

COMMUNITY ECONOMIC DEVELOPMENT STRATEGY:

COORDINATED LEADERSHIP

COMMUNITY LED ECONOMIES OF SCALE



NORTH KOOTENAY LAKE
RURAL REVITALIZATION PROGRAM

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THIS IS THE LIFE

BLESS THIS HOUSE WITH LOVE

CHERISH EVERY MEMORY LOVE EVERY MOMENT EMBRACE EVERY FEELING



SALE!

IMAGINE



PURPOSE OF THE STRATEGY

In recognition of the need to take an organized and proactive approach to economic development, the Economic Development Commission undertook the development of an community economic development strategy in Autumn 2019, with the following objectives:

Build community capacity

Create a clear vision for the future of the regions' economy

Align the strategy with other plans and documents

Identify a wide range of opportunities for creating investment, employment

Ensure the strategy identifies steps towards a clear balance of the social, economic and environmental priorities that contribute to the quality of life

Facilitate collaboration between government, business and community organisations around shared priorities

In addition to this Economic Development Strategy, a recovery plan was developed as a response to COVID-19 as well as the Marketing plan (See APPENDIX)

EXECUTIVE SUMMARY

The North Kootenay Lake community economic development strategy is about supporting incremental economic growth that enhances quality of life by empowering local residents, businesses and organizations to shape the local economy.

As a small community composed of hamlets dispersed around a village, the capacity to lead economic development activities is limited, requiring carefully targeted use of resources. As a result, the core function of the strategy is to coordinate local and regional organizations around shared economic priorities and catalyze business solutions to community challenges. This emergent strategy approach limits the need for centralized management, provides the leadership needed to unify partners, and empowers businesses and organizations to sustainably solve problems using market based solutions.

VISION

Residents in North Kootenay Lake have the highest quality of life as a result of a thriving local economy. They are engaged in activities that shape the future, creating diverse job and investment opportunities, and laying a stable foundation for economic success. A sustainable grid powers resilient, locally owned businesses that add value to natural resources, put food on local plates, share the natural beauty with visitors and lead the world's digital economy. Diverse housing and childcare options make it ideal for young families who contribute to the long-term sustainability of community pride for generations to come.

MISSION

Coordinate local and regional organizations around shared economic priorities and catalyze business solutions to community challenges and opportunities. Economies of scale refers to cost advantages achieved when production becomes most efficient. Organizations achieve economies of scale by increasing production and lowering costs.

STRATEGY

Provide coordinated leadership to entrepreneurs and community partners in developing market-based solutions through economies of scale.



EXECUTIVE SUMMARY

Coordinate Leadership - Coordinate community economic development leadership by facilitating communication, providing local expertise and building partnerships to tackle emerging economic challenges and opportunities.

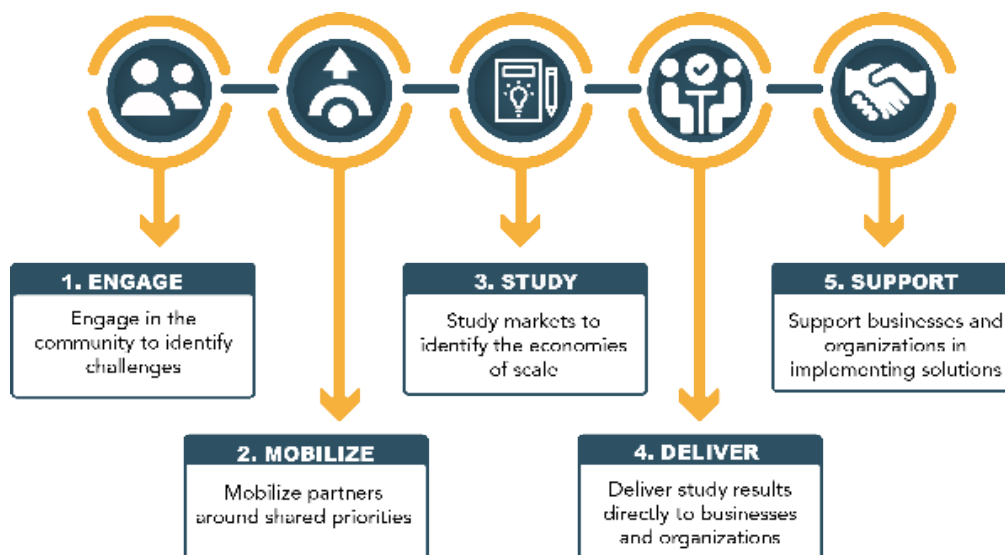
Economies of Scale - Tackle community challenges and pursue opportunities by identifying economies of scale through community-led coordination and economic expertise. Economies of Scale are cost advantages achieved when production becomes most efficient. Organizations achieve economies of scale by increasing production and lowering costs. This happens when costs are spread over a larger number of goods.

Market Based Solutions - Leverage economies of scale to support entrepreneurs and community partners in the development of market-based solutions that are self-sustaining and create community prosperity. Economies of scale refers to cost advantages achieved when production becomes most efficient.

The strategic process to achieving these functions includes 5 key steps:

- » Engage the community to identify challenges
- » Mobilize partners around shared priorities
- » Study markets to identify the economies of scale
- » Deliver study results directly to businesses and organizations
- » Support businesses and organizations in implementing solutions

EMERGENT STRATEGY PROCESS



EXECUTIVE SUMMARY

At the crux of the strategy is a dichotomy - local businesses and organizations need market intelligence to confidently expand and innovate in the marketplace, while governments readily fund market studies that all too often sit on shelves. The North Kootenay Lake community economic development strategy is aimed at customizing market studies to the specific needs of local businesses and organizations and providing direct support to them as they turn theory into action. The result will be vibrant, successful local businesses and organizations that thrive by solving local and regional problems through economies of scale that match the size of the market.

To illustrate: consider the case of a local entrepreneur who is providing transportation services in the community, while at the same time, local businesses in the area broadly report needing improved transportation, logistics and courier services in order for their business to be successful.

The entrepreneur may be willing to expand its transportation operation but needs to know what the economy of scale is so that they can provide an affordable service while also making a profit.

Without community leadership, the entrepreneur, or a competing business may eventually solve the problem, but in the meantime, businesses in the community struggle to remain competitive due to the lack of affordable necessary services. By contrast, if the community leads the identification of the economy of scale and supports the entrepreneur in taking action, the entrepreneur is going to be successful at scaling up their operation, while improving the business conditions in the community.

The critical challenge is to develop a systematic way of closing the gap between studies that produce valuable market research and businesses that use the research to solve community problems. To tackle this problem, the Economic Development Commission (EDC) and Chamber of Commerce are joining forces, each playing a crucial and distinct role in the execution of the Strategy.

The role of the EDC, led by a Community Economic Development Coordinator is to coordinate community organizations, regional service providers and funding partners around shared priorities, resulting in timely, relevant and customized market studies to identify economies of scale.

EXECUTIVE SUMMARY

EDC

CHAMBER

Organize and host bi-annual partner roundtable to share information, identify emerging challenges and build partnerships around shared priorities



Organize and host quarterly business roundtables to share information, market research and identify emerging challenges

Conduct residential surveys to collect market research to support business development



Conduct business survey to collect market research and assess business needs

Provide administrative support to the EDC in assessing priorities and formalizing partnerships



Provide administrative support to the chamber in assessing priorities and formalizing partnerships including workforce and investment attraction through Imagine Kootenay.

Managing EDC budgets and reporting on program performance and progress of special projects



Managing chamber budgets and reporting on program performance

Designing projects and writing grants in conjunction with community partners
Designing projects and writing grants in conjunction with community partners



Engaging local businesses and organizations in special projects to ensure results are meaningful to local context

Raising public awareness of economic development activities through maintenance of a website, social media channels and quarterly press releases



Providing customized services to support businesses and organizations in utilizing market research to enact market-based solutions to community challenges.

EXECUTIVE SUMMARY

		2021	2022	2023
CAPACITY BUILDING	Capacity Building - a bare minimum approach that utilizes limited local government funds to provide basic coordination to support community partners in pursuing local economic development initiatives. This phase lasts until additional funding is secured to enhance local capacity.	Active	Completed	Completed
COORDINATED LEADERSHIP	Coordinated Leadership - a lean operating model that provides a strong foundation of community engagement to mobilize partners around special projects and provide customized business support. This phase runs concurrently with subsequent phases.	Active	Active	Active
SPECIAL PROJECTS	Special Projects - the leadership and management of special projects that leverage funding partnerships to respond to key challenges identified by the community, resulting in the identification of economies of scale. This phase is intermittent based on availability of project funding.	Active	Active	Active
DEMONSTRATE EXCELLENCE	Demonstrated Excellence - demonstration of how the strategic process is successfully implemented from start to finish and reporting the results to key stakeholders to generate momentum and buy-in. This phase occurs at the completion of each special project.	Completed	Active	Active
EVALUATE STRATEGY	Evaluation - review of the community economic development strategy based on strategic and tactical performance frameworks to inform next steps. This phase is scheduled for the autumn of 2023.	Completed	Completed	Active

EXECUTIVE SUMMARY

To bring the strategy to life, it is important to mobilize funding from partners that share economic development priorities. The Trust has identified two specific priorities for the next few years that are applicable to the Strategy: Community Well-being and Support for Business Renewal. Funding support from a regional or provincial partner would shift the implementation plan from phase 1 to phase 2, providing an operating foundation for the strategy to create a baseline of community coordination and business services. With this foundation in place, challenges and priorities can be tackled on a case by case basis through special projects with the support of local, regional, provincial and federal partners.

Success of the Coordinated Leadership Strategy will build the capacity of the Chamber to play a vibrant role in the business community, foster collaboration between local, regional and provincial organizations and empower local businesses and organizations to solve community problems. As a result, businesses and organizations will have the capacity to respond to economic changes leading to economic resilience in the face of adversity and self-reliance that fosters community prosperity.

The first steps to launching the Strategy are to:

1. Contract a Community Economic Development Coordinator to support the Commission in stewarding the strategy forward
2. Engage key local partners and recruit representatives to the EDC
3. Support the Chamber in revitalizing its board
4. Provide strategic planning support to local partners to create alignment with the Strategy
5. Consult funding partners on shared priorities

GLOSSARY

The goals of the strategy feature terms that are used in a customized way to convey complex concepts - Coordinated Leadership, Economies of Scale and Market-based Solutions. The following are in-depth descriptions on how to apply these concepts:

COORDINATED LEADERSHIP

Coordinated leadership is a decentralized organizational model that empowers diverse community stakeholders to lead in their own way, while drawing strength from other partners in the economic development ecosystem. At its core, coordinated leadership requires effective communication, distinct roles and responsibilities and strong working relationships built on a foundation of trust. Through coordinated leadership, community partners can avoid duplication and ensure that limited resources are fully leveraged to have the greatest possible impact on the community. In North Kootenay Lake's economic development ecosystem, coordinated leadership starts with the Economic Development Commission and the Chamber of Commerce having a clear understanding of the different but complementary roles they play in fostering community economic development. A strong working relationship creates a foundation for a broad group of community stakeholders to come together and build a close network of organizations that draw strength from numbers while leading in their respective fields.

ECONOMIES OF SCALE

In traditional context, the concept of Economies of scale refers to cost advantages achieved when production becomes most efficient. Organizations achieve economies of scale by increasing production and lowering costs. This happens when costs are spread over a larger number of goods.

In this strategy, the concept of economy of scale has been applied to community economic development. This approach sees problems as demand for solutions, and seeks to spread the costs of the solutions over a larger number of stakeholders, until the cost to individual stakeholders is affordable, and the revenue surpasses the expenses.

With this approach, a community can address a local economic problem, if it can show local businesses and organizations that there is an economy of scale in solving it.

GLOSSARY

The Wood chipper example:

As a result of provincial regulations, the Kaslo Community Forest is mandated to dispose of its pile of waste wood. A simple technical solution to this problem is using a wood chipper. However, a wood chipper on its own is cost prohibitive. The solution is to find an economy of scale that can spread the costs of a woodchipper over enough stakeholders until it is affordable, and/or profitable.

Given that the regulations creating a need for a wood chipper apply equally to community forests across the entire region, there's a potential economy of scale in having a wood chipper that serves more than one community forest. To identify the right economy of scale, is to examine the demand for wood chipping, by neighbouring community forests. If the Kaslo Community Forest is able to identify a large enough market for wood chipping that it can profitably serve, it can proceed to develop a market based solution by either creating a cooperative, or a for-profit service model.

MARKET-BASED SOLUTIONS

A Market-based solution uses the forces of supply and demand to address a need in the market place. Every business has at its core a market-based solution to a problem. More and more, community organizations are adopting market-based solutions that create sustainable revenue that allows it to continue to achieve its objective - whether it is affordable housing, providing business services, stewarding the environment etc.

