



CHART THE COURSE

Lakes District Economic Diversification and Community Development Strategy

Fall 2018
Prepared by EcoPlan

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Introduction

The economy affects us all. It determines whether we have local jobs, a thriving business community, and a government with adequate funds to provide services. Here in the Lakes District, our economy is changing. The amount of wood we can harvest is declining, forestry and agriculture sectors are changing and innovating, and other sectors - like tourism - are growing in importance.

Recognizing this, in late 2017, the Village of Burns Lake decided to take a proactive approach to the local economy by developing this made-in-the Lakes District Economic Diversification Strategy. Knowing that the local economy affects all residents of the Lakes District, and not just those living in Burns Lake, the municipality invited local First Nations and representatives from the Regional District of Bulkley-Nechako (areas B and E) to participate in development of the Lakes District Economic Diversification Strategy.

The communities of the Lakes District didn't want this to be another plan that just sat on a shelf. Previous economic diversification plans for this region didn't achieve the desired results. What happened? In retrospect, these were great plans, but they didn't have buy in from the community and stakeholders, and more thought could have been given to implementation.

This project is different by design, in four main ways.

1. A plan by the community, for the community:
This strategy was built from the ground up on the

ideas of local people. The project team talked to hundreds of people both online and in person.

- 2. Builds on assets:** This strategy was developed using something called an 'asset based' approach, meaning that the starting point for our economic development will be the strengths, skills and advantages that we already have, rather than deficiencies.
- 3. Community mobilization:** Everyone can play a part in making their community better. Many of the actions will be led by community members. The plan includes lots of ways for people to get involved, and structures to help them do so.
- 4. Greater collaboration between First Nations and non-First Nations communities for region-wide prosperity:** There is an increased recognition of the economic importance of local First Nations, and a desire to work together on economic development. This plan was created with First Nations participation, and many of the actions will be stronger with collaboration.



PURPOSE OF THIS STRATEGY

This economic strategy looks at the Lakes District as an economic whole.

The purpose of this strategy is to make the Lakes District a better place to live with a stronger economy. The strategy will guide the communities of the Lakes District to improve and diversify the local economy.

This Economic Development Strategy seeks to answer the following questions:

- *What is the economic picture of the Lakes District right now (and what trends are there?)*
- *Where do we want to be? (vision and goals)*
- *What strengths and assets can we build on?*
- *What has hindered economic development in the past (and how can we learn from this)?*
- *What actions (projects, programs, policies, etc.) can we undertake to make this a better place to live, with a stronger and more diversified economy?*
- *What is the role for government, community, and organizations in implementing these actions and projects? And how can we ‘mobilize’ these groups to act?*
- *How can we measure progress, and make sure that things are being implemented as planned?*

With this strategy in place, the Lakes District will be better positioned to develop a strong, sustainable, and vibrant economy. This will help make it a place people want to live, for current and future residents.

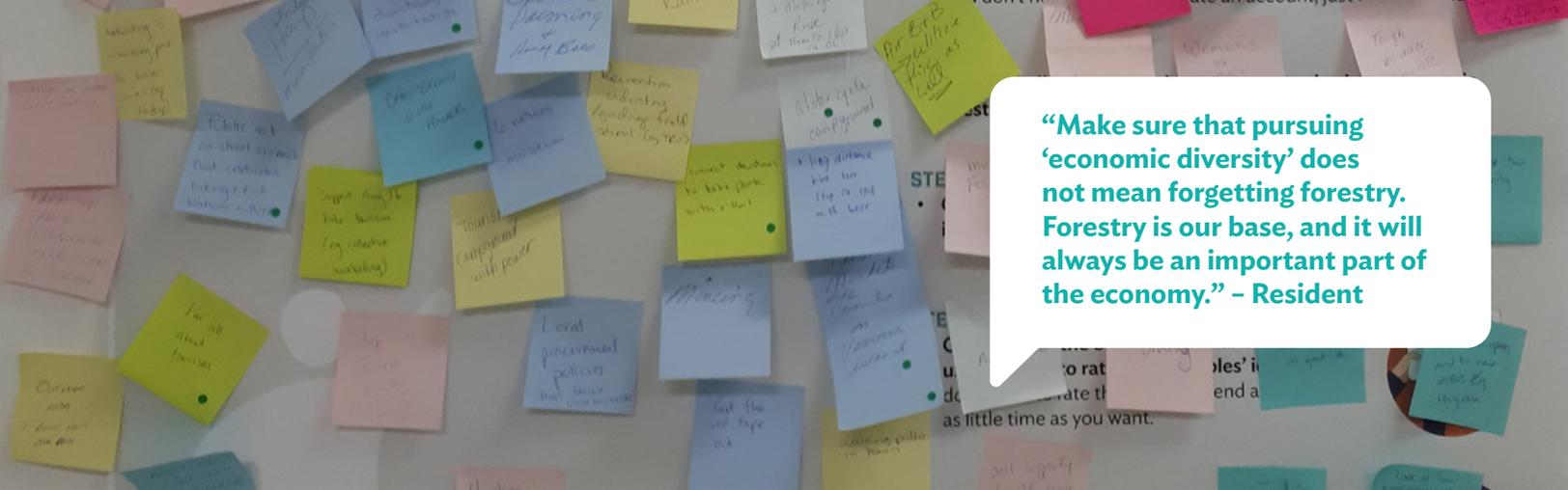
COMMUNITY OVERSIGHT THROUGHOUT THE PROCESS

The overall project was guided by a committee of community members, who generously gave their time and expertise throughout the project, during which they selected consultants, oversaw project work, and contributed insight and ideas about the local economy.

Members are listed below. Some participated only in the beginning phases, some in later phases, and some all the way through:

- Michael Riis-Christianson (Chair), Councillor, Village of Burns Lake
- Chris Beach, Mayor, Village of Burns Lake
- Bill Miller, Director (Electoral Area B) and Chair of the Regional District of Bulkley-Nechako
- Pauline Goertzen, Economic Development Officer, Lake Babine Nation
- Helen Cunningham, Ts’il Kaz Koh representative
- Gerald Slater, Director of Operations, Cheslatta Carrier Nation
- Chantal Tom, General Manager, Burns Lake Native Development Corporation
- Kelly Holliday, business owner and Councillor, Village of Burns Lake
- Clayton Wainwright, local business owner/manager
- Stephen Burkholder, General Manager, Tahtsa Group
- Raeanne O’Meara, Visitor Information Centre, Burns Lake & District Chamber of Commerce
- Jason Llewellyn, resident
- Rachelle van Zanten, local artist, resident
- John Illes, resident
- Cindy Shelford, resident
- Brad McRobert, Regional Manager of Economic Development, Province of BC
- Val Anderson, Economic Development Officer, Village of Burns Lake

Meetings were open to the public and minutes were posted on the Village of Burns Lake website.



“Make sure that pursuing ‘economic diversity’ does not mean forgetting forestry. Forestry is our base, and it will always be an important part of the economy.” – Resident

PROCESS

This project ran from the Winter 2017/2018 to Fall 2018. The planning work was organized around a four-phase strategic planning approach that was designed to answer four guiding questions, below.

1. Where are we now?

(Engagement planning, research, and analysis)
What strengths and assets do we have? What’s the current state of the Lakes District’s economy? Are there issues that need to be addressed?

2. Where do we want to go?

(Visioning, issues, and objectives)
What is the vision for economic development? What are our objectives, and how can they be measured and prioritized so they can be used to help evaluate economic development opportunities? What kind of economic development do community members want to see, and what do they NOT want to see?

3. How are we going to get there?

(strategy development)
How can we build on our assets and strengths? What actions should be undertaken in the short, medium, and long terms? How do we evaluate, prioritize, and sequence these ideas into coherent and forward-looking strategies?

4. Have we arrived?

(Implementation, monitoring and evaluation)
Who will implement our actions and when? Once there is a strategy in place, how can it be tracked to make sure it’s helping achieve the economic development vision and objectives?

BUILDING ON PAST REPORTS AND PLANS

In developing the strategy, the project team reviewed a number of existing strategies and plans including:

- Village Three Year Strategy (2018–2020)
- 2018 Municipal Objectives (2018)
- Village of Burns Lake Economic Development Strategic Plan (2016–2018)
- Village of Burns Lake Official Community Plan (2017)
- Burns Lake and Area 55+ Housing Needs Assessment (2017)
- Value of Tourism Report: Regional District of Bulkley-Nechako (2017)
- Social and Economic Benefit of the Burns Lake Trails: Build Trails to Build Communities (2017)
- Lake Babine Nations Community Profiles (2015)
- Regional Skills Gap Analysis (2014)
- Village of Burns Lake Investment Ready Community Profile (2014)
- Burns Lake and Surrounding Area Profile (2014)
- Our Burns Lake Sustainability Plan: Building Our Future Together (2013)
- Community Age-Friendly Assessment & Action Plan (2013)
- Community Tourism Plan - Burns Lake and Lakes District (2012)
- Omineca Beetle Action Coalition Diversification and Implementation Plan (2009)
- Area B Industrial Land Use Inventory Study (2007)

The project team looked at the status of the actions in these plans to understand what has been implemented, what hasn’t (and why), and lessons learned.

COMMUNITY ENGAGEMENT

This project was based on extensive engagement across the Lakes District, since community members and stakeholders (e.g., local businesses) have intimate, on-the-ground knowledge of the local economy and are in the best position to identify potential opportunities. They are also critical for strategy implementation, as small communities tend to have fewer resources for implementation and so must typically rely more on the interest and initiative of community members.

The project team worked with the diversification committee to identify stakeholders and partners, and plan for and guide community engagement. Engagement was conducted throughout the project and included the following activities (**reports from all activities are on the project website www.LakesDistrict.ca**):

- **‘Pre-engagement’ with First Nations and Community Groups:** The project team reached out to First Nations and community groups immediately to understand how they wanted to be involved in the project.
- **Community-wide communications:** The project team kept community members aware of the project and opportunities to get involved through:
 - Social media updates.
 - Promotional products throughout the Lakes District (posters, brochures).
 - Communications through the diversification committee (see text box *“Community oversight throughout the process”* on earlier page).
 - Project website, www.LakesDistrict.ca.
 - Occasional stories in the Lakes District News.
- **Project kick-off open house:** About 140 people participated in a ‘pop-up’ open house on March 16/17 in the mall. At this event, participants were asked to share their vision and objectives for economic development and brainstorm the physical, cultural and human assets in the Lakes District. The project team also asked for ideas for economic development and received hundreds of responses.
- **One-on-one interviews:** The project team met with dozens of business owners, community members, and organizations one-on-one to understand their challenges, opportunities, and ideas for economic and community improvement.
- **Online brainstorm survey:** Community members and businesses were invited to share their ideas for economic development, and to ‘vote’ on other people’s anonymous ideas using an online tool called ThoughtExchange. In this way, ideas ‘rose to the top’ and the project team could see themes and popularity of ideas. This activity was chosen in order to reach people who may not be interested or able to attend in-person activities. 150 participants shared about 250 ideas. The average participant ranked 32 ideas of fellow citizens, resulting in a ‘first take’ prioritization of all 250 ideas.
- **Tourism survey:** Visitors to the Lakes District were invited to fill out a one-page survey that asked questions around how the visitor experience could be improved. The surveys were available at the Visitor Information Centre in Burns Lake, and 14 surveys were completed. See the next page for results from the survey.
- **Economic actions and projects prioritization workshops:** A series of workshops were held in early June to evaluate and prioritize the emerging economic actions and projects. The workshops were organized by sector, and included Agriculture and Food, Arts and Culture, and Tourism.
- **Business walks:** As part of the ongoing ‘business walks’ program, the project team was able to ask local business owners a series of questions, including evaluation and prioritization of action ideas.
- **Bike park economic idea jam and hot dog roast:** On June 16, the project team hosted a hot dog roast and discussion at the Kager Lake campground. About 25 people stopped and shared their ideas for strengthening bike tourism (and the economy in general), ensuring that it is done in a way that improves, rather than detracts from, the “awesomeness of Kager Lake” (participant quote).
- **Peter Kenyon ABCD Workshop:** A diverse group of 18 residents and business owners attended a workshop by renowned community-builder Peter Kenyon of Australia. Participants generated and prioritized dozens of ideas, which were incorporated into the rest of the planning work for this strategy.



- **Tech Dev 101:** Staff and community members participated in TechDev101, a workshop put on by the Province of BC to help towns prepare for participation in the technology and innovation sector.
- **Talking local economy at the Aboriginal Day celebration (booth):** The project team set up a booth at Aboriginal Day where they asked people how to make this a better place to visit, and a better place to live. People were also able to sign up to work on community projects. 50 people participated.
- **Meetings with neighbouring local, regional and First Nation governments:** The project team is in the process of meeting with neighbouring governments to discuss their priorities and potential areas for collaboration.
- **Meetings with potential implementation partners:** The project team spoke with Community Futures Nadina, the Province of British Columbia's Regional Economic Development Manager, Regional District of Bulkley Nechako, Nechako-Kitimaat Development Fund, and others.
- **Presentation to Committee and Village of Burns Lake Council:** The draft strategy was presented to the diversification committee for final review, and then to the Village of Burns Lake Council for approval.

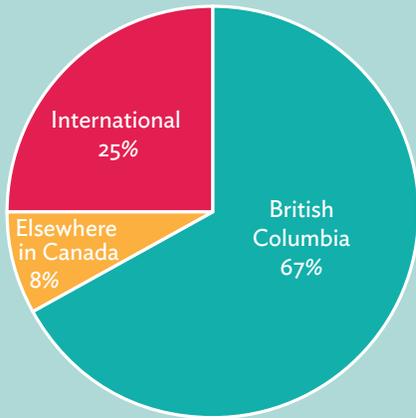
Input from these events and activities was used to identify community issues and objectives, and to develop and prioritize action ideas. Reports of all findings can be found at LakesDistrict.ca and are available at the Village of Burns Lake office.

“World-class outdoor amenities. Think big, think international – people around the world are intrigued by Canadian winters and we have the best of it.” - Resident

VISITOR EXPERIENCE SURVEY RESULTS OVERVIEW

These results are from a one-page survey that was distributed at the Visitors Information Centre and completed by 14 participants.

WHERE VISITORS WERE FROM



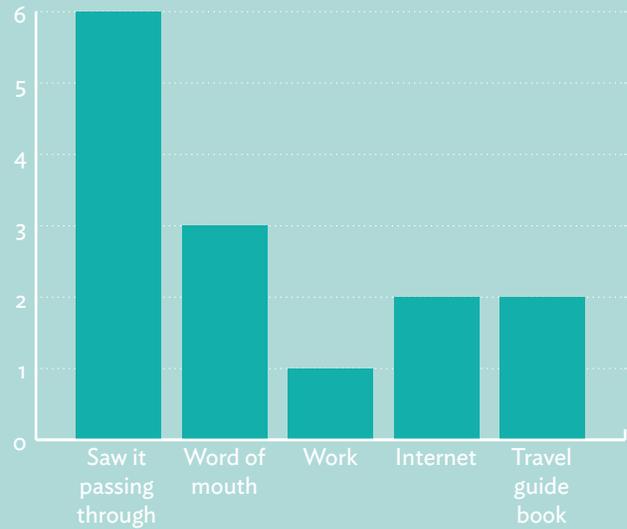
Most visitors were from elsewhere in BC, with several from the US, Australia, and the Netherlands.



WHAT VISITORS LIKED ABOUT THE AREA (in order):

1. Lakes and scenery
2. The people
3. Recreation opportunities
4. Food & restaurants

HOW THEY HEARD ABOUT BURNS LAKE



Most visitors came to know of Burns Lake by passing through the area.



SUGGESTIONS FOR IMPROVEMENTS

- A larger public beach
- Better wayfinding signage
- First Nations museum
- Brewery
- RV Campground close to town



1. Where are we now?

The Lakes District is a region of around 6,500 people at the western edge of the Interior Plateau in north central British Columbia, in the Regional District of Bulkley-Nechako. The communities within the Lakes District are the Village of Burns Lake, Lake Babine Nation, Ts'il Kaz Koh (Burns Lake Band), Cheslatta Carrier Nation, Wet'suwet'en First Nation, Skin Tye Nation, Nee-Tahi-Buhn Band, and Bulkley-Nechako Electoral Areas B and E.

The communities of the Lakes District, while geographically spread out, are closely linked in economic, social, and cultural terms. As the largest population centre and only municipality in the area, the Village of Burns Lake (population 2,500, which includes the population of Lake Babine Nation and Ts'il Kaz Koh) is the economic 'heart' of the Lakes District, and most people from the Lakes District purchase at least some of their goods and services in Burns Lake.

ECONOMIC CONTEXT

The project began with the development of an 'economic snapshot' - a look at the economy of the Lakes District today - because we cannot know where we are going, if we don't know where we are today.

As expected, the snapshot revealed that here in the Lakes District, the economy is changing but

remains heavily reliant on forestry and the resource sector. The entire report can be found on the project website (LakesDistrict.ca), but the key findings are as follows:

- We have high average incomes - \$31,501 median after tax income in 2015, 6% higher than the provincial average;
- We have a very high unemployment rate (12.5%) that is twice the provincial average;
- We are highly reliant on forestry - 37% estimated proportion of after-tax income that comes from that sector;
- We are losing population - estimates vary depending on data sources (i.e., Census Canada, INAC, or other), but it appears the Lakes District has lost between 0.5 per cent and 1 per cent of its population each year in the past decade.

AN INVALUABLE ECONOMIC STRENGTH: FIRST NATIONS AND ECONOMIC DEVELOPMENT

Six First Nations are based in the project area - Lake Babine Nation, Ts'il Kaz Koh (Burns Lake Band), Cheslatta Carrier Nation, Wet'suwet'en First Nation, Skin Tye Nation, Nee-Tahi-Buhn Band.

First Nations are a critical and growing economic driver in the Lakes District. Collectively, the six First Nations governments and their business ventures would be the largest employers in the area. The majority of new economic and business ventures in the past five years have been started by First Nations governments or members. The local Indigenous population is younger than the non-Indigenous community, and members are more likely to stay in the area - both factors are incredibly important for workforce development. Without the economic contributions of First Nations, the Lakes District economy would not be in the place it is today.

OUR CORE ASSETS

This strategy is built around the idea that economic development is more effective when it builds on your strengths and assets rather than trying to 'patch' deficiencies. This is called 'Asset-Based Community Development' (ABCD).

The Lakes District has a wealth of economic, social, cultural, and environmental assets that can be used to build a stronger, more diverse economy. Through engagement with community members and stakeholders, the following emerged as the 'core' assets that make this a great place to live, work, and play (note that hundreds of assets were identified, this is a high-level summary list):

- **Awesome lifestyle**
- **Contributions of First Nations (economic, cultural, etc.)**
- **Forests**
- **Natural beauty and outdoor recreation**
- **Cultural abundance**
- **Individuals with amazing skills**
- **Affordability**

There was general agreement that most if not all of these assets have untapped potential for economic and community impacts. For example, many people noted that the many local lakes are not well known, accessible, or used by visitors to the area.

Once the list of assets was generated, it was used as a tool for developing actions and projects for economic development.

“Need to get very creative about the housing shortage (rental and purchase) - new technologies, new ownership structures, new incentives” - Resident





2. Where Do We Want to Go?

This strategy aims to create a values-driven local economy that meets the needs and vision of the people of the Lakes District. Community input led to development of the following vision and goals for economic development. Collectively, the vision and goals drove the planning process.

ECONOMIC VISION

The Lakes District is an example of northern regeneration, drawing visitors and residents with its outstanding outdoor recreation, culture, and quality of life. The economy is diverse, building on our strength in forestry, but also embracing tourism, agriculture, technology, while fostering a supportive environment for entrepreneurs (many of whom move here for the lifestyle and then start businesses). The secret to our strength is strong partnerships between First Nations, the Village of Burns Lake, organizations, and businesses.

GOALS FOR ECONOMIC DEVELOPMENT

The goals for economic development were developed through broad community engagement and ranked by the project steering committee, elected officials, and stakeholders. The goals answer the question “WHY should we pursue economic development?”.

Goals:

1. Increase trust and collaboration
2. Increase economic diversity
3. Enhance local quality of life
4. Attract residents
5. Increase the number of good jobs
6. Increase the variety and affordability of housing
7. Thriving local business scene

The goals were used through the project to generate action ideas and to evaluate action ideas. They will also be used as a way of measuring progress over time.

“We need more collaboration (between businesses, between communities along HWY16 (e.g. Mountain biking across HWY16))” - Resident

ECONOMIC RESILIENCY - FIRES, SMOKE AND OTHER FACTORS

Fires, smoke, and other environmental events are having immediate and long-lasting impacts on the Lakes District economy. In addition to stress and hardship on local residents, the 2018 fire season negatively impacted agricultural land, timber supply from woodlots and other forest lands, tourism, and local business sales.

