



CRESTON VALLEY- KOOTENAY LAKE Economic Action Partnership

Working Together For Shared Prosperity

Strategy and action analysis report

Background:

Over the past six months, the EAP project team has been working with stakeholders, Partners and community to identify *regional* economic opportunities for the Creston Valley – Kootenay Lake area. There were many actions ideas put forward. The project team organized the actions into ten ‘strategies’

In early November, the project team met with the Steering Committee and Partners to discuss and evaluate the action ideas and strategies. Part of this evaluation involved looking at the Partners’ and Steering Committee members’ ‘goals’ for economic development, and then comparing each action/strategy to the goals.

Interestingly (and rather unusually), there wasn’t a lot of agreement about the goals for economic development or the actions that should be pursued. Creston Valley – Kootenay Lake is a diverse region with diverse needs, and this was reflected in these results. This suggests that the Strategy would need to be more opportunistic – focusing on actions/strategies that are more feasible due to funding availability, champions to help lead them, or other factors.

EcoPlan took the evaluation information and has done some additional analysis, looking at feasibility factors like cost, funding availability, and technical feasibility (i.e. is it a difficult long shot? Or an easy win?).

Today

At this point, we are asking the partners to look at the research/analysis on the strategy areas, and decide which ones they want to move forward for further consideration and discussion with stakeholder (see “Going Forward”, below). There is no set number of strategies that should be moved forward; it’s up to them if they want to pick a few strategies to work on together to start, or spread resources more thinly and try to pursue all or most of them.

Going forward

In early 2018, we would like to meet with Partners and stakeholders around the most promising ‘strategy’ areas (for example, tourism development). For each of these promising strategy areas, we would gather a working group of interested stakeholders and partners (e.g. local government, community groups, chambers of commerce, businesses) who would collectively evaluate actions to move that strategy forward, decide on the most promising actions, and plan out who will do what. Ideally, some of the attendees would commit to championing or supporting action(s).

How will the partners work together?

A necessary piece of this conversation will be *how* the five partners want to work together on implementing these projects. This will be addressed in a separate project brief and discussed in person.



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The strategies

The list of strategies is shown below, along with some promising actions within each. These strategies and actions were developed through public engagement, research and analysis of the economy.

Strategy Name	Promising action ideas put forward so far
Develop tourism	<ul style="list-style-type: none"> • Product development (e.g. activities, events, infrastructure, accommodations) • Tourism branding and marketing • Regional collaboration (e.g., destination marketing organization) • Season extension through events, business coordination, other • Tourism R&D
Training and support for new/existing business	<ul style="list-style-type: none"> • Technology adoption and digital marketing • Identifying and reaching new markets (including online) • Working with individual businesses to identify support needs and remove barriers • Continue/ expand entrepreneurship training (LEAP) and expand into schools • Zoning and regulatory changes to make it easier to start/grow businesses
Workforce development and attraction	<ul style="list-style-type: none"> • Housing affordability measures (e.g. rental housing, smaller housing units, new developments) • Customer service training (region wide program, similar to Whistler) • Increased collaboration between College and employers • Work with employers to remove recruitment barriers
Continued focus on agriculture value addition and growth	<ul style="list-style-type: none"> • Support agricultural operators to expand into value added and agri-tourism • Agricultural Land Reserve (ALR) land protection, enforcement, etc. • Increased industry coordination through fields forward and other initiatives
Recreation access, linkage, and promotion	<ul style="list-style-type: none"> • Improved beach, river and lake access • More hiking/walking trails throughout the region (in towns and between) • More signage and promotion of existing recreation opportunities • on-road cycling development, access, maps • mountain biking trails development, access, maps
Increase local purchasing and procurement	<ul style="list-style-type: none"> • Education campaigns about value of buying local • Working with large organizations and governments to increase % of local purchasing. Also consider Aboriginal content guidelines. • Investigate creative solutions like local rewards cards, local debit, co-op buying etc. • Create more opportunities for new or small businesses to sell (e.g. craft fairs, mobile markets, farmers markets) • Work with businesses to better meet local needs (selection was the number one reason people shopped non-locally, from the survey) • Lobby province to reduce restrictions on local investing
Increase regional business collaboration	<ul style="list-style-type: none"> • Business to business referrals, creative collaborations, etc. • Joint purchasing or shipping • Industry specific groups • increased Chamber to Chamber collaboration