In North Kootenay Lake, market-based solutions will lead to incremental growth, expansion and diversification of businesses and community organizations in response to emerging challenges and opportunities. A market based solution may be investing in new equipment to increase productivity, expanding a restaurant to serve more customers, or developing a new service that is needed in the community. In each of these cases, the business or community organization needs to identify the right economy of scale, so that the solution is a viable and successful match for the size of the market.

GLOSSARY

API - A digital or computer interface that interacts with multiple software.

Business Retention - Effort designed to keep local businesses at their present locations which includes helping them cope with changing economic conditions

Business or Investment Attraction - Efforts by local economic development organizations to encourage companies or investors from outside their communities

Capacity Building - Developing the ability of a local business or community organization to grow or become more healthy

Cluster - Co-location of companies in the same or similar industries to foster interaction as a means of strengthening each other and enhancing the community

CBT - Columbia Basin Trust, a regional crown corporation that supports the ideas and efforts of the people in the Columbia Basin.

CED - Community economic development is action by people locally to create economic opportunities that improve social conditions, particularly for those who are most disadvantaged.

CERB - Canada Emergency Response Benefit, a federal financial assistance program created in response to COVID-19

CF - Community Futures Central Kootenay, a federally funded non-profit that provides business and community economic development support in the Central Kootenay region.

Community Land Trust - Acquiring land in the community through purchasing land directly or receiving it as a donation for the purpose of meeting community development or economic development needs such as affordable housing.

GLOSSARY

Coordinated Leadership - A decentralized, networking style leadership model that provides a foundation for collaboration and partnership development, resulting in efficient and effective use of limited resources, while respecting autonomy of individual organizations.

CRM - A client or customer relationship management system database used primarily for marketing and communication

Enterprise Development - Assistance to entrepreneurs in support of the creation, growth, and survival of their businesses or organizations.

Economic Leakage - Money that is “leaking” out of the local economy by being spent elsewhere.

Economic Base Analysis - Comprehensive study of a locality’s economy based on employment trends.

Economies of Scale - The phenomenon of production where the average cost of production declines as more of the product is produced.

EDC - The Kaslo and Area D Economic Development Commission is a body created by Bylaw that oversees the taxation and spending on economic development on the part of the Regional District of Central Kootenay. the membership consists of members of both the Village of Kaslo and Area D in the RDCK.

Emergent Strategy - Emergent strategy is the view that strategy emerges over time as intentions collide with and accommodate a changing reality. It is a set of actions, or behavior, consistent over time that allows an organization to learn and apply what works in practice.

Location Quotient - Provides a measure of the intensity of employment in a given sector in a region relative to the level of employment in that sector at the national level.

GLOSSARY

Market-based Solutions - Solutions that are based on supply and demand, rather than government funded, including services provided to government, non-profit and private sector

NKLT - Nelson Kootenay Lake Tourism, a Destination Marketing Organisation that leads marketing tourism for North Kootenay Lake.

RDCK - Regional District of Central Kootenay, local government that provides shared services to North Kootenay Lake including Kaslo and Area D

Value-Added - Revenue created by the processing of resources.

Village - The Village of Kaslo, B.C.

An aerial photograph of a large, calm lake nestled between forested mountains. The sky is filled with dramatic, grey clouds, with some light breaking through near the horizon. In the foreground, a dense forest of evergreen trees covers a hillside. In the middle ground, a small town or village is situated on a peninsula or near the shore of the lake, with a marina visible. The background features a range of rugged mountains under a cloudy sky. The text 'SECTION II: DEVELOPMENT PROCESS' is overlaid in large, white, sans-serif capital letters across the center of the image.

SECTION II: DEVELOPMENT PROCESS

PROJECT BACKGROUND

In the autumn of 2019, the Kaslo and Area D Economic Development Commission launched a Rural Revitalization Program to build a community economic development strategy for North Kootenay Lake.

The process design included preliminary research, a communications plan, economic development training, community engagement, a business survey, stakeholder consultation and strategy development. After the completion of preliminary research, community training, and development of communications channels including website and social media, the Commission began engaging with the community starting with an open house and business visitation blitz by volunteers. Later that week in mid-march, the country began locking down business and public spaces, due to the COVID-19 pandemic. The focus quickly pivoted towards pandemic response, including the development of an immediate response plan and recovery strategy. Through these new response and recovery lenses, the rural revitalization program continued, by leveraging the communications channels to support digital marketing and e-commerce, conducting direct outreach to local businesses and preparing sector-based recovery plans.

In the autumn of 2020, the Rural Revitalization Program resumed its focus on the development of a long term community economic development strategy in consultation with local and regional community partners. In September, a community economic visioning session was hosted with a broad range of community and business leaders to develop a high-level vision for the local economy, bringing to the forefront the goals, aspirations and values at the heart of North Kootenay Lake.

In October, a shortlist of immediate business needs was developed into a rural economic recovery plan in response to a provincial funding opportunity. The plan rallied letters of support from 8 local and regional partners, signalling unification around shared priorities. The following community economic development strategy is the crystallization of the strategy concepts underpinning the recovery plan, and is intended to provide a lens through which the Commission can lead economic development in a way that is deeply rooted in North Kootenay Lake values, responds to the unique challenges of the current pandemic and builds the long term capacity of the community.

METHODOLOGY

The approach taken to develop this strategy focused first and foremost on deep community engagement and active capacity building. To accomplish this, the project team facilitated training, mobilized volunteers, built economic development assets and advised key stakeholders all along the way. In doing so, extensive research and consultations took place, for which supporting documentation can be found in the appendices.

The planned process was interrupted abruptly by the onset of COVID-19 in mid-march 2020. In response, the process was paused and the project team focused on leveraging the momentum to first respond to the immediate needs of the community, and then develop a recovery plan, before returning to a long term community economic development strategy.

The development of the strategy drew from a wide range of research methods conducted over the course of 15 months, including:

- » Facilitated Workshops - Economic Development Training, Economic Visioning, Sector Roundtables, Municipal Priorities
- » One-on-one consultations via phone, text and in-person - Commission, Village staff, RDCK staff, Key Stakeholders, Funders, Regional Service Providers
- » Business Survey - Development, collection and analysis of results
- » Economic Base Analysis - Location Quotient, Shift Share Analysis
- » Statistical Analysis - Economic Indicators,
- » Environmental Scan and Literature Review - Strategic Documents
- » Site visits and familiarization tours - Aerodome, S.S. Moyie, Lardeau Valley, Kaslo Bay
- » Consultation with Community Organizations - Chamber, Community Forest, Links
- » Online Outreach - Website and Social Media
- » Public Engagement - Press Releases, Advertisements and Community Open House

METHODOLOGY

At the core of the methodology was a commitment to custom design and community economic development strategy unique to North Kootenay Lake.

Project Methodology: Timeline

Month	Activity	Deliverables
Aug 2019 - Dec 2020	Internal Interviews	Detailed Project Plan
Sep 2019	Familiarization Tour #1 - Kaslo	
Sep 2019	Project Planning Workshop	Project Planning Debrief
Oct. 2019	Economic Development 101 Workshop	Economic Base Analysis, Commission Training
Sept. - Dec 2019	Environmental Scan/Literature Review	Environmental Scan
Nov-Dec 2019	Communications Launch	Website, Social Media, Press Release, Ads
Jan 2020	Community Open House	Public Workshop
Mar. 2020	Business Visitation and Survey	Business Survey Results
May - 2020	Hiring outreach coordinator	Local Capacity
Apr 2020	COVID Response and Recovery Plan	Immediate Economic Response Plan
May 2020	Industry Roundtables	Roundtable Debriefs
May - Aug 2020	Targeted Business Outreach	Business Outreach Report
May-Aug 2020	Virtual Downtown Development	E-commerce Ready Website
Sep 2020	Community Organization Consultation	Stakeholder Consultation Report/Recovery Priorities
Sep 2020	Familiarization Tour # 2	
Oct 2020	Recovery Plan and Grant Application	3 Recovery Projects combined into grant applications
Oct - Nov 2020	Strategy Framework Development	Presentation of Strategy Concept
Nov 2020	Buy Local Project	Project Plan and grant application
Dec 2020	Detailed Partnership Planning w Chamber	Coordinated Leadership Program
Dec 2020	Strategy Review and Revisions	Finalized Strategy

METHODOLOGY

Throughout the strategy development process, the project team set out to systematically explore and interpret the North Kootenay Lake economy in order to better understand the trends, drivers of change, strengths, weaknesses, opportunities and threats. This included:

MACRO ENVIRONMENT

Larger societal forces that affect the microenvironment. Research included an overview of the region, specifically in the context of COVID-19

MICRO ENVIRONMENT

Immediate environment that affects the activities and organizational performance. We looked at the Village of Kaslo, and the business community specifically within the context of COVID-19

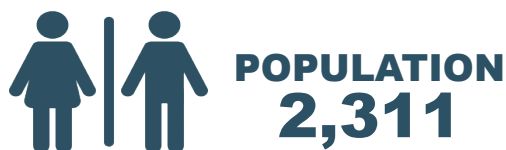
Findings/Research and reports can be found in the appendix. Highlights are found in the following section.

EVALUATION

The key findings have been analyzed using the SWOT analysis, identifying Strengths, Weaknesses, Opportunities and Threats from both the economic and organizational perspectives.

FINDINGS

The findings are aligned according to the objectives of the strategy set out by the commission in 2019.



ECONOMIC OVERVIEW

TOP INDUSTRIES



TOURISM ART/CULTURE FORESTRY RETAIL

TARGET INDUSTRIES



TOURISM FORESTRY REMOTE AGRICULTURE

Building Permits	Kaslo	Value	Area D	Value
2020	1	\$85,500	32	\$4,268,445
2019	2	\$111,000	18	\$1,083,772
2018	0	\$0	26	\$5,572,175
2017	0	\$0	32	\$2,825,645
2016	9	\$393,100	28	\$1,824,235
2015	11	\$633,720	30	\$4,120,870

	AREA D + KASLO	B.C.
Median Age	52.7	42.3
Permanent Residents	71%	57.4%
English first language	95.5%	79%
Median Income	\$44,810	\$69,995
Labourforce	1110	2,427,855
Unemployment	9.7%	6.7%
Businesses	246	46,245

AREA GROWTH

North American Industry Classification	Actual growth
Agriculture, Forestry	20
Utilities	10
Construction	20
Manufacturing	5
Education	-20
Retail	30
Information Culture	10
Professional	10
Arts entertainment rec	10
Accommodations Food	30

National Occupation Classification	Actual growth
Management	55
Business + Admin	20
Sciences	-30
Health	40
Education, law, gov	-40
Art Culture Rec.	5
Sales + Service	10
Trades + Transport	45
Natural Resources	20
Manufacturing	-5



FINDINGS

CONTEXT

International

Now more than ever before, global economic activities are having an impact on the ground. The Onset of COVID-19 in March 2020 brought on a shift in access to specific goods and a change in prices.

National

Canada entered this crisis with a strong balance sheet, the lowest net debt-to-GDP ratio in the G7, and historically low borrowing rates. This allowed the country to take immediate and dramatic measures such as closing borders and controlling the movement of goods and people to and from the United States, including tourists. There have been direct supports to the health care system, businesses and individuals. Supply chain disruption has had the largest impact on North Kootenay Lake, second being support for Individuals through CERB payments making access to the workforce more difficult.

Provincial

The Province of British Columbia has done a comparatively good job of limiting the number of cases of COVID-19 through the immediate proactive measures and a more streamlined healthcare system. B.C.'s provincial health officer is mandated to advise the government in an independent manner, can make reports directly to the public, and can order people to take preventative measures in an emergency.

The Province of British Columbia implemented a list of response guidelines that impact the ability of businesses and organizations to conduct business. These include fundraising restrictions, mobility restrictions, congregation and capacity guidelines.

Local

Kaslo and Area D are located 70 km north of Nelson on Kootenay Lake. The population of Kaslo is 968 people, and the surrounding area, Electoral Area D, has 1343 people.

The immediate impacts of the pandemic were most acute in retail, tourism and the service industry. However, by mid-summer, regional, provincial and domestic tourism bolstered the local economy, highlighting the potential to improve the return on investment in tourism by targeting visitors that spend more money in the local economy than the traditional festival oriented travellers to the area. Key sectors such as forestry and agriculture did not initially feel significant impacts except in relationship to the cost of labour. Increasingly, industries have become concerned about access to supplies and equipment needed to operate and serve their markets, while the importance of food security and e-commerce have emerged as leading recovery priorities.

FINDINGS

ECONOMIC DEVELOPMENT CAPACITY

Regional District Central Kootenay (RDCK) does not currently have in-house capacity for economic development. Recent funding through grants across the region risk putting strain on administrative staff as interest in economic development on a community by community basis continues to increase. A community economic development strategy in North Kootenay Lake must account for the absence of existing staff support from the RDCK.