Most experts agree that events of this type will likely be more common in the future. Even in years where there are no fires in the Lakes District, smoke from other areas can impact tourism and quality of life, and the mere expectation of fires and smoke can dampen tourism.

This uncertainty strengthens the case for economic diversification in the Lakes District. By having a wider variety of sectors and types of work, the economy will be less vulnerable to disturbances. There is a need for greater consideration of 'economic resiliency' as we face an increasingly uncertainly future.





3. How will we get there? Our actions and strategy

ACTION AND STRATEGY DEVELOPMENT

The actions and strategies in this plan were developed during various stages in the project, all of which included engagement with community members and stakeholders.

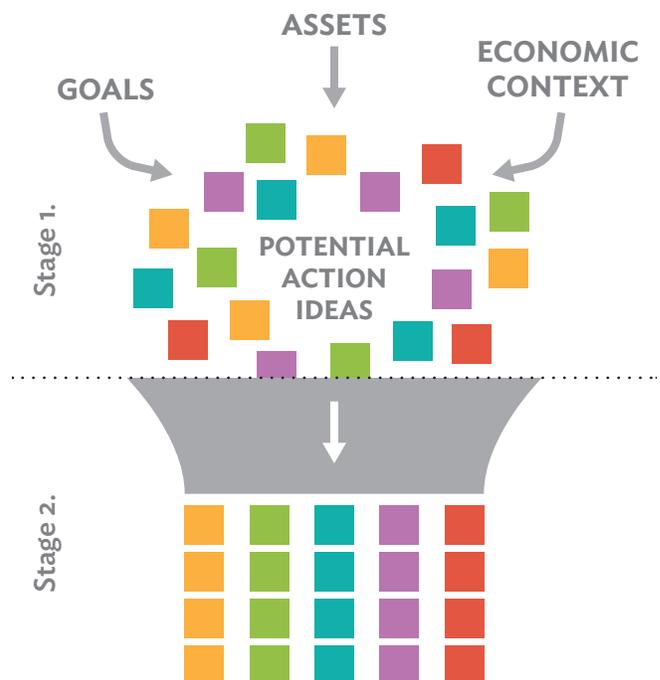
Stage 1. Action idea generation

The planning team employed several techniques to generate action ideas (projects, programs, policies, etc.) with community members and stakeholders. These included building on assets, brainstorming based on goals, and opportunities identified through economic research. Collectively, this generated hundreds and hundreds of potential action ideas. The full list of ideas can be seen in Appendix 5.

Stage 2. The long list of potential actions was evaluated and prioritized based on the following:

- Impact on goals.
- Expert input by knowledgeable stakeholders.
- Whether or not there were champions to move a project forward.
- Funding availability, staff time, and capacity.

Through this process, the project team came up with a focused list of priority projects.



Stage 3. Gap analysis, additional discussions with stakeholders

The project team revisited the goals and assets, conducting a ‘gap analysis’ to see if any goals or assets were not sufficiently addressed in the actions. This led to the generation of some additional action ideas, in consultation with the diversification committee and stakeholders.

“There are lots of opportunities to innovate and bring more jobs within Forestry.” - Resident

THE STRATEGY: FIVE KEY THEMES AND SOME “FOUNDATIONAL ACTIONS”

From the process above, five key themes for economic development emerged.

Themes = groupings of projects that are important for Lakes District economic development

Additionally, a set of underlying ‘foundational’ actions emerged that will underpin the success of the other themes, or are ongoing opportunities critical to future prosperity.

The five themes are shown schematically below, and actions within the themes are shown on the following pages.

There are many linkages between the themes, e.g., actions to improve quality of life could make the area more desirable to tourists as well.



WHAT ABOUT FORESTRY?

Forestry is the largest economic sector in our area, and includes primary harvesting and manufacturing. The project team, while recognizing the importance of the sector, has not included it as a separate ‘theme’ for economic development actions at this time because

- Many actions that would support forestry businesses are the same as those that would support all businesses, so they are included in Local Business Matters or Foundational actions (for example, increasing access to internship programs and training funding, networking between government and business),
- Stakeholders related to the forest sector are already meeting to discuss the Lakes District Timber Supply Review (TSR) process, and formulating a plan related to it,
- The forest sector, more so than most other sectors, is influenced by factors outside of local control (regulation, markets, technological change) and there are limited interventions that can be done at the local level, and
- There are actions related to advocacy (‘lobbying’) for forest sector interests, but these have been placed in ‘Foundational’ actions because the forest sector is truly foundational to the overall economy of the Lakes District.

TIMING OF ACTIONS

Within each theme are ‘Quickstart’ actions (those that can be completed in the first six months, Phase 1), as well as Phase 2 and Phase 3 actions. Quickstarts should be completed first, followed by Phase 2 and Phase 3, with the understanding that sequencing may be altered to take advantage of opportunities that may arise (e.g., funding).

Actions were sequenced based on their priority with the community and the availability of funding and/or staff time. In some cases, they are organized according to whether there are other actions that would need to be completed prior to or after their implementation.

This strategy does not put specific timelines for actions in Phase 2 and Phase 3 (e.g., 1-2 years, 3-5 years) because the timing of implementation will vary based on a number of factors (most notably, funding availability).

The actions are described in detail in Appendix 1, including ideas for how to implement them (many of which came directly from the community through various engagement opportunities), potential funding sources and possible partners. The following pages show an overview of the actions within each theme and the foundational actions.

COMMUNITY PROJECTS

Additionally, within each theme, there are a number of ‘community projects’ – i.e., those that community members expressed interested in implementing that would improve quality of life. While these projects may not be a high priority for local government to implement at this time, they can and should start whenever community champions are able. Local government and others can provide support.

THE LAKES DISTRICT: OUR ACTIONS

PHASE 1 ACTIONS (0-6 MONTHS)

FOUNDATIONAL ACTIONS

Work with Community Futures Nadina to increase their presence in the Lakes District

Train and Community Catalysts

Community to Community (C2C) forum with First Nations and Village of Burns Lake, and consider longer term economic collaboration framework

Policies and support for Cannabis industry

Leverage skills of local residents

1. LOCAL BUSINESS MATTERS

Work with building owners to better utilize underused or empty buildings

Business training workshops (e.g., digital marketing)

Program to link events and festivals to local business

Encourage local businesses to promote tourism

2. TOURISM AND RECREATION

Support the creation of a tourism organization and tourism strategy

Promote the value of tourism, best practices to Councils, Chamber, etc.

Update place branding and marketing: focus on outdoor recreation and Indigenous culture and history

3. ARTS AND CULTURE

More public art downtown (murals, hydro boxes, etc.)

Actions to increase First Nations art presence

Workshops on commercializing and marketing art

Support School District #91's materials (in progress)

Initial tech meet-up with more possibility for culture and art

Collaboration on housing and the completion of a \$5 and under housing strategy

Dog park

4. QUALITY OF LIFE / RESIDENT ATTRACTION

Deploy resident attraction materials (in progress)

Support School District #91's materials (in progress)

More local food stores: Build smaller stores' local produce offerings

More sector collaboration and networking opportunities

PHASE 2 ACTIONS (URGENT PRIORITIES)

Regular meetings between Village of Burns Lake and District First Nations on economic development

Facilitate collaboration within sectors (e.g., support the creation of a tourism organization)

Collaborate with First Nations organizations to link employers with First Nations employees (e.g. apprenticeship tax credit)

Investigate and address entry level labour shortage

Continue to Advocate for sustainable AAC, combining forest areas, other forestry related policy measures

Continue community revitalization, (beautification, walkability/bikeability, etc.)

Actions to support an increase in local purchasing (customer education and vendor support)

Work with large purchasers and local suppliers to increase local procurement (including one-on-one support)

Expand business retention and expansion program (including one-on-one support)

Wayfinding and amenity signage (on highway and within Burns Lake)

Continue to support mountain bike tourism efforts

Support Indigenous Tourism Product Development

Assess viability of art gallery in St John's Anglican Church

Local art on display and in stores, hotels, and in more locations

Arts and Culture School/Centre (and other locations)

Live music or 'plein air' painting in Pioneer Park (and other locations)

Volunteer development Task Force

Lakes District events calendar

Classes/workshops put on by skilled residents

Makerspace (for tech and non-tech making)

Increase the number of local events

Local butchering facility

Producer co-op (shared marketing, coordination, etc.)

Increase procurement of local food (hospitals, seniors homes, forestry, mining camps)

Implement sustainable business model for farmers market, grow and expand

PHASE 3 ACTIONS (LESS URGENT PRIORITIES)

Programs and actions to encourage new immigrants settling the area

Support RDBN efforts for high speed internet and cell coverage in rural areas

Ensure an up to date land inventory is available on website

Investigate support for Business Improvement Area

Consider or take steps toward Innovation hub

Attract anchor chains / franchises

Other product development

Craft beer and music festival

Investigate the need for 'gathering spaces' (e.g., teen centre, friendship centre, seniors' centre, etc.)

Ensure that post secondary offerings match needs of community

Work with BLIMBA and RDBN to investigate options re: maintenance at Kager Lake

Be supportive of new/niche markets (haskap, beekeeping, hemp)

Support operators in expanding into agritourism

LEGEND

— Led by Village of Burns Lake

--- Led by others, supported by Village

COMMUNITY PROJECTS

In addition to the priority project on the previous page, the following are ideas that could be pursued by community members or groups. Hundreds of ideas were generated by this exercise; these are the ideas for community projects that seemed particularly promising, had several people suggesting them, or had ‘champions’ step forward and express interest in leading them.

The Village can be involved in supporting these actions when possible and appropriate (e.g., supporting with kick-off meetings, grant writing, other support).

1. LOCAL BUSINESS MATTERS	<ul style="list-style-type: none"> • Consider a community investment co-op
2. TOURISM AND RECREATION	<p>Dozens of ideas, including:</p> <ul style="list-style-type: none"> • Ultra-marathon, running race or eco-race • Brewery and ‘hop through the north’ tourism • Pipe coaster • More festivals
3. ARTS AND CULTURE	<ul style="list-style-type: none"> • Fibre Fest • Artist in residence program • Performing arts building (a non-profit society has completed an initial feasibility study)
4. QUALITY OF LIFE / RESIDENT ATTRACTION	<ul style="list-style-type: none"> • Microbrewery in Burns Lake • “Homecoming” reunion events
5. AGRICULTURE	<ul style="list-style-type: none"> • More food trucks showcasing local foods or First Nations cultural foods • Education (importance of food security, true cost of good food) • Local consumer supported agriculture (CSA) i.e., long table in Quesnel • Greenhouse, burn wood, work with First Nations to provide fresh produce • Feasibility study for coordination of cattle production (e.g., shared transportation, marketing, etc.) • Linking producers with excellent marketers • Support with irrigation • Greenhouse training program



4. Are We There Yet?

This section talks about how the communities of the Lakes District will make sure that the strategy actually becomes reality. It includes information on implementation, and on Monitoring and Evaluation (M&E).

IMPLEMENTATION PLAN

This cannot be another plan that sits on a shelf. We don't have time for that – our economy is changing, and we need to take action now. Implementing the actions will require intense effort on the part of governments, business, organizations, and most importantly, citizens.

A key challenge and opportunity will be mobilizing community members to take ownership of projects (since government cannot do them all) and finding ways to support these individuals as they move projects forward.

The project team and diversification committee have developed the initial implementation plan below, but recognize that *it will need to evolve over time as we learn what is working (and not working) in the Lakes District.*

The implementation plan has three components

1. **Oversight:** Making sure things happen
2. **Funding:** Paying for the actions
3. **Doing:** Who will actually do the actions

1. Oversight: Making sure things happen, adjusting to change

It's important that one group must take responsibility for overall strategy implementation and for adapting the actions in it over time as circumstances change (e.g., new information, new people, new circumstances like fires, AAC changes). This does not mean that the oversight group is responsible for each action, but will fulfill the role of project manager – providing oversight and motivation, tracking project progress, adapting the strategy as needed, and reporting results to the community and stakeholders (more information below).

Initially, the Village of Burns Lake will fill the oversight role. However, the diversification committee recognized that in the longterm, it would be better if the project oversight was provided by a multi-jurisdictional committee or a group with government and non-governmental participants. This is something that can be explored in the coming years.

A key function of the oversight group (Village of Burns Lake) is communication. It's critical that the community is updated on progress as the strategy is implemented. Everyone put significant time into the development of this strategy, and it will be important that they are kept up to date on progress. This will ensure that support for the project remains high, and that community members feel that the Village is accountable to them and to carrying out the Strategy.

The Village of Burns Lake should establish a schedule for regular communications about implementation (at least quarterly). Communications could include the following content:

- Implementation progress (what projects were started, are underway, or completed);
- Results from Monitoring and Evaluation (see following section). It is important that this is a transparent process, with both highlights and lowlights communicated; and
- Statistics and information on the importance of shopping locally (e.g., local shift).

Staff should also make regular reports to Councils on progress, challenges, and opportunities.

2. Funding: Paying for the actions

Some of the actions in this strategy can be implemented using existing resources, especially those relating to policy, regulation, and licensing. However, for many of the actions, additional resources will be needed. Opportunities include

- **Grant funding:** Potential grant funding sources have been identified for each action. The lists are not exhaustive. Burns Lake and other local governments should use the province's economic funding database to search for potential funding sources for each project at the outset of implementation (as they are updated regularly). They should also regularly work with the province's regional manager for Economic Development to discuss opportunities.
- **Fundraising:** Community projects could use modern (e.g., kickstarter) and traditional (e.g., bake sales) crowdfunding and fundraising tactics. Several communities elsewhere have had success with online fundraising for community projects. This could be an opportunity to involve youth (who tend to be more tech savvy) in plan implementation.
- **Future budgets:** Councils could choose to fund some of these projects through the annual budget process.
- **Partnerships:** Partnerships can bring access to sources of funds that might not otherwise be available. For example, contributions from the Rural Dividend Fund are significantly higher if proponents act in partnership with other communities.
- **A Business Improvement Area** could be established in partnership with local entrepreneurs for the purpose of generating funds for downtown improvement. Business Improvement Areas (BIAs) are specially funded business districts (i.e., they self-fund through taxes on the businesses in the BIA). The districts are managed by non-profit groups of property owners and business tenants whose goal is to promote and improve their business district.

3. Doing: Actually implementing the actions

The actions in the strategy will be implemented by a combination of government (Village of Burns Lake, First Nations governments, Regional District of Bulkley-Nechako (RDBN)), community members, and organizations or businesses. In each case, although one group or person may be leading a project, there is an expectation that they will be supported by the others (e.g., community members working on projects will be supported by the Village as possible).

The list of actions is shown on page 14. For simplicity, we have designated actions as being led by the Village of Burns Lake (smooth line), or led by others (dotted line), which could be individuals, other governments, businesses or organizations.

Below is a suite of tools that can be used to implement the projects.



TOOLS FOR IMPLEMENTING PROJECTS

Projects led by the Village of Burns Lake

For projects that will be led by the Village of Burns Lake, the implementation tactics shown below can be used.

- **Mainstreaming:** It's critical that the actions (and monitoring and evaluation) in this strategy are integrated into Village strategic plans, workplans (e.g., for economic development staff) and budgets.
- **Ensuring Council commitment:** Working with the new Village of Burns Lake Council to ensure that it is aware of the urgency of economic diversification, and the high level of community support for implementing the actions.
- **Ongoing communications:** The Village can build accountability (and increase trust) by regularly communicating progress to Lakes District residents, businesses, other governments, and partners. For example, updates on progress could be included in the Village of Burns Lake newsletter.
- **New staff resources:** Economic development personnel are already stretched thin. Investigate opportunities for funding for new staff time – e.g., Canada Summer Job grant programs, First Nations internship programs, NDIT funding, etc.

Other projects (i.e., those led by organizations, businesses, community members, partnerships or other governments)

For projects that will not be led by the Village of Burns Lake, the implementation tactics shown below can be used.

- **Support from the Village or Burns Lake:** The VBL Economic Development Officer should support other projects as needed and as possible. Support may vary from project to project, but could include
 - Organizing kick-off meetings (invitations, agenda, admin).
 - Providing meeting space.
 - Supporting grant application writing by providing resources, and/or connecting project champions with additional resources.
 - Making introductions (linking community

assets) and supporting volunteer recruitment (e.g., through social media).

- Including meetings on the community events calendar.
- **Community Catalysts:** Too often, great projects don't get started because people are too busy or don't know where to start. To address this, the Village of Burns Lake will be working with 'community catalysts' – people who are proven 'doers' in the community who will help initiate and support other people working on projects. They can set up initial meetings, help find funding, problem solve, recruit other volunteers, keep people accountable to deadlines, etc. Community catalysts will be given lists of projects and people who expressed interest in specific initiatives, or who expressed an interest in being involved. They will also be given lists of 'skilled individuals' who they can approach to brainstorm project ideas that might utilize their skills.
- **Community building small grants:** The Village of Burns Lake could coordinate the creation of a small grants program, similar to those in many other communities (e.g., Vancouver Foundation's small community grants program). This program could provide small grants (e.g., up to \$500) to individuals with ideas to improve or strengthen their community. This program would provide important seed funding that could be used in conjunction with other actions (e.g., youth placemaking project) and help legitimize community projects.
- **Recruiting partners for implementation:** The Village of Burns Lake will need to meet with organizations and businesses to discuss if and how these organizations want to be involved in implementing the actions in this strategy (or other community improvement projects). By comparing the actions in the strategy to their mandates and workplans, these groups may identify opportunities for community groups to lead or support actions in this strategy.
- **Facebook page for all community projects:** People could post ideas, questions for the group, request more volunteers, celebrate their successes, etc. **The Lakes District Facebook page could be used for this purpose.**

IDENTIFYING RISKS AND MITIGATION STRATEGIES

The project team worked with the diversification committee to identify potential risks to implementation, and strategies to overcome each risk. The results are shown below. Each mitigation strategy has been integrated into the ‘actions’ or ‘implementation plan’.

POTENTIAL RISK	MITIGATION STRATEGY
Community apathy	<ul style="list-style-type: none"> • Regular communications about plan implementation (success stories) via newsletter or email. • Work with citizens who are already engaged and interested, spread enthusiasm outwards. • Use critical economic junctures (e.g., AAC announcement) to reinvigorate interest in the strategy and recruit new champions.
Lack of political will to implement the plan	<ul style="list-style-type: none"> • Regular communications with all governments in the area about the importance of economic diversification. • Formal adoption of this strategy by Village Council, and committing to an implementation strategy, and making a public announcement about it. • Staff presentation to incoming council. • More interaction/communications between business, residents, and politicians.
Insufficient trust and inadequate relationship building	<ul style="list-style-type: none"> • Initial relationship building steps (as part of foundational actions) before diving in to actions. • Regular communications between governments.
Insufficient funds for implementation	<ul style="list-style-type: none"> • Grants. • Make this a budget priority in subsequent years (as an investment in our future). • Tap into volunteer resources (individuals, organizations).
Volunteer burnout or lack of interest (on committees, business association, project volunteers, etc.)	<ul style="list-style-type: none"> • Recognize volunteers in newsletters, annual award, community volunteer appreciation dinner, etc. • Clear mandate and role for committee. • Municipality to take a clear role in supporting the work of volunteers, nudging things along as needed.
Natural factors (fires destroying timber supply, smoke impacting tourism, etc.)	<ul style="list-style-type: none"> • Diversification of the economy will lessen the impact on any one sector. • Working with businesses and governments to plan for economic resiliency.

MONITORING AND EVALUATION (M&E)

To gauge the success of this strategy and hold local governments/partners accountable for implementing it, it is imperative that we have a plan to monitor and evaluate implementation.

Monitoring and evaluation for this strategy could be undertaken as a whole by a single region-wide group, or it could be undertaken in small pieces as needed in a more distributed model (e.g., a Lakes District tourism body could monitor the actions related to tourism).

DEFINITIONS:

Monitoring = collecting data on the implementation of the actions in *Stronger Together*.

Evaluation = evaluating the data to see if we need to make changes to the strategy and actions

The Lakes District will have to monitor and evaluate two things:

1. Monitoring and evaluating the process

What? Determining if the actions are being carried out as planned. (Are staff members, elected officials, and community groups doing what they agreed to do?).

Who is responsible for carrying out this monitoring and evaluation? Village of Burns Lake

When? Process Monitoring and Evaluation should take place every three to six months. Progress reports should be presented regularly to elected officials and community members.