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<p>Biofuel and forestry research and value addition</p>	<ul style="list-style-type: none"> • Agricultural waste opportunities • Forestry waste opportunities • Work with community forest to spur more value-added businesses
<p>Actions to improve quality of life ---> resident retention and attraction</p>	<ul style="list-style-type: none"> • Services and programs (public transportation, region wide high speed internet, road safety, doctor recruitment, etc.) • Increase rental housing availability / affordability • Activities for youth/families • Resident attraction campaigns • Address daycare shortage • Increase the proportion of 'living wage' jobs
<p>Infrastructure improvements to support business growth</p>	<ul style="list-style-type: none"> • Support for renewable and/or smaller scale energy production • Lobby for a railway siding (stop) in Creston • Wayfinding, highway signage



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Evaluation and analysis

The project team analysed the actions/strategies in a few ways, building on the work done by the Partners and Steering Committee members on November 7-9th. These analysis systems do not ‘tell you’ which actions to choose, but they can be useful discussion tools. The variation in scoring can indicate where trade-offs need to be made, or where there is a need for further discussion.

The scoring results are shown below, and a description of the process is in Appendix A. Within each row, green = high and red = low. Yellow is in the middle. The results are aggregated to the level of strategy, however, results by action are available in excel upon request.

	Average GOALS score for all actions in this strategy	Average FEASIBILITY score for all actions in this strategy	Average TOTAL score for all actions in this strategy
Workforce development and attraction	4.6	2.9	3.7
Training and support for new/existing businesses	4.6	2.8	3.7
Continued focus on agriculture value addition and growth	3.8	3.0	3.4
Develop tourism	3.9	2.9	3.4
Increase business collaboration throughout the region	3.8	2.9	3.3
Increase local purchasing and procurement	3.5	2.6	3.0
Actions to improve quality of life ---> resident retention and attraction	3.7	2.3	3.0
Recreation access, linkage, and promotion	3.2	2.7	3.0
Biofuel and forestry research and value addition	3.3	2.5	2.9
Infrastructure improvements to support business growth	3.1	2.3	2.7

There is not a large spread of scores between strategies, meaning that all of them would be reasonable to pursue. However, we need to start somewhere. There are some strategies that are



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rising to the top across the different types of analysis, and some that have tended to be on the bottom across the types of analysis.

Tending to be at the top:

- Workforce development and attraction
- Training and support for new / existing business

Upper middle:

- Agriculture
- Tourism
- Increase business collaboration

Lower middle:

- Increase local purchasing
- Recreation access, linkage and promotion
- Quality of life

Tending to be at the bottom:

- Biofuels
- Infrastructure improvements to support business growth



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Moving forward – choosing a direction for the plan

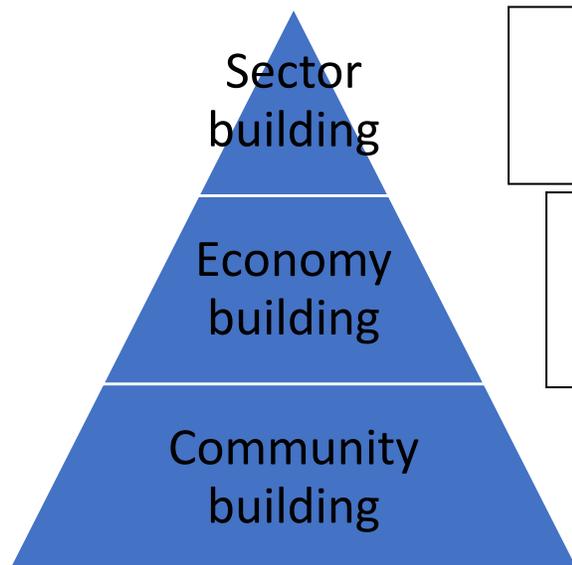
The partners will be meeting in mid-December to discuss the strategy options and choose a plan direction (i.e., selecting several strategies to focus on during the next stage of planning). When discussing strategy selection, here are some considerations to keep in mind:

Considerations:

- Consider how many strategies you want to continue working on together. The next step will be to gather stakeholders around specific strategies (working groups). In theory, we could do this for each strategy, but it will take more time and effort.
- Strategies that are not pursued now are not lost forever: They can always be revisited if circumstances change (e.g. funding, champions) or once the first round of actions and strategies has been completed. They can also be pursued individually.
- A good strategy is not about attempting to pick winners, but more about building a strong foundation so that any type of economic activity can thrive.
- Consider if there are champions that could help implement the strategy (e.g. Chambers of Commerce, trails associations, individuals etc.)
- A good strategy will include a mix of community building, economy building and sector building strategies (see below.) Too heavy a focus on specific sectors can be seen as attempting to ‘pick winners’ and may leave out business growth in other sectors. Too broad a focus on community building can have strong community benefits but it may be more difficult to tie the impacts directly to economic development.

