Regional District of Kitimat-Stikine Economic Development Commission

ECONOMIC DEVELOPMENT PLAN

Economic Development Strategic Plan 2018-2023

Regional District of Kitimat-Stikine Economic Development Commission

Regional District of Kitimat-Stikine

ECONOMIC DEVELOPMENT PLAN

INTRODUCTION

The Economic Development Strategic Plan 2018-2023 (the Plan) was developed by the Economic Development Commission in compliance with Bylaw 107 and adopted by the Board on March 23, 2018. It reflects the priorities and vision of the municipalities of Hazelton, New Hazelton and Stewart, and the six electoral areas of the Regional District of Kitimat-Stikine. The Regional Economic Development responsibilities not outlined in this document remain concurrent with Bylaw 107.

The Plan was developed over the course of several sessions accompanying Economic Development Commission meetings in 2017 and early 2018. The Economic Development Officer facilitated the sessions using the Strategic Planning Toolkit for Local Economic Development (the Toolkit) developed by the Province as a framework, once with the help of the Regional Manager of the Economic Development Branch from the Ministry of Forests, Lands and Natural Resources Operations and Rural Development. Commission Directors collaborated on their vision and strategic analysis of the region, which led to identifying strategic areas and prioritizing action items.

The Implementation Plan and Evaluation Plan were developed and incorporated into the Plan to identify how the Plan would be brought from idea to action, what the Commission defines as success, and if necessary, what changes need to be made if success isn't being achieved.

The Plan is intended to provide Regional District officials, staff, partners, and public with information on how the Regional District helps spur economic development, with the purpose of assisting with collaboration and synergies with current and future partner organizations and governments, and the intent to help improve the wellbeing and quality-of-life of everyone within the Regional District.

ECONOMIC DEVELOPMENT PLAN

Contents

WHERE ARE WE NOW?

QUICK STATS

- Population: 37,367 (0.02% increase from 2011)[1]
- Average age is 40 years[1]
- Median family annual income is $66,498[2]
- 82% of population spend less than 30% on shelter costs[2]
- 12.9% unemployment rate[2]
- Lead occupations: sales and service (22%); trades, transport and equipment (19%); education, law and social, community and government (16%)
- 45% of population has post-secondary education

COMMISSION MISSION STATEMENT

The Commission is committed to collaboration among communities, organizations, and governments to provide resources that contribute to the overall economic and social well being of the region. Through the continuous research, enhancement and promotion of economic development activities, the Commission will adapt to the fluctuating economic environment of the region.

CURRENT ACTIVITIES

- Regional tourism marketing project
- Online economic development optimization
- Business retention and expansion program development
- Regional resident attraction initiative
- Regional grant writing assistance
- Business walks

PAST ACTIVITIES

- Invest in Northwest BC web portal
- Investment-ready community profiles
- Promotional material for mineral exploration
- Nisga'a and Stewart-Cassiar Highways promotional video
- Steelhead Paradise campaign support
- Relocation guides for communities within the region (Kitwanga, Stewart, Stikine)

1. 2016 Census
2. 2011 NHS

ECONOMIC DEVELOPMENT PLAN

WHERE DO WE WANT TO GO?

Vision

"The Regional District is a collaborative consortium of communities that work together to preserve the natural beauty that surrounds us and improve upon the Northern spirit of life the region offers by fostering the growth of small businesses, marketing the region's beauty, retaining sustainable resource-based enterprises, and attracting value-added and innovative businesses to make the region's communities a recognized destination to invest, live and explore."

Strategic Areas and goals

The following strategic areas and goals were identified by Commission directors who used relevant statistical data and experience to identify what high-level priorities would allow them to bring their vision to reality. Although the level of priority of action items are indicated, certain action items that are of lower priority individually are important for follow-through of higher-priority items.

Workforce and Resident Attraction (Strategic Area 1)

Attract more people to live, work and play in our communities by making them desirable to live in.

Community Infrastructure (Strategic Area 2)

Work towards ensuring our residents have the same access to amenities and facilities as other regions in the province.

Skills Training (Strategic Area 3)

Work towards creating local training and education opportunities for our region's residents.

Business Retention and Expansion (Strategic Area 4)

Help existing businesses thrive.

Tourism Marketing (Strategic Area 5)

Build on coordinated efforts to increase tourism in the region.

HOW ARE WE GOING TO GET THERE?

Workforce and Resident Attraction (Strategic Area 1)

Goal: Attract more people to live, work and play in our communities by making them desirable to live in.