The Village of Kaslo does not have in-house capacity to lead economic development, however, the current CAO is trained in the field. A community economic development strategy can leverage the CAOs understanding of the interconnectivity of economic development and other local government departments. The Village has a significant amount of publicly owned lands that are ripe for development, including industrial lands and the aerodome. To foster investment that aligns with local values and empowers community organizations, the Village can play a leading role in the creation of a Community Land Trust that would catalyze community development through market-based solutions.

The Chamber of Commerce has expressed an interest in leading the economic development function of North Kootenay Lake and shares the same geographical jurisdiction as the Economic Development Commission. However, the current chamber lacks the capacity and expertise to lead economic development. Therefore, an underlying strategic objective of the rural revitalization program was to build the capacity of the Chamber to serve the business community and be a leader in economic development in the future.

The Economic Development Commission is chaired by the Mayor of Kaslo, with formal administrative support from the Regional District CAO. The commission includes the Regional Director from Area D, members of the public, a village councillor and a chamber executive. The Commission has the formal structure to oversee due process and demonstrates sound judgement and therefore is best positioned to lead economic development in North Kootenay Lake. The commission capacity to lead can be further strengthened by the recruitment of organizational representatives from key partners including the Food Hub, The Housing Society, Community Forest, and Links.

Community partners including the Food Hub, Community Forest, Links, the Housing Society and the Chamber all require support in assessing market opportunities to determine ways of diversifying revenue and building capacity.

ALIGNMENT

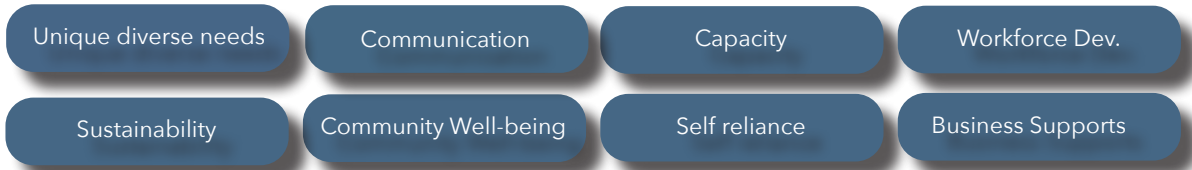
Throughout our primary and secondary research, several themes emerged that needed to be aligned with the strategic goals and activities. Due to the limited capacity, funding is required to enable economic development. The CBT is identified as the key partner in being able to facilitate the capacity needed. The Columbia Basin Trust Strategic Plan identified Support for business renewal, Community well-being and Ecosystem enhancement as being organizational priorities for the next three years.



	CBT	KASLO	CF	CHAMBER	LOCAL BIZ	EDC	KHS
Community Capacity	■	■	■	■		■	
New/Diverse Ec Dev	■	■	■	■		■	
Housing	■	■			■		■
Business Supports	■	■	■				
Sustainable Growth				■		■	
Workforce Dev.				■		■	
Self Reliance				■		■	
Enviro. Stewardship	■	■	■				
Connectivity			■				
Agriculture	■	■					
Food Security	■	■					
Infrastructure	■	■					

ALIGNMENT

Annualized Economic Development Program



Special Projects



FINDINGS

RETAIL HIGHLIGHTS

- » Disruption to distribution, transportation and logistics highlights the need to strengthen the local retail supply chain
- » Need for an extensive online directory with potential e-commerce capabilities led to the repositioning of northkootenaylake.ca from a project site to virtual downtown
- » Communications should be prioritized: Marketing of local goods, the development of a local Client Relationship Management tool, and a place for changing policy and safety protocols
- » Development of a 'Kaslo (or North Kootenay Lake) Made' brand is necessary and timely and can dovetail with Kootenay-wide branding initiatives.

TOURISM ROUNDTABLE HIGHLIGHTS

- » Communication was identified as the most important missing piece. Communications of government policy and procedures to operators, locals and tourists need to be developed, strengthened and marketed online, through signage and through traditional channels
- » Local initiatives identified as the top recovery priority include out-door offerings, pop-ups and signage

FINDINGS

COMMUNITY ORGANIZATION HIGHLIGHTS

- » There have been major impacts observed in the suspension of in-person services and the halt to fundraising.
- » Community organisations will require coordination and support to get back on their feet after the pandemic.

REMOTE WORKER HIGHLIGHTS

- » An identified need to develop co-work spaces to accommodate the tech sector growth. There are currently two co-work spaces.
- » Remote worker competitive advantages can be leveraged to attract people, not businesses, and retain local youth - "High-speed internet slow living"
- » Service expansion - all connected with high-quality wifi and cell
- » Many high calibre experts working remotely in our region which is an asset

FINDINGS

AGRICULTURE HIGHLIGHTS

- » #1 - Priority is building a strong local foods ecosystem, which includes a greenhouse, storage, processing and packaging capabilities, as well as transportation and logistics systems. A community greenhouse would focus on products not currently available from regional farmers, such as off-season or extended season produce. A feasibility study and business plan would need to be developed.
- » Class D license recently granted to farmers in Area D of the Regional District of Central Kootenay. The Class D licence allows on-farm slaughter of 1-25 animal units* for direct sale to consumers or retail sales to secondary food establishments (for example, restaurants and meat shops) within the boundaries of the region where the meat was produced. Class D licensees may slaughter their own or other peoples' animals. Class D licenses are available in 10 provincially designated regions.
- » Columbia Basin Trust offers support programs including the Basin Food producer loans and the Basin Food producer wage subsidy
- » There is an online e-commerce need identified that does not require producers to take time away from their operations. This could involve an online 'centralized system with one appointed person to manage the API.
- » Online evening 'roundtable' sessions were suggested in order to strengthen networks and spur on innovation.
- » A Made in North Kootenay Lake Brand should be developed in collaboration with Kootenay partners.

FINDINGS

FORESTRY HIGHLIGHTS

- » Business plan for a wood chipping machine (~\$2mill) Will cut down on cost as well as transporting of biofuels. Include Opportunity assessment of value-added business opportunities in the business plan which includes composting potential.
- » More than 10 communities in Area D have or are in the process of achieving Fire Smart recognition.

COMMUNITY PRIORITIES

- » The community members are fearful or hesitant of fast growth and would rather keep Kaslo and Area D small, sustainable, localized, and healthy
- » Localization of the economy to improve economic self-reliance including key industries such as forestry, agriculture and retail is a top priority. The lack of affordable housing is a barrier to economic growth and labour market development.
- » No zoning and lack of land use authority in Area D's 24 communities is seeing development occur faster than if appropriate land use development tools were being incorporated. Area D is beginning zoning discussions in 2021 but this is at least a 12-18 month process
- » Power outages regularly disrupt business operations and create barriers to attracting investment to the region
- » High-speed internet is one the regions outstanding strengths due to being independently owned by the community. However, not all residents or business currently have access
- » Tourism spending on a per person basis improved in the absence of festivals, bringing attention to a possible disconnect between festival-goers and ideal visitors
- » Labour is needed by many businesses to operate at full capacity, especially the service industry
- » Agriculture incubation is needed to ensure the region has food security industry

GOALS BY THEME MATRIX

Theme/Goal	Coordinated Leadership	Economy of Scale	Market- based Solution
Unique, diverse needs	Emergent, community based planning	Study shared needs and determine the scope of need to support efficient, localized delivery models	Provide market research to organizations and businesses to encourage fee-for-service, cooperative and non-profit service delivery
Communication	Coordinate community organizations and lead community marketing channels to improve public awareness of community economic development initiatives	Right size spending on communications to effectively raise awareness on a lean budget using social media, website, press release, email, word of mouth to raise awareness.	Exclusively utilize local media and communication channels to support thier viability and sustainability
Capacity	Support partners to initiate collaborative projects and secure special project funds to enhance the capacity of organizations to lead community-based initiatives	Maximize funding opportunities by strategically scoping projects to include as many planned expenses as possible, increasing the amount that can be requested from funders.	Hire local professionals to lead community initiatives and special projects
Workforce development	Design and lead a labour market study	Identify and quantify labour challenges that have significant financial impact on local businesses	Support local organizations and/or businesses in addressing labour challenges using a fee-for-service or shared cost delivery models
Sustainability	Bring diverse community partners together to lead Community Economic Development through representation on the EDC	Develop and leverage shared resources to improve sustainable leadership capacity	Utilize special project funding to contract local organizations
Community well-being	Respond to emerging challenges and opportunities as a community	Maximize the localization of products and services to foster economic vitality	Provide insight from resident surveys to local businesses and organizations to foster responsiveness to local needs
Self-reliance	Engage local businesses, organizations and residents in Community Economic Development initiatives	Identify	Assist local businesses and organizing in responding to local economic challenges and opportunities
Business Supports	Incubate customized businesses services delivered by the Chamber	Identify and quantify demand for customized business services and develop delivery efficiencies	Determine revenue model and gradually introduce fee-for-service delivery

ECONOMIC DEVELOPMENT ECOSYSTEM

The economic development ecosystem in North Kootenay Lake is led by the Kaslo and Area D Economic Development Commission and the Kaslo Chamber of Commerce. To strengthen system capacity, the Commission should include representatives of local partners, and develop special projects in collaboration with regional service providers.



FINDINGS

LOCAL PARTNER INSIGHTS

Kaslo & District Community Forest Society

The Community Forest is an eager partner in economic development. They face challenges related to government regulations as the need to meet quota with limited financial resources has led to practices that are not sustainable long term. They have identified revenue diversification as a key priority, but require expertise to properly evaluate options. They are currently considering purchasing a local mill, exploring bio-energy technology and are interested in a wood chipper to reduce their operating costs.

Kaslo Infonet Society

The Kaslo Infonet (KiN) is one of the community's most significant economic assets, now and into the future. It's community owned corporate structure allows the community to build a state of the art telecommunications platform that positions the community for long-term success and resilience in the digital economy by building localized cloud-based capacity.

The Kaslo Food Hub

The Kaslo Food Hub plays an important role in ensuring that local residents have access to food. The cupboard is the cornerstone of the program, but emerging opportunities including a community kitchen that can be used for educational purposes. The community kitchen could double as a space for incubating value added agricultural products.

Nelson Kootenay Lake Tourism

Nelson Kootenay Lake Tourism (NKLT) is a key stakeholder in economic development. As a government mandated Destination Marketing Organization, they lead tourism marketing in the region. While NKLT leads tourism marketing, the community requires leadership to build the tourism infrastructure and products needed for the industries full potential.

FINDINGS

Lardeau Valley Opportunity Links Society (Links)

The Lardeau Valley Opportunity Society plays a critical role in connecting the rural residents and enables community capacity building and initiatives. They are an integral component of a healthy economic development partnership between Kaslo and Area D. A Lardeau Valley Power Stability Study has been initiated by a community committee on the topic of Power outages that occur up the lake, with the support of Columbia Basin Trust. The results of this study will go to the utility companies, the RDCK, and the CBT. A crucial project priority to the Lardeau Valley is the Farm Innovation Program. The society has an unstable funding source and needs to continuously look for partnership opportunities.

Kootenay Lake Historical Society

The Kootenay Lake Historical Society is an important part of the tourism ecosystem. It is the steward of the region's National Historical Sites - the S.S. Moiyé and the Municipal Hall (Village Hall), and leverages the site to provide visitor information, while gathering data and intelligence on visitors on an annual basis.

Community Futures Central Kootenay

Community Futures Central Kootenay is an important regional partner that provides business support, loans and information. During the pandemic, they led the region in providing up-to-date information and resources for business. Based in Nelson and serving the entire Regional District of Central Kootenay, they are sometimes perceived as not local, requiring partnership with local leaders to create community engagement.

Kaslo Housing Society

The Kaslo Housing Society supports social and economic health by providing innovative solutions to meet the housing needs of community members, in collaboration with other housing and service providers. As housing has been identified as a key barrier to sustainable growth, effort should be made to support the housing society through a variety of market-based solutions, including the development of a Community Land Trust.