How? Staff and steering committee should use the process monitoring and evaluation tool included in Appendix 3. After reviewing the results, the project team should consider and discuss the following:

- Organizational issues or challenges to implementing the actions.
- What actions need to be **refined or changed?**
- Do we need to **add new actions or remove some** that aren't working?
- Do the timelines **need to be changed or expanded** (e.g., moving a Phase 2 action to a Phase 1 action)?
- Do resources need to be reallocated in order to help achieve actions (i.e. do we need more time, staff, or money in order to complete the action)?

2. Monitoring and evaluating the outcomes

Why? Outcome monitoring helps ensure that the actions / projects are **having the desired effect on the Lakes District's goals**.

The results from outcome monitoring will help us determine whether we have chosen the right planning actions, or if we need to try something else. We will be able to see where large gains are being made, or where actions need to be refined, adjusted or replaced with other more effective actions.

It is important to note that many metrics of economic development (e.g., jobs, population) are impacted by many factors, and that it can be difficult if not impossible to tease out the impacts from this strategy. Nonetheless, it is important to measure them because it provides meaningful data on trends that can be used to change direction or increase focus on a particular strategy. It changes the strategic planning from a linear process to a circular process by bridging actions and implementation to situation analysis.

Who is responsible? Village of Burns Lake

When? Outcome monitoring and evaluation should take place yearly.

How? To measure our progress, we have developed 'indicators' for each of our six economic objectives.

Indicators are things you can use to measure progress, and good indicators should also be easy to find and monitor (e.g., perhaps they are data points that are already being collected for other purposes).

The indicators are shown below, along with data sources and baseline status (if known). Indicators should be tracked by staff and/or the committee. Over time, as the actions are implemented, we can monitor the indicators to see if the actions are making the positive impacts we had expected.

In addition to the ongoing and yearly monitoring and evaluation described above, the entire strategy should be re-evaluated **every three years**. This process should include updating the community economic profile in order to get a more current picture of the local economy, as well as community and stakeholder engagement to ensure that the vision, goals and actions still meet community needs.

Indicators for Measuring Outcomes

GOAL	INDICATOR	DATA SOURCE
Increase economic diversity	Use a ‘two sector concentration ratio’ of employment by sector (which shows the percentage of total employment from the top two sectors). See text box, on the next page.	Statistics Canada Census (every five years)
Increase the number of good jobs	<ol style="list-style-type: none"> # of ‘employed’ individuals # of new business formations in Burns Lake (rolling 3-year average) Median income 	1 and 2: Statistics Canada Census (every five years) 1. BC Statistics, Business Incorporations (yearly) (under “Business Formations and Failures”)
Increase the variety and affordability of housing	<ol style="list-style-type: none"> Number of ‘total private dwellings’ from census Proportion of single detached houses to total number of private dwellings 	1 and 2: Statistics Canada Census under ‘household and dwelling characteristics’
Attract residents	<ol style="list-style-type: none"> Regional population 	Statistics Canada Census (every five years)
Thriving local business scene	<ol style="list-style-type: none"> Number of businesses licenses issued in Burns Lake # of vacant storefronts Subjective score by business owners 	<ol style="list-style-type: none"> Village of Burns Lake Staff/volunteers “Business Walks”, Business Retention and Expansion survey
Enhance local quality of life	<p>Subjective. Should be scored based on a question and scale like the following: Overall, do you feel that this is a good place to live?</p> <p><i>1 = No. It does not meet my needs in any ways (cultural, educational, spiritual, access to outdoors, affordability, etc.), 3 = Somewhat. It meets my needs in some ways but not others. Could be improved. 5 = Absolutely. It meets my needs in most if not all ways - such as cultural, educational, spiritual, access to outdoors, affordability, etc. This could be done online each January. While this isn’t a completely reliable metric, it speaks to public perception.</i></p>	Could be done by knowledgeable stakeholders (e.g., community organizations) or random intercept surveys
Increase trust and collaboration	To be determined. This will likely be measured through a combination of interviews and a subjective scale, and more qualitative indicators of trust.	

SECTOR CONCENTRATION RATIO

The sector concentration ratio compares the amount of employment in the top sectors of the economy, to overall employment. The concentration ratio is an idea borrowed from economics, which measures the concentration of the top firms in a market.

For the Lakes District, an appropriate concentration would be a ‘two-sector’ concentration ratio, which calculates the percentage of employment in the top two sectors (which are currently “Agriculture, forestry, fishing and hunting”; and “Manufacturing”). *NOTE: Both of these sectors are primarily forestry related; most manufacturing in the area is related to forest products (lumber).*

Two sector concentration ratio = sum of employment in the top two sectors / sum of employment in all sectors

The chart below shows how it would be calculated for the Lakes District as a whole, along with two comparison communities to show benchmarking. The highlighted cells are the two biggest sectors by employment in each place. Using this measure, the Lakes District is less diverse than Smithers, but slightly more diverse than Vanderhoof.

GOAL	LAKES DISTRICT (whole area)	SMITHERS	VANDERHOOF
Agriculture; forestry; fishing and hunting	465	120	240
Mining; quarrying; and oil and gas extraction	75	135	20
Utilities	20	10	10
Construction	165	185	165
Manufacturing	310	145	415
Wholesale trade	60	115	70
Retail trade	190	400	290
Transportation and warehousing	150	205	60
Information and cultural industries	15	20	25
Finance and insurance	50	45	55
Real estate and rental and leasing	0	35	25
Professional; scientific and technical services	80	210	95
Management of companies and enterprises	10	0	0
Administrative and support; etc.	90	65	55
Educational services	260	195	285
Health care and social assistance	305	305	280
Arts; entertainment and recreation	30	55	15
Accommodation and food services	120	360	125
Other services (except public administration)	115	100	95
Public administration	250	220	110
2-sector concentration ratio	28%	26%	29%



Appendices



Appendix 1: Actions

The following section provides information on each action/project.

For each Phase 1 (Quickstarts) and Phase 2 project, the following information is provided:

- **Description & Rationale:** Details about the project and the community-supported reasons for undertaking it.
- **Ideas:** Ideas that could be a part of this action.
- **Estimated Cost Range:** Preliminary estimates are included for each action, based on approximate costs for materials and expenses (not including staff time unless otherwise indicated). Actual costs will vary according to which ideas are chosen to implement the action. Ranges are given due to the variety of implementation ideas, and where possible, specific costs are included.
- **Potential funding sources (see Appendix 2 for fund details):** The project team has researched funding sources that *may be applicable* for each action. The list of funding sources for each project is not exhaustive, nor is it guaranteed that the project is eligible. Details about each funding source (including upcoming deadlines) are in Appendix 2.
- **Possible Partners:** Who could lead this project, who could support it?

For each Foundational action and Phase 3 action, a brief description is provided.

Foundational actions

Foundational actions are those that underpin or support the other actions in the strategy. They are the 'behind the scenes' aspects of economic development such as policy, relationships, communications, and staffing. The actions in this section should create a more business-friendly environment with improved communications between governments, businesses, and residents, and a greater understanding of the importance of economic development for community well-being.

F1: Work with Community Futures Nadina to increase its presence in the Lakes District

Community Futures Nadina provides services to entrepreneurs and businesses throughout their life-cycle, from start-up business planning to loans and successful planning support. However, the organization is based in Smithers; because it lacks of a physical presence in Burns Lake, many local entrepreneurs and businesses are unaware of the services it provides. The Village of Burns Lake and other stakeholders need to work with Community Futures Nadina to explore options for increasing its presence in the Lakes District. Options could include regular 'office hours' in Burns Lake, promotions, partnerships with Burns Lake organizations, hosting courses in Burns Lake, etc.

F2: Train and deploy Community Catalysts

During development of this strategy, various community members expressed strong interest in one or several of the ideas that have been included as actions. This action would be to enlist these individuals as 'Community Catalysts' who will take on specific actions and determine the best way to implement them. In this way, implementation of this strategy will be embedded in the community as an opportunity to utilize and build on the talent and skills of community members.

F3: Community to Community (C2C) forum with First Nations and Village of Burns Lake, and possibly development of longer term economic collaboration frameworks

The communities of the Lakes District have recognized a need for greater collaboration on economic development, particularly between First Nations and non-First Nations communities (Village of Burns Lake). While some of the actions in this strategy speak to collaboration on specific actions, there is a real need for an economic protocol that will determine how the communities will work together over time. Ideally this should happen immediately.

There are several ways this could be done and tools that could be used. Initially, **the Village of Burns Lake could consider applying for C2C (Community to Community) funding** to host preliminary relationship building forums between elected officials. The topic could be economic collaboration, or more underlying issues of reconciliation, rights and title.

In the longer term, the communities should pursue a collaboration framework, and there are a number of tools or processes that could be used. For example, Economic Protocol Agreements (e.g., by Sliammon and the City of Powell River, and the communities of the Northern Squamish

Lillooet Regional District) or the Community Economic Development Initiative (CEDI) program, by the Federation of Canadian Municipalities.

Through this process, the communities can determine how they will work together on economic development in general, and on specific economic actions.

F4: Policies and support for cannabis industry

While it's not yet completely clear what role municipalities will play when it comes to the cannabis industry, they will most likely be active in zoning, business licensing, building code, municipal workplace safety, and enforcing relations around public consumption (according to the Federation of Canadian Municipalities).

There is much that can be done at a local level to prepare for and adapt to cannabis legalization, including:

- Assembling a working group on cannabis legalization;
- Further engaging with the province to understand jurisdictional responsibilities;
- Engaging with community members, key stakeholders, and industry;
- Assessing which bylaws and municipal programs require adjustment or creation to enable cannabis and more.

F5: Leverage skills of local residents

There are many talented community members living within the Lakes District. While it can be tempting to look for new, outside solutions from outside the community, it's an investment in the community to recognize and build upon the skills we already have. One of the great benefits of being a smaller community is that people know each other and are familiar with each others' skills. Many of the actions throughout this strategy could be completed by drawing upon the skills and talents of local residents.

F6: Regular meetings between Village of Burns Lake and Lakes District First Nations on economic development

The six First Nations based in the project area (Lake Babine Nation, Ts'il Kaz Koh (Burns Lake Band), Cheslatta Carrier Nation, Wet'suwet'en First Nation, Skin Tyee Nation, and Nee-Tahi-Buhn Band) are a crucial and growing economic driver in the Lakes District. Collectively, the six First Nations governments and their business ventures would be the largest employers in the area. The majority of new economic and business ventures in the past five years have been started by First Nations governments or members. Maintaining regular meetings and open lines of communication between the Village of Burns Lake and the six local First Nations is a way to build and strengthen relationships while looking for shared priorities and opportunities to collaborate on economic development initiatives.

F7: Facilitate collaboration within sectors (e.g., support the creation of a tourism organization)

Everybody wins with increased collaboration within sectors, as various players can work together to identify shared goals and priorities, align strategies, and learn from one another. When it comes to making overarching changes or policies, such as creating a tourism strategy, it's much easier to achieve when there are pre-existing relationships within a sector. It's often

helpful to have a separate body for the sole purpose of fostering collaboration within a sector, such as a dedicated tourism organization or the Cattlemen's Association.

F8: Collaborate with First Nations organizations to link employers with First Nations employees (e.g., apprenticeship tax credit)

There are many programs and opportunities for First Nations to partner with industry, trade unions, and training institutes to help build the skills and support successful and meaningful long term employment. An up-to-date (as of July 2018) inventory of Indigenous Skills Training Programs can be found on the Province of British Columbia's [website](#).

F9: Investigate and address entry level labour shortage

Work with local colleges, universities (e.g., University of Northern British Columbia), industry, and government to match training and educational programs to the type of labour that is needed. Work with small business to address problems attracting people to work in the service industry.

F10: Continue to advocate for sustainable Annual Allowable Cut (AAC), combining forest areas, other forestry related policy measures

Timber supply is a critical component of the local economy. If the impending Timber Supply Review results in a significant reduction in the Lakes AAC, jobs, investment, and quality of life will be adversely impacted. Continued efforts to advocate for forestry-related policies that will benefit Lakes District residents are an essential part of this strategy.

F11: Programs and actions to encourage new immigrants settling the area

As the Lakes District's population is declining, encouraging immigrants to settle in the area is an important component of resident attraction. Having a steady immigration flow helps to expand the area's tax base and rejuvenate the local workforce. Immigrants could be drawn to the community in various ways, such as running career fairs that match employers with immigrants, running social media campaigns in larger BC towns and cities that convey the benefits of living in a smaller area like the Lakes District or partnering with local businesses to use the Temporary Foreign Worker Program. Some smaller communities elsewhere in Canada have hired a designated immigration officer who can focus on improving immigrant attraction and retention, and ensure that adequate supports and services are provided for newcomers to the area.

F12: Support RDBN efforts for high speed internet and cell coverage in rural areas

High speed internet is becoming one of the key features of a successful, economically resilient smaller communities. Communities like Penticton and Revelstoke have done a good job of attracting millennials and professionals who can work from home, largely due to the availability of broad band internet. Both high speed internet and cell coverage are crucial both to attracting these types of workers and potential new residents, and for maintaining modern and high quality of life for current residents.

F13: Ensure an up to date land inventory is available on the website

Having a centralized and current land inventory makes it convenient and easy for potential buyers, developers, and investors to view their options in the Lakes District. This inventory should include information on zoning, servicing, and other features. It is also useful for the community to be aware of how land is being used in their community, especially when it comes to taking on new projects such as creating a dog park.

Theme 1: Local Business Matters

This theme relates to supporting the Lakes District's *existing* businesses to grow, and creating an economic 'environment' that is conducive to *new businesses* creation or business relocation.

The resulting list of priority projects is shown below and described on the following pages.

ACTIONS:

Phase 1 Quickstart actions (0-6 months)

- Work with building owners to better utilize underused or empty buildings.
- Business training workshops (e.g., digital marketing).
- Program to link events and festivals to local business.
- Encourage local businesses to promote tourism (e.g., Superhost training).

Phase 2 actions (urgent priorities)

- Continue community revitalization (beautification, walkability/bikeability, etc.).
- Actions to support an increase in local purchasing (customer education and vendor support).
- Work with large purchasers and local suppliers to increase local procurement.
- Expand business retention and expansion program (including one-on-one support).
- Pioneer square pop-up seating, music, etc.

Phase 3 actions (less urgent priorities)

- Investigate support for Business Improvement Area.
- Consider or take steps toward Innovation hub.
- Attract anchor chains/franchises.

Phase 1 Quickstart Actions (0-6 months)

Phase 1 'Quickstarts' are actions that can be completed in the next six months, or are urgent opportunities that must be started immediately.

L1: Work with building owners to better utilize underused or empty buildings

Description & Rationale: There are various ways to creatively utilize empty or underused buildings. This action would contribute to liveliness in the village core, support local businesses and artists, and improve the chances of finding long-term tenants for vacant spaces.

Ideas:

- Shorter term rentals (e.g., pop up shops).
- Artists' displays of their art (for sale or not) in unused store fronts.
- Space sharing. For example, two smaller companies could share one space or two compatible businesses such as a café and bookstore.
- Empty buildings tour. This idea includes working with building owners and local realtors to open their vacant buildings to a tour that could attract interested community members as well as potential tenants. The idea has proved successful in smaller communities elsewhere, resulting in cleaned up vacant properties, community conversation about what people would like to see in their town, and some new tenants secured.
- Encourage the owners of businesses and shopfronts that are for sale or lease to list them on Spacelist.com or Venture Connect (in order to show up on britishcolumbia.ca).

Estimated Cost Range: \$500 or more

Potential funding sources (see Appendix 2 for fund details):

- BC Rural Dividend Fund
- Federation of Canadian Municipalities – Municipal Asset Management Program

Possible Partners:

- Village of Burns Lake
- First Nations Economic Development Departments
- Burns Lake & District Chamber of Commerce
- Property owners
- Community members
- Local realtors

Local Business Matters

L2: Business training workshops (e.g., digital marketing)

Description & Rationale:

There is much to be gained in supporting local businesses with training. This helps encourage residents and entrepreneurs to diversify and branch out into new markets, and to keep up with shifting economic and purchasing trends. For example, digital marketing is fast evolving and it can be difficult for small businesses - who have limited time and marketing budgets - to use this marketing channel to its full potential. Training workshops could take various forms, depending on local needs and interests. Coaching could be provided in a group setting, but up-take (and therefore impact) may be higher with individual coaching if feasible. It would be strategic first to gain a sense of what sort of training appeals to multiple people/organizations in the community.

Ideas:

- Digital marketing training (e.g., including assessments of their current digital marketing, plans for digital marketing, and training so that they can implement the changes over time).
- Other topics could include succession planning, business branding, employee hiring and retention, etc.
- Local individuals with business expertise could be brought in to deliver training.
- Other programs, such as Small Business BC, or online modules could be used in areas that lack local expertise.

Estimated Cost Range: Small - \$5,000 or less (Some platforms offer free online training and seminars, such as Small Business BC, while others can be hundreds or thousands of dollars).

Potential funding sources (see Appendix 2 for fund details):

- Nechako-Kitimaat Development Fund
- Northern Development Initiative Trust - Competitiveness Consulting Rebate
- Industrial Research Assistance Program
- BC Rural Dividend Fund
- Western Economic Diversification Program

Possible Partners:

- First Nation and Village of Burns Lake Economic Development Departments
- Community Futures Nadina
- Burns Lake and District Chamber of Commerce
- Regional District of Bulkley-Nechako Economic Development Department

Local Business Matters

L3: Program to link events and festivals to local business

Description & Rationale:

The impact of local events and festivals on the economy can be amplified by linking them to local businesses. When visitors come to town for event, they should be encouraged and supported in exploring the region and in shopping locally. Having vibrant events and festivals is a good way to attract tourists and residents, as well as enhance local quality of life. They also help the local business scene thrive, and build collaboration between and across sectors.

Ideas:

- A welcome package for attendees with maps, visitor information, and local businesses listed. Consider coupons to draw people to local stores.
- Support event organizers in hosting local food, crafts and goods vendors at the event (e.g., listings of vendors, information on liability and regulations, lending physical stalls for vendors) that showcase local stores and producers.
- Other support to event organizers as needed to grow and enhance events (graphic design and marketing, social media instruction, information on local procurement etc.) Some of this could be provided by local businesses to build a reciprocal relationship.

Estimated Cost Range: \$1,000 annually

Potential funding sources (see Appendix 2 for fund details):

- Tourism Events Program, Destination British Columbia (deadlines: April 30, 2019; October 31, 2019)
- Building Communities through Arts and Heritage (deadlines January 31, April 30, September 30)

Possible Partners:

- Non-profit organizations
- Burns Lake Native Development Corporation (BLNDC)
- Village of Burns Lake
- Local businesses
- Regional District of Bulkley-Nechako (RDBN)

Local Business Matters

L4: Encourage local businesses to promote tourism

Description & Rationale:

All businesses would benefit from the economic growth that results from increased tourism. Tourism revenues are known to have a multiplier effect on the local economy by bringing dollars that can then be reinvested back into the community in the form of infrastructure improvements, parks and public spaces, local facilities, etc. The more people who come to the region, the more potential customers there are for all businesses. Building the tourism industry also diversifies the local economy, reducing its dependence on any one industry and enhancing resiliency.

This action is complementary to action T1 of creating a tourism organization and strategy, as local businesses could help promote tourism in ways that support the tourism strategy. Similarly, having a strategy would be beneficial to support businesses in promoting tourism in a coordinated, aligned way.

Ideas:

- Investigate potential for a joint rewards programs, where coupons/points can be earned and redeemed at multiple businesses.
- Offer Superhost training for local business employees. This is a suite of (classroom or online) customer service training courses for front-line employees. This not only increases customer satisfaction but also supports employees in gaining valuable customer service skills. This training has been offered before but could be refreshed.

Estimated Cost Range: Small - \$5,000 or less (cost of SuperHost training is \$59 per person).

Potential funding sources (see Appendix 2 for fund details):

- Undetermined.

Possible Partners:

- Burns Lake and District Chamber of Commerce
- Economic Development entities within the Lakes District
- Community Futures Nadina
- Burns Lake and District Chamber of Commerce

Local Business Matters

Phase 2 Actions (urgent priorities)

To be started opportunistically (e.g., when funding or champions available), or when Phase 1 (Quickstarts) actions are completed/underway.

L5: Continue community revitalization (beautification, walkability/bikeability, etc.)

Description & Rationale:

Having an attractive and accessible village core helps to build community pride, encourage visitation, improve tourism, and attract businesses. A community that is both walkable and bikeable supports healthier lifestyles, encourages alternative and safe transportation and makes for a livelier and social village core. This can be done through a series of visual and functional improvements to public spaces downtown. These could range in scale, from smaller changes such as hanging banners to larger changes such as adding bike infrastructure. This process has already started, as the Village of Burns Lake is working to relocate crosswalks to safer locations. With any improvements, it's important to have a plan for how they will be maintained over time.