Action Items	Details
1. *Promotion of existing high-speed internet and pursue where lacking* 2. *Attraction of healthcare professionals* 3. *Attraction of education professionals* 4. *Attraction of retirees* 5. *Content creation*	• Making the region attractive to potential residents and workforce will rely on the development of content that organizations can use to attract staff, and quality content that increases the chance of people deciding to relocate.

Community Infrastructure (Strategic Area 2)

Goal: Work towards ensuring our residents have the same access to amenities and facilities as other regions in the province.

Action Items	Details
1. *Advocate for essential services* 2. *Murals and beautification* 3. *Wayfinding and signage* 4. *Investigate possibilities for affordable/suitable housing development* 5. *Investigate possibilities for business incubator and/or office space development* 6. *Investigate possibilities for implementation of high-speed internet* 7. *Investigate possibilities for childcare facility development* 8. *Investigate possibilities for implementation of cell phone service on highway corridors*	• Infrastructure affects residents, workforce, and visitors of all ages • Development of infrastructure will rely on feasibility; efforts will be done to identify barriers and address them if possible.

Skills Training (Strategic Area 3)

Goal: Work towards creating local training and education opportunities for our region's residents.

Action Items	Details
1. *Help increase essential courses in local schools* 2. *Help with distance education facilities/equipment* 3. *Investigate possibilities for local education campuses* 4. *Help with increasing access to adult education* 5. *Labour market study* 6. *Investigate possibilities for the development of training facilities*	• To help with the implementation of services, training and education providers will be surveyed to identify barriers and ways to address them. • Many of these actions rely heavily on partnerships with educational and training institutions and can be improved by the environment created by the other strategic goals.

Business Retention and Expansion (Strategic Area 5)

Goal: Help existing businesses thrive.

Action Items	Details
1. *Specific business walk follow-up (workshops, dialogue, etc.)* 2. *Promote shopping local (Love Northern BC)* 3. *Business walks* 4. *Regional business retention policy/plan* 5. *Assist agricultural businesses* 6. *Assist with marijuana-related opportunities, law-dependent*	• Discussion with businesses to find out what their aspirations and challenges are is a key component in retaining businesses and helping them expand. Businesses will be surveyed to identify what services can be offered.

ECONOMIC DEVELOPMENT PLAN

Tourism Marketing (Strategic Area 4)

Goal: Build on coordinated efforts to increase tourism in the region.

Action Items	Details
1. *Promote hiking activities* 2. *Promote local fishing opportunities* 3. *Winter sport marketing* 4. *Target overseas markets* 5. *Promote firearms/archery opportunities* 6. *Festival promotion* 7. *Promote year-round leisure opportunities* 8. *Integrate translation in marketing* 9. *Assist with promoting the region to film industry and TV shows* 10. *Investigate partnerships for regional activities (ex. "party train")* 11. *Assist with travel trade efforts*	• Building on healthy collaborative relationships in previous marketing initiatives, a strategic analysis of the region's tourism potential will be done and acted upon • Identifying the region's strengths and key markets will help develop focused, cost-effective marketing efforts to optimize engagement with visitors and attraction of the region

ECONOMIC DEVELOPMENT PLAN

IMPLEMENTATION PLAN

The Implementation Plan is meant to be a digestible document to help internal and external partners capitalize on shared priorities and work with the Economic Development department on different action items throughout the term. It identifies a general method to each item and what indicators will be used to track effectiveness of each initiative. Key stakeholders will be identified and engaged on a case-by-case basis. Research and planning will be performed internally to help identify individual tactics to implement to complete each action item. Reporting on individual tactics is to occur as identified in the Implementation Plan, and monthly status updates will also be given to the Commission.

		Indicator	Data source	Rationale	Responsibility	Methodology	Audience	Reporting	Baseline	Target
	Video Creation	Projects	EDO	Essential for other action items	EDO	Record # of videos created	Organizations	Annual		
Workforce and Resident Attraction	Healthcare Professionals	Public sector's participation in program delivery	Organizations	Creating useful tools for organizations attracting staff	EDO	Number of program elements made available to and used by organizations will be recorded. User satisfaction to be surveyed.	Organizations	Record quantity of program elements organizations engage with; record at end of phases/projects	Start of project	100% Utility/engagement
	Educational Professionals	Public sector's participation in program delivery	Organizations	Creating useful tools for organizations attracting staff	EDO	Number of program elements made available to and used by organizations will be recorded. User satisfaction to be surveyed.	Organizations	Record quantity of program elements organizations engage with; record at end of phases/projects	Start of project	100% Utility/engagement
	Retirees	Businesses', individual's participation in program delivery	Businesses	Creating useful tools for businesses that would patron to retirees	EDO	Number of program elements made available to and used by organizations will be recorded. User satisfaction to be surveyed.	Businesses	Record quantity of program elements organizations engage with; record at end of phases/projects	Start of project	100% Utility/engagement