FINDINGS

BUSINESS SURVEY HIGHLIGHTS

- » Half of all businesses are over 15 years old
- » 98% are small business, with 79% having 5 or less employees
- » Internet, police and recreation are the highest ranked local services
- » Housing, mail and childcare are the lowest ranked local services
- » Services that need to be improved include Internet, housing, healthcare, mail, transportation and business hours of operation
- » 58% of businesses identify housing as a barrier to workforce attraction
- » 45% of businesses report problems acquiring employees
- » Businesses reported an overall 2% growth in employment in 2019
- » 72% of employees make \$25/hr or less
- » Vacation and Training are the leading benefits offered
- » In the next 3 years:
 - 50% of businesses plan to hire in the next 3 years
 - 31% of businesses plan to expand their business locally
 - 13% of business plan to sell their business
- » The best ways to support business expansion include housing, training, and employee recruitment
- » The top source of economic leakage of business to business spending from the community is technology, office supplies and flights

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ON TAP * OFF SALES TODAY * TASTER \$2.5 Flight
 (available to go)

* PALE ALE 5.2% IBU 38 Mosaic Hopped 12oz 16oz 32oz 64oz Can \$4.75 \$6.00 \$9.00 \$16.00	* OLD BITCH 4.8% IBU 35 Bitter 12oz 16oz 32oz 64oz Can \$4.75 \$6.00 \$9.00 \$16.00	* KÖLSCH Crisp and Refreshing German Ale 12oz 16oz 32oz 64oz Can \$4.75 \$6.00 \$9.00 \$16.00
FRIZZLE 5.7% IBU 28 Sour Plum Saison NOT FOR TAKE OUT 12oz 16oz 32oz 64oz Can 5.75 7.00 9.00 16.00	* STRUTTIN 4.7% IBU 55 STOUT Dry Irish stout 12oz 16oz 32oz 64oz Can \$4.75 \$6.00 \$9.00 \$16.00	* WILD IPA 6.0% IBU 18 Nice + Juicy 12oz 16oz 32oz 64oz Can 5.75 7.00 9.00 11.00



FINDINGS

VISIONING SESSION INSIGHTS, SEPT. 30, 2020

Q1: What are the key economic drivers of Kaslo and Area D?

A1: Logging is not the driver it used to be. Tourism and outdoor recreation are changing the face of the area. Education and Social services are currently at the forefront of employment opportunities. Agriculture is an aspiring driver. Value-added is a rising opportunity. Cultural industries including 'micro' for export. Remote workers are a huge opportunity.

Q2: How are the economic drivers changing?

A2: Aging demographics. Housing is a major issue that affects all drivers. Logging is on it's way out, tourism and agriculture are on the rise. The arts have been hit hard, especially with the pandemic, as has the festivals and events.

Q3: What external influences affect the economy?

A3: Energy and power outages. Climate change and weather. Melting glaciers. The U.S. economy and political system, and the border being shut down to imports, exports and tourists. Global food systems, ie: California affected by fires. Healthcare shortages. COVID and CERB funding. The price of lumber. Fentanyl. Alberta oil and gas sector. Technology - the ability to work remotely, opportunity for a data centre and fibre optics. B.C. building codes. Lack of housing, especially subsidized and affordable housing.

Q4: What global events impact these influences?

A4: United States election, Climate and weather events, pandemic

Q5: What will the local economy look like in 10 years if...we stay on the same course?

A: Businesses will 'age out'. Volunteer base will collapse. Bigger disparities in income equality. Not an option. We need to build up infrastructure.

FINDINGS

Q: What will the local economy look like in 10 years if...we make incremental changes on many priorities?

A: Most favourable route forward. Our community favours this. Slight changes will benefit and appeal to a new set of people. Small change even with tourism. Small changes are less overwhelming, if we are careful and can be prudent, we can showcase our beauty to the region. Want to make sure we are self-sufficient.

Q: What will the local economy look like in 10 years if...we head in the wrong direction?

A: It will create jobs that don't fit in with the fabric of the Kootenays. It will ruin the environment. We will become reliant on the one gorilla client that one day leaves. Pollution of the lake and air from increased population and industry. Allowing an industry that isn't compatible with our values or community. We could become a hollow community/ghost town.

Q: What will the local economy look like in 10 years if...we act but unsuccessfully?

A: Loss of population. We move on. Smart people would benefit. Can't ever get back clean water and clear air. Empty homes. Strong community values might be lost. People are afraid to start projects because they have run out of funding.

Q6: Describe the best case scenario for North Kootenay Lakes local economy.

A: Stable power grid. Residents are engaged and volunteering. Thriving economy without negative impact on the environment. Broader choices of products and services. Data centre. Value - added agriculture - area is too far from market so public or community infrastructure and coordination starting with community storage facilities, and then transportation and logistics. Sustainable, locally owned, decentralized power generation. Sustainable logging practices that benefit the community. Community forest High quality, sustainable housing options. Retain the youth. Resilient sustainable food secure economy. High quality childcare. Post secondary options. Co-operative businesses thriving.

ANALYSIS

STRENGTHS

ORGANIZATIONAL

Regional service providers
Local organizations
Community engagement
Access to funding

ECONOMIC

Tourism natural + cultural assets
Forestry economic climate
Agriculture economic climate
Strong values
Remote professional services
Public lands

WEAKNESSES

ORGANIZATIONAL

Competition between orgs
Capacity
Sustainable funding
Disconnect with regional partners

ECONOMIC

Transportation and logistics
Power in stability
Small labour market
Limited housing options

OPPORTUNITIES

ORGANIZATIONAL

Coordinate leadership
Identify shared priorities
Mobilize partners
Leverage resources
Catalyze market solutions
Tourism Leadership
Agriculture Partnerships
Community Land Trust

ECONOMIC

Value added forestry
Shipping and logistics
Supply Chain development
Incubate agriculture
Increase tourism spending by targeting high-value visitors
Internet Connectivity

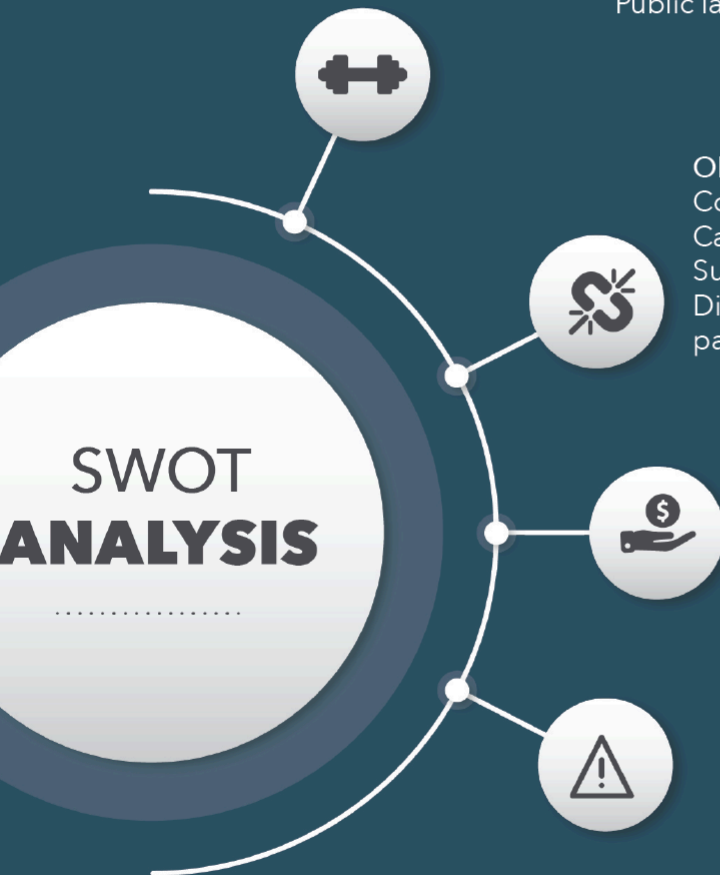
THREATS

ORGANIZATIONAL

Fragmentation of community leadership
Duplication of efforts
Instability of chamber governance

ECONOMIC

Breakdown of supply chains
Food insecurity
Growth outpaces community capacity
Stagnation



ANALYSIS

STRENGTHS

ORGANIZATIONAL

Regional service providers - Regional partners are available to support local initiatives including business development, technology adoption, economic research and marketing

Local organizations - Local community organizations mobilize volunteer capacity to initiate projects and can be coordinated to have a significant impact on economic development capacity building

Community engagement - Public involvement is a cornerstone of life in North Kootenay Lake, creating opportunities to leverage public support for economic development priorities.

Access to funding - The availability of funding for economic development through regional, provincial and federal programs creates opportunities for innovative community led projects

ECONOMIC

Tourism natural + cultural assets - The region's natural beauty, historical site and artistic charm are attractive to tourists seeking cultural experiences and outdoor adventure

Forestry economic climate - The international market for forestry products, most notably in the United States, is relatively strong, creating favourable market conditions

Agriculture economic climate - The interruption of international agricultural trade due to a combination of forces including trade tensions, pandemic, natural disaster have created conditions that support local food production and commercial market development

Strong values - North Kootenay Lakes strong sense of community, self reliance, resilience and natural beauty creates a driving force behind thoughtful, proactive economic dev.

Remote professional services - the availability of remote professional services including KiN and the Innovation Centre creates an opportunity to attract remote workers to the area

Public lands - lands owned by the Village can be leveraged to stimulate strategic developments that address critical economic challenges such as housing, or opportunities including food production, biomass cogeneration or value added processing

ANALYSIS

WEAKNESSES

ORGANIZATIONAL

Competition between organizations - the need for grant funding to sustain operations of community organizations often puts them into competition for grants. This undermines trust and causes organizations to lose touch with the primary function and goals

Capacity - The lack of economic development leadership is a critical weakness that is the most important barrier to a proactive approach

Sustainable funding - The lack of sustainable funding is a barrier to far-sighted approaches that reflect the goals for the community

Disconnect with regional partners - a strong sense of local pride causes a disconnect with regional service providers that have the capacity to offer important services to businesses and stakeholders

ECONOMIC

Transportation and logistics - the distance to regional, domestic and international markets creates critical challenges that need to be addressed for many sectors to be successful long term

Power in stability - the instability of power and the length of time it takes for utility workers to arrive creates significant disruption to local business operations

Small labour market - lack of diverse labour creates shortages that if not addressed will increasingly strain the communities carrying capacity as the population grows

Limited housing options - access to housing is a barrier to attracting the labour force needed for a robust healthy economy

ANALYSIS

OPPORTUNITIES

ORGANIZATIONAL

Coordinate leadership - establish a partnership between the EDC and the Chamber of Commerce to provide local leadership that can leverage regional, provincial and federal resources

Identify shared priorities - engage community organization, residents, local government and businesses in determine shared priorities

Mobilize partners - consult partners and design projects that achieve a variety of strategic objectives

Leverage resources - foster broad based collaboration to leverage resources and secure funding

Catalyze market solutions - focus economic development activities on engaging businesses and organizations that will apply identified economies of scale in the execution of market- based solutions

Tourism Leadership - To support the health and vitality of tourism in the community, it is critical for leaders to embrace NKLT, participate actively in governance and campaign development, and support marketing efforts by focusing local efforts on product development, which is outside NKLT's marketing mandate.

Agriculture Partnerships - There is an opportunity to build connectivity between the Food Hub, local community centres and agriculture initiatives in the Lardeau Valley to incubate agricultural capacity, leading to future commercial opportunities.

Community Land Trust - To foster investment that aligns with local values and empowers community organizations, the Village can play a leading role in the creation of a Community Land Trust that would catalyze community development through market-based solutions.

ANALYSIS

ECONOMIC

Value added forestry - With support, the Community Forest can diversify its revenue through value added processing, create jobs and contribute to a variety of sectors

Shipping and logistics - local entrepreneurs and businesses can take advantage of a recent shipping and logistics study and support from the Basin Business Advisors program to address market demand for improved transportation services.

Supply Chain development - shared challenges in procurement as a result of COVID-19 and geography can be addressed through collective buying

Incubate agriculture - greenhousing in Kaslo and agricultural lands in the Lardeau Valley can be leveraged to foster a vibrant local food economy and incubate a commercial industry

Increase tourism spending by targeting high-value visitors - differentiation between types of visitors can improve the return on investment in the tourism industry

Internet Connectivity - Once the current priority of laying fibre is complete, the community will need to shift its focus to building community and business infrastructure to leverage this unique asset.

ANALYSIS

THREATS

ORGANIZATIONAL

Fragmentation of community leadership - the isolation of local initiatives is a barrier to demonstrating the collaborative partnerships necessary to build capacity and secure public funding

Duplication of efforts - distrust between local organizations as a result of competition for grant money can impede the communities success while undermining the leadership credibility of the organizations applying for funds, thereby impeding public investment in the community

Instability of chamber governance - the lack of membership on the chamber board creates instability that undermines the governance capacity of the chamber, impeding the public confidence necessary to both grow membership and secure funding.

ECONOMIC

Breakdown of supply chains - the current strain and international supply chains is becoming a barrier to business success and industry growth in the region

Food insecurity - the reliance on food imports creates risks to public health in the event of further global supply chain disruptions

Growth outpaces community capacity - the attractiveness of the community and growth of available housing in the 500k + category can lead to increased demand for local services that are not available due to lack of labour that can not afford housing

Stagnation - community opposition to development could stifle diverse, healthy growth

Insurance - Accommodator insurance has increased across the board to as much as 300%

Economic leakage - to Nelson and out of the region

A scenic mountain road winding through a dense forest under a cloudy sky. A white truck and a white car are driving on the road.