Ideas:

- Review design guidelines.
- Include Indigenous design features.
- Designated biking paths.
- Bike racks.
- Benches.
- Banners.
- Landscaping, street trees.
- 'Wraps' of hydro boxes.
- Ornamental street lighting.

Estimated Cost Range: High - \$25,000 or more

Potential funding sources (see Appendix 2 for fund details):

- Legacy Fund – Building Communities through Arts and Heritage (deadlines January 31, April 30, September 30)
- Federation of Canadian Municipalities – Municipal Asset Management Program
- Northern Development Initiative Trust – Business Façade Improvements
- Nechako-Kitimaat Development Fund
- Local granting organizations

Possible Partners

- Village of Burns Lake and First Nation organizations and councils
- Community members (e.g., through community-led beautification projects)
- Burns Lake and District Chamber of Commerce

Local Business Matters

L6: Actions to support an increase in local purchasing (customer education and vendor support)

Description & Rationale: With pressure from international markets and the rise of online shopping, local businesses need dedicated consumers and support in order to thrive. Purchasing locally helps keep our dollars circulating in our community.

Customer education and vendor support are two important components of this. Often, consumers simply don't recognize (or act on) the importance of shopping locally. Customer education and marketing campaigns can help inform consumers (i.e., residents) about the benefits of buying local (e.g., to support local jobs a thriving community, a unique shopping experience). Vendors can also be supported in making sure that the products and services they provide are consistent with the needs and desires of residents.

Ideas:

- Support Plaid Friday, Mistletoe Mania, and other shop local events during the year.
- Work with LOCO BC to take part in BC Buy Local Week or their business engagement option that provides free, ready-to-use Buy Local campaign materials for locally owned businesses.
- Work with businesses to develop consumer feedback program.

Estimated Cost Range: \$500 - \$2,500

Potential funding sources (see Appendix 2 for fund details):

- BC Rural Dividend Fund - Nechako-Kitimaat Development Fund
- Build in Canada Innovation Program

Possible Partners:

- Village of Burns Lake
- Burns Lake and District Chamber of Commerce
- Local business owners
- Community Futures Nadina

Local Business Matters

L7: Work with large purchasers and local suppliers to increase local procurement

Description & Rationale:

Businesses, local governments, and institutions all purchase goods and services for their organizations. Together, these procurement decisions account for major flows of money within communities (local government and school district purchasing account for about 5.4% of GDP here in Canada¹). The Village of Burns Lake already buys as much as it can locally.

Directing a proportion of this procurement to local businesses can hugely impact the local economy. Dollar for dollar, it also can be much more efficient than trying to influence individual consumer purchasing through buy-local campaigns or attracting new sources of money through tourism, exports, etc. Essentially, this action can be low hanging fruit for economic development.

Ideas:

- Convene and work with other larger organizations such as hospitals, seniors homes, forestry camps, etc., to educate them on the benefits of local procurement.
- Explore ways to increase local procurement by First Nation organizations (e.g., holiday gifts, food and supplies for large events).
- Providing matchmaking services between local businesses and local purchasers.
- Working with local businesses to increase their ability to win procurement contracts (e.g., coaching on finding procurement opportunities, adjusting or scaling up offerings to meet the needs of larger purchasers, and support on applying for contracts).

Estimated Cost Range: Small - \$500 - \$1,000 for advertising materials

Potential funding sources (see Appendix 2 for fund details):

- AgrilInnovation Program (open until March 31, 2023)
- CanExport
- Agrifood (Technology) Venture Acceleration Program

Possible Partners:

- Village of Burns Lake
- Community Futures Nadina
- Larger organizations and local businesses

¹ From Buying Local: Tools for Forward Thinking Institutions, as calculated from the following three sources:
1) Statistics Canada. "CANSIM Table 183-0002, Public Sector Employment, Wages and Salaries, Seasonally Unadjusted and Adjusted." 2009.
2) Statistics Canada. Provincial and Territorial Economic Accounts, Local Government Revenue and Expenditure, Canada. 2009.
3) Denis Audet. "Government Procurement: A Synthesis Report." OECD Journal on Budgeting. Vol. 2, No. 3 (2002), p. 159. Retrieved from: www.oecd.org/governance/budgetingandpublicexpenditures/43506020.pdf

Local Business Matters

L8: Expand business retention and expansion program (including one-on-one support)

Description & Rationale:

It is significantly less expensive to keep and grow existing companies than to attract new ones. Burns Lake already has a Business Retention and Expansion (BRE) program that has included activities like business walks. This BRE program could be expanded to include regular communications and support for businesses in all phases of their businesses (early stage, growth, succession planning). Taking purposeful steps to build strong relationships with local businesses helps to show that the community is a business-friendly environment. This is also important in order to maintain local jobs by keeping employers happy in the community.

Ideas:

- Expand business walks and follow up on outcomes.
- Invite First Nation Economic Development Officers to join business walks.
- 'Enterprise facilitation,' one-on-one support and matchmaking for any interested businesses.
- Staff/Council can attend business events (e.g., business association meetings) and listen to concerns.
- Conduct a business retention and expansion survey to identify the challenges, needs, and opportunities of local businesses.
- Conduct research and analysis for businesses where appropriate (e.g., providing information on Lakes District demographics or economic information).
- Update InvestBC profile. The current profile lacks up-to-date statistics.
- Link businesses with relevant support services (e.g., funders, education and training providers, other businesses facing similar challenges). This could include digital marketing or other types of training, as listed in action L2.

Estimated Cost Range: Small - \$500 for supplies

Potential funding sources (see Appendix 2 for fund details):

- Village of Burns Lake Economic Development budget
- Northern Development Initiative Trust - Economic Development Capacity Building

Possible Partners:

- Village of Burns Lake Council and staff
- Burns Lake and District Chamber of Commerce
- Province of British Columbia's Regional Manager for Economic Development (can assist with business walks)

Phase 3 Actions (less urgent priorities)

Phase 3 actions are regional priorities but are less urgent than Phase 1 and 2 actions. They are to be started opportunistically (i.e., when funding and champions are available), or when Phase 2 actions are completed/underway.

L9: Investigate support for Business Improvement Area

The concept of a business improvement area includes gathering support from local businesses within a certain area to request a Business Improvement Area designation from the local municipal council. Once the designation is granted, the BIA can undertake improvement and beautification projects in the area (e.g., tree planting, improved parking, street banners, flowers and plants, street furniture, etc.) that are funded through regular contributions from all members.

While BIAs are most common in communities larger than Burns Lake, it would still be possible to create one. Quesnel, BC is the smallest member of the Business Improvement Areas of British Columbia. This action would start by reaching out to local businesses and gauging their levels of interest. More information, resources, and support are offered by Business Improvement Areas of BC and can be found on bia.bc.ca.

L10: Consider or take steps toward Innovation hub

Innovation hubs can take a variety of forms, from makerspaces (a shared space containing tools, equipment, or machinery for all members to use) to hot desks (a shared office space in which members, such as freelancers or those who work from home, rent a desk space for various time periods) to an incubator. Examples of innovation hubs can be found in other small communities throughout BC, such as the Salmon Arm Innovation Centre (a hub for the tech sector, business start-ups, innovation, and collaboration for entrepreneurs) and Revelstoke's Mountain CoLab (a downtown space catering to self-employed professionals who need somewhere to work, meet, and network). This action would start by reaching out to community members and those who work from home to gauge their levels of interest.

L11: Attract anchor chains/franchises

While supporting local businesses and producers is important, anchor chains and franchises also play an important role in local economies. They are able to enter markets that are less certain, such as in newly developed areas, since they have much larger and more secure financial backing than a 'mom and pop' enterprises. Additionally, they are able to attract loyal customers through brand recognition, such as those passing through town on the highway. This action would be to investigate the communities' and franchisers' appetite for the Lakes District.

Theme 2: Tourism and Recreation

Tourism and recreation development were identified as very important opportunities for economic development in the Lakes District. Key areas of opportunity within this theme included cultural and adventure tourism.

Although public engagement identified dozens of tourism 'product development' ideas (e.g., slide coasters, stand up paddleboard rentals), tourism stakeholders have chosen to prioritize governance and structural issues first. The group recognized the benefit of marketing the area in a cohesive manner, rather than each business or organization "doing their own thing." Initial funding for the tourism board is for seed money.

The resulting list of priority projects is shown below and described on the following pages.

ACTIONS:

Phase 1 Quickstart Actions (0-6 months)

- Support the creation of a tourism organization and tourism strategy.
- Promote the value of tourism, best practices to councils, the Burns Lake and District Chamber of Commerce, etc.
- Update place branding and marketing - focus on outdoor recreation and Indigenous culture and history.

Phase 2 actions (urgent priorities)

- Wayfinding and amenity signage (on the highway and within Burns Lake).
- Continue to support mountain bike tourism efforts (BLMBA, NBCT, etc.).
- Support Indigenous tourism product development.

Phase 3 actions (less urgent priorities)

- Other product development.

Phase 1 Quickstart Actions (0-6 months)

Phase 1 'Quickstarts' are actions that can be completed in the next six months or are urgent opportunities that must be started immediately.

T1: Support the creation of a tourism organization and tourism strategy

Description & Rationale:

Community members put forward hundreds of tourism ideas, from roller coasters to calving adventures. However, a meeting with tourism stakeholders revealed that there is an urgent need to step back and build a framework for tourism in the Lakes District before diving into any specific projects.

Specially, there is a need for a tourism organization that brings together tourism stakeholders in a coordinated way. This could be a committee, society, Destination Marketing Organization, or another framework. Once this group is in place, there is a need to create a tourism strategy for the Lakes District, to ensure that the work of all tourism players is aligned and coordinated.

Estimated Cost Range: \$5,000 – \$10,000 for initial costs

Potential funding sources (see Appendix 2 for fund details):

- BC Rural Dividend Fund
- Western Economic Diversification Program
- Northern Development Initiative Trust - Economic Development Capacity Building
- Village of Burns Lake economic development budget
- Indigenous tourism organizations

Possible Partners:

- Village of Burns Lake could initiate this process by bringing together tourism stakeholders
- Indigenous Tourism organizations (band councils/economic development)
- Ultimately, tourism stakeholders will need to lead the project

Tourism and Recreation

T2: Promote the value of tourism, best practices to Councils, Chamber, etc.

Description & Rationale:

Tourism is an important part of the economy in the Lakes District, with much potential to grow. Given its strategic location on Highway 16, Burns Lake and the other local communities are well positioned to take advantage of the tourist traffic on that route. The area boasts strong tourist attractions already, such as mountain biking trails and world-class fishing. In order to maintain and build this industry, it will be important to fully understand and appreciate its value in order to strategically plan for growth (action T1) and ensure that tourism operators and related businesses feel supported and valued.

Ideas:

- Quantify the value of the tourism industry and share results with Burns Lake and First Nation councils, the Burns Lake and District Chamber of Commerce, etc. The RDBN Value of Tourism Study could be used as the baseline.
- Compile case studies of other BC towns of a similar size that have boosted their economy through tourism as a means of highlighting success stories and best practices.
- Support the Visitor Information Centre in tracking visitors, e.g., expand the Tourism Survey (mentioned in the Introduction) and make it a regular data gathering activity.

Estimated Cost Range: \$500 or more for survey

Potential funding sources (see Appendix 2 for fund details):

- NA

Possible Partners:

- Village of Burns Lake
- Tourism stakeholders
- Visitor Information Centre
- RDBN

Tourism and Recreation

T3: Update place branding and marketing: focus on outdoor recreation and Indigenous culture and history

Description & Rationale:

Place branding is becoming an increasingly popular practice for communities and regions wishing to shape the image presented to potential tourists, residents, investors, etc. It would be helpful for the Lakes District region to have an updated, unified brand that reflects the community's shared visions and values. This can be used in marketing the region, and can draw on some of the region's most valuable assets. In this case, it could highlight the region's ample outdoor recreation opportunities as well as local First Nations culture and history.

Ideas:

- Initiate Destination Marketing Organization or work with the Visitor Information Centre to carry out this role.
- Work with stakeholders to promote place branding.
- Visitor attraction or resident attraction marketing.
- Work with tourism organizations, such as Travel Northern British Columbia or Indigenous Tourism BC, that can provide tourism data, information resources, and guidance on messaging.
- Continue partnerships with existing events or attractions, such as the Mountain Bike Tourism Association's Ride North event, to coordinate on recreation-based marketing.
- Billboards promoting the Lakes District along Highway 16.
- Marketing the communities to small firms or companies that can work remotely; sell them on the benefits of locating in Burns Lake, where property is more affordable than southern parts of BC.
- Pitch articles about Burns Lake to local magazines (e.g., travel, parenting, and lifestyle publications).

Estimated Cost Range: \$100,000

Potential funding sources (see Appendix 2 for fund details):

- Northern Development Initiative Trust – Marketing Initiatives
- BC Rural Dividend Fund (grant application has already been submitted)
- Western Economic Diversification Program

Possible Partners:

- Village of Burns Lake
- Lake Babine Nation, Ts'il Kaz Koh (Burns Lake Band), Cheslatta Carrier Nation, Wet'suwet'en First Nation, Skin Tyee Nation, and Nee-Tahi-Buhn Band
- Visitor Information Centre
- Tourism/event operators
- Burns Lake and District Chamber of Commerce

Phase 2 Actions (urgent priorities)

To be started opportunistically (e.g., when funding or champions available), or when Phase 1 (Quickstarts) actions are completed/underway.

T4: Wayfinding and amenity signage (on the highway and within Burns Lake)

Description & Rationale:

Improved wayfinding and signage is needed throughout Burns Lake and the Lakes District. Tourists, and some residents, are unaware of the many amenities and activities that the region has to offer. A clear place to start is signage along Highway 16, which sees heavy volumes of traffic per day, especially in the summer months as tourists travel between Jasper and Prince Rupert. A key location to identify through signage from the Highway is the Visitor Information Centre so that those passing through can easily navigate their way to a source of information showing what there is to do in the area.

Ideas:

- Meet with regional partners (e.g., Village of Burns Lake, First Nations, Regional District of Bulkley-Nechako, tourism operators, community champions) to understand current signage needs and opportunities for alignment.
- Conduct wayfinding gap analysis and best practice analysis to identify most strategic locations for signage by building on the work of our current signage strategy.
- Installation of signage that aligns with rebranding.

Estimated Cost Range: \$15,000 - \$100,000

Potential funding sources (see Appendix 2 for fund details):

- Legacy Fund – Building Communities through Arts and Heritage, Government of Canada
Canadian Heritage
- Northern Development Initiative Trust - Economic Development Capacity Building
- Nechako-Kitamaat Development Fund
- Local funders

Possible Partners:

- Village of Burns Lake
- Lake Babine Nation, Ts'il Kaz Koh (Burns Lake Band), Cheslatta Carrier Nation, Wet'suwet'en First Nation, Skin Tyee Nation, and Nee-Tahi-Buhn Band
- Tourism operators
- Burns Lake and District Chamber of Commerce
- Visitor Information Centre

Tourism and Recreation

T5: Continue to support mountain bike tourism efforts

Description & Rationale:

Only ten minutes from downtown Burns Lake there is a vast network of mountain biking trails at Boer Mountain and the Burns Lake Bike Park. Mountain biking is a rapidly growing tourist attraction, and Burns Lake is well positioned to continue exploiting this trend. Increasing the number of mountain biking tourists increases the number of potential customers for local businesses and hotels. Building, maintaining, and/or expanding the trail networks, as well as offering bike rentals, lessons, etc., all provide local employment opportunities. On top of the economic benefits of tourism, having great mountain biking facilities contributes to the quality of life of locals who like to ride.

Ideas:

- Ensure that mountain biking representatives, such as from the Burns Lake Mountain Biking Association (BLMBA), are included in developing and implementing tourist attraction campaigns (e.g., through Actions T1 and T3).
- Amplify the promotion of annual mountain biking events like the Big Pig Bike Festival.
- Continue to engage with the Western Canada Mountain Bike Tourism Association (MBTA) who provide tourism development and marketing services.
- Work with online tourism websites (e.g., hellobc.com, travel.bc.ca) to ensure that local mountain biking amenities are highlighted in Burns Lake and Lakes District profiles.
- Coordinate with local tourism operators (e.g., hotels, restaurants) to put together 'stay and play' tourism packages that focus on mountain biking (e.g., including bike rentals, lessons, tours, etc.).
- Support efforts to connect the bike park to downtown Burns Lake with a continuous bike path.

Estimated Cost Range: \$2,500

Potential funding sources (see Appendix 2 for fund details):

- Northern Development Initiative Trust - Economic Development Capacity Building
- Destination British Columbia – Tourism Events Program
- Nechako-Kitimaat Development Fund
- Bulkley Valley Credit Union

Possible Partners:

- Burns Lake Mountain Biking Association (BLMBA)
- Village of Burns Lake
- Tourism stakeholders
- Western Canada Mountain Bike Tourism Association (MBTA)

T6: Support Indigenous Tourism Product Development

Description & Rationale:

Indigenous tourism is a rapidly growing sector across BC and the country. Providing support for Indigenous tourism businesses is a promising way to help these businesses become market-ready and grow into sustainable economic successes.

Ideas:

- Coordinate and look for shared opportunities to create a tourism organization and tourism strategy (action T1)
- Continued support from Indigenous Tourism BC (ITBC) will encourage local First Nations entrepreneurs and communities to develop tourism products. ITBC is a non-profit organization “committed to growing and promoting a sustainable, culturally rich Indigenous tourism industry” by providing training, information resources, networking opportunities, and co-operative marketing programs for Indigenous tourism businesses in BC.

Estimated Cost Range:

Potential funding sources (see Appendix 2 for fund details):

- Western Economic Diversification Program
- Rural Dividend Fund
- Indigenous Tourism BC and Canada

Possible Partners:

- Lake Babine Nation, Ts'il Kaz Koh (Burns Lake Band), Cheslatta Carrier Nation, Wet'suwet'en First Nation, Skin Tyee Nation, and Nee-Tahi-Buhn Band
- Village of Burns Lake
- Tourism operators
- Burns Lake and District Chamber of Commerce

Tourism and Recreation

Phase 3 Actions (less urgent priorities)

Phase 3 actions are regional priorities but are less urgent than Phase 1 and 2 actions. They are to be started opportunistically (i.e., when funding and champions are available), or when Phase 2 actions are completed/underway.

T7: Other product development

This action includes developing more activities and amenities to draw tourists to the area or keep them in the area for longer. This includes better signage and promotion of existing ones (e.g., trails, water access, and winter recreation).

Theme 3: Arts and Culture

Arts and culture are critical to economic development. Cultural industries create job growth, turn ordinary towns into 'destinations,' create interconnections between arts and business, revitalize urban areas, attract skilled workers, and create spin-off businesses.

The Lakes District Arts Council is a stellar example of how community members with a vision can turn their passion into an organization that improves the quality of life for all residents.

The resulting list of priority projects is shown below and described on the following pages.

ACTIONS:

Phase 1 Quickstart actions (0-6 months)

- More public art outside downtown (murals, hydro boxes, garbage containers, etc.).
- Actions to increase First Nations art presence.
- Workshops on commercializing and marketing art.

Phase 2 actions (urgent priorities)

- Assess viability of turning the St John's Anglican Church into an art gallery.
- Display more local art in stores, hotels, and other locations.
- Arts and Culture School/Centre – FibreFest.
- Live music or 'plein air' painting in Pioneer Park.

Phase 3 actions (less urgent priorities)

- Craft beer and music festival.

Arts and Culture

Phase 1 Quickstart Actions (0-6 months)

Phase 1 'Quickstarts' are actions that can be completed in the next six months or are urgent opportunities that must be started immediately.

C1: More public art downtown (murals, hydro boxes, etc.)

Description & Rationale:

Throughout the process, we heard many suggestions from community members to increase public art in and around Burns Lake. Painting murals on prominent structures is a cost-effective way of refreshing the aesthetic of the town and showcasing local artists and/or youth. Art pieces could feature and celebrate local Indigenous arts and culture, as well as other valued assets such as mountain biking. The process of designing and creating murals and public art would also be an opportunity to strengthen relationships between community members. The Village of Burns Lake has already submitted a grant for public art.

Ideas:

- Murals painted on blank walls.
- Wraps on hydro boxes.
- Community painting of sidewalks, fire hydrants, utility poles. This can be turned into a one-day event.
- Big, painted chess board in a central location.

Estimated Cost Range: High - \$25,000 or more. This project will continue to be delivered over several years as funding is secured.

