

ECONOMIC DEVELOPMENT STRATEGY:

COORDINATED LEADERSHIP

COMMUNITY LED ECONOMIES OF SCALE



NORTH KOOTENAY LAKE
RURAL REVITALIZATION PROGRAM

TABLE OF CONTENTS

PURPOSE	3
EXECUTIVE SUMMARY	5
PROJECT BACKGROUND	12
METHODOLOGY	13
FINDINGS	15
ANALYSIS	26
THE STRATEGY	29
PERFORMANCE FRAMEWORK	34
IMPLEMENTATION PLAN	35
APPENDIX A: SWOT	39
APPENDIX B: RECOVERY PLAN	47
APPENDIX C: LOCATION QUOTIENT	49
APPENDIX D: WORKSHOP	50
APPENDIX E: OUTREACH REPORT	51
APPENDIX F: VISIONING SESSION	56
APPENDIX G: OUTREACH REPORT	59





THIS IS THE LIFE

BLESS THIS HOUSE WITH LOVE

CHERISH EVERY MEMORY LOVE EVERY MOMENT EMBRACE EVERY DAY



IMAGINE

SALE!



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 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

Provide An implementation plan for North Kootenay Lake that includes the private sector, levels of government and community organizations to work together to achieve the strategy

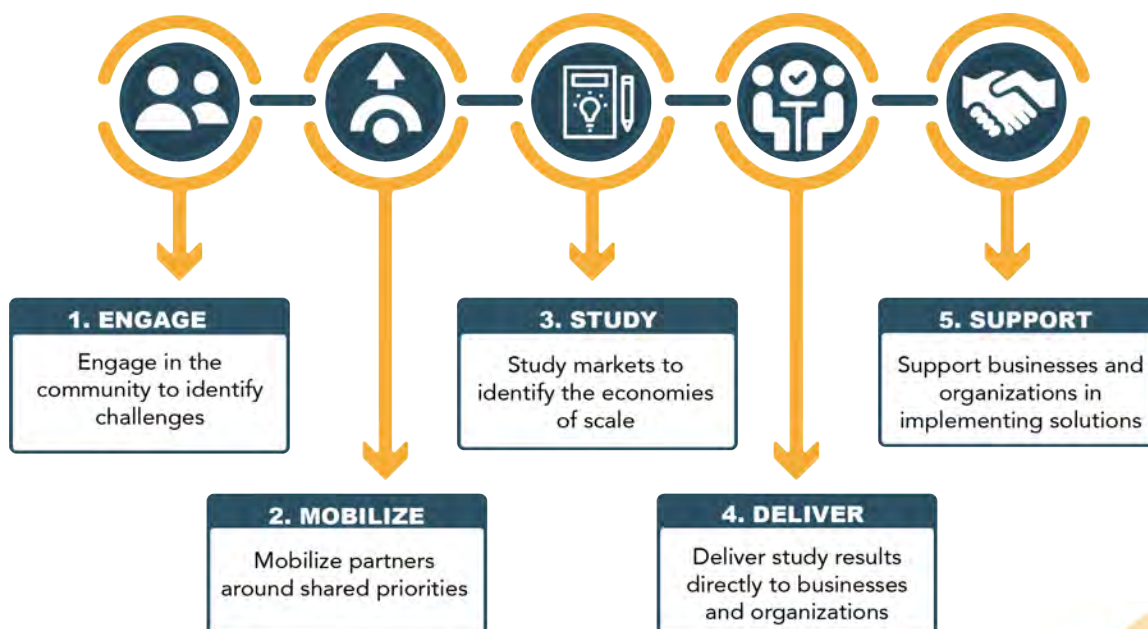
In addition to this Economic Development Strategy, a recovery plan was developed as a response to COVID-19 as well as the Marketing plan (See APPENDIX A)



EXECUTIVE SUMMARY

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.

The Coordinated Leadership Economic Development Strategy is about supporting incremental economic growth in North Kootenay Lake 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 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. The strategic process to achieving these functions includes 5 key steps:



EXECUTIVE SUMMARY

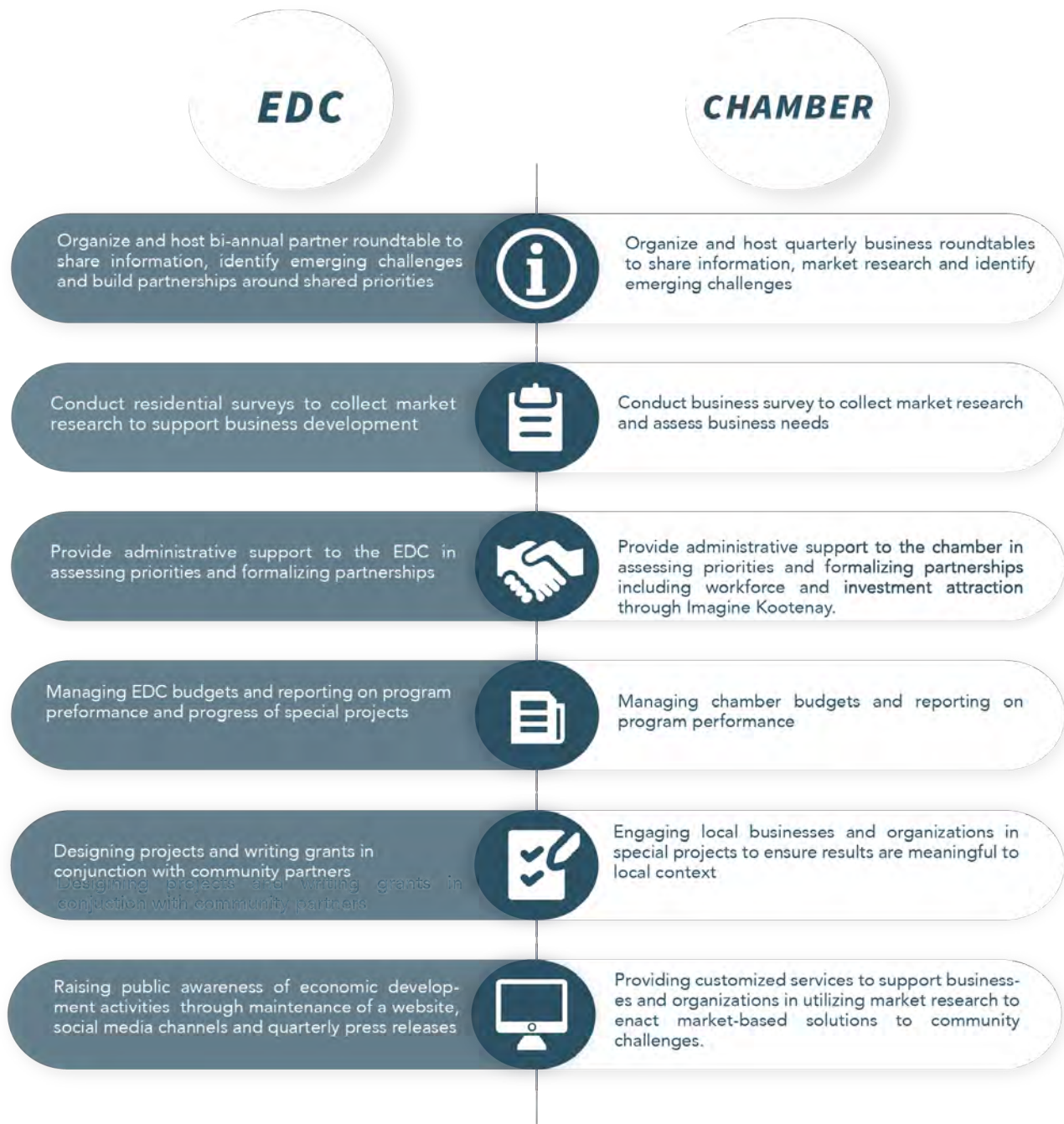
At the crux of the strategy is a dichotomy - local businesses and organizations need market intelligence to confidently expand and innovate in the marketplace, while governments readily fund market studies that all too often sit on shelves. The Coordinated Leadership Strategy is aimed at customizing 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 local businesses broadly report needing improved transportation, logistics and courier services for their business to be successful. The entrepreneur may be willing to expand its 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 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.

EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

		2021	2022	2023
1	CAPACITY BUILDING 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
2	COORDINATED LEADERSHIP 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
3	SPECIAL PROJECTS 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
4	DEMONSTRATE 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
5	EVALUATE STRATEGY Review of the 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 address the limited operating capacity, the strategy implementation plan is broken down into phases:

To bring the strategy to life, it is important to mobilize funding from partners that share economic development priorities, most notably, the Columbia Basin Trust. 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 Coordinated Leadership 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 Coordinated Leadership Strategy are to:

1. Contract an Economic Development Coordinator to support the EDC 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 Coordinated Leadership Strategy
5. Consult funding partners on shared priorities



SECTION II: DEVELOPMENT PROCESS

PROJECT BACKGROUND

In the fall of 2019, the Kaslo and Area D Economic Development Commission launched a Rural Revitalization Program to build an 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 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 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

Extensive research and consultations took place, for which all supporting documentation can be found in the appendices. The strategy development involved face-to-face consultations, a business survey, and input from the community and key stakeholders through the on-the-ground project coordinator, the website, social media outreach, community visioning, sector roundtables, one-on-one interviews, meetings with local boards and consultation with staff and commission members. At the core of the methodology was a commitment to custom design and economic development strategy unique to North Kootenay Lake.

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 proceeding 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



POPULATION
2,311

TOP INDUSTRIES



TOURISM ART/CULTURE FORESTRY RETAIL

TARGET INDUSTRIES



TOURISM FORESTRY REMOTE AGRICULTURE

	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
Accomodations 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

COVID-19 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

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

At present, the Regional District Central Kootenay (RDCK) does not 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. An 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. An 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 airport. 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 co-chaired by the Mayor of Kaslo and Regional Director of Area D, with formal administrative support from the RDCK CAO. The commission includes 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, Community Forest, and Links.

Community partners including the food hub, community forest, Links and the Chamber all require support in assessing market opportunities to determine ways of diversifying revenue and building capacity.

FINDINGS

RETAIL HIGHLIGHTS

1. Disruption to distribution, transportation and logistics highlights the need to strengthen the local retail supply chain
2. Need for an extensive online directory with potential e-commerce capabilities led to the re-positioning of northkootenaylake.ca from a project site to virtual downtown
3. Communications should be prioritized: Marketing of local goods, the development of a local CRM, and a place for changing policy and safety protocols
4. 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

1. 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
2. Local initiatives identified as the top recovery priority, including out-door offerings, pop-ups and signage

COMMUNITY ORGANIZATION HIGHLIGHTS

1. There have been major impacts observed in the suspension of in-person services and the halt to fundraising

REMOTE WORKER HIGHLIGHTS

1. An identified need to develop co-work spaces to accommodate the tech sector growth
2. Remote worker competitive advantages can be leveraged to attract people, not businesses, and retain local youth - "High-speed internet slow living"
3. Service expansion - all connected with high-quality wifi and cell

FINDINGS

4. Many high calibre experts working remotely in our region which is an asset

AGRICULTURE HIGHLIGHTS

1. #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. This looks like a feasibility study and business plan.

2. Class D license recently granted to farmers in Area D of the Regional District of Central Kootenay.

3. Columbia Basin Trust offers support programs including the Basin Food producer loans and the Basin Food producer wage subsidy

4. 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.

5. Online evening 'roundtable' sessions were suggested in order to strengthen networks and spur on innovation.

6. A Made in Kaslo Brand should be developed.

7. Strategy and Action Plan should be developed.

FORESTRY HIGHLIGHTS

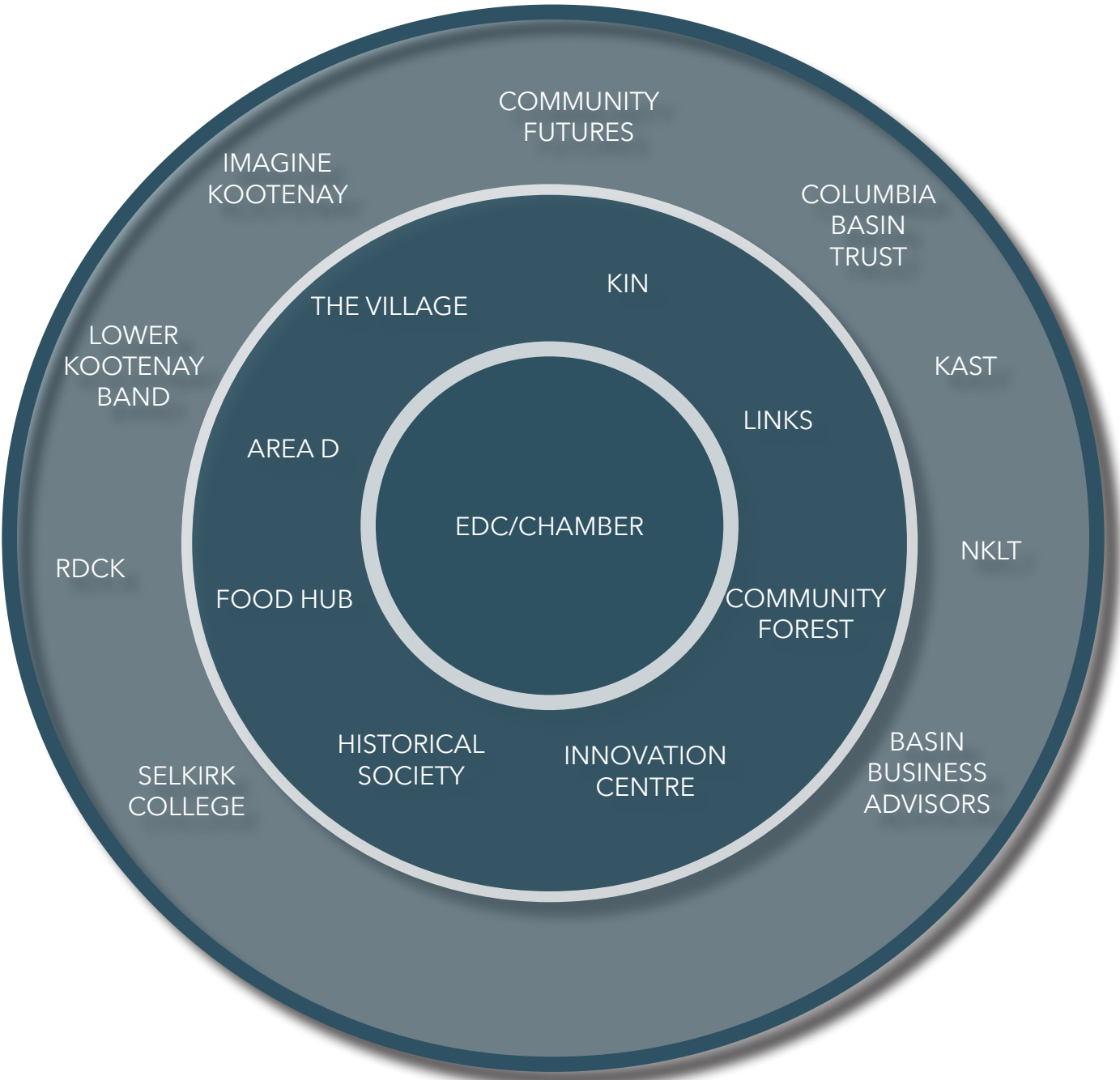
1. Business plan for a wood chipping machine (~\$2mill) Will cut down on cost as well as transporting of biofuels. Include Opportunity assessment of value-added business opportunities in the business plan.