Broad vs. targeted strategies

The strategies roughly fall into three categories:
Categories:



Strategies:

- Develop tourism
- Continued focus on agriculture value addition and growth
- Biofuel and forestry research and value addition

- Training and support for new/existing business
- Workforce development and attraction
- Increase local purchasing and procurement
- Increase regional business collaboration

- Actions to improve quality of life → attract residents
- Recreation access, linkage, and promotion
- Infrastructure improvements to support business growth



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APPENDIX A: Description of analysis process

A description of the process follows, with visual examples. The results are presented on page 4.

- 1) The first round of analysis was based on how well the actions would improve the local economy, based on the community's **goals**. Like so:

		Criteria based on objectives										Score on Effectness in Meeting Objectives (out of 5)
		Thriving business sector	Reduce income inequality	More good jobs	Improve services	Improve sharing-self sustaining	Attract families/young people	Increase entrepreneurs	Attract new business / invest	Keep peaceful/protect character	Diversify economy	
Weight:		6.69	3.60	6.22	6.02	4.16	6.04	5.22	6.09	5.56	5.38	
Strategy	Action											
Infrastructure improvements to support	Lobby for a railway siding (stop) in Creston	4	3	3	2	1	3	4	5	2	4	3.6
Infrastructure improvements to support	Support for renewable and/or smaller scale energy	2	3	2		4	2	2	2	4	3	3.0
Infrastructure improvements to support	Wayfinding, highway signage	3	1	2	1	1	4	3	3	2	2	2.6
Recreation access, linkage, and promotion	More signage and promotion of existing	2	3		2	2	5	1	4	3	2	3.0
Recreation access, linkage, and promotion	More hiking/walking trails throughout the region (in	2	3	2	2	2	5	1	4	5	2	3.2
Recreation access, linkage, and promotion	mountain biking trails development, access, maps	2	3	2	2	2	5	1	4	4	3	3.2
Recreation access, linkage, and promotion	Improved beach, river and lake access	2	3	2	2	2	5	1	4	5	2	3.2
Recreation access, linkage, and promotion	on-road cycling development, access, maps	2	3	2	2	1	5	1	4	3	3	3.0
Training and support for new/existing businesses	Identifying and reaching new markets (including	5	5	5	3	1	4	5	4	3	5	4.6

The Steering Committee and Partners evaluated the strategies in November 7-9 meetings, and EcoPlan built this out further to the level of actions (using the overall strategy rating as a base, and adjusting as needed based on research and past experience).

The goals were weighted based on how important each objective was to the partners and stakeholders (in the light blue row). For example, 'Thriving Business Sector' was the most popular objective, so was weighted the highest. There is a relatively low 'spread' between the objective weights because there was not a lot of agreement on goals.

- 2) The second round of analysis looked at **feasibility** based on the following criteria:

- Cost and funding (which takes into account implementation cost (time and effort) as well as funding/resources availability. EcoPlan conducted a funding scan for each action and



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strategy – the results of which are in Appendix B).

- Technical feasibility: Level of confidence that we can implement it and achieve the expected outcomes (in other words, is it a sure bet or a long shot?)
- Political feasibility: I.e. Partner support (at the strategy level) from November 7-9 meetings. Results were from the ‘gut ranking’ exercise.
- Steering Committee support (at the strategy level): From November 8 meeting. Results were from the ‘gut ranking’ exercise.
- Community support (at the action level): From the survey, Fall Fair, Kitchen Table meetings, community meetings, Vulnerable Populations interviews etc.

For every action, each criterion was given a total score of up to 5 points and weighted, as illustrated below. For now, the support from partners, steering committee and community were given a weight of .6 each compared to a weight of 1 for other factors (so that ‘support’ as a whole didn’t completely outweigh everything else) but this could change based on discussions with partners.

		Criteria based on feasibility							
		Implementation Cost (to Partners/KES) (Feeds into column T)	Funding availability (Feeds into column T)	Cost and Funding Measure	Technical Feasibility	Partner support at the STRATEGY level (not action)	Steering Committee support at the STRATEGY level (not action)	Community Support	Score on feasibility (out of 5)
		Weight:	1	1	1	1	0.6	0.6	0.6
Strategy	Action	1 = 100K plus or equivalent staff time 2 = 50-100K 3 = 20-50K 4 = 5-20K 5 = 0-5K	1=no funding available 5 = all funding should be easy to access	Average of Cost Column and Funding Availability Column	1 - difficult, long shot 5 - easy, sure 'win'	5= high From partner workbooks (note, this is an average. It's not perfect, but gives a general idea of priorities. Needs more discussion)	5=high From SC workbooks (note, this is an average. It's not perfect, but gives a general idea of priorities. Needs more discussion)	5=high From survey, Fall Fair, Kitchen Table Meetings, Vulnerable Populations Surveys etc.	Including cost/funding, technical feasibility; support from partners, steering committee and community
Workforce development and attraction	Increased collaboration between College and employers	5	3.5	4.25	5	2.9	2.2	3	3.4
Workforce development and attraction	Customer service training (region wide program, similar to Whistler or other tourism areas)	3	4	3.5	4	2.9	2.2	3	3.0
Workforce development and attraction	Work with employers to remove recruitment barriers	4	1	2.5	3	2.9	2.2	3	2.5
Workforce development and attraction	Skills upgrading for employees	4	4	4	4	2.9	2.2	4	3.3