Potential funding sources (see Appendix 2 for fund details):

- Canadian Heritage Legacy Fund - Building Communities Through Arts and Heritage
- Rural Dividend Fund (grant application has already been submitted for murals)

Possible Partners:

- Lakes Artisan Centre
- Village of Burns Lake
- Community members and local businesses

Arts and Culture

C2: Actions to increase First Nations art presence

Description & Rationale:

With six local First Nations (Lake Babine Nation, Ts'il Kaz Koh (Burns Lake Band), Cheslatta Carrier Nation, Wet'suwet'en First Nation, Skin Tyee Nation, and Nee-Tahi-Buhn Band) in the area, there is ample opportunity to increase the presence of local First Nations art. Not only would this contribute to the local arts and culture sector and tourism attraction, but it would build community, strengthen relationships, and celebrate local First Nations peoples, stories, and traditions.

Ideas:

- Carving tent in Pioneer Park in the summer months.
- Museum display of local First Nations artifacts and art.
- Incorporate Indigenous art into public art and murals (as mentioned in action A1).
- Have an outdoor fire pit for gatherings (during summer and/or winter), dancing, sharing food and culture.

Estimated Cost Range: Undetermined.

Potential funding sources (see Appendix 2 for fund details):

- Canadian Heritage Legacy Fund- Building Communities Through Arts and Heritage

Possible Partners:

- Lake Babine Nation, Ts'il Kaz Koh (Burns Lake Band), Cheslatta Carrier Nation, Wet'suwet'en First Nation, Skin Tyee Nation, and Nee-Tahi-Buhn Band
- Village of Burns Lake
- Lakes District Artisan Centre

Arts and Culture

C3: Workshops on commercializing and marketing art

Description & Rationale:

The Lakes District has a large and vibrant arts community. There is potential here for local artists to sell their creations, but the task of marketing art can be daunting. Most artists are not good at marketing themselves or their creations, but the community can help them by providing workshops on this topic. With an international market for Indigenous art, local Indigenous artists should be engaged as well.

This action would be to organize workshops on commercializing and marketing art. These sessions could focus on online sales, exhibiting art locally and further afield, and other topics of interest to local artists. This action ties to Q8; local residents knowledgeable in commercializing and marketing art could offer or support these workshops. This action also ties to A5; one of the options for artists to commercialize their art would be to have it on display in local storefronts, hotels, cafes, etc., along with purchasing information.

Estimated Cost Range: \$2,000 or more

Potential funding sources (see Appendix 2 for fund details):

- Community Futures Nadina
- Nechako-Kitamaat Development Fund

Possible Partners:

- Local arts community
- Lake Babine Nation, Ts'il Kaz Koh (Burns Lake Band), Cheslatta Carrier Nation, Wet'suwet'en First Nation, Skin Tye Nation, and Nee-Tahi-Buhn Band
- Community Futures Nadina
- RDBN
- Lakes Artisan Centre

Arts and Culture

Phase 2 Actions (urgent priorities)

To be started opportunistically (e.g., when funding or champions available), or when Phase 1 (Quickstarts) actions are completed/underway.

C4: Assess the viability of art gallery in St John's Anglican Church

Description & Rationale:

Members of the arts community in Burns Lake are interested in turning the Anglican Church on First Avenue into an art gallery. This could be a unique way of revitalizing a space with some history while supporting the arts scene. However, it would take extensive repairs and renovations, and it's unclear whether the space is large enough. As such, the building would need to be assessed. This action includes evaluating the scope of repairs needed and conducting a feasibility study for turning it into an art gallery. This could be tied into the empty buildings tour (mentioned in action L1) to garner initial support.

Estimated Cost Range: \$150,000 or more

Potential funding sources (see Appendix 2 for fund details):

- Northern Development Initiative Trust - Community Halls and Recreation Facilities
- Canadian Heritage Legacy Fund - Building Communities Through Arts and Heritage
- Investing in Canada Infrastructure Program – Community, Culture and Recreation

Possible Partners:

- Village of Burns Lake
- First Nations governments
- Arts community

Arts and Culture

C5: Local art on display and in stores, hotels, and in more locations

Description & Rationale:

Showcasing the work of area artists in local venues, stores, hotels, etc., is beneficial in various ways. In addition to being a marketing and selling strategy for artists, it helps draw people and potential buyers into the venue, and it adds vibrancy and character to the community - all of which contribute to a local arts and culture scene. Art could also be displayed in civic buildings, such as the Lakeside Multiplex. This action is tied to action L1 (better utilizing underused buildings).

Ideas:

- Reach out to local venues to find out which have appropriate space and would be willing to display art; create a directory of these venues.
- Based on the above directory, a schedule could be created of when and where artists are going to display their artwork.
- A template agreement (e.g., laying out responsibilities for installation, sales, maintenance, removal, etc.) between the artist and the host venue could be created and shared.

Estimated Cost Range: \$500

Potential funding sources (see Appendix 2 for fund details):

- Canadian Heritage Legacy Fund - Building Communities Through Arts and Heritage
- Bulkley Valley Credit Union
- Burns Lake Community Forest Ltd.
- Burns Lake and District Community Foundation

Possible Partners:

- Village of Burns Lake
- Arts community
- Local stores, hotels, and other potential venues

Arts and Culture

C6: Arts and Culture School/Centre

Description & Rationale:

Many residents expressed a desire to see an arts and culture school or facility in the Lakes District. With such a strong local arts scene, this would be a good opportunity to highlight and build on the amazing skills of local artists and creators. Having such a centre would both contribute to local quality of life and vibrancy of the community and provide another reason for tourists to visit. It would also contribute to resident attraction, as visitors taking classes could remain in the area long enough to fall in love with it and want to stay. This would be a good opportunity to partner with local First Nations and incorporate a local, cultural component. There are community members who have already expressed a strong interest in this action. The scope of this project will depend on the involvement of community champions.

Ideas:

- Look at example art schools in smaller communities, such as Arts Wells, Banff Centre for Arts and Creativity, or the U'mista Cultural Centre in Alert Bay.
- Initially, space could be shared or rented while the idea is being tested, such as at the Multiplex, a local church, or the College of New Caledonia.
- For more of a long-term, permanent space, vacancies in suitable buildings could be monitored.
- Organize artist residencies; partner with local hotels.
- Offer classes taught by local artists as a tourist activity.

Estimated Cost Range: Undetermined.

Potential funding sources (see Appendix 2 for fund details):

- Northern Development Initiative Trust - Community Halls and Recreation Facilities
- Canadian Heritage Legacy Fund - Building Communities Through Arts and Heritage
- Nechako-Kitamaat Development Fund
- Burns Lake Community Forest Ltd.
- Burns Lake and District Community Foundation
- Lakes District Arts Council

Possible Partners:

- Lake Babine Nation, Ts'il Kaz Koh (Burns Lake Band), Cheslatta Carrier Nation, Wet'suwet'en First Nation, Skin Tye Nation, and Nee-Tahi-Buhn Band
- Village of Burns Lake
- Arts community
- Post-secondary institutions
- Lakes District Arts Council

Arts and Culture

C7: Live music or 'plein air' painting in Pioneer Park (and other locations)

Description & Rationale:

Many community members expressed a desire to see Pioneer Park revitalized and better used. Building on the local arts and culture scene, this would contribute to the local quality of life and tourism attraction. Centrally located and visible from Highway 16, Pioneer Park is a prime spot for community events and gatherings. There are various ways this could be done, especially in the summer months.

Ideas:

- Host live music events or festivals. Inspiration could be taken from the 39 Days of July event held annually in Duncan, BC, which hosts free music daily in a festival atmosphere in a small, central park.
- Organize 'plein art' (painting outdoors) events to bring together local and visiting artists and/or community members. This could even be organized as a competition, such as the Grand Prix of Art event in Steveston, BC. Advice, events, and workshops can be found and posted on pleinairbc.com

Estimated Cost Range: \$2,500 or more

Potential funding sources (see Appendix 2 for fund details):

- Building Communities through Arts and Heritage - Local Festivals
- Destination British Columbia - Tourism Events Program
- Burns Lake Community Forest Ltd.
- Lakes District Arts Council

Possible Partners:

- Local musicians
- Lakes District arts community
- Village of Burns Lake
- Tourism operators
- Community champions

Arts and Culture

Phase 3 Actions (less urgent priorities)

Phase 3 actions are regional priorities but are less urgent than Phase 1 and 2 actions. They are to be started opportunistically (e.g., when funding and/or champions are available), or when Phase 2 actions are completed/underway.

C8: Craft beer and music festival

Many community members expressed a desire to see more live music, festivals, and craft beer here – why not all three together? Festivals and events are one of the fastest growing forms of tourism, and are becoming increasingly popular in smaller communities and rural areas as a means of diversifying the local economy. A craft beer and music festival could contribute to the Lakes District in many ways, from attracting tourists to bringing the community together, to creating employment for local brewers, vendors, hotels, restaurants, artists, etc. Events of this type are also opportunities to build community pride by showcasing local arts and culture.

Theme 4: Quality of life and resident attraction

Ensuring that *all* residents of the Lakes District have access and opportunity to experience a high quality of life was identified as an important priority for the area. Having a high quality of life is good for keeping and attracting business owners and employees, and there is a clear link between quality of life and tourism/resident attraction. Most importantly, having a high quality of life contributes to the health, wellbeing, and happiness of residents. A wide variety of factors contribute quality of life, ranging from local events to affordable housing; many of these were brought up during engagement sessions.

The resulting list of priority projects is shown below and described on the following pages.

ACTIONS:

Phase 1 Quickstart actions (0-6 months)

- Deploy resident attraction materials (in progress).
- Support School District #91's YELL program at the Lakes District Secondary School.
- Initial tech meet-up with the possibility for more.
- Initiate Lakes District collaboration on housing and the completion of a 55 and under housing strategy (affordable housing, seniors housing, homelessness).
- Dog park.

Phase 2 actions (urgent priorities)

- Volunteer development Task Force.
- Lakes District events calendar.
- Classes/workshops to be put on by skilled residents.
- Makerspaces (for tech and non-tech making).
- Increase number of local events.

Phase 3 actions (less urgent priorities)

- Ensure that post-secondary offerings match the needs of the community.
- Work with BLMBA and RDBN to investigate options re: maintenance at Kager Lake.

Quality of life and resident attraction

Phase 1 Quickstart Actions (0-6 months)

Phase 1 'Quickstarts' are actions that can be completed in the next six months or are urgent opportunities that must be started immediately.

Q1: Deploy resident attraction materials (in progress)

Description & Rationale:

Attracting and retaining residents is a challenge facing many smaller communities across BC and Canada. To its advantage, Burns Lake boasts various attractive features, from the relatively low cost of living to the number and variety of recreation opportunities. Focusing on these strengths, this action would be to expand resident attraction marketing. This could be a joint effort between the Village of Burns Lake (which is already working on this), the Regional District of Bulkley-Nechako (which already has some resident attraction materials), and local First Nations. Distribution of materials could be coordinated with other initiatives as part of action T1 (to create a tourism organization and tourism strategy).

Ideas:

- Create a YouTube channel that highlights the benefits of living in Burns Lake (e.g., relatively low cost of living, recreation opportunities, etc.).
- Use other social media, including Facebook, Instagram, etc., to advertise life in Burns Lake.
- Materials could be provided to major employers to supplement their employee recruitment efforts, Northern Health for use in physician recruitment, and real estate agents for their marketing packages. These materials could also be used in targeted online or offline ads.
Distribute resident attraction materials in-person at the Visitor Information Centre, at various festivals and events, in hotels, and other locations in the Lakes District where people passing through the area would likely stop.
- Distribute resident attraction materials in other strategic locations throughout Northern BC, such as at the University of Northern British Columbia (to attract recent graduates) and regional airports.

Estimated Cost Range: less than \$2,500

Potential funding sources (see Appendix 2 for fund details):

- BC Rural Dividend Fund
- Northern Development Initiative Trust – Marketing stream

Possible Partners:

- Village of Burns Lake
- Regional District of Bulkley-Nechako
- Tourism stakeholders

Quality of life and resident attraction

Q2: Support School District #91's YELL program at the Lakes District Secondary School

Description & Rationale:

Throughout this process, we heard many suggestions that youth should be involved in the community in various ways. This action would be to work with a high school teacher and the YELL class to initiate student-led community improvement projects. YELL (Young Entrepreneurship and Leadership Launchpad) is an entrepreneur development program.

This would be a great learning opportunity for students to learn new skills about placemaking and project management, and it would bring some positive change to the community. These high school projects could tie into and be supported by the community building small grants, as recommended under Foundational Actions. It would be highly important to highlight these projects and communicate their success as this could stoke excitement and inspire others in the community to get involved in other projects.

Ideas:

- Projects could include those outlined in this strategy, or others generated by the students themselves.
- These could include educational content on 'placemaking', 'tactical urbanism', 'better blocks,' etc.

Estimated Cost Range: \$2,500

Potential funding sources (see Appendix 2 for fund details):

- Bulkley Valley Credit Union
- Four River Co-op Community Fund
- Burns Lake and District Community Foundation
- Chinook Community Forest
- Burns Lake Community Forest

Possible Partners:

- Village of Burns Lake
- School District 91
- Lakes District Secondary School

Quality of life and resident attraction

Q3: Initial tech meet-up with the possibility for more

Description & Rationale:

Examine the interest and viability of a “Tech Meet-up” in the Lakes District. Such meet-ups are an opportunity for individuals working in technology to get together and learn from each other (and this would also make it more welcoming for new tech workers moving to the area). Tech meet-ups are a tried-and-true model to meet this desire for connection in the tech sector. As technological innovation is an ever-increasing economic driver, there is much potential to grow and support those working in this sector

If there is interest (even from just a few people), carry out one or more pilot meet-ups. Down the line, a Lakes District Tech Meetup group could determine if there is a need for other actions such as more formal mentorship programs or incubators. Also look to create linkages with *regional* tech sector initiatives and meetups.

Ideas:

- Bring people together to tell stories and share examples of their experience in tech, to learn from each other and network. These could be regular events, such as meet-ups over coffee.
- Create local Facebook and LinkedIn groups for those in the tech sector.
- Promote mentorships, job shadowing, and apprenticeship opportunities in the tech sector.

Estimated Cost Range: Staff time

Potential funding sources (see Appendix 2 for fund details):

- BC Rural Dividend Fund

Possible Partners:

- Village of Burns Lake
- Local businesses related to the tech sector
- Community champions and members

Quality of life and resident attraction

Q4: Collaboration on housing and the completion of a 55 and under housing strategy (affordable housing, seniors housing, homelessness)

Description & Rationale:

This action would be to instigate Lakes District-wide collaboration to create a housing strategy that would provide overarching direction for improving housing options and affordability. This collaboration would require a leader, most likely a non-profit organization.

While housing is more affordable in Burns Lake than in many other parts of the province, there is still a need for more housing that is affordable and suited to local needs. Housing stock in Burns Lake and other local communities is dated, and housing starts are low due to the fact that building a new home currently costs between 20 per cent and 30 per cent more than the cost of an existing home. For-profit developers are not drawn to Burns Lake at this point, as building costs are such that developers cannot recoup their initial investments. In other words, sales prices cannot support new development.

Continuing to improve quality of life to attract residents (which ties into various other actions), is also part of the solution, as this will increase demand and thereby improve the housing market.

Ideas:

- Convene a meeting of community members and groups interested in forming a collaborative/cooperative organization.
- Determine whether the Burns Lake Native Development Corporation (BLNDC) would like to be involved in this. This could involve an opportunity for First Nations housing development using 99-year leases.
- Look at creative solutions springing up elsewhere, such as the shipping containers that Tla-o-qui-aht First Nation is turning into new on reserve housing near Tofino, BC.

Estimated Cost Range: High - \$25,000 or more

Potential funding sources (see Appendix 2 for fund details):

- BC Housing - Community Housing Fund
- BC Real Estate Foundation

Possible Partners:

- Village of Burns Lake
- Six Nations Housing
- Burns Lake Native Development Corporation (BLNDC)
- BC Housing

Quality of life and resident attraction

Q5: Dog park

Description & Rationale:

One of the more popular projects proposed by Lakes District residents was to have a dedicated, off-leash dog park. These facilities often turn into lively places that are great for social interaction, exercise, and enhancing a sense of community.

Ideas:

- Identify suitable vacant lots or space as options for a dog park.
- Support the community members that have stepped forward to take on this project.

Estimated Cost Range: Dependent on whether the land would need to be purchased.

Potential funding sources (see Appendix 2 for fund details):

- Burns Lake Rotary Club
- Nechako-Kitamaat Development Fund
- Burns Lake and District Community Foundation

Possible Partners:

- Community champions
- Village of Burns Lake

Quality of life and resident attraction

Phase 2 Actions (urgent priorities)

To be started opportunistically (e.g., when funding and/or champions are available), or when Phase 1 (Quickstarts) actions are completed/underway.

Q6: Volunteer development Task Force or actions

Description & Rationale:

There is currently no central volunteer data base, a site or agency where potential volunteers can find organizations with open volunteer positions, and agencies in need of volunteers can recruit suitable candidates. This can be a challenge for both organizations who are in search of volunteer power, and for residents who are looking for a way to get involved in the community (especially newcomers to the area). This action would involve creating a volunteer matching service, possibly online, for the Lakes District, including promoting it to agencies and volunteers on an ongoing basis.

Ideas:

- Use an existing service (e.g., govolunteer.ca or VolunteerMatch) or build a Lakes District-specific website from scratch.
- Focus on key issues in the community, such as housing, to match-make between organizations and volunteers with similar interests.
- Meet with non-profit organizations and others in need of volunteers to explore challenges and opportunities when it comes to attracting volunteers.
- Create a community non-profit and volunteer Facebook page.
- Non-profits (and those in need of volunteers) could work together to host a volunteer fair.

Estimated Cost Range: \$500 or more

Potential funding sources (see Appendix 2 for fund details):

- Community & Employer Partnerships Funding

Possible Partners:

- Burns Lake and District Chamber of Commerce
- Village of Burns Lake
- Non-profit organizations

Quality of life and resident attraction

Q7: Lakes District events calendar

Description & Rationale:

Having a central place where people can share events and find out what's going on in the community is a way to build community and quality of life. It also supports resident attraction and tourism expansion, and would help reduce scheduling conflicts. There are various ways this could be done; ideally, a model would be established that is self-generating and sustainable.

Ideas:

- The Burns Lake and District Chamber of Commerce and the Village of Burns Lake should work together to offer an events calendar for the Lakes District.
- Work with the local newspaper to host a calendar/events page.
- A business could maintain and run a community calendar as an income stream (e.g., similar to Smithers Events website).

Estimated Cost Range: \$500 plus staff time

Potential funding sources (see Appendix 2 for fund details):

- Village of Burns Lake
- Burns Lake & District Chamber of Commerce

Possible Partners:

- Village of Burns Lake
- Burns Lake and District Chamber of Commerce
- Lakes District News
- Burns Lake Buy & Sell

Quality of life and resident attraction

Q8: Classes/workshops put on by skilled residents

Description & Rationale:

Many talented and skilled residents live in our community. What better way to share their talent, build community, and learn something new than to have them host classes or workshops? These could range from art classes to gardening workshops to classes on how best to do your taxes, and anything in between – depending on who is willing to share their knowledge and expertise. Workshops could be hosted in town at the Lakeside Multiplex multi-use rooms, in a café, or wherever space is available and suitable. This action could tie in and support actions A3 and L2 if workshops were to focus on commercializing and marketing art, or business training such as digital marketing. This action would require discussion with stakeholders and education providers.

Ideas:

- Cooking classes.
- Dance classes for adults.
- Computer and technology literacy for seniors.
- A greenhouse development training program.

Estimated Cost Range: \$1,000 or more

Potential funding sources (see Appendix 2 for fund details):

- NA

Possible Partners:

- Village of Burns Lake (could make space available)
- Non-profit organizations
- Community members

Quality of life and resident attraction

Q9: Makerspace (for tech and non-tech making)

Description & Rationale:

A makerspace is a collaborative workspace for making, creating, and learning using shared tools. The benefits are that tools can be shared (thus making the creative process less costly for each participant), and that it can be a hub for gathering and bringing people together to learn from one another. Makerspaces can be for tech or non-tech projects, depending largely on what equipment and tools are available, which range from computers with graphic design software and 3D printers to woodworking equipment and sewing machines. Makerspaces are popping up in communities across the country, including smaller centres such as Parksville, BC. Access is often based on membership, sometimes with a yearly fee.

Ideas:

- Identify vacant spaces that could be suitable. This could be a standalone building or space within an existing community facility.
- Assess interest in creating a committee to organize and maintain the makerspace.
- Undertake community engagement process to identify desired features of the makerspace, such as the location, equipment, membership structure, etc.

Estimated Cost Range: Medium \$5,000 – \$25,000. Costs would vary greatly depending on the venue (e.g., whether a space must be rented or purchased) and the type of equipment in demand.