FINDINGS

COMMUNITY PRIORITIES

- » The community members are fearful or hesitant of fast growth and would rather keep Kaslo and Area D small, sustainable, localized, and health
- » 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
- » 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

KASLO + AREA D ECO SYSTEM



FINDINGS

LOCAL PARTNER INSIGHTS

Kaslo 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 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 commercial kitchen that can be used for educational purposes.

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. Over the past 8 years there has been a shortage of local buy-in from community leadership that has been a barrier to mobilizing the tourism community and creating constructive engagement with NKLT. In response, NKLT is defensive of its leadership role in tourism development.

FINDINGS

Lardeau Valley Opportunity 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.

Kaslo Historical Society

The Kaslo Historical Society is an important part of the tourism ecosystem. It is the steward of the regions only National Historical Site - the Moye, 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.

FINDINGS

BUSINESS SURVEY HIGHLIGHTS

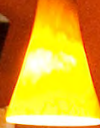
- » Half of all businesses are over 15 years old
- » 98% are small business, with 79% having 5 or less employees
- » Internet, police and recreation are the highest ranked local services
- » Housing, mail and childcare are the lowest ranked local services
- » Services that need improved include Internet, 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 requiring 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 from the business community is office supplies

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

PALE ALE 5.2% Mosaic Hopped 12oz 16oz 32oz 64oz Can \$4.75 \$6.00 \$9.00 \$16.00	OLD BITCH 4.8% 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% Sour Plum 12oz 16oz 32oz 64oz Can \$5.75 \$7.00 \$9.00 \$16.00	STOUT Dry Irish Stout 12oz 16oz 32oz 64oz Can \$4.75 \$6.00 \$9.00 \$16.00	WILD IPA Nice + Juicy 12oz 16oz 32oz 64oz Can \$5.75 \$7.00 \$11.00 \$16.00



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
Public lands

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

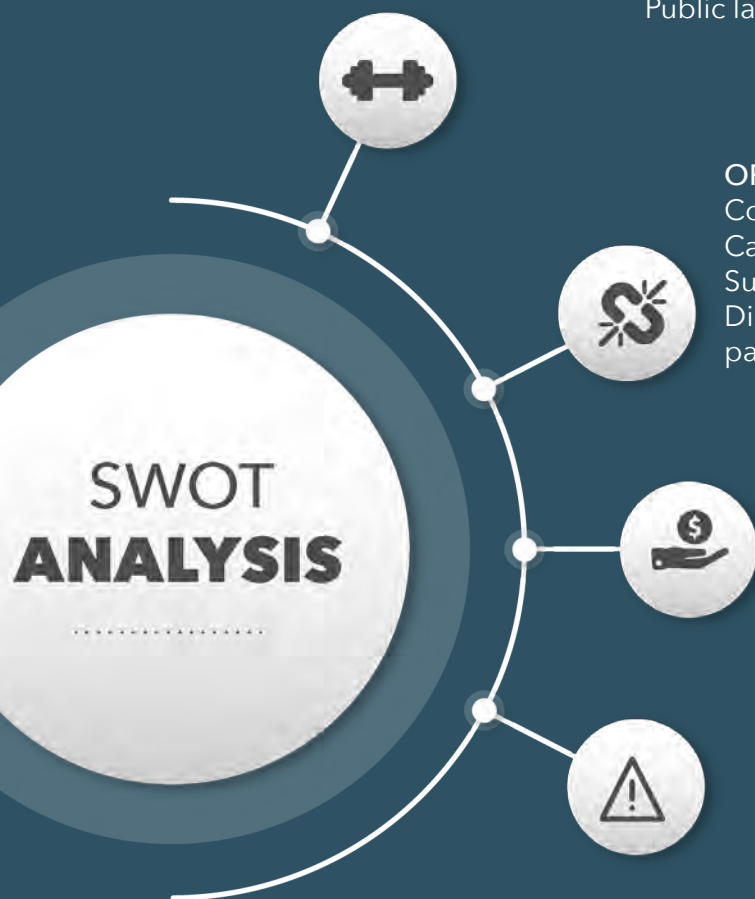
THREATS

ORGANIZATIONAL

Fragmentation of community leadership
Duplication of efforts
Instability of chamber governance

ECONOMIC

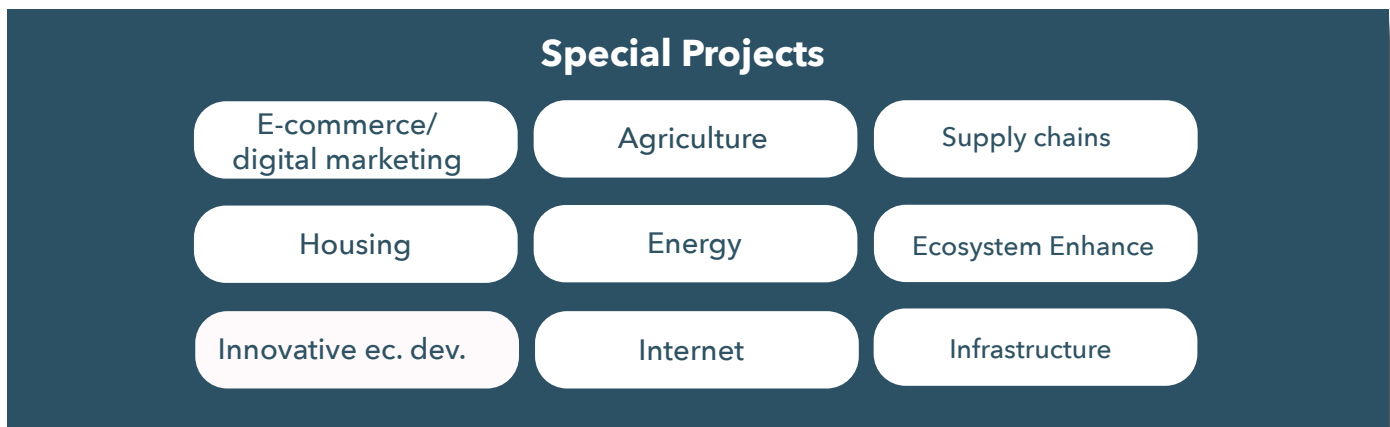
Breakdown of supply chains
Food insecurity
Growth outpaces community capacity
Stagnation



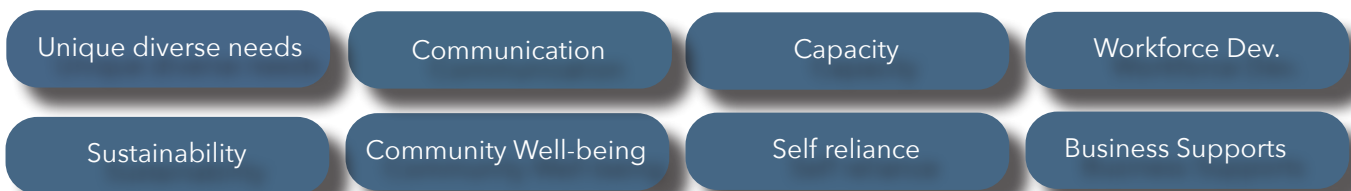
ANALYSIS

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



Annualized Economic Development Program



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

Build an innovative approach to economic development that is driven by local leaders, leverages regional partners and empowers local businesses that embrace the values of resilience, self-reliance, community and natural beauty.