ECONOMIC DEVELOPMENT PLAN

	Promote existing high-speed internet	% of advertisements including mention of communities with high-speed internet	EDO	Indicates focus on attractive infrastructure within marketing materials.	EDO	Advertisements will mention high-speed internet where appropriate. In digital advertisements, clickthroughs can be put in place to indicate interest in high-speed internet	Public	% of advertisements with high-speed internet mentions and click-throughs to a website can be recorded. Reported on annually.	Start of project	100% ads mentioning high-speed internet where appropriate and create baseline for clickthrough rate
Community Infrastructure	Suitable housing developments	Building activity	Planning	Indicates attraction of developers to develop housing	EDO/Planning	Permits to build are required; number and description of developments will be collected and recorded	Businesses	Number and value of developments recorded year-round, reported on annually		
	Business incubator	% Office spaces occupied	Communities	Shows uptake by businesses in need of incubator office space	EDO/Community	Businesses pay for office space within incubator - revenues, length of stay, and number of businesses using facility to be recorded by participating member municipalities	Businesses	Number of businesses using incubator office space recorded monthly; reported on annually	Upon opening of office space	0% Vacancy
	Wayfinding/signage	Visitor Satisfaction	Survey	Indicates effectiveness of signs and ability of signs to redirect traffic to desired locations.	EDO/Community/Businesses	Research will be done to determine the best size and placement of wayfinding signage for the purpose identified. After implementation of wayfinding, surveys will be administered at frequented places (hotels, gas stations, visitor centres) for guests to comment on their use of signs to guide them to their desired destination(s). Level of satisfaction and ease of use to be recorded.	Public	Annually	Upon implementation	Medium to high satisfaction and ease of use

Murals and beautification	Community satisfaction	Community Members	Indicates satisfaction with optics and beauty of projects completed	EDO	Survey distributed to community members (perhaps added to a mail-out) to help officials determine best design. Opportunity to survey community after selection of designer and completion of murals/beautification.	Community Members	Level of satisfaction recorded by survey; reported after survey complete	Medium to high satisfaction
Childcare facilities	# and quality of liasons with service providers	Survey	Indicates efforts to work with possible childcare professionals towards establishing a service locally	EDO/Businesses	Contact childcare providers and discuss establishing service in desired areas. Investigate issues claimed as barriers. Address barriers if possible.	Businesses	Survey results recorded on case-by-case basis; reported on case-by-case basis.	
Pursue lacking high-speed internet	# and quality of liasons with service providers	Survey	Indicates efforts to work with service providers towards establishing high-speed internet where needed	EDO/Partners	Contact service providers and discuss establishing service in desired areas. Identify challenges/barriers. Regardless of success, survey service provider and investigate issues claimed as barriers. Address barriers if possible.	Public	Survey results recorded on case-by-case basis; reported on case-by-case basis.	
Pursue cell phone service along highway corridors	# and quality of liasons with service providers	Survey	Indicates efforts to work with service providers towards establishing services along highway corridors	EDO/Partners	Contact service providers and discuss establishing service in desired areas. Identify challenges/barriers. Regardless of success, survey service provider and investigate issues claimed as barriers. Address barriers if possible.	Public	Survey results recorded on case-by-case basis; reported on case-by-case basis.	