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Appendix B: Funding Research

The purpose of this research is to the project team with some potential funding opportunities for each of the identified actions and strategies. It is important to note that some funding opportunities are grants, others are loans and financing options and others are only technical advice and capacity building. Moreover, while some funding opportunities may be listed under one specific action area, they could very well support identified priorities in other action areas.

A summary for each action area has been provided on a scale of 1-5 of 'Overall Funding Availability' based on this assessment. 1 being little funding available, and 5 being a great deal.

This preliminary assessment of funding opportunities shows that the most available funding opportunities are for the following Action Areas:

1. *Infrastructure improvements to support business growth* - Support for renewable and/or smaller scale energy production
2. *Actions to improve quality of life* - Increase rental housing availability / affordability
3. *Develop tourism* - Tourism branding and marketing and Regional collaboration (e.g., destination marketing organization)
4. *Recreation access, linkage, and promotion* –hiking and cycling access, maps – on-road cycling development
5. *Training and support for new/existing businesses* – Working with individual businesses to identify support needs and remove barriers – co-op
6. *Workforce development and attraction* - Increased collaboration between College and employers - Work with employers to remove recruitment barriers

General funding opportunities

The following funding streams could be used for a variety of projects

❖ Southern Interior Development Initiative Trust

Status: Open

- The SIDIT grant program provides non-repayable funding for municipalities, regional districts, First Nations, registered non-profit societies, institutions, and industry associations to support regionally strategic investments in economic development projects that will have long-lasting and measurable regional benefits for the Southern Interior. For more information visit: <https://sidit-bc.ca/apply-funding/grants/>
- They also have an Education Awards Program - Over the past eight years, students from communities across the Southern Interior of B.C. who entered a wide range of trades,



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technology and academic programs at Southern Interior Universities and Colleges received financial support in the form of scholarships and bursaries.

❖ BC Rural Dividend

Status: Open until December 15th, 2017.

- RDF provides \$25 million a year to assist rural communities with a population of 25,000 or less to reinvigorate and diversify their local economies.
- Funds planning and implementation across a range of categories: capacity building, workforce development, community and economic development, business sector development.
- As a partnership, the area could apply for up to \$500,000. The fact that the EAP already has a RDF grant may impact this.

1. Strategy: Develop tourism

Overall Funding Availability

3/5 There isn't a lot of funding for this, however this marketing partnership could be a catalyst for other tourism development goals.

❖ Destination BC Co-op Marketing Partnerships Program – BC Government

Status: Open

- The Destination BC Co-operative Marketing Partnerships Program (Co-op Marketing Partnerships) is an application-based program that provides co-operative marketing and promotion support to Regional Destination Marketing Organizations, Community Consortia, Sector Organizations or approved Individual and Paired Communities in British Columbia.
- The purpose of Destination BC's Co-op Marketing Partnerships Program is to enable groups that share common interests and marketing goals that align with provincial tourism priorities to leverage both private and public funds to achieve greater marketing impact and ROI.
- Sectors or Community Consortia (of three or more communities) may apply for amounts ranging from \$20,000 to a potential maximum of \$250,000, based on available funds and program uptake. Individual or Paired Communities that meet requirements may apply for up to \$7,500 for each community.
- Eligible activities include: online marketing, paid advertising, print/online collateral, branding of collaborative efforts as part of a campaign, consumer-focused asset development, market research, consumer shows, and marketing tactic coordination up to 15%.



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- More information here: <https://www.destinationbc.ca/Programs/Regions-Communities-and-Sectors/Destination-BC-Co-op-Marketing-Partnership-Program.aspx>

2. Strategy: Recreation access, linkage, and promotion

Overall Funding Availability

3/5 – These are 2 smaller funds, however together or in conjunction with other funding they could catalyze goals for increased recreation and outdoor activities, including access and bike paths. This has the potential to have positive affects towards other actions such as tourism development and improved quality of life.