THE STRATEGY

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

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 EDC and Chamber have limited capacity, therefore need to play different roles and provide different services 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 relative small pop and economy it is critical to right size

3

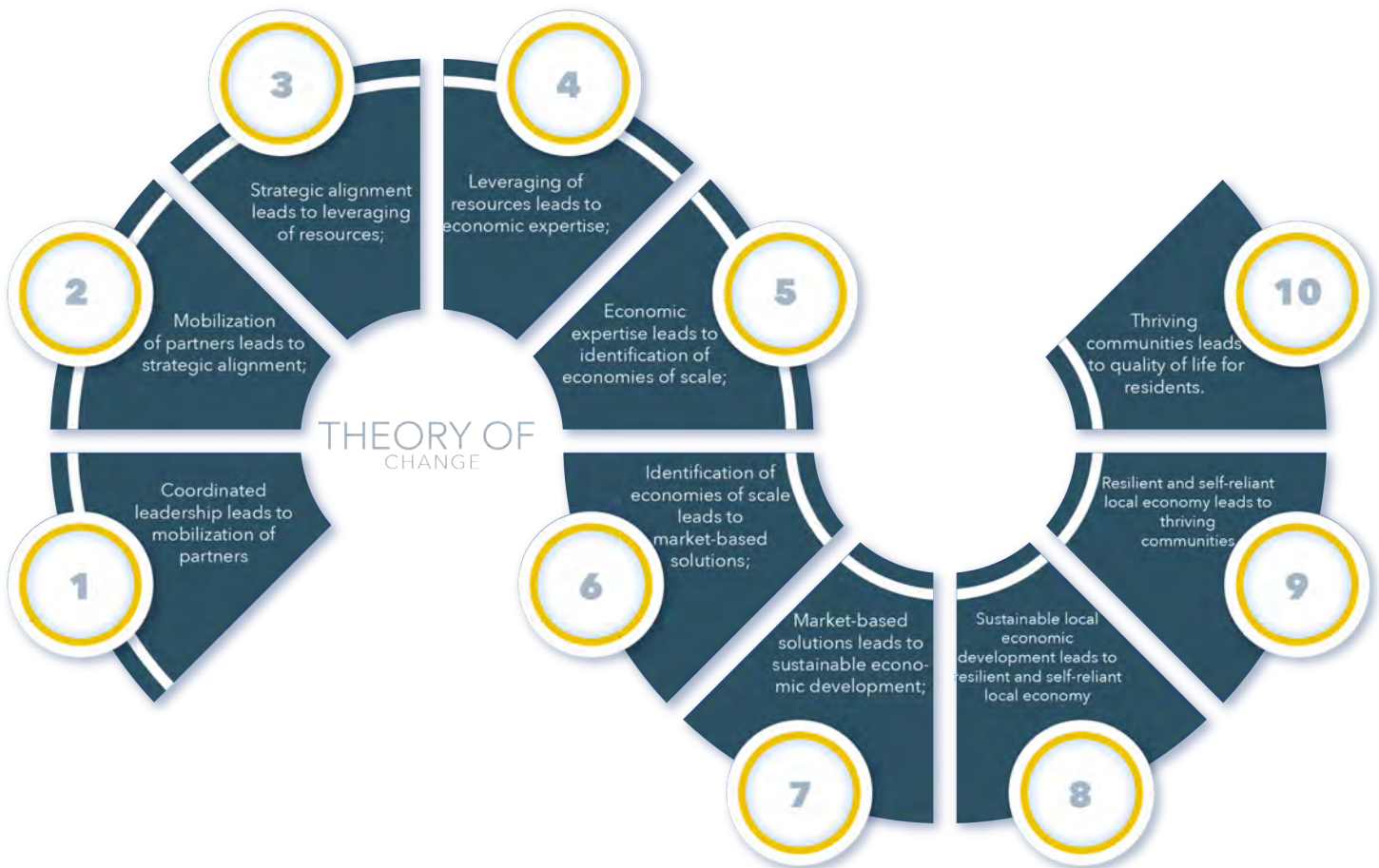
MARKET-BASED SOLUTIONS

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 ACTION.

THE STRATEGY

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





Vegetables!
"Candy snap" or
\$2.50 small
\$5.00 large

PERFORMANCE FRAMEWORK

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 opportunities	# of community-led economies of scale identified	10 by December 2023
Market-based Solutions	Economic challenges and opportunities are tackled through sustainable economic development initiatives and businesses	# of market-based solutions spearheaded by entrepreneurs and community partners	20 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	>Provincial Employment Growth; <Provincial Employment Loss
Self-Reliance	Local ownership and governance over economic assets	Number of businesses, and organizations 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
2. Mobilize partners around shared priorities
3. Study markets to identify the economies of scale
4. Deliver study results directly to businesses and organizations
5. Support businesses and organizations in implementing solutions

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.

Key responsibilities of the EDC 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
5. Managing EDC budgets and reporting on program performance and progress of special project
6. 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 survey to collect market research and assess business needs
3. Provide administrative support to the Chamber in assessing priorities and formalizing partnerships
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

IMPLEMENTATION PLAN

Phase 1: Capacity Building	January 2021	Bare minimum coordination Model to incubate capacity building
Phase 2: Coordinated Leadership	April 2021	Lean Coordinated Leadership Model to sustainably lead community economic development
Phase 3: Special Projects	June 2021	Launch of Special Project that brings the strategy to life
Phase 4: Demonstrate Excellence	September 2021	Execution of special projects that lead to enactment of market-based solutions
Phase 5: Evaluate Strategy	September 2023	Formal evaluation of Strategy Performance

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 RDCK 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 community-led economies of scale.

Phase 1: Capacity Building Work Plan	Lead	Expected Completion
Adopt the Economic Development Strategy	EDC	December 2020
Approve 2021 EDC Budget	EDC	December 2020
Adopt Rural Revitalization Budget	Chamber	December 2020
Apply for CBT Community Wellness Grant	RDCK	December 2020
Issue RFP for EDC Coordination	RDCK	January 2021
Hire EDC Coordinator	RDCK	January 2021
2020 Year End Financials	Chamber	February 2021
Organize Chamber AGM	Chamber	February 2021
Recruit Chamber Board Members	Chamber	March 2021
Implement Community Coordination Work Plan	Coordinator	February 2021
Recruit Local Partner Representatives to EDC	EDC Co-Chairs	March 2021
Chamber Governance Workshop	Chamber	April 2021
Apply for Phase 2 Funding (as necessary)	Coordinator	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 Program Launch Work Plan	EDC	December 2020
Renegotiate terms of Coordination (as needed)	EDC	December 2020
Negotiate funding terms w Chamber	Chamber	December 2020
Join Imagine Kootenay	RDCK	December 2020
Appoint Chamber Manager as rep on NKLT	RDCK	January 2021
Implement Coordinated Leadership Program	RDCK	January 2021
Apply for Phase 3 Funding	Chamber	February 2021
Organize Chamber AGM	Chamber	February 2021
Recruit Chamber Board Members	Chamber	March 2021
Implement Community Coordination Work Plan	Coordinator	February 2021
Recruit Local Partner Representatives to EDC	EDC Co-Chairs	March 2021
Chamber Governance Workshop	Chamber	April 2021
Apply for Phase 2 Funding (as necessary)	Coordinator	April 2021

The core function of the coordinated leadership program is that it enables special projects to be led by the EDC. In doing so, the EDC can ensure that they are designed and implemented to ensure that the finding supports local businesses and organizations to develop market-based solutions with customized support from the Chamber. In doing so, a relatively small program can have significant and lasting impacts on the character of the local economy.