11

ECONOMIC DEVELOPMENT PLAN

Advocate for essential services	# and quality of resolutions sent to appropriate association AGMs (ex. UBCM, NCLGA, etc.)	EDO	Identifies and addresses organizations that can help with implementation or increase of essential services to communities in the region.	EDO/Communities /Partners	Study priority services for the region's communities and identify gaps and any barriers to filling the gaps. Identify organizations that can help fill gaps and petition to them to assist communities in implementation or increase. Resolutions will be written, defining the need, rationale, solution and how the petitioned organization can help. # of eligible resolutions and % of eligible resolutions supported to be recorded.	Public	Annual reporting
Skills Training — Training facility development	# and quality of liasons with possible training facilities	Survey	Indicates efforts to work with training facility operators towards establishing a facility locally	EDO/Partners/Bus inesses	Contact educational providers and discuss opening a facility locally. Identify challenges/barriers. Regardless of success, survey training provider and investigate issues claimed as barriers.	Businesses	Survey results recorded on case-by-case basis; reported on case-by-case basis.
Skills Training — Local campus	# and quality of liasons with possible post-high school facilities	Survey	Indicates efforts to work with colleges/universitie s towards establishing a facility locally	EDO/Partners	Contact educational providers and discuss opening a facility locally. Identify challenges/barriers. Regardless of success, survey training provider and investigate issues claimed as barriers.	Public	Survey results recorded on case-by-case basis; reported on case-by-case basis.

Adult education	Enrollment in adult education courses	School Districts	Improving distance education locally can provide access to locals; enrollment indicates reduced barriers to this education and increased desire for it	EDO/Partners	Contact schools and/or school districts and discuss offering adult ed courses locally. Survey school and/or school district and investigate issues claimed as barriers. If possible to assist with barriers, address them and help market available adult ed courses. Record enrollment in distance ed courses after addressing challenges	Public	Survey results recorded on case-by-case basis; reported on case-by-case basis.	
Labor market study	Assessment of business workforce needs	Labour Market Study	Indicates strengths and gaps in the labour market and allows plans to be made and action to be taken	EDO/Contractor	Hire contractor to perform labour market study	Public	Report on study's analysis once complete	
Essential courses in schools	# and quality of liasons with schools	Survey	Indicates efforts to work with schools and allows opportunity to address barriers to why certain courses aren't offered	EDO/Partners	Contact schools and/or school districts and discuss offering important courses locally. Address challenges/barriers. Regardless of success, survey school and/or school district and investigate issues claimed as barriers.	Public	Survey results recorded on case-by-case basis; reported on case-by-case basis.	

	Distance Education	Enrollment in distance education courses	School Districts	Improving distance education locally can provide access to locals; enrollment indicates reduced barriers to this education and increased desire for it	EDO/Partners	Contact schools and/or school districts and discuss offering distance courses locally. Survey school and/or school district and investigate issues claimed as barriers. If possible to assist with barriers, address them and help market available distance courses. Record enrollment in distance ed courses after addressing challenges	Public	Survey results recorded on case-by-case basis; reported on case-by-case basis.	
	Promote Shopping Local	Business Closures	Communities	Indicates whether program is being successful in preventing closures	EDO/Community	Compare # of businesses with licenses from year to year; identify new and closed businesses.	Businesses	Collect data annually; report annually	Low to no closures
Business Retention and Expansion	Assist Agricultural Businesses	# of Challenges addressed, acting within Local Gov't Act	Survey	Finding out the challenges allows us to start to investigate how we can help overcome them	EDO/Partners/Businesses	Identify agricultural businesses and survey them to find out what challenges they have, what they've done to overcome the challenges, and investigate what the local gov't can do to help	Businesses	Report on survey results once complete, report on challenges addressed at year-end	
	Assist with legal marijuana-related opportunities (pending)								
	Regional Business retention plan	Projects	Retention Plan	Will help structure retention of businesses around the region	EDO/Contractor	Survey businesses, research successful programs, and find ways to retain businesses	Businesses	Report on study's analysis once complete	

	Business walks	Businesses contacted	Businesses	Will continue dialogue to find challenges and solutions for businesses in the region	EDO/Community	Survey businesses with volunteers and ask targeted questions to find out how to overcome businesses' challenges	Businesses	Survey annually, report annually		
	Business walk follow-up (workshops, etc.)	Participation in program	Businesses	Identifies if program is catering to the business community or what changes need to be made	EDO	Host educational opportunities for businesses and record % of business attendance vs businesses contacted	Businesses	Survey during each workshop/opportunity; report annually	100% Uptake
Tourism Marketing	Pursue TV shows	TV Network engagement	TV Networks and Partners	Identifies effectiveness of marketing efforts to TV networks	EDO/Partners	Work with partner organizations that actively engage with TV networks to focus attention on the region. Survey strengths and weaknesses identified and investigate how to address them	Organizations	Survey results recorded on case-by-case basis; reported on case-by-case basis.	
	Pursue Film industry	Film Network engagement	Film Production Companies	Identifies effectiveness of marketing efforts to film production companies	EDO/Partners	Work with partner organizations that actively engage with film industry to focus attention on the region. Survey strengths and weaknesses identified and investigate how to address them	Organizations	Survey results recorded on case-by-case basis; reported on case-by-case basis.	
	Target Asian markets	Website hits from Asia	Analytics software	Identifies effectiveness of marketing to possible Asian visitors	EDO/Partners	Marketing projects will direct visitors to website; hits on website and is recorded and identifies origin of hit.	Public	Google analytics records year-round. Reporting will start annually and can increase	