❖ MEC Community Funds – Mountain Equipment Co-op

Status: Open (Due March 10th 2018 and September 10th 2018)

- Through our grants of up to \$20,000 MEC supports the community of active outdoor enthusiasts. MEC's Community Grants program supports organizations that can demonstrate their commitment to at least one, and preferably both, of the following areas:
 - Identify and reduce barriers to outdoor activity and increase the community of active outdoor enthusiasts.
 - Teach responsible outdoor recreation practices and environmental stewardship.
- <https://www.mec.ca/en/explore/spring-and-fall-grants>

❖ BikeBC Cycling Infrastructure Fund – BC Government

Status: Open

- BikeBC applications are evaluated on how they improve safety for cyclists. The following lists the order, from most preferable to least preferable, of the infrastructure types that BikeBC typically funds: Separated bike paths, Cyclist/pedestrian bridges and overpasses, Buffered bike lanes (for example, those that can be separated by barriers such as parked vehicles or painted medians with increased width), Bike lanes, Shoulder bikeways, Shared roadways
- Project funding not specified, but previous projects have been a minimum of \$100, 000 and upwards of \$1 million
- For more information: <https://www2.gov.bc.ca/gov/content/transportation/funding-engagement-permits/funding-grants/cycling-infrastructure-funding?keyword=tourism>



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3. Strategy: Training and support for new/existing businesses

Overall Funding Availability

2/5 – Various funding options for Indigenous business development, however many are in the forms of loans. There are some other opportunities available, however they are either currently closed or are only in the form of technical advice.

❖ BC Centre for Social Enterprise

Status: Open

- Provide technical advice and workshops for how to set-up your social enterprise.
- The menu of structures or ‘containers’ that can hold social enterprises in Canada includes non-profit organizations, charitable organizations, co-operatives, traditional taxable corporations, community contribution companies, sole proprietorships, and partnerships.
- They provide advice on selecting the legal structure that is best for a new social enterprise launch, but more often, how to use existing structures to accommodate the addition of a social enterprise. This includes Canada Revenue Agency compliance issues for charities and non-profits wishing to add business activities to their existing social programming.
- <http://centreforsocialenterprise.com/services/>

❖ Aboriginal Business and Entrepreneurship Development – Federal Government

Status: Unknown

- Many Aboriginal entrepreneurs and communities can qualify for business development support. Depending on the nature of your project, you may be able to obtain funding to assist with a wide range of activities, including: Business planning, Establishment (capital) costs, Business acquisitions, Business expansions, Marketing initiatives that are local, domestic, or export oriented, New product or process development, Adding technology to improve operations and competitiveness, Operating costs in association with capital costs, Financial services, business support, business-related training, and mentoring services
- Individual Aboriginal entrepreneurs may receive up to \$99,999 in funding assistance. For community-owned businesses, this assistance can vary
- Visit here for more information: <https://www.aadnc-aandc.gc.ca/eng/1375201178602/1375202816581>



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❖ Western Economic Diversification Program – Federal Government

Status: Currently Closed (no date when 2018 CFPs will open)

- 2018 stream may have a similar focus of “indigenous economic growth”, or another applicable focus.
- Invests in community-driven projects and other initiatives designed to increase productivity and competitiveness, and improve the quality of life in western communities
- Eligible organizations: universities/post-secondary academic institutions, research institutes, industry associations, and other not-for-profit organizations, First Nations
- For more information: <http://www.wd-deo.gc.ca/eng/301.asp>

4. Strategy: Workforce development and attraction

Overall Funding Availability

4/5 – This Action area has several funding opportunities, many of which are open to applications currently. 2 are in the form of co-op opportunities for students and recent graduates, and 2 others are to assist businesses with training and employment.

❖ BC Jobs Grant – BC Government

- The Canada-B.C. Job Grant (CJG) is an employer-driven, cost-sharing program that helps employers invest in training for their current or future employees.
- The CJG assists eligible employers to offset the cost of training up to a maximum of \$10,000 per participant per fiscal year, and up to a maximum of \$15,000 per participant per fiscal year for the Unemployed Stream.
- The employer contributes at least one-third to the cost of training, with the exception of the Unemployed stream. The employer of all streams must have a job for the participant at the end of training.
- This program has eligible streams including: underrepresented groups in the workforce, currently unemployed potential employees, jobs in rural communities, refugee fund and priority sectors. The priority sectors include agrifoods, Indigenous peoples, forestry, small business, tourism, transportations and technology and green economy.
- For more information: <https://www.workbc.ca/Employer-Resources/Canada-BC-Job-Grant.aspx>