Potential funding sources (see Appendix 2 for fund details):

- Northern Development Initiative Trust – Community Halls and Recreation Facilities
- Canadian Heritage Legacy Fund - Building Communities Through Arts and Heritage
- Nechako-Kitimaat Development Fund
- Burns Lake and District Community Foundation

Possible Partners:

- Village of Burns Lake
- Community members

Quality of life and resident attraction

Q10: Increase the number of local events

Description & Rationale:

Many Lakes District residents expressed a desire to see more local events and festivals. This would both improve quality of life for locals and give tourists and potential residents another reason to come visit (and perhaps stay). This action would ultimately need to be led by community members or organizations, but could be supported by the Village, Regional District of Bulkley-Nechako, and/or local First Nations in many ways (especially at the outset). This support could include advertising for community members interested in organizing events, convening initial meetings, providing grant writing support, providing meeting space, advertising events, or other forms of support.

Ideas:

- Music events and festivals.
- Events directed towards children and families.
- A chainsaw carving competition.
- A winter fun day.

Estimated Cost Range: Small - \$5,000 or less

Potential funding sources (see Appendix 2 for fund details):

- Destination British Columbia - Tourism Events Program
- Local Festivals – Building Communities through Arts and Heritage
- Local funding organizations

Possible Partners:

- Village of Burns Lake
- Community groups and members

Quality of life and resident attraction

Phase 3 Actions (less urgent priorities)

Phase 3 actions are regional priorities that are less urgent than Phase 1 and 2 actions. They are to be started opportunistically (e.g., when funding and/or champions are available), or when Phase 2 actions are completed/underway.

Q11: Ensure that post-secondary offerings match the needs of the community

Improving post-secondary offerings is a big economic opportunity. This would help reduce the 'leakage' that occurs when residents need to leave the community to pursue education, and also bring people to the Lakes District for specialty programs.

This action would consist of actively participating in the College of New Caledonia's Advisory Committee, and perhaps attending facilitated meetings between stakeholders to develop community consensus on local educational needs and how they can best be met. This could include presenting on the findings from this strategy (e.g., labour market needs) and ensuring representation of business and First Nations perspectives on the advisory committee. This action could also include requesting a delegate from the college to regularly (e.g., quarterly) attend and partake in Village of Burns Lake Council meetings.

Q12: Investigate the need for 'gathering spaces' (e.g., teen centre, friendship centre, seniors' centre, etc.)

One of the challenges in smaller communities is often having adequate meeting and gathering spaces that act as hubs for social interaction organization. This action would involve exploring what types of gathering spaces are needed/desired in the community, and identifying strategies for making these available. Ideas include art spaces for youth and seniors, or a centre for youth-run social enterprises.

Q13: Work with BLMBA and RDBN to investigate options re: maintenance at Kager Lake

Maintenance dollars for public infrastructure are always difficult to secure. Currently almost all the trail maintenance in the Lakes District is done by volunteers, or funded through volunteer efforts. One community member at an engagement event suggested that the trails could become a RDBN function. Another community member suggested improving the camping accommodations at Kager Lake to include a rustic lodge or tiny eco cabins, the revenue from which could employ a trails and campground host to ensure responsible use. This action would be to discuss these options and others with the Burns Lake Mountain Biking Association (BLMBA), the RDBN, and possibly the province.

Theme 5: Agriculture and Food

Agriculture is the second largest sector in the Lakes District economy and plays an important role in the area's history and culture. Agricultural activity is based largely on ranching and hay production. The sector is a major employer and a source of community identity, innovation and differentiation. Local fields and farms are also valued by residents and visitors alike for aesthetic and other reasons.

The resulting list of priority projects is shown below and described on the following pages.

ACTIONS:

Phase 1 Quickstart actions (0-6 months)

- More local food in local stores: Build smaller stores' local produce offerings (support RDBN).
- More sector collaboration and networking opportunities (support RDBN).

Phase 2 actions (urgent priorities)

- Local butchering facility.
- Producer co-op (shared marketing, coordination, etc.).
- Increase procurement of local food (government, hospitals, seniors homes, forestry, mining camps).
- Implement a sustainable business model for the farmers market, grow and expand.
- Investigate potential for 'freight' box farm for local food security.

Phase 3 actions (less urgent priorities)

- Be supportive of new/niche markets (haskap, beekeeping, hemp).
- Support operators in expanding into agritourism.

Phase 1 Quickstart Actions (0-6 months)

Phase 1 'Quickstarts' are actions that can be completed in the next six months, or are urgent opportunities that must be started immediately.

A1: More local food in local stores: Build smaller stores' local produce offerings

Description & Rationale:

Supporting local food producers helps keep dollars circulating in the local economy and reduces the environmental impact of our diets. Eating local has become a widespread phenomenon in the last few years, and should be encouraged. While many residents may already understand and value the benefits of buying local foods, they can only do so if there is local food available.

This action would consist of engaging and convening local food producers and local food stores to build partnerships and look for ways that local stores can integrate more local products into their stock.

Ideas:

- Organize a networking event with both local food producers and local stores.
- Post boards in local stores for customers to attach sticky notes of what specific local products they would like to see and purchase in store. This would give store owners and operators a list of specific local items that are desired, and some assurance that they would be in demand.
- Build on the Nechako Valley Local Food Producers Directory, a catalogue of local producers and their goods for sale that could be distributed to local stores.

Estimated Cost Range: Undetermined.

Potential funding sources (see Appendix 2 for fund details):

- AgrilInnovation Program (open until March 31, 2023)
- Agrifood (Technology) Venture Acceleration Program
- Bioenterprise BC
- BC Rural Dividend Fund

Possible Partners:

- Regional District of Bulkley-Nechako
- Local stores
- Local food producers

Agriculture and Food

A2: More sector collaboration and networking opportunities

Description & Rationale:

As with any industry, there is much to be gained by increased collaboration and knowledge sharing in the agriculture and food production sectors. Several community members mentioned that it would be helpful to have more regular opportunities to network with (and get to know) others in their field. This leads to more opportunities for sectoral collaboration, such as those mentioned in other actions, like having a local butchering facility, starting a producer co-op, or investing in a freight farm.

Ideas:

- Identify keen community members or groups who may be willing to spearhead this action.
- Support/organize regular gatherings that could feature talks by experts on topics like producer co-ops or simply be networking events.
- Build on existing Regional District initiatives.

Estimated Cost Range: Undetermined.

Potential funding sources (see Appendix 2 for fund details):

- BC Rural Dividend Fund
- Northern Development Initiative Trust - Economic Development Capacity Building

Possible Partners:

- Regional District of Bulkley-Nechako
- Lakes District Cattlemen's Association
- Community members

Agriculture and Food

Phase 2 Actions (urgent priorities)

To be started opportunistically (e.g., when funding or champions available), or when Phase 1 (Quickstarts) actions are completed/underway.

A3: Local butchering facility (support RDBN and local producers)

Description & Rationale:

Ranching is one of the largest agricultural activities in the area, particularly on the Southside. At present, the closest independent butchering facility is located in Vanderhoof. There is a strong case to be made for having a local abattoir. This is not a new idea; there is a partially built abattoir that Grassy Plains started, and it could be potentially be used as a starting point. This idea was also raised by various community members during engagement for this project. The Regional District of Bulkley-Nechako is currently in conversation with local cattle producers with the goal of writing a grant application to do a feasibility study on developing a local butchering facility.

Estimated Cost Range: Undetermined.

Potential funding sources (see Appendix 2 for fund details):

- AgrilInnovation Program
- BC Rural Dividend Fund
- Agrifood (Technology) Venture Acceleration Program

Possible Partners:

- Regional District of Bulkley-Nechako
- Local producers and ranchers
- Lakes District Cattlemen's Association

Agriculture and Food

A4: Producer co-op (shared marketing, coordination, etc.)

Description & Rationale:

Producer cooperatives are democratically-run organizations made up of and owned by otherwise independent producers. They provide their members with processing, marketing, coordination, or other services that they may not be able to access on their own. Efficiencies achieved by sharing services could make local agricultural producers more competitive and spur the development of new value-added products and encourage new market entrants.

This action would be to explore creating a producer co-op with agricultural producers and operators within the Lakes District. It would start by engaging with local producers to get a sense of what sorts of services and sharing would be desirable. These could include jointly purchasing storage facilities, hiring shared marketing support, sharing equipment, etc.

Estimated Cost Range: Undetermined.

Potential funding sources (see Appendix 2 for fund details):

- AgrilInnovation Program
- Agrifood (Technology) Venture Acceleration Program
- Bioenterprise BC
- Build in Canada Innovation Program
- BC Rural Dividend Fund

Possible Partners:

- Regional District of Bulkley-Nechako
- Farmers Market vendors
- Local producers and ranchers
- Lakes District Cattlemen's Association

Agriculture and Food

A5: Increase procurement of local food (governments, hospitals, seniors homes, forestry, mining camps)

Description & Rationale:

Similar to action L7, this action involves encouraging larger, local organizations (such as governments, hospitals, seniors homes, forestry and mining camps, etc.) to purchase local foods. This could help reduce economic leakage and create more income and stability for local producers.

Ideas:

- Support the Connecting Consumers and Producers program run by the RDBN to provide information on available local foods to large organization.
- Encourage organizations running local events to commit to using local foods in catering.

Estimated Cost Range: Undetermined.

Potential funding sources (see Appendix 2 for fund details):

- Bioenterprise BC
- Agrifood (Technology) Venture Acceleration Program

Possible Partners:

- Regional District of Bulkley-Nechako
- Village of Burns Lake
- Local organizations

Agriculture and Food

A6: Implement a sustainable business model for the farmers market, grow and expand (support Chamber)

Description & Rationale:

The Burns Lake Community Market is an economic driver for agriculture and tourism, and it provides a critical market channel for agricultural growers and producers, and space for new entrepreneurs to sell their products. The market began in 2015 in an indoor space, and following initial success, moved outdoors to a highly visible location along Highway 16 beside the Visitor Information Centre. Increasing the sustainability of the market will enhance tourism, provide a larger market for sellers, and enliven the downtown area. This has been, and should continue to be, a collaborative effort with the Burns Lake and District Chamber of Commerce.

Ideas:

- Work with previous Burns Lake Community Market vendors to assess current challenges and opportunities.
- Consider joining BC Association of Farmers Markets, which provides various supports including education, strengthening and networking opportunities; marketing, promotions and public engagement; research and advocacy to support farmers' markets in BC; access to special pricing and programs, and more.
- Continue looking for other occasions to host one-day or seasonal market events, such as at Halloween.

Estimated Cost Range: Undetermined.

Potential funding sources (see Appendix 2 for fund details):

- Northern Development Initiative Trust - Economic Development Capacity Building
- Regional District of Bulkley-Nechako
- Bulkley Valley Credit Union

Possible Partners:

- Burns Lake and District Chamber of Commerce
- Bulkley-Stuart-Nechako Farmers' Markets (BSNFM)
- Regional District of Bulkley-Nechako

A7: Investigate potential for 'freight' box farm for local food security

Description & Rationale:

Freight farming is a relatively new concept that involves turning shipping containers into vertical, hydroponic farming systems. This container farming system allows producers to grow vegetables (mainly leafy greens) all year round, in any climate or location. Freight farming is highly efficient, producing two to four tons of produce per year while requiring little water (most of which is recycled) and no soil. Although the upfront cost of a ready-made freight farming system can be somewhat high, the return on investment is often made relatively quickly, and it could be shared between several organizations or community members.

While freight farming was initially designed primarily as a solution to the lack of space in cities for urban farming, it is growing in popularity across North America. The benefits of having one in the Lakes District include the ability to grow fresh produce through the winter and avoid transportation costs added to food, both of which contribute to local food security. There are a number of companies that sell or support the creation of shipping container farms.

Ideas:

- Assess community interest in running a shared freight farm. Various individuals, farmers, and/or community groups could form a committee to take this on.
- Look into various suppliers of shipping container farms, such as Freight Farms, Modular Farms, Growtainer, Cropbox.
- Contact owners of Bright Greens Farm (located on the Saanich Peninsula, BC), the site of the first freight farm in the province and to ask about their experience.

Estimated Cost Range: High. Freight Farm shipping containers are US\$85,000, with financing options available. According to Freight Farms, the average annual profit for each container is \$39,000, so a return on investment could be made within three years.

Potential funding sources (see Appendix 2 for fund details):

- Bioenterprise BC
- BC Rural Dividend Fund
- AgrilInnovation Program
- Agrifood (Technology) Venture Acceleration Program

Possible Partners:

- Local agricultural producers
- Regional District of Bulkley-Nechako
- Community members and groups

Agriculture and Food

Phase 3 Actions (less urgent priorities)

Phase 3 actions are regional priorities but are less urgent than Phase 1 and 2 actions. They are to be started opportunistically (i.e., as funding and/or champions become available), or when Phase 2 actions are completed/underway.

A8: Be supportive of new/niche markets (haskap, beekeeping, hemp)

Finding a niche market is a good way for businesses to 'get a leg up' on their competitors, and for smaller businesses to start with a manageable target market. As new markets pop up in BC, it is imperative that the Lakes District do what it can to support local entrepreneurs in trying to enter these markets. For example, haskap (a type of berry growing in popularity and being called "the new super food) has been identified as having growth potential in northern BC, as haskap can withstand very low temperatures.

A9: Support operators in expanding into agritourism

With a booming interest in consuming local foods and knowing where our food comes from, agritourism has become an increasingly popular and profitable tourist activity. Supporting farmers and operators in expanding into agritourism is a way to help them grow and diversify the source of their businesses.

Local governments can do so by permitting agritourism accommodation, and by creating flexible regulation surrounding other agritourism activities (for example, pertaining to signage, parking, allowable numbers of guest bedrooms and guests, business licensing, and the meaning of 'temporary' and 'seasonal', plus more). The provincial government has, in the last few years, clarified regulations and made it easier to host specific agritourism activities, such as weddings and concerts, on properties within the agricultural land reserve.

Appendix 2: Potential Funding Sources

The project team researched funds that *could be applicable* to the actions in this strategy. The funding streams are referenced in the body of the report along with each action. Most of them are listed here in alphabetical order.

Agrifood (Technology) Venture Acceleration Program

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

AgrilInnovation Program

- Part of this program invests in supporting projects that “prepare for commercialization of innovative technology, *process*, or *product* through commercial demonstration, commercialization, or *adoption*” related to agriculture
 - Priority areas:
 - o New or world leading clean technology (including precision agriculture)
 - o Increase productivity through advanced manufacturing, automation or robotics
 - o Strengthen Canada’s value-added agri-sectors
 - o Secure or expand new export markets
 - Program provides repayable contributions
 - Applications will be taken continuously until March 31, 2023
- For more information: <http://www.agr.gc.ca/eng/programs-and-services/list-of-programs-and-services/agriinnovation-program/?id=1460123349608>

BC Rural Dividend Fund (BC Ministry of FLNRORD)

- Targeted towards communities of 25,000 or less
- Meant to assist communities in reinvigorating and diversifying their local economies
- Eligible applicants include local governments, First Nations, or non-profit organizations
- 4 project categories:
 - o Community capacity building- projects that build capacity to deal with key economic challenges and changes
 - o Workforce development- projects that offer training and skills development opportunities
 - o Community and economic development- projects that help build foundation for economic growth, implement strategies for growth
 - o Business sector development- projects that increase new business creation, retain businesses
- Funding:
 - o Project development- maximum of \$10,000
 - o Single applicant- maximum of \$100,000

- Support implementation of community-driven projects
- Eligible applicant must contribute at least 20% of total project cost
- Partnerships- maximum funding of \$500,000
 - Eligible applicant and partner must contribute at least 40% of total project cost

For more information: <https://www2.gov.bc.ca/gov/content/employment-business/economic-development/support-organizations-community-partners/rural-economic-development/rural-dividend/program-details2>

Bioenterprise BC

- A business accelerator that supports the commercialization of innovations in agriculture, and helps to increase agri-food revenue
 - Provides selected high growth agrifood 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>

Build in Canada Innovation Program

- 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
- Open to private or public companies, not-for-profit organizations, universities, or individuals

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

CanExport

- 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/index.aspx?lang=eng>

Community & Employer Partnerships Funding

- 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:

<http://www2.gov.bc.ca/gov/content/employment-business/economic-development/funding-and-grants/community-employer-partnerships>

Community Housing Fund (BC Housing)

- Supports the development of mixed income, affordable rental housing projects for independent families and seniors
- Can provide capital grants (up to \$100,000 per housing unit), interim construction/take-out financing, and operating subsidies
- Project proposals must include (within a single building):
 - o 30% Affordable housing (moderate income)
 - o 50% Rent geared to income (housing income limit)
 - o 20 % Deep subsidy
- Open to non-profit housing providers or for-profit firms that partner with non-profit societies

Latest intake dates have not yet been posted. For more information:

<https://www.bchousing.org/partner-services/Building-BC/community-housing-fund>

Federation of Canadian Municipalities

Municipal Asset Management Program

- This program provides funding to help communities make informed decisions regarding asset management: roads, buildings, water supply, and sanitation
- Funding: Up to 80% of eligible costs to a maximum of \$50,000
- Eligible activities:
 - o Asset management assessments
 - o Asset management plans, policies and strategies
 - o Data collection and reporting
 - o Training and organizational development
 - o Knowledge transfer

For more information: <https://www.fcm.ca/home/programs/municipal-asset-management-program/municipal-asset-management-program.htm>

Industrial Research Assistance Program

- Innovation assistance program for small and medium-sized enterprises (less than 500 employees)
- Helps firms to develop technologies and successfully commercialize them in a global marketplace
- Provides advisory services by coaching clients projects through all stages of the innovation-commercialization process
- Provides financial support to qualified enterprises in Canada to help them undertake tech innovation
- Connects clients with industry experts and potential business partners
- Delivers youth employment programs

For more information: <http://www.nrc-cnrc.gc.ca/eng/irap/about/index.html>

Legacy Fund - Canadian Heritage

Legacy Fund- Building Communities Through Arts and Heritage

- Provides funding for community-initiated capital projects, intended for community use
- Funding: Up to 50% of eligible costs to a maximum of \$500,000
- Who can apply?
 - local incorporated non-profit organizations;
 - local band councils, tribal councils or other local Aboriginal government and organizations (First Nations, Inuit or Métis);
 - Municipal administrations and their agencies, boards and commissions that demonstrate an active partnership with at least one community-based group for the purposes of the proposed project.
- Eligible Projects:
 - involve the restoration, renovation, or transformation of existing buildings or exterior spaces with local community significance that are intended for community use;
 - encourage arts and heritage activities in the local community that are intended for and accessible to the general public

For more information: <https://www.canada.ca/en/canadian-heritage/services/funding/building-communities/legacy-fund.html>

Local Festivals – Building Communities through Arts and Heritage

- Program provides funding for recurring festivals that present the work of local artists, artisans, or heritage performers
- Funding: up to 100% of eligible expenses up to a maximum of \$200,000
- Eligible projects and events
 - Applicants must be a local non-profit or group, or Indigenous group
 - Applicants must encourage local community engagement and must have successfully organized a prior edition of the festival within the last 2 years
- Deadlines:
 - **January 31** – for festivals starting between September 1 and December 31
 - **April 30** – for festivals starting between January 1 and June 30
 - **September 30** – for festivals starting between July 1 and August 31

For more information: <https://www.canada.ca/en/canadian-heritage/services/funding/building-communities/festivals.html>

Northern Development Initiative Trust

Northern Development provides a range of funding programs, including:

- *Business Façade Improvement*: to encourage private sector investment in businesses façade improvements.
- *Community Halls and Recreation Facilities*: provides grant and loan funding to improve the sustainability and event hosting capacity of facilities that generate revenues for non-profits and the tourism sector.
- *Competitiveness Consulting Rebate*: provides the manufacturing and resource sector supply chain with 50% rebates for management consulting expertise to expand operations and improve profitability.
- *Economic Development Capacity Building*: provides economic development capacity building funding annually to boost economic development capacity in municipalities and regional districts throughout central and northern British Columbia.

- *Marketing Initiatives:* to support development of marketing assets that will attract new investment and increase revenues to the region from outside of central and northern B.C.

