

Boundary Diversification Plan

# Stronger Together

Village of Midway and the Boundary Region  
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Prepared by:



In collaboration with:





## Our Diversification Plan

# Stronger Together

Today, it is essential for communities and regions to seize the opportunity to shape their own destiny, especially in the realm of diversification efforts. The Village of Midway and the Boundary Region, through proactive steps and assuming leadership roles, empower our communities and citizens to take control of our future. Embracing the mantra of “Stronger Together,” businesses, leaders, and citizens have actively participated in tailoring diversification efforts to meet the specific needs and characteristics of our communities. This approach promotes sustainable and inclusive growth, while also bolstering resilience against economic downturns. The plan is grounded in contemporary best practices and reflects the strong local participation and guidance of Boundary-wide community members. It celebrates the successes already accomplished within the Region and focuses on a realistic path forward. By leveraging existing strengths into new economic power, the region is positioned to take full advantage of opportunities created by dynamic markets and competitive forces. We are open for business, valuing and supporting existing enterprises while welcoming new ventures to strengthen our local economy and provide opportunities for all residents and businesses.

## Our Diversification Outcomes/Vision

Appreciating the region’s desired outcomes of the economic diversification efforts is a critical first step in the larger task of creating positive economic growth and development within the Village of Midway and the Boundary region.

1

More stable jobs in the Boundary Region

2

Existing businesses are stable & expanding

3

New companies in the region

4

Opportunities for youth

5

Attracting more families

# Our Guiding Principles

The region's citizens and leaders were very clear that achieving the five (5) outcomes cannot be accomplished at any cost. The following guiding principles will support effective decision-making as the region acts:



## Environmental Sustainability

The region has prioritized sustainable development practices and requires economic initiatives to adhere to environmental regulations and minimize negative impacts on the ecosystem.



## Social Equity

Communities emphasized the importance of ensuring that economic development benefits all members of society, considering impacts on fair wages, equal opportunities, and inclusive growth.



## Cultural Preservation

Preserving local cultural heritage and identity was emphasized, including protecting cultural sites, traditions, and local industries.



## Quality of Life

Community characteristics that contribute to overall quality of life must be consistently considered with new development, including factors such as access to healthcare, education, recreational facilities, and a clean environment.





## Succeeding through – Ensure we have the Capacity to Succeed

While it is crucial for regions looking to diversify their local economies to take action and actively pursue success, it is essential to prioritize establishing the diversification effort in a way that ensures there are local capacities not only to implement the plan but also to adapt to the dynamic conditions the region will face in the future. To achieve this, the Boundary Region and the Village of Midway propose positioning themselves effectively by laying strong foundations that will support the long-term transition process. This initial effort must be swift, within the first six months, and will involve activities such as capacity-building, communication, and forming partnerships and alliances that will begin early and continue consistently.

### Proposed Tactics:

1. Adopt the Diversification Plan - Stronger Together (Across the entire Region)
2. Establish an organizing group to lead the efforts - Boundary Diversification Team
  - Sustainably fund a Backbone Organization
  - Define local resources (i.e., financial and human)
  - Track, measure, and celebrate community successes
3. Support training on transitional elements (i.e., economic development, change management, etc.).
4. Implement shared client relationship management tool.
5. Commitment to wrap around services.
6. Implement communication and change management plan.



## Succeeding through Focusing Efforts on the Mitigation

The Boundary Region invests in its own. As with all small rural communities changes in economic structures and opportunities are dynamic. With this in mind, the Village of Midway and Boundary Divarication Plan pays attention to those impacted and honors the socio-economic ripples that occur throughout the region.

### Impacted Worker

1. Create workforce task force consisting of representation from BC Government, local governments, employment service providers, and employers.
2. Map out employment opportunities throughout the Region:
  - a. Reattachment to labour
    - i. Employment counselling
    - ii. Retooling
  - b. Self-Employment
  - c. Retirement planning
3. Develop programs and services needed.



### Impacted Business

1. Provide a concierge program for all impacted businesses to get them the support they need.
2. Establish a business triage program (one-on-one support).
3. Create a “transitioning your business” seminar series:
  - Refinancing Debt
  - Diversifying Incomes
  - Cashflow Management
4. Create a peer-to-peer support program for businesses.

### Social Resiliency

1. Organize a social services provider task force.
2. Develop social program response plan and programs
  - Map out the availability of social service offerings.
  - Identify gaps, issues, and concerns in respect to service offerings with current programs and their evolution beyond the mill closure.
  - Prioritize service recovery and mitigation strategies.





## Succeeding through Capturing Opportunities as they Emerge

Given the unique site location characteristics of the Village of Midway and the Boundary Region, including its competitive and comparative advantages, there are various development possibilities. These opportunities stem from advancements in technology, changes in workforce culture, revised business models, and other dynamic shifts. Some potential areas for development already have sectoral roots present within the region, such as education, agriculture, tourism, and services for seniors, which may have been overlooked. While the private sector primarily holds the responsibility for opportunity development, the region plays a role in promoting, supporting, facilitating, and influencing the process positively. To effectively diversify the local economy, the region must employ a multi-pronged approach, which considers opportunities through the following lenses:

### Entrepreneurial Development

1. Explore local peer-to-peer investing and financing.
2. Regional-wide entrepreneurship workshops.
3. Offer continual group-based entrepreneurship support.
4. Enhance youth entrepreneurship via seminars in schools.
5. Create a concierge of available programming.

### Business Retention and Expansion

1. Establish various business support programming (one-on-one support).
2. Create a peer-to-peer mentorship program.
3. Conduct annual business walks.
4. Host a business seminar series for existing businesses.
5. Facilitate procurement for local businesses.
6. Create a succession readiness program (i.e., support, promotion, matching, etc.).
7. Celebrate local business.

### Inbound Investment and Business Attraction

1. Build capacity to promote regionally (capacities and promotional tools):
  - In-market representation and support.
  - Boundary wide inbound investment profile promotional efforts (e.g., SEO, increase online content, direct targeting, etc.).
  - Create regional partnership citizen/ investment promotional materials.
  - Create sector profiles for investment and promotional purposes.
2. Develop an employment land and building inventory.
3. Prepare shovel-ready business plans.
4. Establish an investment opportunity cooperative.
5. Support tourism area development and promotions.



## Citizen attraction

1. Work collaboratively to promote the region for citizen attraction.
2. Ensure newcomers are integrated into the local business community.
3. Promote ongoing business support for the retention of newcomers (investors/entrepreneurs).
4. Ensure region has an appropriate housing inventory.



## Final Thoughts

The diversification plan aims to provide a rational, relevant, and realistic set of tactics to establish a framework for the Village of Midway and Boundary Region for the region's prosperity. It is crucial for all members of the community to understand that it is their collective responsibility to drive the region forward. Partnerships will be formed based on shared agendas and purposes, extending beyond traditional government services to involve the private sector in economic development efforts. It is essential to acknowledge that diversification is an ongoing process, requiring regular review and updates to adapt to changing economic opportunities. This iterative approach will ensure the region remains responsive to the dynamic economic environment.





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