SECTION III: THE STRATEGY

THE STRATEGY

A strong, resilient economy is vital to the quality of life of the residents, workforce and visitors in North Kootenay Lake. How the economy changes over the next ten years will affect all facets of the community, including the types of jobs, local business and investment opportunities, and the movement of goods and people to and from North Kootenay Lake. It is critical to proactively steer the direction of these changes to shape a future that reflects that aspirations of the people.

There is an opportunity for strong leadership from regional partners right now, to ensure that economic development plans and activities are aligned with the values of the region. It is important that economic growth and development are compatible with environmental and social priorities to maintain the high quality of life of the residents, workforce and visitors.

NORTH KOOTENAY LAKE VALUES

The leading values of North Kootenay Lake residents that surface time and time again include:

1. Resilience - maintaining economic well-being while adjusting to change
2. Self-reliance - local ownership and governance over economic assets
3. Community - working together to foster the highest quality of life of all residents
4. Natural Beauty - preserving the natural heritage of the region for generations to come

It is important that economic development activities focus on these values, and attract investment, residents and visitors that share them so that North Kootenay Lake flourishes while maintaining the integrity of what makes it so special.

THE STRATEGY

STRATEGIC NARRATIVE

North Kootenay Lake is a stunning stretch of Kootenay Lake featuring small, charismatic communities nestled in the mountains, full of character, charm and opportunity. It is home to entrepreneurial and self-determined residents who take pride in community and pleasure in natural beauty. The remote setting creates unique advantages for people wanting to slow things down and enjoy life, while the distance to global markets creates unique economic challenges for entrepreneurs wanting to call North Kootenay Lake home.

The key to success in North Kootenay Lake is working together to turn shared problems into shared solutions through community-led economies of scale.

VISION

Residents in North Kootenay Lake have the highest quality of life as a result of a thriving local economy. They are engaged in activities that shape the future, creating diverse job and investment opportunities, and laying a stable foundation for economic success. A sustainable grid powers resilient, locally owned businesses that add value to natural resources, put food on local plates, share the natural beauty with visitors and lead the world's digital economy. Diverse housing and childcare options make it ideal for young families who contribute to the long-term sustainability of community pride for generations to come.

MISSION

Coordinate local and regional organizations around shared economic priorities and catalyze business solutions to community challenges and opportunities

STRATEGY

Provide coordinated leadership to entrepreneurs and community partners in developing market-based solutions through economies of scale.

THE STRATEGY

STRATEGIC LENS: HOW CAN ECONOMIES OF SCALE CREATE MARKET-BASED OPPORTUNITIES?

1

COORDINATE LEADERSHIP

Coordinate community economic development leadership by facilitating communication, providing local expertise and building partnerships to tackle emerging economic challenges and opportunities.

Why is this important? This is important because the community has limited capacity, therefore every organization and stakeholder needs to play different roles and provide different services in a thoughtful and coordinated way in order to maximize value. Having set roles and responsibilities in place will make this easy.

2

ECONOMIES OF SCALE

Tackle community challenges and pursue opportunities by identifying economies of scale through community-led coordination and economic expertise

Why is this important? It is important to match initiatives and activities to right size budgets, resources and existing assets. Due to a relatively small population and economy it is critical to right size solutions by exploring innovative ways to drive down costs.

3

MARKET-BASED SOLUTIONS

Leverage economies of scale to support entrepreneurs and community partners in the development of market-based solutions that are self-sustaining and create community prosperity.

Why is this important? Businesses and organizations need access to market research that leads to investment and employment.

TRAIL TO SUCCESS

The EDC mobilizes community and regional partners to leverage resources and address emerging challenges and opportunities

EDC/CHAMBER PARTNERSHIP

The EDC and Chamber have clear mandates and recruit volunteers to provide governance leadership

CAPACITY BUILDING

LEADERSHIP FUNDING

Funding partnership provides operating capacity for the EDC and Chamber to lead Community Economic Development

COORDINATED LEADERSHIP

The EDC and Chamber annually gather market intel from residents, businesses and tourist and deliver it to local businesses and organizations to support their evolution and expansion

SURVEY

Local economic assets are owned and managed by local businesses and organizations enhancing the self-reliance of the community

ROUND TABLES

Project local economic local business organizations apply in a challenges opportunities

SELF RELIANCE

Local Business organization emerging opportunities resilient local

THRIVING COMMUNITIES

Thriving communities in North Kootenay Lake results in the highest quality of life for residents

RE-EVALUATE STRATEGY

Measures: Well-being Index
Target: INcrease between 2021 and 2025

SP
PRO

SPECIAL PROJECTS

PROJECT DESIGN

Measures: # of partnerships
Target: 10 by Dec

PROJECT FUNDING

Leveraging resources leads to the coordination of special projects to gather market intelligence on emerging challenges and opportunities

The Chamber coordinates the delivery of market intel directly to local businesses and organizations to customize actionable recommendations

ECONOMIES OF SCALE

Measures: # of Economies of Scale
Target: 10 by 2023

BUSINESS WORK SHOPS

Measures: # of market-based solutions
Target: 10 by Dec

MARKET BASED SOLUTIONS

The Chamber works with individual businesses and organizations to utilize market intelligence and provide customized support implementing market-based solutions

CELEBRATE SUCCESS

The EDC celebrates the success of local businesses and organization in implementing market-based solutions through community marketing channels

Measures: Employment Growth
Target: Greater than BC

Measures: Growth of Local Businesses /Organizations
Target: 5% Annual

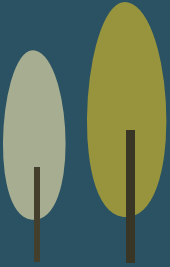
RESILIENCE

QUALITY OF LIFE

The EDC and Chamber repeat the process, supporting businesses and organizations in assessing and responding to emerging challenges and opportunities

Businesses identify challenges of scale that businesses and organizations can address leading to economies of scale

Businesses adapt to challenges and opportunities, leading to a resilient economy



PERFORMANCE FRAMEWORK

The performance framework has two categories - tactical and strategy. Tactical performance measures are used to evaluate the implementation of the strategy. The strategy performance measures are used to evaluate the strategy in achieving the communities long term vision.

TACTICAL PERFORMANCE

Goal	Outcome	Measure	Target
Coordinated Leadership	Coordinated leadership leads to the mobilization of partners	# partnerships between EDC and local/regional partners	10 by December 2021
Economies of Scale	Economic expertise leads to identification of economies of scale to address challenges and opps	# of community-led economies of scale identified	15 by December 2023
Market- based Solutions	Economic challenges and opps are tackled through sustainable ec dev initiatives and businesses	# of market-based solutions spearheaded by entrepreneurs and community partners	30 by December 2025

STRATEGY PERFORMANCE

Goal	Outcome	Measure	Target
Resilience	Maintain economic well-being while adjusting to change	Relative employment stability by sector compared to province based on census data	>Prov. Employ. Growth; <Prov. Employ. Loss
Self-Reliance	Local ownership and governance over economic assets	Number of businesses, and orgs with market-based services	5% annual growth
Thriving Community	Quality of Life for Residents	Canadian Well-being Index	Increase from 2021-2025

IMPLEMENTATION PLAN

The strategic process to achieving the goals of the Coordinated Leadership Strategy includes 5 key steps:

1. Engage the community to identify challenges

- » Business Surveys
- » Resident Surveys
- » Visitor Surveys
- » Online Information
- » Social Media

2. Mobilize partners around shared priorities

- » Partner Communications
- » Partner Roundtables
- » Partner Consultations
- » Project Design and Grant Writing

3. Study markets to identify the economies of scale

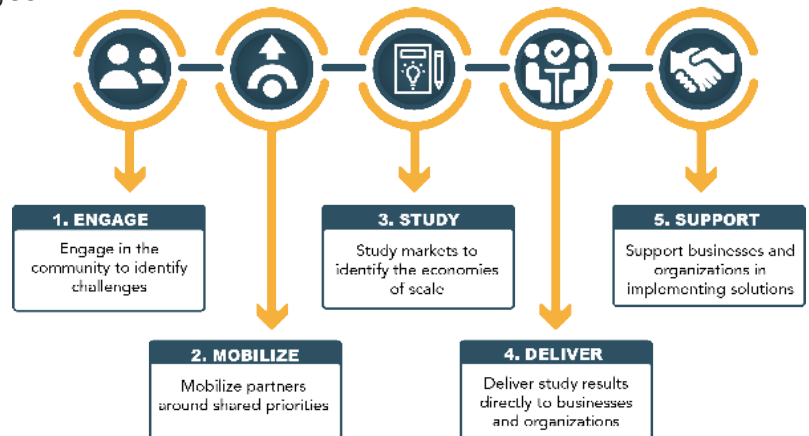
- » Contract Project Manager
- » Engaged local businesses and organizations in detailed project planning
- » Identify Economies of Scale to foster solutions

4. Deliver study results directly to businesses and organizations

- » Partner Roundtables
- » Business Roundtables
- » Online information and Social Media Marketing

5. Support businesses and organizations in implementing solutions

- » Develop an business/organization support action plan
- » Customize business services to address specific business needs
- » Leverage regional service providers to sustain business support



The role of the EDC, led by an Economic Development Coordinator is to coordinate community organizations, regional service providers and funding partners around shared priorities, resulting in timely, relevant and customized market studies to identify economies of scale.

IMPLEMENTATION PLAN

Key responsibilities of the CED Coordinator on an annual basis include:

1. Organize and host bi-annual partner roundtables to share information, identify emerging challenges and build partnerships around shared priorities
2. Conduct residential surveys to collect market research to support business development
3. Provide administrative support to the EDC in assessing priorities and formalizing partnerships.
4. Designing projects and writing grants in conjunction with community partners
6. Managing EDC budgets and reporting on program performance and progress of special project
7. Raising public awareness of economic development activities through maintenance of a website, social media channels and quarterly press releases.

The role of the Chamber, led by its manager is to provide customized services to businesses and organizations in applying market research resulting in market-based solutions to community challenges.

Key responsibilities on an annual basis include:

1. Organize and host quarterly business roundtables to share information, market research and identify emerging challenges
2. Conduct business surveys to collect market research and assess business needs
3. Provide administrative support to the Chamber in assessing priorities, formalizing partnerships and marketing investment and workforce opportunities through Imagine Kootenay
4. Managing Chamber budgets and reporting on program performance
5. Engaging local businesses and organizations in special projects to ensure results are meaningful to local context
6. Providing customized services to support businesses and organizations in utilizing market research to enact market-based solutions to community challenges.

IMPLEMENTATION PLAN

EDC

CHAMBER

Organize and host bi-annual partner roundtable to share information, identify emerging challenges and build partnerships around shared priorities



Organize and host quarterly business roundtables to share information, market research and identify emerging challenges

Conduct residential surveys to collect market research to support business development



Conduct business survey to collect market research and assess business needs

Provide administrative support to the EDC in assessing priorities and formalizing partnerships



Provide administrative support to the chamber in assessing priorities and formalizing partnerships including workforce and investment attraction through Imagine Kootenay.

Managing EDC budgets and reporting on program performance and progress of special projects



Managing chamber budgets and reporting on program performance

Designing projects and writing grants in conjunction with community partners
Designing projects and writing grants in conjunction with community partners



Engaging local businesses and organizations in special projects to ensure results are meaningful to local context

Raising public awareness of economic development activities through maintenance of a website, social media channels and quarterly press releases



Providing customized services to support businesses and organizations in utilizing market research to enact market-based solutions to community challenges.

IMPLEMENTATION PLAN

Phase 1: Capacity Building	Q1	Bare minimum coordination model to incubate capacity building
Phase 2: Coordinated Leadership	Q2	Lean Coordinated Leadership model to sustainably lead community economic development
Phase 3: Special Projects	Q2	Launch of Special Project that brings the strategy to life
Phase 4: Demonstrate Excellence	Q3	Execution of special projects that lead to enactment of market-based solutions
Phase 5: Evaluate Strategy	2023	Formal evaluation of Strategy Performance

IMPLEMENTATION PLAN

		2021	2022	2023
CAPACITY BUILDING	Capacity Building - a bare minimum approach that utilizes limited local government funds to provide basic coordination to support community partners in pursuing local economic development initiatives. This phase lasts until additional funding is secured to enhance local capacity.	Active	Not Active	Not Active
COORDINATED LEADERSHIP	Coordinated Leadership - a lean operating model that provides a strong foundation of community engagement to mobilize partners around special projects and provide customized business support. This phase runs concurrently with subsequent phases.	Active	Active	Active
SPECIAL PROJECTS	Special Projects - the leadership and management of special projects that leverage funding partnerships to respond to key challenges identified by the community, resulting in the identification of economies of scale. This phase is intermittent based on availability of project funding.	Active	Active	Active
DEMONSTRATE EXCELLENCE	Demonstrated Excellence - demonstration of how the strategic process is successfully implemented from start to finish and reporting the results to key stakeholders to generate momentum and buy-in. This phase occurs at the completion of each special project.	Not Active	Active	Active
EVALUATE STRATEGY	Evaluation - review of the community economic development strategy based on strategic and tactical performance frameworks to inform next steps. This phase is scheduled for the autumn of 2023.	Not Active	Not Active	Active

IMPLEMENTATION PLAN

PHASE 1: CAPACITY BUILDING

The critical milestone that launches this phase is hiring a Coordinator to lead a bare minimum program based on annual EDC funding alone. The primary function of the coordinator is to support the EDC in providing coordination to community and regional partners. Success is creating partnerships between community organizations, regional service providers and funders to tackle local economic priorities.