For more information: <https://www.northerndevlopment.bc.ca/apply-for-funding/>

Tourism Events Program (Destination British Columbia)

- Targeted toward community events that increase the volume of visitors to BC and/or increase global recognition for the province
- Funding: event budget less than or equal to \$500,000 can receive between \$10,000 and \$35,000 in funding
- Eligible events:
 - Event must take place in BC
 - The event is a sporting competition, arts, cultural celebration or festival
 - Events must not be primarily commercial or academic in nature
 - Event cannot be held over a period of time

Application Intake	Eligible Event Window
September 1, 2018 – October 31, 2018	May 1, 2019 – April 30, 2020
March 1, 2019 – April 30, 2019	November 1, 2019 – October 31, 2020
September 1, 2019 – October 31, 2019	May 1, 2020 – April 30, 2021

For more information: <https://www.destinationbc.ca/BC-Tourism-Industry/Municipal-and-Regional-District-Tax-Program/Tourism-Events-Program.aspx>

Western Economic Diversification Program

- The program’s webpage hasn’t been updated since July 2017, and there is no information on the 2018 intake. However, this program is worth keeping an eye on, as one of the two priority streams was “indigenous economic growth”, which could have been applicable for this project.
- 2018 stream may have a similar focus, 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://www2.gov.bc.ca/gov/content/employment-business/economic-development/funding-and-grants/western-economic-diversification-canada-programs>

Appendix 3: Tools

The M&E tool is to be used every three months by the Village of Burns Lake for the implementation of a planning action to provide a summary assessment of the progress and status of action implementation. The completed tool can be used to provide updates to staff, Council, and community.

Timing	Action Name	% Complete	Progress Update	Changes Needed?
Foundational	F1: Work with Community Futures Nadina to increase their presence in the Lakes District			
Foundational	F2: Train and deploy Community Catalysts			
Foundational	F3: Community to Community (C2C) forum with First Nations and Village of Burns Lake, and consider longer term economic collaboration framework			
Foundational	F4: Policies and support for cannabis industry			
Foundational	F5: Leverage skills of local residents			
Foundational	F6: Regular meetings between Village of Burns Lake and Lakes District First Nations on economic development			
Foundational	F7: Facilitate collaboration within sectors (e.g., support the creation of a tourism organization)			
Foundational	F8: Collaborate with First Nations organizations to link employers with First Nations employees (e.g., apprenticeship tax credit)			
Foundational	F9: Investigate and address entry level labour shortage			
Foundational	F10: Continue to advocate for sustainable Annual Allowable Cut (AAC), combining forest areas, other forestry related policy measures			
Foundational	F11: Programs and actions to encourage new immigrants settling the area			

Foundational	F12: Support RDBN efforts for high speed internet and cell coverage in rural areas			
Foundational	F13: Ensure an up to date land inventory is available on website			
Phase 1 (Quickstart)	L1: Work with building owners to better utilize underused or empty buildings			
Phase 1 (Quickstart)	L2: Business training workshops (e.g., digital marketing)			
Phase 1 (Quickstart)	L3: Program to link events and festivals to local business			
Phase 1 (Quickstart)	L4: Encourage local businesses to promote tourism			
Phase 1 (Quickstart)	T1: Support the creation of a tourism organization and tourism strategy			
Phase 1 (Quickstart)	T2: Promote the value of tourism, best practices to Councils, Chamber, etc.			
Phase 1 (Quickstart)	T3: Updating place branding and marketing: focus on outdoor recreation and Indigenous culture and history			
Phase 1 (Quickstart)	C1: More public art downtown (murals, hydro boxes, etc.)			
Phase 1 (Quickstart)	C2: Actions to increase First Nations art presence			
Phase 1 (Quickstart)	C3: Workshops on commercializing and marketing art			
Phase 1 (Quickstart)	Q1: Deploy resident attraction materials (in progress)			
Phase 1 (Quickstart)	Q2: Highschool 'placemaking' project			
Phase 1 (Quickstart)	Q3: Initial tech meet-up with possibility for more			
Phase 1 (Quickstart)	Q4: Initiate Lakes District collaboration on housing and a housing strategy (affordable housing, seniors housing, homelessness)			
Phase 1 (Quickstart)	Q5: Dog park			

Phase 1 (Quickstart)	A1: More local food in local stores: Build Grassy Plains and other smaller stores' local produce offerings			
Phase 1 (Quickstart)	A2: More sector collaboration and networking opportunities			
Phase 2	L5: Continue downtown revitalization (beautification, walkability/bikeability, etc.)			
Phase 2	L6: Actions to support an increase in local purchasing (customer education and vendor support)			
Phase 2	L7: Work with large purchasers and local suppliers to increase local procurement			
Phase 2	L8: Expand business retention and expansion program (including one-on-one support)			
Phase 2	T4: Wayfinding and amenity signage (on highway and within Burns Lake)			
Phase 2	T5: Continue to support mountain bike tourism efforts			
Phase 2	T6: Support Indigenous Tourism Product Development			
Phase 2	C4: Assess viability of art gallery in old church			
Phase 2	C5: Local art on display and in stores, hotels, and in more locations			
Phase 2	C6: Arts and Culture School/Centre			
Phase 2	C7: Live music or 'plein air' painting in Pioneer Park (e.g., once a week)			
Phase 2	Q6: Volunteer development Task Force or actions			
Phase 2	Q7: Lakes District events calendar			
Phase 2	Q8: Classes/workshops put on by skilled residents			
Phase 2	Q9: Makerspace (for tech and non-tech making)			
Phase 2	Q9: Makerspace (for tech and non-tech making)			

Phase 2	A3: Local butchering facility (support RDBN and local producers)			
Phase 2	A4: Producer co-op (shared marketing, coordination, etc.)			
Phase 2	A5: Increase procurement of local food (governments, hospitals, seniors homes, forestry, mining camps)			
Phase 2	A6: Implement sustainable business model for farmers market, grow and expand (support Chamber)			
Phase 2	A7: Investigate potential for 'freight' box farm for local food security			
Phase 3	L9: Investigate support for Business Improvement Area			
Phase 3	L10: Consider or take steps toward Innovation hub			
Phase 3	L11: Attract anchor chains/franchises			
Phase 3	T7: Other product development			
Phase 3	C8: Craft beer and music festival			
Phase 3	Q11: Ensure that post-secondary offerings match needs of community			
Phase 3	Q12: Investigate the need for 'gathering spaces' (e.g., teen centre, friendship centre, seniors center, etc.)			
Phase 3	Q13: Work with BLMBA and RDBN to investigate options re: maintenance at Kager Lake			
Phase 3	A8: Be supportive of new/niche markets (haskap, beekeeping, hemp)			
Phase 3	A9: Support operators in expanding into agritourism			

Appendix 4: Asset Map

The following is a list of assets identified by community members. The assets were used in the development of action ideas. A number of specific names were put forward as assets. These names have been removed from the list in this report, but they have been passed on to the Village of Burns Lake to reach out to during the implementation of this strategy. Assets have been categorized into Natural, Recreational, Individual, or Community Amenity.

Amenity/ Asset	Category of asset
The Pine Rambler	Other
Lakes District Fitness	Community amenities
Dick Schritt Ice Rink	Community amenities
Tom Forsyth Memorial Arena	Community amenities
Eagle Creek Fair Grounds	Community amenities
Burns Lake Snowmobile Motocross Track	Community amenities
Boer Mountain Bike Trails	Community amenities
Omineca Ski Club	Community amenities
Burns Lake Curling Rink	Community amenities
Dick Norris Tennis Courts	Community amenities
Y2K Skate Park	Community amenities
Burns Lake Recreation Complex	Community amenities
Burns Lake Spirit Square	Community amenities
Burns Lake Community Garden	Community amenities
Bucket of Blood – located at the museum, a gunfight over a card game	Heritage/History/Culture
Lakes District Museum	Heritage/History/Culture
Heritage buildings (Anglican Church, old hospital, old police station, etc.) and walking tour of the buildings	Heritage/History/Culture
Cheslatta Gravesite on the Southside	Heritage/History/Culture
First Nations' sites	Heritage/History/Culture
Telegraph Trail	Heritage/History/Culture
LBN Drummers	Heritage/History/Culture
James Bond – it is said that Ian Flemming's 007 is modelled after a gentleman that lived in the area.	Heritage/History/Culture
Preexisting commercial fishery on Francois Lake	Heritage/History/Culture
Pioneer Culture – opening up of the area via the railway and telegraph.	Heritage/History/Culture
Many interesting characters have lived in the Lakes District. The museum is full of them.	Heritage/History/Culture
RDBN Board	Human assets / individuals
VBL Council	Human assets / individuals
Volunteers	Human assets / individuals

First Nations Youth – the bands have a younger population than other populations. This is a resource for the area.	Human assets / individuals - Business
South Asian immigration – we are seeing immigrants from South Asian countries in the past year or two. We have not had this before, they are bringing a number of untapped skill sets.	Human assets / individuals - Business
Baker Lake Airport	Infrastructure
Communications Service Providers	Infrastructure
Francois Lake Ferry. Free, and provides good paying jobs and employment for residents	Infrastructure
Highway 16 run through the centre of town, providing good business opportunities. The Main Street through Burns Lake has improved immensely in the past 5 years. NDI's Façade Improvement program has been very successful in the community.	Infrastructure
Bulkley-Nechako Regional Transit System	Infrastructure
Most of the bands have a transit bus	Infrastructure
Reasonable internet in town, but the outlying areas can be poor . The RDBN has grant applications in to have it improved.	Infrastructure
Old Ministry of Highways site	Infrastructure
Eagle Creek Recreation Facility (fall fairgrounds and ball diamonds)	Infrastructure
Seniors housing facilities (Carroll Cottage, Heritage Manor, and Tweedsmuir House)	Infrastructure
Margret Patrick Memorial Centre	Infrastructure
The Gathering Place (Burns Lake Band)	Infrastructure
School gymnasiums	Infrastructure
Lakeside Multiplex	Infrastructure
5 community halls (Wisteria, Grassy Plains, Trout Creek, Decker Lake, and Rose Lake)	Infrastructure
2 new hotels	Infrastructure
Churches (as physical spaces)	Infrastructure
Lakes District Healthcare Facility – the new hospital, which is also one of the largest employers with around 100	Institutions/organizations
Burns Lake Native Development Corporation	Institutions/organizations
Northern Development Initiative Trust	Institutions/organizations
Community Futures Development Corporation - Nadina	Institutions/organizations

Ministry of Jobs, Tourism and Innovation – Regional Economic Operations	Institutions/organizations
Lake Babine Nation Incorporate Entities	Institutions/organizations
First Nations Government	Institutions/organizations
Local Government – Village of Burns Lake and Regional District of Bulkley-Nechako	Institutions/organizations
RCMP and Citizens on Patrol	Institutions/organizations
Churches (as organizations of people)	Institutions/organizations
Six First Nation Bands within the Lakes District, including third largest in BC	Institutions/organizations
Rotary	Institutions/organizations
Lakes District Fall Fair Association	Institutions/organizations
Lakes District Arts Council	Institutions/organizations
Community Halls and Recreation Commissions. Each of the 5 communities surrounding Burns Lake have a community hall and a recreation commission that offers programming and activities.	Institutions/organizations
Public Employees	Institutions/organizations
Indian and Northern Affairs (INAC) transfers	Institutions/organizations
Community Forests – ComFor, Chinook	Institutions/organizations
Lakes District Community Support Services	Institutions/organizations
Provincial Offices – Forest, Lands and Natural Resource Operations (FLNRO), Service BC, BC Timber Sales	Institutions/organizations
Lakes District Artisan Centre: a cooperative – located in a building owned by the VBL that sells quality arts and crafts	Institutions/organizations
PNG facility	Institutions/organizations
BC Hydro employees located in town	Institutions/organizations
Burns Lake and District Chamber of Commerce	Institutions/organizations - Businesses
Rio Tinto Alcan (Cheslatta Band has just received some settlement money from Rio Tinto due to the flooding in the 1950s to create the Kenny Dam hydroelectric project.)	Institutions/organizations - Businesses
Small, locally owned businesses	Institutions/organizations - Businesses
Hampton Mills – Babine Forest Products and Decker Lake Forest Products. Each employs around 100 plus logging contractors. Hampton is a privately owned USA company.	Institutions/organizations - Businesses

Tahtsa Timber (large, innovative forest industry contractor – one of the largest employers, if not the largest) Pine Ridge Holdings, LMR Holdings, Cross Creek Contracting and other smaller logging contractors	Institutions/organizations - Businesses
Lakes District Maintenance (provincial road maintenance contractor). Head office for 3 service areas is in located in Burns Lake.	Institutions/organizations - Businesses
Radley Contracting – road maintenance for forest companies and mines	Institutions/organizations - Businesses
2 sawmills – owned by the same company	Institutions/organizations - Businesses
College of New Caledonia	Institutions/organizations - educational
University of Northern British Columbia	Institutions/organizations - educational
School District 91	Institutions/organizations - educational
The Learning Centre	Institutions/organizations - educational
Morice Williams Elementary – located on the Woyenne Reserve (Lake Babine Nation)	Institutions/organizations - educational
Burns Lake Mountain Biking Association	Institutions/organizations - sports related
Omineca Ski Club	Institutions/organizations - sports related
Tweedsmuir Rod and Gun Club (annual 1,000-yard shoot brings in competitors from Canada and sometimes the USA)	Institutions/organizations - sports related
Salmon run on Babine Lake	Natural assets
Gateway to Tweedsmuir Park	Natural assets
Francois Lake	Natural assets
Near BC's longest natural lake – Babine Lake	Natural assets
Cheslatta River & Falls	Natural assets
Clean Water to drink	Natural assets
Non-timber products in the forest such as medicinal plants and First Nations knowledge	Natural assets
Freshwater fishing	Natural assets
Burns Lake - as warm as Okanagan Lake and underutilized for water sports	Natural assets

Provincial Parks	Natural assets
Forested Lands	Natural assets
Boer Mountain / Kager Lake – Mountain bike trails	Natural assets - trails and recreation
Rod Reid Trail	Natural assets - trails and recreation
Eveneshen Trail	Natural assets - trails and recreation
Red Hills Trail	Natural assets - trails and recreation
Norse Creek Falls Trail	Natural assets - trails and recreation
Foxy Canyon – ice climbing and goats	Natural assets - trails and recreation
Burns Lake South Trail	Natural assets - trails and recreation
24+ recreation sites – maintained by Lakes Outdoor Recreation Society	Natural assets - trails and recreation
Much of the camping is free in the Lakes District. There are 5 resorts on outlying lakes.	Natural assets - trails and recreation
Strong trail systems for hiking and biking	Natural assets - trails and recreation
Campsite at Ridler Rd.	Natural assets - trails and recreation
Radley Beach – free access to swimming, playground and boat launch	Natural assets - trails and recreation
Burns Lake Mountain Bike Association	Natural assets - trails and recreation
Free municipal campground – well-used	Natural assets - trails and recreation
Free camping at the Kager Lake recreation site.	Natural assets - trails and recreation
Inexpensive land	Other

Appendix 5: Full list of action ideas

Community members had hundreds of creative ideas for strengthening the local economy. The full list of ideas is shown below, along with a rough categorization of the action.

Theme	Action (actual wording put forward by participant)
Arts and Culture	Art Murals- a better looking town for not a lot of money
Arts and Culture	6 Nations museum
Arts and Culture	A large fire pit outside for gatherings, both summer and winter use, native dancing, burning xmas trees, I know some may complain, but its how and where our ancestors gathered...if not the kitchen table, then a campfire. Its where people 'like' to come together
Arts and Culture	Aboriginal art and designs is a huge attraction to tourists and could really help to boost the economy if the local bands and local artists collaborate
Arts and Culture	Arts and Crafts Gallery or college courses
Arts and Culture	Arts and crafts pertaining to FN
Arts and Culture	Arts summer courses at College
Arts and Culture	Big Outdoor chess board downtown (1)
Arts and Culture	Bikes on lamp standards
Arts and Culture	Biking as culture - public art, marketing, bike racks, bike rentals, bike orientation
Arts and Culture	Build on our vibrant arts and culture.
Arts and Culture	Carving tent in pioneer park in the summer, visible from road
Arts and Culture	Colourful murals on blank walls - Local artists
Arts and Culture	Colourful murals on blank walls - youth.
Arts and Culture	Colourful murals on blank walls would liven up the town and make us a unique stop in the area .
Arts and Culture	Create more arts and recreation festivals and events that will bring people to Burns Lake.
Arts and Culture	Create more community events directed towards families & or children throughout the year
Arts and Culture	Create opportunities for couples to get out and experience date nights, learning to do different things ex: dance class, cooking class, building, etc.
Arts and Culture	Cultural Camp (2)
Arts and Culture	Develop a music scene
Arts and Culture	Expand the knowledge sector - including a summer school of the arts.
Arts and Culture	Fancy New Year's Eve Dinner (1)
Arts and Culture	First Nations cultural day

Arts and Culture	I think we should build an interpretative center about burns lake as a whole and include FN
Arts and Culture	I would like to organize a chainsaw carving competition.
Arts and Culture	increase support for the arts
Arts and Culture	Language with FN
Arts and Culture	Like Foam Fest in Kamloops
Arts and Culture	Local art in many shops, restaurants, hotels
Arts and Culture	Maker space with studio space available for rent
Arts and Culture	More music in the streets! Book musicians, buskers and performers to play outside or inside local businesses, or simply play the radio.
Arts and Culture	Murals downtown - local artists (3)
Arts and Culture	Museum, art gallery, cold smoke, 1000 yard shoot for people driving through to stay
Arts and Culture	Music at pioneer square (summer evening once a week)
Arts and Culture	Music instruction to start a band
Arts and Culture	NO more new campsites
Arts and Culture	Open the college in the summer to small one-week programs. Master gardening. Farrier skills. Blacksmithing. Fine arts. Bring in well know educators as well as local people (as we have many with huge talents). Look to other colleges that do this already (Facebook)
Arts and Culture	Painting, photography, wild flower identification (Facebook)
Arts and Culture	Pioneer Park revitalization, leads up to church art gallery
Arts and Culture	Place to practice instruments
Arts and Culture	Promote arts and culture of first nations a/c.
Arts and Culture	Public Art on street corners (3)
Arts and Culture	Public Art on street corners that celebrate FN Culture (3)
Arts and Culture	Public art that celebrates bikes
Arts and Culture	Public art that celebrates FN culture (totems?)
Arts and Culture	Redevelop Pioneer Park - seating gathering
Arts and Culture	Seen it elsewhere. Painted fire Hydrants. Murals as well.
Arts and Culture	Seen it elsewhere. Painted fire Hydrants. Why not look at a FN motif, as well as other themes. Murals as well.
Arts and Culture	Summer Music Festival (4)
Arts and Culture	Visually celebrate traditional (Aboriginal) cultures
Arts and Culture	We need a legitimate music venue other than LDSS
Arts and Culture	Woodworking guild or cooperative. Older or retired people with skills could mentor newbies, collectively build things to sell or do jobs together
Arts and Culture	Work with local artists to beautify downtown.

Foundational	Bring a new post-secondary institution - NVIT. This would create excitement, and fresh economic and educational opportunities.
Foundational	Build a jail
Foundational	Capitalize on the legalization of Marijuana (retail and manufacturing)
Foundational	Coordinate community groups and individuals to get things done (stronger together)
Foundational	Cut banks - more landscaping around buildings, cut banks sloughing and long dried grasses look like an eye sore and are a fire hazard, and they lose portions of their land each year, perhaps erosion blankets and spray seed (that only grows to a certain height), retaining wall 1/2 way up and low shrubbery the rest of the way? A good landscaper could probably come up with a better solution. It would make the town look a little more manicured.
Foundational	Develop coordinated plans with the local First Nations
Foundational	Develop more supportive and innovative small business bylaws, in order to encourage a vibrant small business sector (Facebook)
Foundational	Encourage cooperation within the community and across the region
Foundational	Ensure resource extraction is done in a respectful manner, considering all resource values and weighing the pros/cons of activity on the land.
Foundational	Expand commercial zoning to Grow Island.
Foundational	First Nations - what are they doing to help build our community?
Foundational	First we should all be working together
Foundational	Have an open mind to the new marijuana sector (1)
Foundational	High speed internet (8)
Foundational	High speed internet for all rural areas
Foundational	Higher education
Foundational	Improve internet in rural areas AND lower the cost of it.
Foundational	Increase of youth involvement in the community.
Foundational	invest in high speed city-west optic network throughout the region, and will want to stay in rentals on vacation if there is fast WIFI
Foundational	It is very important for the Village & Council to be open for business, we are a small community, be more relaxed and make it work for business! Rules and bylaws are important.... But work with the potential business owners!

