BC Arts Council	<ul style="list-style-type: none"> Grants and funding available for non-profit art, and for-profit book publishing initiatives throughout BC https://www.bcartscouncil.ca/program/ 	<ul style="list-style-type: none"> Arts community
Community Gaming Grants	<ul style="list-style-type: none"> Non-profit organizations providing programs with a direct community benefit- arts & culture, environment, sport, public safety, human and social services Applications accepted for grants up to \$250,000 (provincial), \$225,000 (regional), \$100,000 (local) https://www2.gov.bc.ca/gov/content/sports-culture/gambling-fundraising/gaming-grants/community-gaming-grants 	<ul style="list-style-type: none"> Community non-profits
Indigenous Tourism Association Canada	<ul style="list-style-type: none"> Supports Indigenous tourism businesses to reach a market-ready state and develop sustainable growth for economic success. https://indigenoustourism.ca/corporate/tourism-development-funding-support-program/ 	<ul style="list-style-type: none"> Indigenous tourism businesses
Indigenous Tourism BC	<ul style="list-style-type: none"> Indigenous Tourism BC's Push for Market Readiness Program provides funding opportunities to Indigenous tourism operators who are members of the association. https://www.indigenousbc.com/drive/uploads/2018/05/ITBC-Push-For-Market-readiness-Application-2018.pdf 	<ul style="list-style-type: none"> Indigenous tourism businesses
Community to Community Forum Program	<ul style="list-style-type: none"> UBCM funding to host a Community to Community Forum https://www.ubcm.ca/EN/main/funding/lgps/community-to-community-forum.html 	<ul style="list-style-type: none"> Town of Oliver Osoyoos Indian Band
BC Age Friendly Communities	<ul style="list-style-type: none"> Grant program intended to assist local governments in BC to best support aging populations, develop and implement policies and plans, or undertake projects that enable seniors to age in place and facilitate the creation of age-friendly communities. https://www.ubcm.ca/EN/main/funding/lgps/age-friendly-communities.html 	<ul style="list-style-type: none"> Town of Oliver
New Building Canada Fund – Small Communities Fund	<ul style="list-style-type: none"> Support for infrastructure projects in communities with populations of fewer than 100,000 people https://www2.gov.bc.ca/gov/content/transportation/funding-engagement-permits/funding-grants/small-communities-fund 	<ul style="list-style-type: none"> Town of Oliver

5. Do you pay a reasonable amount for your commercial space, given the benefits it provides to your business?
- a. Yes
 - b. No

Please explain:

6. How would you rate the current built environment in Downtown Oliver (i.e., the streetscape, public realm and infrastructure)?
- a. Great. Looks beautiful and functions well.
 - b. Good.
 - c. OK. Room for improvement
 - d. Not so good.
 - e. Other (please specify)

Please explain:

7. How satisfied are you with the ease of doing business with The Town of Oliver? (i.e. permitting, understanding regulations and requirements, receiving responses on inquires, etc.)
- a. Very satisfied. It's easy to deal with the Town.
 - b. Satisfied. It's mostly good.
 - c. Not sure.
 - d. Not very satisfied. There's room for improvement.
 - e. Not at all satisfied. I've had a difficult time dealing with the Town.

Please explain:

8. Environmental sustainability is an important goal for the Town of Oliver. Depending on the type of business you run, the business's environmental impact could include things such as the amount of fuel used, the type of products bought or sold, or the impact on local lands. Over the past year, your business has:
- a. Greatly reduced its impact on the environment.
 - b. Somewhat reduced its impact on the environment.
 - c. Had the same impact on the environment as the year before.
 - d. Had a somewhat bigger impact on the environment.
 - e. Had a much bigger impact on the environment.

9. Over the past year, how much have you invested in improving your business?
- a. I have invested a substantial amount (to me) in improving my business
 - b. I have invested a moderate amount (to me) in improving my business
 - c. I have invested only enough to keep things going as they are
 - d. I have not made any investments in my business
10. Over the past year, have you increased, decreased, or kept constant the number of full-time equivalent (FTE) employees?
- a. More than last year. There are ____ more FTEs.
 - b. Less than last year. There are ____ fewer FTEs.
 - c. Same as last year.
11. What specific actions would you like to see the Town of Oliver do that would help improve your ability to do business?

Document prepared
with the assistance of:



EcoPlan International
208-131 Water Street
Vancouver, BC V6B 4M3
www.ecoplan.ca

Oliver
CANADA'S WINE CAPITAL