IMPLEMENTATION PLAN

COORDINATED LEADERSHIP ANNUAL PROGRAM PLAN

Activity	Lead	Timeline
Coordinate Meetings	EDC	Ongoing
Manage Budget	EDC	Ongoing, December
Review Documentation	EDC	Ongoing
Consult Members and Partners	EDC	Ongoing
Prepare Recommendations	EDC	Ongoing
Grant Reporting	EDC	Ongoing
Business Survey Development	Chamber	February
Volunteer Training	Chamber	March
Business Visitations	Chamber	March
Compile Survey Results	EDC	April
Conduct Resident Survey	EDC	January
Conduct Tourism Survey	EDC	July
Business Roundtables (4)	Chamber	Feb, May, Aug, Nov
Partner Roundtables (2)	EDC	April, October
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
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 3: SPECIAL PROJECTS

The EDC Coordinator works with local, regional and provincial partners to design priority projects that identify community-led economies of scale, leading to market-based solutions.

Phase 3: Special Projects Work Plan	Lead	Expected Completion
Contract Experts	RDCK	Ongoing
Coordinate Detailed Planning w Partners	Coordinator	Ongoing
Report on Project Progress	Coordinator	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

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.
Business Services	Customized support to help local businesses analyze and utilize market studies
Business Retention and Expansion	Ec D Expertise to support business survey development, volunteer training, analysis of results, and facilitation of action planning workshop with partners
Tourism Development Plan	Research and Analysis of current tourism trends, opportunities and challenges resulting in a tourism development plan that guides investment, 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
Festival Economic Impact Study	Assess the economic impact of festivals and focus tourism resource on increasing local spending, balancing health and safety and attracting prospective investors and residents.

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 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: SWOT

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, historic site and artistic charm are attractive to tourist 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 development.

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

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

APPENDIX A: SWOT

Economic

Transportation and logistics - the distance to regional, domestic and international markets creates critical challenges that need to be address 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 robots healthy economy

OPPORTUNITIES

Organizational

Coordinate leadership - establish a partnership between the Economic Development Commision 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.

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.

APPENDIX A: SWOT

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 undermine 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

APPENDIX B: 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 B: 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 B: 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 B: 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 B: 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

Basin Business Advisors

Kaslo Branch 74 Royal Canadian Legion

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 B: RECOVERY PLAN

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 B: 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 C: LOCATION QUOTIENT

K/BC Economic Base Analysis

	Primary Statistics from Stats Canada				Secondary Statistics				Tertiary Statistics				Proof	Note	Conclusions		
	Kaslo		British Columbia		Location Quotient		% Change		A	RG	IM	DS					
	2011	2016	2011	2016	2011	2016	Kaslo	B C									
National Occupational Classification (NOC)																	
All occupations Census data footnote 170	340	420	230,532	2,427,860			24	5	80								
0 Management occupations	20	75	263,685	275,000	0.5	1.6	275	4	55	1	0	54	0			Growth due to local advantages	
1 Business, finance and administration occupations	25	45	368,980	368,940	0.5	0.7	80	0	20	1	-1	20	0			Growth due to local advantages	
2 Natural and applied sciences and related occupations	30	0	154,055	161,520	1.3	0.0	-100	5	-3	0	2	0	-31	0		Decline due to local disadvantages	
3 Health occupations	0	40	147,620	162,865	0.0	1.4	4000	10	40	0	0	40	0	Modified employment by +1 for calculation purposes		Growth due to NEW local advantages	
4 Occupations in education, law and social, community and government services	75	35	265,910	269,255	1.9	0.8	-53	1	4	4	-3	-41	0			Decline due to local disadvantages	
5 Occupations in art, culture, recreation and sport	15	20	78,565	93,100	1.3	1.2	33	19	5	1	2	2	0				
6 Sales and service occupations	85	95	554,345	595,225	1.0	0.9	12	7	10	4	2	4	0				
7 Trades, transport and equipment operators and related occupations	30	75	337,140	360,970	0.6	1.2	150	7	45	2	1	43	0			Growth due to local advantages	
8 Natural resources, agriculture and related production occupations	0	20	60,295	64,235	0.0	1.9	2000	7	20	0	0	20	0	Modified employment by +1 for calculation purposes		Growth due to NEW local advantages	
9 Occupations in manufacturing and utilities	15	10	74,720	76,745	1.4	0.8	-33	3	-5	1	0	-5	0				
North American Industry Classification System (NAICS)																	
All industry categories Census data footnote 170	340	420	2,305,315	2,427,865	1.0	1.0	24	5	80	17	1	62	0				
11 Agriculture, forestry, fishing and hunting	0	20	61,210	65,205	0.0	1.8	2000	7	20	0	0	20	0	Modified employment by +1 for calculation purposes		Growth due to NEW local advantages	
21 Mining, quarrying, and oil and gas extraction	0	0	25,450	25,920	0.0	0.0	0	2	0	0	0	0	0				
22 Utilities	0	10	13,215	12,445	0.0	4.6	1000	-6	10	0	0	10	0	Modified employment by +1 for calculation purposes		Growth due to NEW local advantages	

APPENDIX C: LOCATION QUOTIENT

23 Construction	25	45	181,510	199,985	0.9	1.3	80	10	20	1	1	17	0		Growth due to local advantages	
31-33 Manufacturing	30	35	148,810	157,560	1.4	1.3	17	6	5	2	0	3	0			
41 Wholesale trade	0	0	90,560	82,105	0.0	0.0	0	-9	0	0	0	0	0			
44-45 Retail trade	35	65	266,265	283,135	0.9	1.3	86	6	30	2	0	28	0		Growth due to local advantages	
48-49 Transportation and warehousing	0	10	118,675	128,400	0.0	0.5	1000	8	10	0	0	10	0	Modified employment by +1 for calculation purposes	Growth due to NEW local advantages	
51 Information and cultural industries	15	10	62,235	67,225	1.6	0.9	-33	8	-5	1	0	-6	0			
52 Finance and insurance	0	0	91,790	93,805	0.0	0.0	0	2	0	0	0	0	0			
53 Real estate and rental and leasing	0	0	54,840	54,995	0.0	0.0	0	0	0	0	0	0	0			
54 Professional, scientific and technical services	25	25	179,355	196,670	0.9	0.7	0	10	0	1	1	-2	0			
55 Management of companies and enterprises	0	0	2,440	4,320	0.0	0.0	0	77	0	0	0	0	0			
56 Administrative and support, waste management and remediation services	0	10	98,890	109,095	0.0	0.5	1000	10	10	0	0	10	0	Modified employment by +1 for calculation purposes	Growth due to NEW local advantages	
61 Educational services	60	40	167,875	173,820	2.4	1.3	-33	4	-2	0	3	-1	-22	0	Decline due to local disadvantages	
62 Health care and social assistance	25	45	249,030	270,855	0.7	1.0	80	9	20	1	1	18	0		Growth due to local advantages	
71 Arts, entertainment and recreation	0	10	56,915	57,940	0.0	1.0	1000	2	10	0	0	10	0	Modified employment by +1 for calculation purposes	Growth due to NEW local advantages	
72 Accommodation and food services	35	65	179,625	207,045	1.3	1.8	86	15	30	2	4	25	0		Growth due to local advantages	
81 Other services (except public administration)	0	15	112,745	112,335	0.0	0.8	1500	0	15	0	0	15	0	Modified employment by +1 for calculation purposes	Growth due to NEW local advantages	
91 Public administration	30	15	143,875	125,000	1.4	0.7	-50	-1	-1	3	5	2	-5	-11	0	