The advantage of starting with community coordination is that it is within the existing budget of the EDC, allowing forward progress to maintain momentum while ensuring the human resources needed to apply for funding in preparation for scaling up of operations. The disadvantage of this phase is that it does not allow for sufficient capacity for the EDC to be the proponent of special projects, or meaningfully enact the strategy of coordinated leadership.

Phase 1: Capacity Building Work Plan	Lead	Expected Completion
Phase 1: community coordination		
Adopt the community economic development strategy	EDC	December 2020
Apply for CBT Community Wellness Grant	RDCK	February 2021
2020 Year End Financials	Chamber	February 2021
Organize Chamber AGM	Chamber	February 2021
Approve 2021 EDC Budget	EDC	March 2021
Adopt Rural Revitalization Budget	Chamber	March 2021
Issue RFP for EDC Coordination	RDCK	March 2021
Hire CED Coordinator	RDCK	March 2021
Recruit Chamber Board Members	Chamber	March 2021
Implement Community Coordination Work Plan	EDC	March 2021
Recruit Local Partner Representatives to EDC	EDC Co-Chairs	April 2021
Chamber Governance Workshop	Chamber	April 2021
Apply for Phase 2 Funding (as necessary)	EDC	April 2021

IMPLEMENTATION PLAN

PHASE 2: COORDINATED LEADERSHIP

The critical milestone that launches phase two is securing funding that leverages the EDC financial commitment to scale up operations and establish a lean annualized program. The coordinated leadership program enables the EDC to implement the economic development strategy by providing leadership, engaging the business community, initiating special projects, and incubating the capacity of the chamber to deliver customized business services.

Coordinated Leadership	Lead	Expected Completion
Phase 2: Coordinated Leadership Launch Plan		
Renegotiate terms of Coordination (as needed)	RDCK	April 2021
Negotiate funding terms w Chamber	EDC	April 2021
Join Imagine Kootenay	Chamber	April 2021
Appoint Chamber Manager as rep on NKLT	Chamber	May 2021
Implement Coordinated Leadership Program	EDC/Chamber	May 2021
Apply for Phase 3 Funding	EDC	May 2021

The core functions of the coordinated leadership program are that it fosters communication and coordination among partners, and enables special projects to be initiated by the EDC while ensuring the Chamber is able to provide customized services to turn the project results into market solutions. In doing so, a relatively small program can have significant and lasting impacts on the character of the local economy.

IMPLEMENTATION PLAN

PHASE 2: ANNUAL PROGRAM PLAN

	Activity	Lead	Timeline
Commission Leadership	Coordinate Meetings	EDC	Ongoing
	Manage Budget	EDC	Ongoing
	Review Documentation	EDC	Ongoing
	Consult Members and Partners	EDC	Ongoing
	Prepare Recommendations	EDC	Ongoing
	Grant Reporting	EDC	Ongoing
Community Engagement	Business Survey Dev.	Chamber	Feb.
	Volunteer Training	Chamber	Mar.
	Business Visitations	Chamber	March
	Compile Survey Results	EDC	April
	Conduct Resident Survey	EDC	Jan.
	Conduct Tourism Survey	EDC	Jul.
	Business Roundtables (4)	Chamber	Feb, May, Aug, Nov
	Partner Roundtables (2)	EDC	April, Oct.
Marketing and Communications	NKL Website	EDC	Ongoing
	NKL Social Media	EDC	Ongoing
	NKL Articles	EDC	Jan, Apr, Jul, Oct
	Imagine Kootenay Committee	Chamber	Jan, Apr, Jul, Oct
	Investment and Workforce Attraction	Chamber	Ongoing
	NKLT Board	Chamber	Ongoing
Special Projects	Identification of Community Priorities	EDC	Ongoing
	Assessment of Funding Opportunities	EDC	Ongoing
	Project Design and Grant Writing	EDC	Ongoing
	Project Administration	EDC	Ongoing

IMPLEMENTATION PLAN

PHASE 2: ANNUAL PROGRAM PLAN

Until phase 3 project funding is secured to initiate special projects, the coordinated leadership program can apply market insights from local business surveys, residents surveys and studies recently completed by partners, starting with the following list of minor projects

Special Projects	Description
Wood Chipper	Assess the market for wood chipping in the region and support local organization/businesses in development of service delivery model
Business Supplies	Assess the market for business supplies and work with local business/ organizations in providing high volume products
Bookkeeping	Assess the market for book keeping and work with local entrepreneur to provide service model
Mail/Courier Service	Conduct an opportunity assessment to identify options to improve mail/ courier services
Community Land Trust	Engage key local stakeholders in exploring the concept of Community Land Trust to support Community Economic Development
Studies and Reports	Network with Regional and Provincial stakeholders to identify market studies that can support local business

IMPLEMENTATION PLAN

LEADERSHIP PERFORMANCE

Goal	Outcome	Measure	Target
Economies of Scale	Annual resident, business and tourist surveys provide insight into market gaps and opportunities that can then be addressed by local businesses and organizations	# of surveys	300 Residents; 150 Business, 300 Tourists
Market-based Solutions	Quarterly bus. roundtables engage diverse sectors, provides useful market information and creates awareness of business services resulting in vibrant local economic activity	# of Business and Organizations that attend roundtables	60/year
Coordinated Leadership	Bi-annual community ec dev roundtables bring local, regional and prov partners together to discuss timely priorities and fosters collaboration resulting in efficient and effective use of community ec dev resources	# of CED stakeholders that attend	30/year
Coordinated Leadership	Marketing and communications create awareness of local priorities, activities and resources to target audiences including residents, prospective investors and community organizations resulting in an engaged community that actively shapes its own economic future.	# of residents, businesses and organizations that follow NKL online channels	300 by 2023
Coordinated Leadership	Special Projects provide local businesses and organizations with market intelligence in an accessible and applicable format	# of businesses and organizations that participate in special projects	25 by 2023

IMPLEMENTATION PLAN

PHASE 2: COORDINATED LEADERSHIP BUDGET

The financial strategy to activate community economic development in North Kootenay Lake is to establish a lean decentralized coordination program that operates on an annual basis accented by special project funding. Having a baseline coordination capacity allows the coordinated leadership to scale up operations when funding is available and scale back operations when it is not. With this in mind special projects will be designed to include coordination led by the EDC and business supports led by the chamber.

Expenses	
EDC Coordination	\$24,000.00
Chamber Management/Admin	\$30,000.00
Marketing	\$4,350.00
Travel and Accomodations	\$1,220.00
Meetings	\$1,200.00
Special Projects	\$5,230.00
Subtotal	\$66,000.00

Revenue	
EDC	\$18,000.00
Chamber	\$15,000.00
Columbia Basin Trust	\$33,000.00
Subtotal	\$66,000.00

IMPLEMENTATION PLAN

PHASE 3: SPECIAL PROJECTS

The key milestone that launches phase 3 is the securing of project based funding. The CED Coordinator draws on insights from community engagement and works with local, regional and provincial partners to design priority projects. Special Projects led by the EDC are custom designed in collaboration with the Chamber of Commerce to ensure that local businesses and organizations are able to apply the market insights and establish the right economies of scale that lead to sustainable market based solutions.

Phase 3: Special Projects Work Plan	Lead	Expected Completion
Contract Project Manager	RDCK	Ongoing
Coordinate Detailed Planning w Partners and Businesses	EDC/Chamber	Ongoing
Oversee Project Delivery and Report on Progress	EDC	Ongoing
Engage Businesses in Reviewing Project Results	Chamber	Ongoing
Consult Specific Businesses on Applying Results	Chamber	Ongoing
Deliver Customized Project Report	EDC	Ongoing
Develop Business Service Action Plan	Chamber	Ongoing

Special Projects led by the EDC are custom designed in collaboration with the Chamber of Commerce to ensure that local businesses and organizations are able to apply the market insights and establish the right economies of scale that lead to sustainable market based solutions

IMPLEMENTATION PLAN

Special Projects	Description
E-commerce and Digital Marketing	Enhance rural economic recovery by building community e-commerce capacity of businesses, community organizations and residents of North Kootenay Lake.
Agriculture Incubator Program	Foster a vibrant agricultural sector in North Kootenay Lake to improve food security and incubate a commercial agriculture industry in collaboration with partners across the Kootenays.
Supply Chain Development	Facilitate collaboration between local businesses, community organizations, and government in securing supply chains through collective purchasing.
Tourism Development Plan	Research and analyze current tourism trends, opportunities and challenges including an economic impact assessment of festivals, resulting in a tourism development plan that guides investment, product development, marketing and policy
Community Land Trust	Develop a community land trust as a financial model for supporting strategic economic development projects including housing, agriculture and forestry initiatives
Labour Market Study	Conduct a community wide assessment of workforce needs and provide local employers with recommendation on how to address challenges through collective action
Kootenay/NKL Brand Development	Collaborate with Kootenay regional partners on the development of a "Kootenay made" brand that supports local producers, manufacturers, artisans and craftspeople
Housing	Work with Imagine Kootenay to attract investment in mid-market housing options
Connectivity	Support KiN to accelerate investment in communications infrastructure
Placemaking	Engage local festival organizers to identify ways of improving spending in local businesses through incubation of placemaking initiatives
Tech Sector	Explore community, industry and commercial opportunities to leverage communication assets
Cannabis	Support the Kootenay Outdoor Producer Coop in implementing its business plan in the community
Forestry	Conduct market research on supply chain, value-added manufacturing and waste management opportunities
Investment Attraction	Work with Imagine Kootenay to attract investment based on NKL values

IMPLEMENTATION PLAN

PHASE 4: DEMONSTRATED EXCELLENCE

This phase begins at the completion of the first strategic cycle. The key to this phase is articulating how the process worked, keys to success, early lessons, results of the special project and long term economic impacts. This is critical to engaging partners meaningfully in the execution and sustainability of market based solutions, as well as generating support for future projects.

Phase 4: Demonstrate Excellence	Lead	Expected Completion
Document the execution of special projects	Coordinator	Ongoing
Align the documented outcomes with partner agreements	Coordinator	As needed
Tell the story of project success and acknowledge partners	Coordinator	Ongoing

PHASE 5: EVALUATION

In the autumn of 2023, it will be important to review the results of the community economic development strategy based on strategic and tactical performance frameworks to inform next steps. This will either help the EDC pivot economic development into a new direction, or rally partners around continued implementation of the strategic process.

Phase 5: Evaluate Strategy	Lead	Expected Completion
Survey businesses and organizations on uptake of market based solutions	Manager	September 2023
Gather testimonials from partners and key stakeholders	Coordinator	September 2023
Conduct a formal review of strategy performance indicators	EDC	October 2023
Facilitate Strategy Review Session with key Partners	EDC	November 2023
Determine Next Steps	EDC	December 2023

SECTION IV: APPENDIX

APPENDIX A: NKL RECOVERY PLAN

North Kootenay Lake Rural Economic Recovery CERIP Application
Regional District of Central Kootenay
October 29, 2020

Short Project Description

The purpose of this project is to support economic recovery in North Kootenay Lake by providing direct support to businesses through strengthening supply chains, incubating agricultural capacity and the adoption of digital marketing and e-commerce. As a result of strategic community investment and collaboration, North Kootenay Lake businesses, organizations and residents will survive and thrive through the pandemic and emerge more competitive.

The project has three strategic objectives:

1. **Secure Supply Chains** - Facilitate collaboration between local businesses and community organizations in securing supply chains through collective purchasing.
2. **Incubate Community and Commercial Agricultural Capacity** - Foster a vibrant agricultural sector in North Kootenay Lake to improve food security and incubate a commercial agriculture industry in collaboration with partners across the Kootenays.
3. **Digital Marketing and E-commerce Adoption** - Enhance rural economic recovery by building community e-commerce capacity of businesses, community organizations and residents of North Kootenay Lake.