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❖ Community & Employer Partnerships Funding – BC Government

Status: Queuing Applications (Not funding more projects until after March 2018)

- Brings community organizations and employers together
- Works to address labour market issues, increase job opportunities for unemployed citizens, promote and simplify communication between stakeholders, share local labour market information, coordinate approaches to employment support in communities, discuss strategies and solutions to labour market needs, and develop innovative approaches to address social challenges beyond employment
- Funding can be provided for a project/opportunity that involves social innovation, job creation partnerships, labour market partnerships, research and innovation, and project based labour market training
- For more information and to apply online: <https://www.workbc.ca/Employment-Services/Community-and-Employer-Partnerships.aspx>

❖ Tech Co-op Grants Program - BC Innovation Council (BCIC)

- Unites students with valuable training opportunities in BCs technology sector
- College of the Rockies is an eligible institution
- Employers receive \$2700 towards a co-op students salary
- Eligible companies: tech firms, non-profit organizations in the tech sector, and non-tech companies hiring for tech roles
- For more information: https://bcic.ca/programs_initiatives/current/bc-tech-co-op-grants-program/

❖ Mitacs Accelerate - Mitacs

- Solve your research challenges with university expertise, leveraged funding, and one-to-one support from Mitacs. Internships start at four months and can scale up as much as you need. Provide \$7500 to get matching funding for a 4-month intern.
- <https://www.mitacs.ca/en/programs/accelerate>

❖ Agriculture and Agri-Food Canada (AAFC) Career Focus Program – Federal Government

Status: [Closed \(Applications open November 1-30 each year\)](#)

- The Career Focus Program within Agriculture and Agri-Food Canada (AAFC) will help fund 65 agricultural internships for Canadian graduates. Each internship will last at least four months to a maximum of 12 months. They will be long enough to provide meaningful experience to the employee. Each approved project will be eligible to



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receive up to a maximum of \$20,000 in matching funds. Applications are processed through rounds and on a first come, first served basis pending availability of funds.

- Eligible employers are organizations who can offer projects that will give employees 1) agriculture career-related work experiences in Canada and 2) skills acquisition through mentoring and coaching
- For more information visit: <http://www.agr.gc.ca/eng/programs-and-services/list-of-programs-and-services/career-focus-program/?id=1507746193436>

5. Strategy: Continued focus on agriculture value addition and growth

Overall Funding Availability

5/5 Many of these are currently closed as they are Federal Government Programs ending at the end of this fiscal year. These should be checked in on a few months to see if new opportunities have arisen. However, the Investment Agriculture Foundation of BC has several programs that may be of interest to achieve some of the goals around agricultural value addition and growth.

❖ Agri-Food Futures Fund - Investment Agriculture Foundation of BC

Status: Open (In-take 3 times a year: Next deadlines are February 8th and April 20th)

- AFFF funding helps both established and emerging agricultural and food processing sectors to pursue opportunities and develop solutions.
- Eligible sectors: Small scale/lot agriculture, Natural health products, Aboriginal agriculture, Agri-tourism and direct farm marketing, Bio-products, New environmental management practices, Apiculture, Small-scale food processing, Women, Mushrooms
- All applications should demonstrate a broad benefit to BC's agriculture and/or agrifoods sectors. AFFF is a cost-shared program, with both financial and in-kind project contributions considered for matching funding.
- For more information: <http://iafbc.ca/funding-opportunities/agri-food-futures-fund/>

❖ Agricultural Area Planning Program – Investment Agriculture Foundation of BC

Status: Open (contact for more info)

- This special funding program supports projects that enable the development of agricultural area plans within British Columbia municipalities and regional districts. Applications for funding must be submitted by a municipality or regional district or an alliance between a local/regional government and an agriculture organization.



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- We can fund up to 50 percent of the cash costs of an agriculture area plan project, up to a maximum of \$45,000. Plan updates are also considered.
- <http://iafbc.ca/funding-opportunities/ag-planning/>

❖ Agri-Innovation Program – Federal Government

Status: 5-year program ending March 2018, no info if it will be renewed.