APPENDIX C: LOCATION QUOTIENT

K/RDCK Economic Base Analysis

	Kasio		RDCK		Location Quotients		Percentage Change		AG	RG	IM	DS	
National Occupational Classification (NOC)	2011	2016	2011	2016	2011	2016	Kasio	RDCK					
All occupations Census data (footnote 17)	340	420	28,555	28,790	1.0	1.0	24	1	80	3	-1	77	0
0 Management occupations	20	75	3,250	3,075	0.5	1.7	275	-5	55	0	-1	56	0
1 Business, finance and administration occupations	25	45	3,490	3,195	0.6	1.0	80	-8	20	0	-2	22	0
2 Natural and applied sciences and related occupations	30	0	2,045	1,725	1.2	0.0	-100	-16	-30	0	-5	-25	0
3 Health occupations	0	40	2,005	2,195	0.0	1.2	4000	9	40	0	0	40	0
													Modified employment by +1 for calculation purposes
4 Occupations in education, law and social, community and government services	75	35	3,040	2,985	2.1	0.8	-53	-2	-40	1	-2	-39	0
5 Occupations in art, culture, recreation and sport	15	20	960	1,115	1.3	1.2	33	16	5	0	2	3	0
6 Sales and service occupations	85	95	6,285	6,295	1.1	1.0	12	0	10	1	-1	10	0
7 Trades, transport and equipment operators and related occupations	30	75	4,965	5,435	0.5	0.9	150	9	45	0	3	42	0
8 Natural resources, agriculture and related production occupations	0	20	1,115	1,490	0.0	0.9	2000	34	20	0	0	20	0
													Modified employment by +1 for calculation purposes
9 Occupations in manufacturing and utilities	15	10	1,405	1,295	0.9	0.5	-33	-8	-5	0	-1	-4	0
North American Industry Classification System (NAICS)										0	0		
All industry categories Census data (footnote 17)	340	420	28,555	28,790	1.0	1.0	24	1	80	3	-1	77	0
11 Agriculture, forestry, fishing and hunting	0	20	1,330	1,675	0.0	0.8	2000	26	20	0	0	20	0
													Modified employment by +1 for calculation purposes
21 Mining, quarrying, and oil and gas extraction	0	0	420	440	0.0	0.0	0	5	0	0	0	0	0
22 Utilities	0	10	375	325	0.0	2.1	1000	-13	10	0	0	10	0
													Modified employment by +1 for calculation purposes
23 Construction	25	45	3,030	2,835	0.7	1.1	80	-6	20	0	-2	22	0
31-33 Manufacturing	30	35	2,580	2,495	1.0	1.0	17	-3	5	0	-1	6	0
41 Wholesale trade	0	0	500	485	0.0	0.0	0	-3	0	0	0	0	0
44-45 Retail trade	35	65	4,015	3,490	0.7	1.3	86	-13	30	0	-5	35	0
48-49 Transportation and warehousing	0	10	940	1,155	0.0	0.6	1000	23	10	0	0	10	0
													Modified employment by +1 for calculation purposes
51 Information and cultural industries	15	10	350	430	3.6	1.6	-33	23	-5	0	3	-8	0
52 Finance and insurance	0	0	595	630	0.0	0.0	0	6	0	0	0	0	0
53 Real estate and rental and leasing	0	0	525	385	0.0	0.0	0	-27	0	0	0	0	0

APPENDIX C: LOCATION QUOTIENT

54 Professional, scientific and technical services	25	25	1,630	1,820	1.3	0.9	0	12	0	0	3	-3	0	
55 Management of companies and enterprises	0	0	30	20	0.0	0.0	0	-33	0	0	0	0	0	
56 Administrative and support, waste management and remediation services	0	10	670	1,090	0.0	0.6	1000	63	10	0	0	9	1	Modified employment by +1 for calculation purposes
61 Educational services	60	40	2,255	1,895	2.2	1.4	-33	-16	-20	1	-10	-10	0	
62 Health care and social assistance	25	45	3,330	3,610	0.6	0.9	80	8	20	0	2	18	0	
71 Arts, entertainment and recreation	0	10	765	860	0.0	0.8	1000	12	10	0	0	10	0	Modified employment by +1 for calculation purposes
72 Accommodation and food services	35	65	2,035	2,410	1.4	1.8	86	18	30	0	6	24	0	
81 Other services (except public administration)	0	15	1,660	1,510	0.0	0.7	1500	-9	15	0	0	15	0	Modified employment by +1 for calculation purposes
91 Public administration	30	15	1,515	1,245	1.7	0.8	-50	-18	-15	0	-6	-10	0	

APPENDIX D: WORKSHOP DEBRIEF

Northern Kootenay Lake - Rural Revitalization Program
Project Planning Workshop Debrief
September 16, 2019
Village of Kaslo Municipal Office

Introduction

The Regional District of Central Kootenay has undertaken a rural revitalization project for Northern Kootenay Lake, consisting of Area D and the Village of Kaslo. On Monday, September 16, 2019, a planning workshop was facilitated by Factor 5 to kick off the project, establish a set of shared expectations and gather preliminary insight to shape the project around local priorities. The session opened with a project overview from Factor 5, followed by facilitated discussion of the projects purpose, goals, stakeholders, community engagement options and next steps.

Why

1. **Unique and Diverse Needs** - Kaslo and Area D are unique and require a customized approach to economic development that accounts for diverse needs, assets and opportunities
2. **Proactive, Sustainable Growth** - The area requires proactive planning and action to ensure long-term sustainability and balanced economic growth
3. **Develop Key Community Features** - Identify and develop the key features of the community that are cherished by residents and create new opportunities that reflect their current and future aspirations
4. **Workforce Challenges and Opportunities** - Address workforce disconnects between skills, aspirations and opportunities including the engagement, retention and attraction of youth.
5. **Build Community Capacity** - Facilitate collaboration within the community by building organizational capacity, defining roles and responsibilities, and strategically supporting community initiatives
6. **Self Reliance and Vitality** - Identify and address economic leakage to enhance local self reliance, resilience and vitality

APPENDIX D: WORKSHOP DEBRIEF

Goals

1. Set Direction

- Focus
- Crystalize Priorities
- Pride in Kaslo
- Build on existing strengths

2. Build Local Capacity

- Municipal
- Community Organizations
- Coordination of Village and Regional District
- Economic Development Sustainability and Continuity
- Provide tools for community prosperity
- Information hub

3. Facilitate Action

- Tangible Programs/Projects that are feasible and action ready
- Support /outcomes for non-profits sector
- Empowering Community

Key Community Stakeholders

Chamber	Education Providers	Event Organizers
Links	NGOs	Cultural Organizations
Community Associations	Village	Community Forest
Heritage Societies	Regional District	Community Futures
Businesses	Youth Organization	Lower Kootenay Band
Business Services	Senior Organisations	Columbia Basin Trust
Emergency Services	Public	Kaslo Internet Network
Health Care Providers	NKL Tourism	(KIN)

Community Engagement Tactics

Website Development	Business Luncheon	Interviews
Links and features on existing social media	After Hours Mixers	Fall Fairs
Social Media	Breakfast Meetings	Mailers
Public Meetings	Roundtables	Community Board
	Surveys	News Papers

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APPENDIX E: OUTREACH REPORT

Community Outreach report

Overview

The businesses and stakeholders of North Kootenay Lake are geared up for the strategy that Factor 5 will bring to our region. The community members are fearful or hesitant of fast growth and would rather keep Kaslo and Area D small, sustainable, localized, and healthy.