Key Partners include:

Kaslo and Area D Economic Development Commission (Steering Committee)
Village of Kaslo
Community Futures Central Kootenay
Kaslo Food Hub
Kaslo and Area Chamber of Commerce
Lardeau Valley Opportunity Society
Kootenay Association of Science and Technology
Kaslo Infonet Society
Columbia Basin Business Advisors
Kaslo Branch 74 Royal Canadian Legion

Detailed Project Works

Secure Supply Chains -

- Supply Chain SWOT Analysis in consultation with business, organizations and government;

APPENDIX A: NKL RECOVERY PLAN

- Customized procurement support for businesses and organizations;
- Community supply chain strategic plan;
- Community procurement coordination;

Incubate Agricultural Capacity -

- Build Lardeau Valley Crop Storage facility to store crop on its way to local and commercial markets;
- Kaslo Entrepreneurs' Kitchen Program to support value-added product incubation;
- Coordinate a Food Distribution Initiative to get crop to market efficiently;
- Agricultural Network and Support to address challenges, share information and access resources;

Digital Marketing and E-Commerce Adoption -

- E-commerce Business Capacity Assessment;
- E-commerce Training and Support to businesses and organizations;
- North Kootenay Lake Virtual Downtown Development to integrate business and organization digital marketing and e-commerce;
- Resident E-commerce Education and Training to improve e-commerce literacy and awareness;
- Regional E-Commerce Marketing Campaign to amplify the digital marketing efforts of businesses and organizations through virtual downtown;

Project Rationale

North Kootenay Lake is a rural and remote region of the Kootenays. Resource, manufacturing, construction, retail and service industries face significant transportation and logistics challenges that have been exacerbated by disruption in the global supply chain, creating immediate health and safety risks for residents and long-term competitive disadvantages for businesses across the region. The rural nature of the region and significant distance between farmland and markets create barriers to commercial agriculture that can only be addressed through community-led coordination and infrastructure. The pandemic has accelerated the shift to digital marketing and e-commerce, creating a gap between leading-edge, tech-savvy urban businesses and more traditional rural businesses. The three key dynamics - supply chain instability, distance to market and shift in service delivery are creating rural disadvantages that are destabilizing the North Kootenay Lake rural economy. This project is designed to address acute business needs while addressing underlying competitive disadvantages.

What communities will directly benefit from this project?

- Meadow Creek
- Cooper Creek
- Argenta
- Johnsons Landing
- Ainsworth Hot Springs

APPENDIX A: NKL RECOVERY PLAN

- Howser
- Shutty Bench
- Schroeder Creek
- Kaslo
- Fletcher Creek
- Woodbury
- Kaslo South Road (the Back Road)

Total Population

2,493

Public Consultation

The Regional District launched a rural revitalization program in 2019 including the beginning of an economic development strategic planning process that included leadership training in economic development fundamentals, regional branding, community open house and business survey. At the outset of the pandemic, the Regional District of Central Kootenay leveraged the revitalization program to lead a pro-active response by bringing community partners together, improving e-commerce capacity, and providing direct support to businesses in managing, adapting and pivoting their business in response to changing economic conditions. The community consultation process included the development of an immediate response plan and recovery strategic planning process, including 6 sector roundtables (forestry, agriculture, retail, tourism, community services, and remote professionals), targeted community interviews, direct outreach to every business, and an economic visioning session. This intensive process resulted in the priorities identified in this project, along with broad community unity and support for collaboration. Going forward, the project includes continued community engagement to mobilize partnerships and evolve the region's rural economic recovery strategy in response to ever-changing local, regional, provincial, national and international economic conditions. Key components of this engagement and community planning include the development of market-based revenue models to drive sustainable business service delivery.

What do you feel is the greatest positive impact(s) this project/funding will have on the community?

Secure Supply Chain - The project will provide businesses with procurement expertise that allows them to manage, adapt and pivot in response to changes in their supply chain dynamics while benefiting from community-led procurement coordination where there are opportunities to achieve economies of scale.

Agriculture Capacity Incubation - The Project will provide farmers and entrepreneurs with the necessary community facilities and business supports to grow, harvest, preserve, store, prepare and distribute food, creating local food securing while incubating commercial businesses and jobs.

APPENDIX A: NKL RECOVERY PLAN

Digital Marketing and E-Commerce Adoption - The project will transition the business community online allowing residents to source and access goods and services locally, retaining and expanding local business and strengthening local employment.

Physical Location

Lardeau Valley Community Centre, Meadow Creek, BC

Explain your plan to fund ongoing operations

The overall project will address acute business needs while building the capacity of local organizations to lead industry development and provide business services by building community economic infrastructure and revenue-based operating models through community based economies of scale. The long term community economic development leadership will be provided by the Kaslo and Area D Economic Development Commission, in partnership with key stakeholders including the Lardeau Opportunity Society, Kaslo Food Hub, Kaslo and District Chamber of Commerce and Lardeau Valley Community Club.

Please identify any project risks (social, financial, environmental, human resources, timeline, additional impacts of COVID-19) and the mitigation strategies to address these (e.g. If your project does not have public support, a risk strategy might be to hold public consultation, if not already held.)

The project's greatest risk is in losing the community leadership momentum that has been generated over the past 6 months. Community organizations are currently united by a shared vision as a result of the response activity and recovery planning process. The solution to this challenge is maintaining close communication with partners, providing an optimistic vision of how the community can overcome hardship by working together and pivoting to overcome obstacles.

Who will own the completed project?

The Lardeau Valley Community Club will own the food storage facility

Who will be responsible for the ongoing operational costs and maintenance of the project when complete?

The cold storage facility will provide an additional revenue stream to the Lardeau Valley Community Club that more than offsets the maintenance and operating costs. Long term, business services will be delivered on a cost-plus basis, generating revenue and building the community capacity to maintain and expand business services.

APPENDIX A: NKL RECOVERY PLAN

Provide an estimate of the total number of combined temporary, seasonal, casual, part-time and regular full-time jobs created by your project.

5 Direct (distribution, kitchen program, construction, procurement, coordination)
10 Farmer/Entrepreneur
15 due to supply chain management in resource, manufacturing, construction

Indigenous, Young, Women, New

8, 8, 20, 3

under and over 30/Hr

20, 10

Describe how the project will help support long-term economic growth and recovery in the community.

Secure Supply Chains - The project will secure and strengthen business supply chains, improving efficiency and competitiveness by leveraging economies of scale through community-led procurement coordination. As a result, the project will address key challenges to rural economic development and competitiveness, while strengthening awareness of value adding opportunities, leading to economic diversification and import replacement.

Agriculture Capacity - The incubation of agriculture capacity in the community will address immediate food security challenges while fostering commercial agriculture, value-added processing, and culinary tourism.

Digital Marketing and E-Commerce Adoption - the community-wide adoption of digital marketing and e-commerce will leverage the community-owned telecommunication infrastructure to build a resilient and competitive local business climate in the face of international e-commerce.

Describe how the project will create jobs in your community.

The project will create immediate jobs in community coordination, business procurement support, food storage construction, digital marketing, e-commerce training, business support and kitchen programming.

Direct jobs will be created in educational services, construction, administration, professional and technical services, management, accommodations and food services.

APPENDIX A: NKL RECOVERY PLAN

Indirect jobs will be created in manufacturing, agriculture, retail, accommodation, food and service sectors as a result of improved competitiveness through supply chain improvements, digital marketing and e-commerce.

Indirect jobs will be created in agriculture as farmers are able to store their crops on the way to market and entrepreneurs are able to access industrial kitchen facilities, along with educational opportunities. Capacity building in the local agricultural sector will spin off into commercial packaging and distribution jobs, as well as growth in culinary tourism.

Does your community have a hard-hit job sector (e.g. lumber industry, manufacturing, tourism)?

Yes

Identify the sector and how within this sector the project will contribute to the creation/restoration of jobs.

The sector hardest hit by the pandemic is the accommodation and food services, which was the fastest growing sector between 2011-2016.

Incubation of agricultural capacity in the community will directly support creation of jobs in agriculture, digital marketing, distribution and food processing while contributing to growth in the culinary arts and agritourism, revitalizing the accommodation and food services sectors and repositioning them as drivers of economic growth and prosperity.

Supply chain challenges facing the construction, manufacturing, retail and service sectors will be addressed by first providing direct procurement support to individual business, followed by community-led procurement coordination to achieve efficiencies through economies of scale. As a result, rural businesses will become more competitive, creating diverse job opportunities.

A community-wide effort to evolve the customer service delivery model will support local retail, tourism, customer service and manufacturing businesses to compete in an evolving digital and e-commerce business environment.

Describe how quickly these jobs will be available and how long they are expected to last.

This project will create significant opportunities for the hardest-hit populations, including women, young people, underemployed and displaced workers by improving the competitiveness of local business through digital marketing and e-commerce, and supply chain efficiencies, allowing businesses to remain competitive and expand operations. The direct jobs will be created over the

APPENDIX A: NKL RECOVERY PLAN

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APPENDIX A: NKL RECOVERY PLAN

winter and last indefinitely, while the jobs created as a result of business competitiveness will be created over the course of 2021 and continue indefinitely. Finally, new entrepreneurial jobs will be continuously created and nurtured as a result of agricultural capacity building, starting the summer of 2021 and lasting indefinitely.

How has your project considered the potential positive and negative impacts of the project on all community members (e.g. sex, gender, ethnicity, race, culture, language, age, ability, geography, economic status)?

The project is based on broad consultation with the community, organizations, businesses and governments over an extended period of time. It leverages an economic base analysis that examined the employment profile of the region, taken into account alongside local cultural and historical considerations.

How does the project create training and job opportunities for under-represented groups?

The program includes digital marketing and e-commerce training for local businesses, creating new opportunities for young people to support businesses in an evolving field of customer service. It also includes entrepreneur kitchen education and facility access, creating training opportunities for new entrants into food processing and culinary arts. As a result, under-represented groups will be able to ease back into the workforce, with opportunities gauged at their level of expertise, interest, and availability.

How does the project create opportunities for local business in the community?

The project creates opportunities for rural businesses across the North Kootenay Lake region to modernize their marketing and customer service models, address acute supply chain challenges and access markets for agricultural products and increase production on the farm. As a result, the rural economy will be resilient through the pandemic and emerge more competitive and self-sufficient by leveraging community-led initiatives to create economies of scale.

APPENDIX A: NKL RECOVERY PLAN

PURPOSE

Support economic recovery in North Kootenay Lake by providing direct support to businesses through strengthening supply chains, incubating agricultural capacity and the adoption of digital marketing and e-commerce.

VISION

North Kootenay Lake businesses, organizations and residents survive and thrive through the pandemic and emerge stronger as a result of strategic community investment and collaboration.

STRATEGIC PROJECTS

1. Secure Supply Chains - Facilitate collaboration between local businesses, community organizations in securing supply chains through collective purchasing.
2. Incubate Community and Commercial Agricultural Capacity - Foster a vibrant agricultural sector in North Kootenay Lake to improve food security and incubate a commercial agriculture industry in collaboration with partners across the Kootenays.
3. Digital Marketing and E-commerce Adoption - Enhance rural economic recovery by building community e-commerce capacity of businesses, community organizations and residents of North Kootenay Lake.

KEY PARTNERS

- Regional District of Central Kootenay (Applicant)
- Kaslo and Area D Economic Development Commission (Steering Committee)
- Village of Kaslo (Community Engagement)
- Community Futures Central Kootenay (Business Advice)
- Kaslo Food Hub (Community Engagement, Business Services)
- Kaslo and Area Chamber of Commerce (Industry Networking, Business Services)
- Lardeau Valley Opportunity Society (Community Engagement, Cold Storage)
- Kootenay Association of Science and Technology (Business Advice)
- Kaslo Infonet Society (Communications Technology)
- Columbia Basin Business Advisors (Business Advice)
- Kaslo Branch 74 Royal Canadian Legion (Community Kitchen)

APPENDIX A: NKL RECOVERY PLAN

Strategic Project	2021				2022
	Q1	Q2	Q3	Q4	Q1
Secure Supply Chains					
Community Engagement	■				
Business Consultation	■				
SWOT Analysis	■				
Market Research and Outreach	■	■			
Business Plan		■			
Strategy Execution		■	■	■	■
Incubate Agriculture Capacity	Q1	Q2	Q3	Q4	Q1
Coordination	■	■	■	■	■
Community Engagement	■				■
Logistics Business Planning		■	■	■	■
Storage Design and Construction		■	■	■	■
Kitchen Program		■	■	■	■
Marketing		■	■	■	■
Industry Networking	■	■	■	■	■
Digital Marketing and Ecommerce Adoption	Q1	Q2	Q3	Q4	Q1
Preparations	■				
Community Engagement	■				
Training and Business Services		■			
Virtual Downtown Integration			■		
Resident Education				■	
Marketing				■	■

Consolidated Budget

Project Management	Expense
Coordination	\$18,000
Design and Construction	\$37,750
Community Consultation and Engagement	\$14,400
Strategic and Business Planning	\$30,400
Business Services	\$53,600
Training	\$9,600
Marketing	\$28,000
Total	\$191,750

APPENDIX A: NKL RECOVERY PLAN

Strategic Objective 1: Secure Supply Chain

PURPOSE

Facilitate collaboration between local businesses, community organizations in securing supply chains through collective purchasing.