- Part of this program invests in supporting projects that “prepare for commercialization of an innovative technology, process, or product through commercial demonstration, commercialization, or *adoption*” related to agriculture
- For more information: <http://www.agr.gc.ca/eng/programs-and-services/list-of-programs-and-services/agriinnovation-program/?id=1460123349608>

❖ CanExport – Federal Government

Status: No information on closing date

- 5-year, \$50-million Government of Canada program that provides direct financial assistance to small and medium-sized businesses that are seeking to develop new export opportunities and markets, especially high growth emerging markets
- For funding, they provide reimbursement of up to 50% of eligible expenses, a min. contribution of \$10,000 and max of \$99,999.
- Open to all industry sectors except agriculture, fish, and alcohol
- The applicant must match funds on a one-to-one basis
- For more information: <http://international.gc.ca/trade-commerce/funding-financement/canexport/applicant-guide-requerant.aspx?lang=eng#a2>

❖ Agrifood (Technology) Venture Acceleration Program - The Sumas Regional Consortium for High Tech

Status: Open

- Provides training, one on one coaching, and a network that empowers start-up and early stage agri-food technology entrepreneurs to maximize commercialization opportunities and growth
- Delivered by the Sumas Regional Consortium for High Tech (SRCTec)



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- Plan is for 31 months, and will provide agri-tech entrepreneurs with coaching and resources that have historically been limited in BC
- For more information: <http://srctec.org/avap/>

❖ Bioenterprise BC

- A business accelerator that supports the commercialization of innovations in agriculture, and helps to increase agri-food revenue
- Provides selected high growth agri-food and seafood businesses with advanced commercialization services, like market analysis, funding guidance, and mentoring, as well as access to international business, investor, and science advisory networks
- For more information: <http://www.bioenterprise.ca>

6. Strategy: Increase local purchasing and procurement

Overall Funding Availability

2/5 – There are a couple of opportunities in this area, however, it is unclear as to how much funding is available and how competitive it is. The Buy Social Canada program may be useful to provide technical advice and linkages to procurement partners.

❖ Buy Social Canada

- Buy Social Canada brings socially driven purchasers and social enterprise suppliers together, building business relationships that generate social benefits to communities across the country. Their certification program and resources make it easy to incorporate the social procurement model into your business and opens the door to an emerging social impact network. Social procurement builds healthy communities.
- <https://www.buysocialcanada.com/>

❖ Build in Canada Innovation Program – Federal Government

Status: Open (closing date is March 29th 2018)

- This program is designed to help get entrepreneurs/innovators from the development stage to the sale and use of their product
- The Government of Canada, through this program, buys pre-qualified goods and services, moves them to federal departments for testing, and provides feedback to suppliers on the performance, which also provides them with a first reference sale



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- For more information: <http://www.tpsgc-pwgsc.gc.ca/app-acq/picc-bcip/index-eng.html>

❖ Buy Local Program – Investment Agriculture Foundation of BC

Status: Closed (check again in 2018-19 fiscal year)

- Businesses and organizations were able to apply for matching funding for projects that promote local foods that are grown, raised, harvested, or processed in BC.
- For more information visit: <http://iafbc.ca/funding-opportunities/buy-local/>

7. Strategy: Increase business collaboration throughout the region

Overall Funding Availability

1-5 While there are limited funding opportunities directly for this action area, this could be fulfilled partially through business collaboration on other funding opportunities, as many funding proposals want collaborative efforts between business and municipalities.

8. Strategy: Biofuel and forestry research and value addition

Overall Funding Availability

2/5

❖ Ignite Program - BC Innovation Council (BCIC)

Status: LOI by January 22nd 2018 (Full proposal by March 22nd 2018)

- BCIC Ignite provides funding to accelerate commercialization of new technologies and innovations in the natural resources and applied sciences in British Columbia. The program provides awards of up to \$300,000 to consortia that are conducting research projects that address a significant demonstrated problem faced by industry and will commercialize a proposed innovation within a 3-year timeframe.



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- https://bcic.ca/programs_initiatives/current/bcic-ignite/

9. Strategy: Actions to improve quality of life ---> resident retention and attraction

Overall Funding Availability

4/5 There is a lot of grants, loans and technical advice for affordable housing projects, from the feasibility stage to implementation and financing. More limited opportunities for other actions listed under this, however some of them may be addressed through funding opportunities in other areas (e.g living wage, activities for families etc.)

❖ Seed Funding Program - Canada Mortgage and Housing Corporation

Status: Open

- You can apply for Seed Funding to help cover some of the soft costs associated with your affordable housing project. These costs can include: incorporation, preliminary financial feasibility, the development of a business plan, project drawings/specifications
- Seed Funding is available in the form of a non-repayable contribution of up to \$50,000. Additional funds may be made available in the form of a fully repayable, interest-free loan of up to \$200,000.
- For more information: https://www.cmhc-schl.gc.ca/en/inpr/afhoce/afhoce/afhoce_001.cfm