- Patterns in Conversations
- Want for localization of the economy
- Housing needs
- Power outages
- High-Speed Internet
- Tourism dollars still coming
- Workforce needed
- Funding for people to do the work
- Agriculture Innovation/food security

Stakeholder Highlights

Community Forest

The Board is exploring the feasibility of purchasing a local mill up the Lake and has engaged with a CBT advisor and a small sawmill manager to run the study.

There is interest in micro-hydro stations and bio-energy recovery from waste wood or any other waste wood recovery options.

KiN

Looking at expanding to connect more of the area and increase the cloud-based capacity.

Food Hub

The top funding priority right now is a processing facility, which is commercial kitchen space. And ideally, one that is designed to also be a teaching/learning space, for group workshops.

A different top funding priority is money for staff time to organize collaborative vision sessions with other non-profits in the social service sector in our area to tackle the root cause of food insecurity - poverty.

APPENDIX E: OUTREACH REPORT

Tourism

Continue to market Kaslo as a destination, unique in its beauty isolation and assets. No more big events in the summer on long weekends - the tourists come here to spend money but if the draw is an event they tend to be pulled away from shopping.

Retail

The pandemic has created less travel outside of our town and therefore locals are spending their money here. The grocery stores have never been this busy with locals and the other retail outlets are seeing an increase in local consumerism. Shopping local is cool! The shipping to Kaslo and Area D (Amazon, FedEx, etc) is costly and slow and provides local retailers the opportunity to supply the demand.

Chamber of Commerce

Starting a passport (shop local campaign - spend \$25-\$50 in chamber member businesses fill your card (\$250) and be entered to win).

Hired a new admin - learning the process and trying to build momentum

No other noticeable goals

Village of Kaslo

Getting ready to break ground on the much needed public washrooms and bandstand on the Village Green Market space.

The local water system is in dire need of repair and one option to put pumps in the lake and pump water to the reservoir as a new system is not getting met with praise. Currently, we have glacier water from Keen creek that is gravity fed. SO when then the power goes out there is still water for the community. The new system wouldn't have this feature without additional costs. Lake water vs Creek water too. Additional beds in the long term care (hospital) advocating for - but lack of workforce makes it undesirable to the health authority.

LINKS

A Lardeau Valley Power Stability Study - partnered with the CBT and the project was initiated by a community committee on the topic of Power outages that occur up the lake. The results of this study will go to the utility companies, the RDCK, and the CBT. Hoping something positive will come from this A crucial project priority to the Lardeau Valley is the Farm Innovation Program. Subsidized by the RDCK, the CBT and in some years, this one including, the Province. Nonprofits' funding priority is to keep running, and are challenged when core funding is not received. Limits hours for programs and admin. Proposals must be based on projects.

Yearly programs the public has expressed as necessary to rural living:

APPENDIX E: OUTREACH REPORT

- Seed Saving workshops,
- Chainsaw safety workshops,
- Rural Wayfinding signage projects,
- Arts for long winter nights workshops,
- etc.

Due to the limitations on gatherings these programs may be in jeopardy or have to be revisioned.

Non-Profits

#1 priority is to keep running.

Challenged when core funding is not received. Limits hours for programs and admin.

Bookkeeper needed across many non-profits - consider pooling funds

APPENDIX F: VISIONING SESSION FINDINGS

Visioning session 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.

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.

APPENDIX F: VISIONING SESSION FINDINGS

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.

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.

APPENDIX G: BUSINESS OUTREACH

Business/ Organization	E-Comm	Notes
Ainsworth Hot Springs	Yes	Interesting year: glad to be able to reopen
Ainsworth Motel	No	Reservations call:: hard season with the Hot Springs closed to public
Angry Hen Brewing Co Ltd	No	No ecommerce available - concerns with amount of work and details
Argenta Community Association	No	Considering an online presence for booking the hall and informing of news
Back Dirt Road Luxury Product	Yes	Supply Chain concerns
Barrens Sport Shop	No	Closed
BC Bud Coop	No	Busy year with two plots of plants, harvest - able to employ lots of people and looking forward to growing the business. Not happy with CFCK and their support of the "grey" market growers and lack of support for his legit business
BC Community Forest Society	No	Taught zoom uses and best practices, recommended tech suite of tools
BC Rural Centre	No	Worked with them to provide options for membership site
Beach Gables	No	Website: reservations by cash, cheque or e-transfer only
Betty O's Bus	No	Closed for the season
Between a Lake and a High Place	No	Closed
Between Heaven & Earth	Yes	Direct Sales Shipping and Distribution
Birkwood Homes Ltd	No	Air BnB
Blackburn Building	No	Busy - ecommerce not needed
Bluebelle Bistro	No	Staffing issues but busy summer
Buddy's Front Street Pizza	No	PW website - possible interest in setting up online orders and payment but staff issues
Cathro Consulting	No	Busy with forest fire interface projects with Community Forest and surrounding communities - no need for ecomm
Chez Serge	No	Busy summer - sometimes the only place in Kaslo open to get a meal

APPENDIX G: BUSINESS OUTREACH

Coldwell Banker/rosling	N/A	Busy year
Conscious Flow		
Cornucopia	No	Business for sale, not interested in investing in this now Call in orders with pick-up options or volunteer delivery
Dan Trobak	No	Remote worker: busy with digital supports
Disaster Recovery Coordinator	N/A	Connecting community orgs for strength in numbers RE: grants, bookkeeping, etc
Earth Temple Gardens	No	Looking for automation and admin support to allow more time in the "dirt" and less online
Eisenhauer Woodworks	No	No response
Eric's Meat Market	No	No website, no ecomm, no interest - UPDATE: business recently sold to a new young local and they are keen to update things
Eurythmy Studio	No	
Figments Fine Crafts	Yes	PW website - 3rd party ecommerce (not ideal)
Fletcher Fries	NA	Closed for the season
Front Street Antiques	Yes (Etsy)	Gift Cards Program and New Etsy store
Front Street Market	No	Orders called or emailed and delivered Considering better solutions that wouldn't require too much cost or effort
Funk Farms	no	Busiest year yet : happy with set up
Gisele Barber Shop	No	Regular clients only
Glacier Soapworks	No	No website, facebook, etc : direct sales only
Half Moon Herbals		
High Terrain Helicopters Ltd	No	
Honey Candles	Yes	Fully functioning online and distribution
Hoofprint Graphics	No	Not interested in being found online or having ecommerce
Hospice Society	No	Support with ideas for donations if usual plan isn't allowed
Husky Gas & General Store	No	Busy: hard with bottle depot, <u>small</u> shop, etc
Jb Fletcher Gift Shop	No	In conversation about e-comm solutions
Jb's Pub and Restaurant	No	
Johnsons Landing Community Association		
Joli Guthrie, Rmt	No	Regular clients