VISION

North Kootenay Lake businesses are able to stabilize their supply chains and deliver goods to residents.

Secure Supply Chain - Tactical Objectives

Supply Chain Analysis - Conduct a SWOT analysis on the regions supply chains by consulting local businesses, community organizations and local government leaders

Business Advice and Support - Provide direct support to local businesses in addressing supply chain challenges through research and market outreach.

Strategic Planning - Develop a community-led strategy to address acute, high risk and collective procurement issues

Coordinate Procurement - Coordinate the execution of community-led procurement strategy

KEY PARTNERS

Kaslo Food Hub

Lardeau Valley Opportunity Society

Kaslo and Area D Economic Development Commission

Village of Kaslo

Regional District of Central Kootenay

Basin Business Advisors

Kaslo and Area Chamber of Commerce

Community Futures Central Kootenay

APPENDIX A: NKL RECOVERY PLAN

Work Plan

Project Management	Q1	Q2	Q3	Q4	Q1
Community Engagement					
Business Consultation					
SWOT Analysis					
Market Research and Outreach					
Business Plan					
Strategy Execution					

Budget

Project Management	Cost
Coordination	\$6,000
Business Consultation	\$6,400
SWOT Analysis	\$3,200
Market Research and Outreach	\$9,600
Business Plan	\$15,200
Strategy Execution	\$19,200
Total	\$59,600

Strategic Objective 2: Incubate Agricultural Capacity

PURPOSE

Foster a vibrant agricultural sector in North Kootenay Lake to improve food security and incubate a commercial agriculture industry in collaboration with partners across the Kootenays.

VISION

North Kootenay Lake is part of a vibrant Kootenay food ecosystem that provides residents with healthy local food and quality livelihoods in the agriculture sector.

APPENDIX A: NKL RECOVERY PLAN

TACTICAL OBJECTIVES

Lardeau Storage Capacity - Establish community storage capacity in the Lardeau Valley to support farmers in preserving crop on its way to local and regional markets

Kaslo Community Kitchen - Facilitate community partnerships to enable farmers and entrepreneurs to access education and industrial kitchen facilities to support value-adding.

Regional Transportation and Distribution - Develop a business plan in support of local transportation and logistics to improve access to markets for local farmers.

Agricultural Network and Support - Provide agricultural stakeholders with networking opportunities to identify and address emerging challenges and opportunities with the support of existing regional service providers.

KEY PARTNERS

- Kaslo Food Hub
- Lardeau Valley Opportunity Society
- Kaslo and Area D Economic Development Commission
- Village of Kaslo
- Regional District of Central Kootenay

Work Plan

Project Management	Q1	Q2	Q3	Q4	Q1
Coordination	■	■	■	■	■
Community Engagement	■				■
Logistics Business Planning		■	■	■	
Storage Design and Construction		■	■	■	
Kitchen Program		■	■	■	
Marketing		■	■	■	■
Industry Networking	■	■	■	■	■

Budget

Project Management	Cost
Coordination	\$6,000
Community Engagement	\$4,800
Logistics Business Planning	\$15,200
Storage Design and Construction	\$0
Kitchen Program Development	\$9,600
Marketing	\$6,400
Industry Networking	\$3,200
Total	\$45,200

APPENDIX A: NKL RECOVERY PLAN

Strategic Objective 3; Digital Marketing and E-commerce

PURPOSE

Enhance rural economic recovery by building community e-commerce capacity of businesses, community organizations and residents of North Kootenay Lake.

VISION

North Kootenay Lake businesses, organizations and residents have a vibrant and comprehensive presence online, contributing to local economic recovery and vitality.

TACTICAL OBJECTIVES

Assess the eCommerce capacity of each business and organization in North Kootenay Lake based on the following criteria:

Connectivity

Online Search

Social Media Presence

Website

E-commerce Functionality

Provide dedicated training and support to businesses and organization to assist them in levelling up their e-commerce capacity

Businesses and community organizations into North Kootenay Lake virtual downtown

Education of residents on the use and availability of local e-commerce

Develop and implement a regional marketing campaign

KEY PARTNERS

Community Futures Central Kootenay

Kaslo & District Chamber of Commerce

Lardeau Valley Opportunity Society

Kootenay Association for Science & Technology

Kaslo InfoNet Society

Basin Business Advisors

APPENDIX A: NKL RECOVERY PLAN

Work Plan

Year/Stage	2021				2022
	Q1	Q2	Q3	Q4	Q1
Preparations	■				
Community Engagement	■				
Training and Business Services		■			
Virtual Downtown Integration			■		
Resident Education				■	
Marketing				■	■

Budget

Project Management	Cost
Coordination	\$6,000
Program Marketing	\$4,800
Business Services	\$12,000
Virtual Downtown Development	\$6,400
Marketing Campaign	\$10,400
E-commerce Training	\$9,600
Total	\$49,200

APPENDIX A: NKL RECOVERY PLAN

October 29, 2020

To whom it may concern,

The COVID-19 pandemic has had a deep impact on the local, rural economy of North Kootenay Lake including supply chain challenges, growing demand for food security, and the need to transform the customer service model of local businesses.

From the outset of the pandemic, the Regional District of Central Kootenay led a pro-active response by bringing community partners together, improving e-commerce capacity, and providing direct support to businesses in managing, adapting and pivoting their business in response to changing economic conditions. As part of this process, they consulted stakeholders from 6 key sectors in the development of a pandemic recovery plan focused on providing support to local businesses over the next year and a half. This recovery plan will not only support businesses to meet the demands of the pandemic but position the region for long term rural economic prosperity.

The Basin Business Advisor Program is a no-cost service for businesses located in the Columbia Basin to access business support. Our Agriculture Specialist Nyree Marsh's mandate is to support agriculture primary producers with the business side of farming. She also has a deep knowledge of value added food processing and distribution. The BBA Team of five Advisors is ready and able to support business with e-commerce, marketing online and all other business needs. We strongly support this initiative.

Sincerely,



Alison Bjorkman

Basin Business Advisors Program Manager
www.bbaprogram.ca
abjorkman@bbaprogram.ca

**BASIN BUSINESS
ADVISORS PROGRAM**

A PROGRAM OF
Columbia Basin **trust**

ADMINISTERED & MANAGED BY
Community Futures

APPENDIX A: NKL RECOVERY PLAN



October 28, 2020

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As part of this process, they consulted stakeholders from six key sectors in the development of a pandemic recovery plan focused on providing support to local businesses over the next year and a half. This recovery plan will not only support businesses to meet the demands of the pandemic but position the region for long term rural economic prosperity.

One of our priorities at Community Futures Central Kootenay is supporting communities in our region to develop economic resilience. The strategic projects included in the Regional District Central Kootenay's plan ensures a comprehensive response to this challenging time.

We are pleased to support the Regional District Central Kootenay in its leadership of rural economic recovery in North Kootenay Lake and look forward to collaborating to ensure their success in the face of uncertainty and adversity.

Sincerely,

A handwritten signature in blue ink that reads "A. Wilkey".

Andrea Wilkey, Executive Director
Community Futures Central Kootenay

APPENDIX A: NKL RECOVERY PLAN



October 29, 2020

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We support the Regional District of Central Kootenay in its leadership of rural economic recovery in North Kootenay Lake and look forward to collaborating to ensure their success in the face of uncertainty and adversity.

Sincerely,

Sean Smillie

Sean Smillie
Executive Director
236-527-2121 ext 701 | sean@kast.com
www.kast.com

APPENDIX A: NKL RECOVERY PLAN

KASLO AND AREA CHAMBER OF COMMERCE

P.O. Box 329
KASLO, BC V0G 1M0



October 29, 2020

To whom it may concern,

The COVID-19 pandemic has had a deep impact on the local, rural economy of North Kootenay Lake including supply chain challenges, growing demand for food security, and the need to transform the customer service model of local businesses.

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We support the Regional District of Central Kootenay in its leadership of rural economic recovery in North Kootenay Lake and look forward to collaborating to ensure their success in the face of uncertainty and adversity.

Sincerely,

Karma Halleran

Karma Halleran, President
Kaslo and Area Chamber of Commerce

APPENDIX A: NKL RECOVERY PLAN



North Kootenay Lake Community Services Society

Box 546, 336 'B' Avenue, Kaslo, BC V0G 1M0
Tel. (250)353-7691 • Fax (250)353-7694
Email office@nkless.org • Website www.nkless.org

Serving North Kootenay Lake communities including • Ainsworth, Mirror Lake, Karlo, Lardeau, Cooper Creek, Meadow Creek, Housar, Argenta, Johnson's Landing and their surrounding areas

To whom it may concern,

October 28, 2020

The COVID-19 pandemic has had a deep impact on the local, rural economy of North Kootenay Lake including supply chain challenges, growing demand for food security, and the need to transform the customer service model of local businesses.

From the outset of the pandemic, the Regional District of Central Kootenay led a pro-active response by bringing community partners together, improving e-commerce capacity, and providing direct support to businesses in managing, adapting and pivoting their business in response to changing economic conditions. As part of this process, they consulted stakeholders from 6 key sectors in the development of a pandemic recovery plan focused on providing support to local businesses over the next year and a half. This recovery plan will not only support businesses to meet the demands of the pandemic but position the region for long term rural economic prosperity. As a non-profit organization who has led food security programming in our region for almost two decades we believe the North Kootenay Lake area is particularly suited to agricultural business opportunities that will benefit it's residents.

We support the Regional District of Central Kootenay in its leadership of rural economic recovery in North Kootenay Lake and the goal of supporting local economies through agricultural revitalization and enhanced food sovereignty supports in the area.

Sincerely,

Patrick Steiner, Food Security Coordinator
Danielle Byers, Executive Director

North Kootenay Lake Community Services Society

APPENDIX A: NKL RECOVERY PLAN



2020.10.28

RE: Community Economic Recovery Infrastructure Program – Rural Economic Recovery

To Whom it may concern,

The Village of Kaslo is pleased to provide a letter of support to the Regional District of Central Kootenay (RDCK) in support of the Community Economic Recovery Infrastructure Program – Rural Economic Recovery.

This is a timely and crucial project to provide support to local businesses in Kaslo and Area D. The COVID-19 pandemic has had a deep impact on the local, rural economy of North Kootenay Lake including supply chain challenges, growing demand for food security, and the need to transform the customer service model of local businesses.

From the outset of the pandemic, the Regional District of Central Kootenay led a pro-active response by bringing community partners together, improving e-commerce capacity, and providing direct support to businesses in managing, adapting and pivoting their business in response to changing economic conditions. As part of this process, they consulted stakeholders from 6 key sectors in the development of a pandemic recovery plan focused on providing support to local businesses over the next year and a half. This recovery plan will not only support businesses to meet the demands of the pandemic but position the region for long term rural economic prosperity.

The RDCK has a well-established record as a very thorough and professional organization and is well positioned to see this project through to successful fruition.

Council wishes the Regional District of Central Kootenay success and good luck with their funding application.

Sincerely,

Suzan Hewat
Mayor

Box 576, Kaslo, BC V0G 1M0
Tel. 250-353-2311 ext. 101 Fax. 250-353-7767
E-mail: admin@kaslo.ca
<http://www.kaslo.ca>

APPENDIX A: NKL RECOVERY PLAN

October 29, 2020

Lardeau Valley Opportunity LINKS Society
Meadow Creek BC

To whom it may concern,

The COVID-19 pandemic has had a deep impact on the local, rural economy of North Kootenay Lake including supply chain challenges, growing demand for food security, and the need to transform the customer service model of local businesses.

From the outset of the pandemic, the Regional District of Central Kootenay led a proactive response by bringing community partners together, improving e-commerce capacity, and providing direct support to businesses in managing, adapting and pivoting their business in response to changing economic conditions. As part of this process, they consulted stakeholders from 6 key sectors in the development of a pandemic recovery plan focused on providing support to local businesses over the next year and a half. This recovery plan will not only support businesses to meet the demands of the pandemic but position the region for long term rural economic prosperity.

We support the Regional District of Central Kootenay in its leadership of rural economic recovery in North Kootenay Lake and look forward to collaborating to ensure their success in the face of uncertainty and adversity.

Sincerely,

Nichol Ward
Administrator
Lardeau Valley Opportunity LINKS Society

APPENDIX A: NKL RECOVERY PLAN

October 29, 2020

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We support the Regional District of Central Kootenay in its leadership of rural economic recovery in North Kootenay Lake and look forward to collaborating to ensure their success in the face of uncertainty and adversity.

Sincerely,

Amanda Cutting

Amanda Cutting
Treasurer
Lardeau Valley Community Club