❖ Community Partnerships Initiative - BC Housing

Status: Open

- The Community Partnership Initiatives (CPI) Program provides advice, referrals to partnership opportunities and long-term financing to help non-profit societies create self-sustaining, affordable housing developments. To be considered for CPI funding, a project must be considered self-sustaining. CPI funding is not applied toward capital grants or operating subsidies.
- For more information: <https://www.bchousing.org/partner-services/funding-opportunities-for-housing-partners/community-partnership-initiative>

❖ Real Estate Foundation of BC

Status: Open (2-step application process)



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- When evaluating grant applications, REFBC is most likely to fund projects that:
 - Target real estate and/or land use professionals and planners, policy makers, decision makers, and/or key public audiences.
 - Encourage best practices.
 - Address a current or emerging need.
 - Increase the capacity of an organization, sector or community to improve real estate, and/or land use practices.
 - Have clear, achievable goals and identified deliverables, including well-developed implementation and communication plans.
- Encourage collaborative applications
- More information at: <http://www.refbc.com/grants/eligibility>

❖ Small Change Fund

Status: Closed until Summer 2018 (may involve a name change and new eligibility requirements)

- Helps Canadian communities generate fast, flexible funding for nature-related projects
- Aims to strengthen environmental sustainability at the local level by increasing the capacity of grassroots leaders
- Connects donors and community leaders
- Eligible companies: grassroots organization in Canada, registered Canadian charity or “qualified done”; if not, the SCF can help still help find a sponsor
- For more information: <https://smallchangefund.org/about-us/>

10. Strategy: Infrastructure improvements to support business growth

Overall Funding Availability

4/5 There is a significant amount of funding from the Federation of Canadian Municipalities to invest in green energy and technology and climate change adaptation projects that are for physical infrastructure. There are also other potential options to support actions in this area.

❖ Union of BC Municipalities - The Strategic Priorities Fund

Status: Closed (check for renewal in 2018)

- The Strategic Priorities Fund is an application based program available to local governments and other recipients outside of the Greater Vancouver Regional District to support infrastructure and capacity building projects that are either large in scale,



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regional in impact or innovative, and align with the program goals of productivity and economic growth, a clean environment and strong cities and communities.

- Projects up to \$6million
- <http://www.ubcm.ca/EN/main/funding/renewed-gas-tax-agreement/strategic-priorities-fund.html>

❖ Green Municipality Fund – Federation of Canadian Municipalities

Status: Open

- We provide funding for feasibility studies, pilot projects and capital projects related to initiatives that reduce energy consumption and greenhouse gas emissions.
- Energy-efficient facilities: Fund both new construction and retrofit projects aimed at energy efficiency. While it is encouraged that municipalities pursue building certifications, such as LEED®, it is not a prerequisite for funding.
- Energy recovery or district energy: Your project must incorporate thermal energy from residual or renewable sources, and reduce energy consumption by at least 40 per cent for one or more existing facilities, compared to baseline data, within three years of implementation.
- Feasibility studies Grants: Up to 50 per cent of eligible costs to a maximum of \$175,000.
- Pilot projects Grants: Up to 50 per cent of eligible costs to a maximum of \$350,000.
- Capital projects low-interest loans, with competitive lending rates, usually in combination with grants. Funding is provided for up to 80 per cent of eligible project costs. The loan maximum is \$5 million, and the grant amount is 15 per cent of the loan.
- <https://fcm.ca/home/programs/green-municipal-fund/what-we-fund.htm>

❖ Municipalities for Climate Innovation Program - Federation of Canadian Municipalities

Status: Open

- a five-year, \$75-million program that helps municipalities prepare for, and adapt to, climate change, and to reduce emissions of greenhouse gases (GHGs). Delivered by the Federation of Canadian Municipalities (FCM) and funded by the Government of Canada, MCIP is available to all municipalities and their partners.
- The type of initiatives the program supports include:
 - The assessment of the vulnerability to flooding of buildings in a neighbourhood.
 - Ways to reduce GHG emissions from waste collection trucks by optimizing routes and reducing the frequency of garbage and recycling pick-up.
 - Plans to encourage residents to use less polluting forms of transportation by encouraging cycling, walking and transit.
 - The impact of a municipal policy change, such as a no-idling policy.
- MCIP helps municipalities in four ways:



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- Raising awareness of climate change, its impacts on infrastructure and how municipalities can manage the associated risks.
- Providing technical expertise to municipalities through training and workshops.
- Funding municipal projects, such as hybrid vehicle purchase and solar thermal water heater programs for homes or institutional buildings.
- Gathering and sharing relevant knowledge and lessons learned about the experiences gained through the program by participating municipalities with the rest of the municipal sector.
- Visit here for more information: <https://fcm.ca/home/programs/municipalities-for-climate-innovation-program/about-municipalities-for-climate-innovation-program.htm>