APPENDIX G: BUSINESS OUTREACH

Jones Boys Marina	Yes	Booking boat rentals online available
Kaslo & District Arena Association	No	Help with covid protocols to open safely and communicate measures to users
Kaslo & District Chamber of Commerce	YEs	Ongoing collaboration and support for all their initiatives
Kaslo & District Community Forest	No	Busy season trying to purchase the mill and build a contingency plan
Kaslo & District Curling Club	No	
Kaslo & District Minor Hockey Association	No	Helped set up return to play communication and guidelines
Kaslo & District Public Library Association	No	Interesting season - excited about new building
Kaslo Adventure Centre & Outdoor Store	No - Gift Cards Available (3rd party)	Tourist based business - semi-interested in online capability worry about updating inventory
Kaslo Automotive	No	PW website - online booking available but clunky looking for marketing automation and crm solutions
Kaslo Bay View Suites		
Kaslo Bean Roasting	Yes	Direct Sales Shipping and Distribution to local shops
Kaslo Building Maintenance	No	Busy with extra cleaning protocols
Kaslo Building Supplies	No	Too much inventory for online sales System in place with call in orders and delivery works
Kaslo Clothes Hanger	No	Facebook desired choice 
Kaslo Community Fitness Coop	Yes	Help set up and troubleshoot membership renewal, digital contract, automation system
Kaslo Community Pharmacy	No	No direct online presence: FB and third party
Kaslo Electric	No	
Kaslo Food Hub	Yes	Support with farmers market, food cupboard, and food donations
Kaslo Glass	No	Busy with setting up Covid barriers
Kaslo Hotel & Pub	Yes	Busy restaurant season, staffing issues
Kaslo Housing Society	No	Big picture projects, land trust conversations, lots going on

APPENDIX G: BUSINESS OUTREACH

Kaslo Infonet Society	YEs	Busy: waiting list to get connected Lots going on Building a CRM or Cloud Storage for the community plus a better version of "zoom"
Kaslo Jazz Etc. Society	Yes	No in-person festival but positive about next year
Kaslo Kayaking	No	Gift Certificates available
Kaslo Laundromat 2010	N/A	Essential Service: busy with local use
Kaslo Logger Sports	N/A	Didn't happen this season
Kaslo Manor Lodge	Yes	Booking online available
Kaslo Mechanical	No	No real online presence Stop by or call
Kaslo Motel	Yes	Online Booking available
Kaslo Outdoor Recreations and Trails Society	No	Donations accepted via e-transfer
Kaslo Senior Citizens' Association	No	Trying to support the seniors safely
Kaslo Shipyard Corp. Ltd.		Nothing needed
Kaslo Sourdough	Yes	Direct sales, shipping and distribution : effective
Kellie Knoll Massage	No	No online presence ; word of mouth booking and regular clients
Kootenay Interiors	No	Facebook and direct contact
Kootenay Lake Historical Society	No	Focused on repairing the ship and getting a bookkeeper - don't see a need
Kootenay Reflections Photography	No	Inventory : photos watermarked for security Direct contact for purchases
Kootenay Savings Credit Union	N/A	Provided support with communication - head office in Trail looks after all
Kootenay Towing	No	Updated Google listing No website No online presence
Kootenay Waste Service	No	PW website :: no ecomm digital sign-up works
Kooterra Pottery		Moving Out of downtown space
Ks Antiques	No	Facebook Shop
Lakehead & Beyond Produce Society	No	Website dead: CSA boxes available direct purchase :
Lakeview Trailer Court	No	No answer
Langham Cultural Centre	Yes	Donations via PayPal available on their website
Lardeau Valley Community Club	No	Thankful for the community support and grant funding that keeps the hall open

APPENDIX G: BUSINESS OUTREACH

Lardeau Valley Links Society	No	Provides lots of services to the LV and requires grants to stay alive
Levine Electric Ltd		No answer
Marina Ridge Strata Corp		No answer
Meadow Creek Store	No	Order by phone pick available Excellent job of supporting the LV area Super busy this summer with major increase in campers
Mel B Digital	No	Nothing needed
Minichiello & Co.	No	Update google listing recommendations : no online presence
Mirror Lake Campground	No	Reservations by phone only : website needs help
Mountain Fruit Folklore Center	Yes	
Mountain King	No	Seasonal: Call in orders pick up and pay
Mountain Trek	Yes	Not open - US and UK clients mainly Looking at restructuring options
Mr Mercy's Mushrooms	No	Direct sales, shipping and distribution locally
Nelson Kootenay Lake Tourism	N/A	Worked on restoring the relationship with NKL and North Kootenay Lake - SUCCESS
<u>Nklcss</u> Saturday Market	Yes	Busy season - coupon program very effective
North Kootenay Lake Community Services	Yes	Donations accepted online via 3rd party or <u>etransfer</u> directly
Pennywise	Yes	Struggled: closed their main office moved to in-home offices
Periwinkle Children's Centre	No	Childcare full every year: need more but happy to have the space and ability to run effective programs
Purcell Custom Wood Products		
Raw Earth Bakery	Yes	Online sales and direct custom orders
Rhonda Ruston Lawyer	No	Building a <u>co-working</u> space - lots of <u>postive</u> feedback and happy to provide the service to those that need it.
Rising Sun Imports	No	No online presence - doesn't want it
Royal Canadian Legion Branch 74	No	Lounge open with protocols, election helped with overhead costs, no bookings, commercial kitchen some bookings
Sarah Chomitz Massage Therapy	no	Good website massage appts booked via phone or email

APPENDIX G: BUSINESS OUTREACH

Sarah Lawless Pottery	No	Facebook page only
Scarlett's Electric	No	In the retirement phase - not looking for more work
<u>Schroder</u> Creek Campground	No	Call in reservations only ; considering online options but not this year Busy summer - closed for the winter
Selkirk College	Yes	Not as many offerings this season - looking at more online <u>possibilities</u> for area : Food Safe was a success
Sentinel Retreats	Yes	Set up webstore, marketing automation, best practices, and tech support
Shawn Handley	No	Busy with building his new home
Stan Baker Trucking	No	No answer
Stellar Heli Skiing Ltd	Yes	Tourist based mostly USA or Aboard - wait and see
Sunnyside Naturals	No	Currently supporting the best fit for online shopping
Taqueria El <u>Corazon</u>	No	Busy summer - closed for the winter
Teresa's Coffee Shop	No	Happy to have the curbside patio
The Kaslo Pump	N/A	No answer
Thomas R. Humphries	No	Moving offices : merged company :: setting up to retire
Treehouse	No	Reopening November 30th - lots to do
True Blue Hardware Ltd.	Yes	Shopping at <u>homehardware</u> online all but 10% goes to the store - this works
True Blue Lodge & Spa	Yes	Online bookings available
Tucker the Plumber	No	Call for an appointment
Village of Kaslo	No	Getting a new website. - offered to vet the draft version for UX/UI
Western Financial Group Inc.	N/A	Busy ; adapting to new rules head office in charge of website and such
Willow Home Boutique	No	Working with them to find a solution that fits their need and skillset
Wing Creek Organics	Yes	Slow season with lots of cancellations
Yack & Whack Hair Salon	No	Regular clients keeping the business alive - open to new <u>opportunities</u>