Input translation in advertisements	% Advertisements with translation added	Advertisements	Identifies how many advertisements have translation options in them	EDO	For all marketing initiatives, the EDO will input, or request to input, a translation option into the advertisement. A comparison will be made between total ads and ads with translation options.	Public	% of advertisements able to be translated to be recorded. Reported on annually.	100% Output
Travel trade	# Events attended	EDO	Indicates efforts to contact and network with travel trade agencies to bring visitors to the region	EDO	Attend travel trade-specific trade shows and conferences to connect with key influences on travel trade and work towards the region being noticed	Public	# of events attended and contacts recorded. Reported on annually	
Festival promotion	# Priority Festivals promoted	EDO	Indicates efforts made to increase attendance to regionally-significant festivals	EDO/Partners	Identify the festivals that occur within the region, survey the Commission/Board on ranked importance of the festivals, market festivals based on prioritization and available funds. Record # of events promoted and/or funds allocated to promotion assistance.	Public	Annual reporting	
Promote hiking activities	Website clickthroughs from hiking marketing efforts	Website analytics	Indicates effectiveness of marketing efforts in grabbing the attention of possible visitors	EDO	Website analytics show source of clickthroughs; # of clickthroughs from marketing outputs will be recorded.	Businesses	# of clickthroughs recorded year-round. Reported on annually.	Improvement year-over-year
Promote local fishing opportunities	Website clickthroughs from fishing marketing efforts	Website	Indicates effectiveness of marketing efforts in grabbing the attention of possible visitors	EDO	Website analytics show source of clickthroughs; # of clickthroughs from marketing outputs will be recorded.	Businesses	# of clickthroughs recorded year-round. Reported on annually.	Improvement year-over-year

Promote firearms/archery opportunities	Website clickthroughs from firearm/ archery marketing efforts	Website	Indicates effectiveness of marketing efforts in grabbing the attention of possible visitors	EDO	Website analytics show source of clickthroughs; # of clickthroughs from marketing outputs will be recorded.	Businesses	# of clickthroughs recorded year-round. Reported on annually.	Improvement year-over-year
Promote local winter sport opportunities	Website clickthroughs from wintersport marketing efforts	Website	Indicates effectiveness of marketing efforts in grabbing the attention of possible visitors	EDO	Website analytics show source of clickthroughs; # of clickthroughs from marketing outputs will be recorded.	Businesses	# of clickthroughs recorded year-round. Reported on annually.	Improvement year-over-year
"Four Seasons of Fun"	Website clickthroughs from marketing efforts	Website	Indicates effectiveness of marketing efforts in grabbing the attention of possible visitors	EDO	Website analytics show source of clickthroughs; # of clickthroughs from marketing outputs will be recorded.	Businesses	# of clickthroughs recorded year-round. Reported on annually.	
"Party Train"	# of Participants/ Registrants	Partner/Business	Indicates marketing effectiveness and visitors' desire to participate in the program	EDO/Partners	A limited number of spots will be available. Point-of-sale will record number of registrants.	Public	# registrants recorded at cutoff time for program. Reported after program is complete.	100% Uptake

ARE WE GETTING THERE?

Monitoring

Different initiatives require different levels of monitoring. The Implementation Plan identifies the methodology of execution and frequency of reporting of each action item. Monitoring will follow these elements of the Implementation Plan and necessary changes can be made according to the resulting analysis of the Evaluation Plan.

Performance measurement

Several action items identified in the Plan have no baseline in the Regional District nor are there industry standards available, making it difficult to identify reliable, tangible goals. Therefore, reporting will occur on each deliverable, analysis of the Plan's success will follow the Evaluation Plan, and key stakeholders may be surveyed to identify if the deliverables had been successful. Gaps and possible improvements may be identified, and should it be determined that should the action items reoccur, goals and improvements for the next phase will be identified.

FUTURE STEPS

The following are more specific visioning of efforts that are currently being done at higher levels of direction and could be made to specify the vision for economic development activities in the Regional District.

Regional Economic Development Strategic Plan

The Regional District executes economic development activities under Bylaw 107 to accommodate region-wide economic development issues, as a section of general government.

Stakeholder Engagement Plan

There are a vast number and variety of stakeholders throughout the Regional District, and arguably each one is affected by economic development activities. To ensure efficiency, a modular plan could be made to help structure communications with communities, governments and stakeholders that fit their needs, depending on the economic development initiative.

Budgeting

Identify changes in budget items that could be made to reflect the strategic priorities of the Commission.

ECONOMIC DEVELOPMENT PLAN

Evaluation Plan

BACKGROUND

The following Evaluation Plan identifies how the Economic Development Commission intends to perform a high-level evaluation of success in order to make changes to the Plan, if necessary. The questions below will help frame the monitoring of progress made within each strategic area and will help frame the evaluation of efforts made to complete action items identified in the Plan. This Evaluation Plan can be enacted at any time; for efficiency, it is the intent to evaluate annually within the 5-year plan to allow for enough data to be collected and help identify need for change, if any.

Strategic Area	Evaluation Question	Information Source	Method	Responsibility
Workforce and Resident Attraction	*What is the status of this strategic area and activities?*	EDO/Implementation Plan	Review status of individual action items	EDO
	What have been some of the benefits so far?	Partners, Project Reporting	Project report includes partner survey	EDO
	Have there been any challenges?	EDO/Partners	Project report includes partner survey	EDO
	What changes, if any, are needed to ensure success?	EDO/Partners	Analyse reporting, suggest changes	EDO
Community Infrastructure	*What is the status of this strategic area and activities?*	EDO/Implementation Plan	Review status of individual action items	EDO
	What have been some of the benefits so far?	Communities	Project reporting to include benefits	EDO
	Have there been any challenges?	EDO/Communities	Project reporting to include challenges	EDO

	What changes, if any, are needed to ensure success?	EDO/Communities	Analyse reporting, suggest changes	EDO
Skills Training	What is the status of this strategic area and activities?	EDO/Implementation Plan	Review status of individual action items	EDO
	What have been some of the benefits so far?	Partners/Businesses	Project reporting to include benefits	EDO
	Have there been any challenges?	EDO/Partners/Businesses	Project reporting to include challenges	EDO
	What changes, if any, are needed to ensure success?	EDO/Partners	Analyse reporting, suggest changes	EDO
Business Retention and Expansion	What is the status of this strategic area and activities?	EDO/BRE Tracker/Implementation Plan	BRE Tracker shows businesses contacted, indicates challenges, etc.; Review status of individual action items	EDO
	What have been some of the benefits so far?	EDO/Businesses	Survey business owners after business walk-related workshops to gauge utility and satisfaction	EDO
	Have there been any challenges?	EDO/Businesses	Survey business owners to find ways to increase utility and engagement	EDO
	What changes, if any, are needed to ensure success?	EDO/Businesses	Analyse survey results, suggest changes	EDO
Tourism Marketing	What is the status of this strategic area and activities?	EDO/Implementation Plan	Review status of individual action items	EDO

	What have been some of the benefits so far?	Website/Businesses	Report on website analytics showing rate and source of engagement with marketing efforts	EDO
	Have there been any challenges?	EDO	Project reporting to include challenges	EDO
	What changes, if any, are needed to ensure success?	EDO/Partners	Analyse project reporting, suggest changes	EDO
Overall	*Was the process for establishing the strategic areas, goals and actions effective?*	EDO/Project Reporting	Project reporting; improvements upon benchmarks, and benchmarks set in first year of implementation of new actions	EDO
	Are the timelines and allocated resources still feasible?	EDO/Project Report Analysis	Compare estimated timeframe with actual timeframe	EDO
	Do the overall goals and activities still reflect the needs of the community?	Commission/Communities	Upon annual reporting, discussion with Commission will open dialogue towards community needs being met	Commission
	What adjustments are needed to the overall plan, if any?	EDO/Commission	Upon annual reporting, discussion with Commission will open dialogue towards changes needing to be implemented	EDO, Commission

APPENDICES

A) Bylaw No. 107 (1980)
B) Explanation of Economic Development Function (1988)
C) RDKS Strategic Economic Development Plan (2016)
D) Economic Development Commission resolutions to update strategic plan
E) Relevant Statistics (2011-2016)