Foundational	Mainstreet Burns Lake should be retail or restaurants. Change zoning to disallow businesses that do not enhance the shopping experience
Foundational	Make bylaws about requiring a stylistic theme for outside of businesses, such as a lake cottage or pastel colour coordinated building theme
Foundational	More than one medical cannabis facility
Foundational	Opportunities for youth, increased or equal to today (not Less)! (2)
Foundational	parking, lack of parking hard on businesses
Foundational	Pedestrian safety
Foundational	Planted areas should look manicured, not another bed of weeds, done with some artistry and focal point?
Foundational	Prison (1)
Foundational	Private School (3)
Foundational	Promote Lakes District to the Film Industry (as a shooting location)
Foundational	Promote new satellite technology.
Foundational	Proper high-speed reliable internet is needed here.
Foundational	Provide support to other groups/organizations that are already branching out
Foundational	Red Tape Removal
Foundational	Regular meetings between Burns Lake and six local First Nations on economic development coordination
Foundational	support and build up local infrastructure (roads, water, rec. services, health services, and seniors services)
Foundational	Support networking within sectors (e.g., organizing a tourism organization)
Foundational	Update policies and regs that allow this new marijuana business form to thrive and control it so they are not a nuisance but a welcomed business
Foundational	Walking paths in town (1)
Foundational	Walking trail through town. Use the arboretum trail on the soccer fields to expand a trail from west to east - part bike part walking.
Foundational	We need more social opportunities for young people, specifically the young professionals we need to draw back to the community.
Foundational	We need to engage First Nation communities to take a leading Economic role in the area.
Foundational	We need to get very clear about who we are. We need a community defined brand.

Foundational	Work better together with the whole community to properly represent the residents and our joint visions and goals in business, health and recreation.
Foundational	Work with the youth in the community through educational programs to provide local opportunity for community pride, volunteerism.
Foundational	Youth Centre (2)
Local business matters	A place downtown for people to gather. Outside, with benches, close to or including a coffee shop. Maybe an ice cream shack in summer. Not a hangout!!
Local business matters	Advertising is essential to any business
Local business matters	Allow more outdoor seating, encourage more outdoor displays
Local business matters	Another Mulvaney's
Local business matters	Ask Husky to remove the signage that blocks visibility - its a frustrating place to pull in and out of when you cant see.
Local business matters	Attract log home or cottage builders/building companies to the area who can build for less by working out a deal with the local mill and first nations
Local business matters	Bakery
Local business matters	Better signage on highway
Local business matters	Big Outdoor chess board downtown (1)
Local business matters	Birch forest and products: a gift for future generations that provide multiple benefits, forest setting along Burns Lake is a place for picnics/photography/tours/'shrinking Yoku (forest bathing)/outdoor massage experience/ birch water: tapping is simple and inexpensive, already a market growing in BC (52'North), Finland, and other countries; make infusions; ferment naturally; Village hosts 'Birch Fest in Spring' to tap the trees; craft markets; 'Bike and Birch day' during Big Pig weekend; one day could change name to Birch Lake rather than Burns Lake but that's a long time in the future
Local business matters	Build a jail
Local business matters	Burns Lake's main economy will always be forestry. We need more silviculture jobs as harvesting decreases. Forest are still our future

Local business matters	Business licence bylaw should be addressed to consider businesses that operate or service that don't own property the Service area to have a vote.
Local business matters	Capitalize on the legalization of Marijuana (retail and manufacturing)
Local business matters	Coffee Shop
Local business matters	Continue cleaning up main street.
Local business matters	Continue making our town beautiful & accessible. We need a more inviting shopping experience, (think similar to Smithers Main Street) that encourages
Local business matters	Continue to encourage shop local campaigns.
Local business matters	Craft Brewery
Local business matters	Cut banks - more landscaping around buildings, cut banks sloughing and long dried grasses look like an eye sore and are a fire hazard, and they lose portions of their land each year, perhaps erosion blankets and spray seed (that only grows to a certain height), retaining wall 1/2 way up and low shrubbery the rest of the way? A good landscaper could probably come up with a better solution. It would make the town look a little more manicured.
Local business matters	Dead pine is to the end. Policy changes so that mills that want to use it can
Local business matters	Develop more supportive and innovative small business bylaws, in order to encourage a vibrant small business sector.
Local business matters	Develop old highways site (1)
Local business matters	Develop supportive and innovative small business bylaw
Local business matters	Do a tour of empty buildings-with owner, contractor, leasing agent and biz chamber. discuss possible tenants and what support they need to lease/sell
Local business matters	Encouraging collaboration
Local business matters	Encouraging home-based businesses to succeed through trade fairs, funding opportunities and collaboration (Facebook)
Local business matters	Encouraging hours suitable for tourists and passerbys
Local business matters	Explore value add forest products

Local business matters	Express Tim Hortons
Local business matters	Find a use for the old Root 16 building
Local business matters	Fine Dining
Local business matters	Food truck all year around
Local business matters	Franchises
Local business matters	Get rid of red tape
Local business matters	give local business a chance to serve us before we shop out of town
Local business matters	Greater coordination with Community Futures to get more local entrepreneurs starting businesses here
Local business matters	Have an open mind to the new marijuana sector (1)
Local business matters	Have baking/pastry shop
Local business matters	Hemp Shop
Local business matters	Industrial park is overlooked and underutilized.
Local business matters	Keep an eye on the forests - there are opportunities and its not a sunset industry. Some companies are being innovative and these need support
Local business matters	Let's focus on getting some chain businesses... Tim Horton's, McDonald's, Winners, Costco, Starbucks - Burns Lake is the logical stop on the highway
Local business matters	Lobby for maintaining the AAC
Local business matters	Lobby the Provincial Government if you want to spread out the hurt from the pine beetle
Local business matters	Local procurement policies
Local business matters	Locally owned franchise stores for tourists and locals
Local business matters	Locally owned franchise stores for tourists and locals - Starbucks, Shoppers
Local business matters	Make bylaws about requiring a stylistic theme for outside of businesses, such as a lake cottage or pastel colour coordinated building theme

Local business matters	Make it easy to develop business or housing in the area. Often red tape and government regulations discourage or make it far too difficult to invest.
Local business matters	Make sure local business get a bonus or points of some kind when bidding on services - eg stationary contracts, services, equipment etc..
Local business matters	Menchie's Frozen Yogurt
Local business matters	Mining
Local business matters	More coffee houses (2)
Local business matters	more emphasis on buy local
Local business matters	More franchise Stores: Starbucks, Tim Hortons (to which someone else wrote on the post-it NO THANKS)
Local business matters	More mining - promote opal beds (2)
Local business matters	More restaurants
Local business matters	More than one medical cannabis facility
Local business matters	No franchise stores
Local business matters	One on one I'm going support to business (to help them grow). Local biz are our best asset
Local business matters	One on one work with local businesses to better meet local needs
Local business matters	Outdated, historical dependence on the forest industry...
Local business matters	parking, lack of parking hard on businesses
Local business matters	Planted areas should look manicured, not another bed of weeds, done with some artistry and focal point?
Local business matters	Prison (1)
Local business matters	procurement policies (from gov and large institutions) that support local when possible. Do research on local impacts to support this.
Local business matters	Promote collaboration between governments (First Nations, municipal) to ensure best use of finite resources.

Local business matters	promote homebased business, small business, put out a list of businesses needed in the community, identify blanks in businesses, niche businesses
Local business matters	Promote Lakes District to the Film Industry (as a shooting location)
Local business matters	Promote local businesses in hiking, mountain biking maps and brochures
Local business matters	Provide 'welcome package' to event/festival participants that includes coupons or a map of local businesses
Local business matters	Put money where mouth is: implement plans, government employees and the Chamber shop locally (e.g., cell phones)
Local business matters	Re-do 8 the avenue, fix potholes on 8 th (2)
Local business matters	Reduce bureaucracy and red tape for moving on economic ideas (i.e. government oversight, permitting approvals and review times)
Local business matters	Region-wide recycling
Local business matters	Remove policy/legislative road blocks and get our house in order with better policies and bylaws
Local business matters	Replace highway signs with amenity signage
Local business matters	Retraining ideas for forestry workers
Local business matters	Secondary wood manufacturing
Local business matters	Shoppers Drug Mart
Local business matters	Somehow get the mall full again by working with the absentee owner to promote small business. The downtown core is coming Along wonderfully.
Local business matters	Sport Store
Local business matters	Start researching online what other villages in similar northern climates and economic situations do to boost business;
Local business matters	Stitches
Local business matters	Support current local businesses
Local business matters	Support local businesses and help them grow and expand

Local business matters	Take the 3 TSAs and make them 1 - Houston and Smithers will not support this but it would allow for forestry to continue as an industry in our town (1)
Local business matters	The Burns Lake sign at the railway station has been lopsided for over 5 years. Can we not get them to straighten it? The tall grass in the summer is a fire hazard
Local business matters	The logging industry needs to diversify. We are done with cutting 2x4. Build furniture, toys, tiny houses, cabinets, trailers, novelty items all out
Local business matters	There is still a lot of wood waste in the Nadina Forest District.....more pellet plants or co-gen plants.
Local business matters	Think bigger picture about conservation - "stack" caribou old growth etc.
Local business matters	Tim Hortons (7)
Local business matters	Utilize more of our local forest resources - stop burning fibre!!!
Local business matters	Village Council has not done enough to look for solutions for AAC, lobbying and being creative
Local business matters	Village has stable/standard business hours
Local business matters	Walking trail through town. Use the arboretum trail on the soccer fields to expand a trail from west to east - part bike part walking.
Local business matters	we have about 400 mom and pop operations in and around Burns Lake. The Burns Lake Economic development should look into those businesses and see
Local business matters	We have three really good coffee houses - work with them to expand their hours and let them build outside tables or sunrooms to expand their seating.
Local business matters	We need to continue promoting shop local, but also need to investigate ways to improve the local shopping experience.
Local business matters	We need to improve how we are managing the wood waste in our Region.
Local business matters	Whatever happened to the chopstick and wooden utensil manufacturing plant? From the 1990's
Local business matters	Work with forest sector to understand ways that we can support them to innovate
Local food and agriculture	A northern Farmer's Market like Colombes BC (2)
Local food and agriculture	Agro-tourism

Local food and agriculture	Begin a local green house development training program
Local food and agriculture	Butcher Shop (3)
Local food and agriculture	Farm to table greenhouse production
Local food and agriculture	Haskap berry production, leverage people who are already doing it, get the word out to people with land (2)
Local food and agriculture	Haskap training through provincial society
Local food and agriculture	Help grow agriculture and food sustainability.
Local food and agriculture	Industrial Hemp manufacturing
Local food and agriculture	local butchering location in Burns Lake, for local livestock farmers and hunters.
Local food and agriculture	Moose Farm on the Southside
Local food and agriculture	Need to become more self-sufficient and insulate against global economy
Local food and agriculture	Networking for business owners (e.g., Haskap berry farm)
Local food and agriculture	Organic farming and honey bees
Local food and agriculture	Pop-up market (Like Foodie Fridays in Prince George)
Local food and agriculture	Promote small scale market gardening and other small scale agriculture operations
Local food and agriculture	Work with the Cattlemen's Association and the Fall Fair to deepen the importance of food security
Quality of life / resident attraction	3 Nations education programs/courses *the rate of success is 100%
Quality of life / resident attraction	A dog park where we can take our dogs for some safe off leash fun
Quality of life / resident attraction	A Mennonite garden day or a canning adventure. (Facebook)
Quality of life / resident attraction	Active for life. Multiuse trails. People are hungry for it.

Quality of life / resident attraction	Activities for every season, easy access by car, train, bus, plane. Friendly people and so much more.
Quality of life / resident attraction	An indoor soccer arena that would include a walking track
Quality of life / resident attraction	Better community calendar that groups could use to plan events
Quality of life / resident attraction	Bubalo indoor playground
Quality of life / resident attraction	Clean up the tracks.
Quality of life / resident attraction	Community bus that daycares can use
Quality of life / resident attraction	Continue making our town beautiful & accessible. We need a more inviting shopping experience, (think similar to Smithers Main Street) that encourages
Quality of life / resident attraction	Create a group that will support activities already taking place and create new activities. Will market activities and encourage community engagement.
Quality of life / resident attraction	Create more community events directed towards families & or children throughout the year
Quality of life / resident attraction	Create more free, indoor public spaces. For example, re-build the 3 story public library and add office spaces/ more computers.
Quality of life / resident attraction	Create opportunities for couples to get out and experience date nights, learning to do different things ex: dance class, cooking class, building, etc.
Quality of life / resident attraction	Cultural Camp (2)
Quality of life / resident attraction	Develop a 6 Nations Indigenous Centre in new train station building
Quality of life / resident attraction	Develop a music scene

Quality of life / resident attraction	Develop Burns Lake as an arts destination community.
Quality of life / resident attraction	Dog park
Quality of life / resident attraction	Downtown revitalization
Quality of life / resident attraction	Encourage volunteerism and match volunteers with organizations
Quality of life / resident attraction	First Nations - Education
Quality of life / resident attraction	First Nations heritage and innovation centre
Quality of life / resident attraction	Fix pot holes, especially on Main Street.
Quality of life / resident attraction	Golf course (4)
Quality of life / resident attraction	Gymnastics or trampoline area
Quality of life / resident attraction	Hazardous sharps dispensary at refuse stations
Quality of life / resident attraction	Higher education
Quality of life / resident attraction	Historical tour by bike (fancy bike)

Quality of life / resident attraction	Homecoming high school reunions. This would bring people to Burns Lake, and filling hotels, motels, campgrounds, and use the high school field for camping/RVs. Restaurants/bars/businesses benefit. I will meet with anyone on this, there is already popularity but too big to organize for one person. Village of Burns Lake host a school reunion every summer for the next 5 years, starting with the beginning: 1954. Friday night -wine and cheese/meet and greet @ old LDSS gym, dignitaries to welcome, guests sign in. Saturday street market with all local art/food/merchandise, business opportunities, tea leaf readers/psychics,; Local tour vendors. Saturday night gala, Sunday church service w/ all day BBQ at Francois Lake. Somewhere for them to leave a mark, sell metal plates to engrave names on and determine a place where they hang afterwards. Invitations sent out via online media 1 yr before, have deadline 3 mths before? Entrance fee reqd.
Quality of life / resident attraction	I believe we need to get more community events together to promote a community spirit. A winter fun day like we used to do in February,
Quality of life / resident attraction	I believe we need to get more community events together to promote a community spirit. A winter fun day like we used to do in February,
Quality of life / resident attraction	If we make Burns Lake an even better place to live and market our community to new residents people will bring new energy, ideas, and opportunity.
Quality of life / resident attraction	Improve amenity in town
Quality of life / resident attraction	Improve cell coverage in rural areas
Quality of life / resident attraction	Increase recreational activities available, golf course, pool, indoor fields, proper gym Preferably, privately owned
Quality of life / resident attraction	Intensively market Burns Lake as a desirable place to work, live, and play.
Quality of life / resident attraction	Keep in mind the aging population, services for elderly and health care are increasingly needed.
Quality of life / resident attraction	Live entertainment downtown

Quality of life / resident attraction	Look at snowbirds - are we set-up to keep snowbirds returning to the Lakes District?
Quality of life / resident attraction	Manly tourism- adventure learning to do "manly thing" such as pour cement, learn to drive a logging truck. We all have skills that we ourselves do not appreciate.
Quality of life / resident attraction	Market to the work from home worker, we are affordable
Quality of life / resident attraction	More bike lanes and racks throughout Burns Lake
Quality of life / resident attraction	New post-secondary provider (3)
Quality of life / resident attraction	Off leash dog park (6)
Quality of life / resident attraction	Pop-up market (Like Foodie Fridays in Prince George)
Quality of life / resident attraction	Privatize multiplex
Quality of life / resident attraction	Quality of life
Quality of life / resident attraction	Re-look at the "hub model" CNC had in place which provided significant funding, education, and support to the community
Quality of life / resident attraction	Retail/restaurant frontline
Quality of life / resident attraction	SIDEWALKS
Quality of life / resident attraction	Spend money on a resident attraction campaign
Quality of life / resident attraction	Swimming Pool (12)

Quality of life / resident attraction	This would benefit young and old alike as we face long winter months
Quality of life / resident attraction	Trades people. We need gas fitters, plumbers etc.
Quality of life / resident attraction	Understand thoroughly and be proactive about our challenges. BL needs a homeless shelter
Quality of life / resident attraction	Update all of the old buildings
Quality of life / resident attraction	we have an aging population we need more senior housing and activities for them o they stay in the community
Quality of life / resident attraction	We need a civic centre for large gatherings, the Old Publics work yard could be a good option if it's not contaminated
Quality of life / resident attraction	We need a reason for people to "stay in town", a family restaurant.
Quality of life / resident attraction	we need to attract tradespeople to the area
Quality of life / resident attraction	weekend bus to Hudson Bay Mountain
Quality of life / resident attraction	Why do we have so many ball diamonds in town when no one plays ball? Convert to soccer fields.
Quality of life / resident attraction	Work better together with the whole community to properly represent the residents and our joint visions and goals in business, health and recreation.
Tourism and Outdoor Rec	(both fly in and boat in) camping (Facebook)
Tourism and Outdoor Rec	Access to trails (2)
Tourism and Outdoor Rec	Advertise in China, work with international tour operators.
Tourism and Outdoor Rec	Public access to the beach and develop it more (3)
Tourism and Outdoor Rec	Support Hwy 16 mountain bike tourism - collective marketing (app, website, brochures, etc.) (6)

Tourism and Outdoor Rec	"See "Wild Play""
Tourism and Outdoor Rec	A dock where the Red Johnson trails approaches the narrows. Water taxi to and from the completed provincial campground on Burns Lake (1)
Tourism and Outdoor Rec	A good boat launch ramp with dock and parking on Francois Lake. Since Sandy's closed there is no decent launch for larger boats.
Tourism and Outdoor Rec	A perfect way to find things to do in town
Tourism and Outdoor Rec	A tourist booth at the edge of town by the welcome sign. Before big RVs get into traffic, and easy passage from there to make the turn to Francois lake drive. Perhaps run by "well-informed" students. I'd like to see a well experienced person be our 'face' at the tourist information booth in the center of town. This is when we win or loose a passing tourist. An important sales position!
Tourism and Outdoor Rec	Actually do a Tourism Development Strategy for the Lakes District
Tourism and Outdoor Rec	Advertising day rentals of things (kayaks, canoes, bikes, stand up paddle boards) would be a great addition to the area and provide a job to someone
Tourism and Outdoor Rec	Agri-tourism
Tourism and Outdoor Rec	Air BNB
Tourism and Outdoor Rec	Also a lack of serviced camping.
Tourism and Outdoor Rec	animal viewing (1)
Tourism and Outdoor Rec	As much as I despise Casinos, A floating casino on burns Lake - a stern wheeler (1)
Tourism and Outdoor Rec	Become a northwest leader in outdoor adventure attract bungee jumping, skydiving, or para-gliding businesses; build a roller coaster; tough mudder
Tourism and Outdoor Rec	Better marketing
Tourism and Outdoor Rec	Better products
Tourism and Outdoor Rec	Big Pig International festival and merchandise
Tourism and Outdoor Rec	Big Pig Music Festival

Tourism and Outdoor Rec	Big sign - Eye Candy shows lakes, fishing, history QR codes
Tourism and Outdoor Rec	BL should be promoting the phenomenal eco- tourism opportunities we have in this area. Fishing, camping, and the stunning mountain bike trail system
Tourism and Outdoor Rec	BL should be promoting the stunning mountain bike trail system
Tourism and Outdoor Rec	Boat races
Tourism and Outdoor Rec	Boat tours of Burns Lake.
Tourism and Outdoor Rec	BOER to BURNS Connector
Tourism and Outdoor Rec	Boomer targeted festivals and events (eg bluegrass or other music)
Tourism and Outdoor Rec	Bring back the "3000 miles of fishing" tag line
Tourism and Outdoor Rec	Build a brewery
Tourism and Outdoor Rec	Build an educational fish camp like Smithers fish latter's - Europeans would love it!
Tourism and Outdoor Rec	Build an inflatable water park or other waterpark on Burns Lake (8)
Tourism and Outdoor Rec	Burns Lake South trail - beautiful site, totally abandoned.
Tourism and Outdoor Rec	Burns lake/Lakes District billboard in Vancouver (3)
Tourism and Outdoor Rec	Campground with hook ups (9)
Tourism and Outdoor Rec	Completion of the extended Red Johnson Trail
Tourism and Outdoor Rec	Connect downtown to the Bike Park (5)
Tourism and Outdoor Rec	Continue to market our outdoor recreation opportunities
Tourism and Outdoor Rec	Craft Beer
Tourism and Outdoor Rec	Creation of an app that shows where hiking areas, skiing and biking are. People take them and review them, allows for super easy access to information that could increase tourism and traffic
Tourism and Outdoor Rec	Cross country skiing (Facebook)

Tourism and Outdoor Rec	Develop a major outdoor rec park - Red hills/Babine Lake.
Tourism and Outdoor Rec	Develop BigPig festival and bring a publicist for marketing
Tourism and Outdoor Rec	Develop Burns Lake as a recreation destination community.
Tourism and Outdoor Rec	Develop hiking tourism (1)
Tourism and Outdoor Rec	digital and print versions of the back roads in our area. Having advertised and well posted, day rentals of things like kayaks, canoes, bikes, and stand up paddle boards (Facebook)
Tourism and Outdoor Rec	Diversity the economy be boosting ecotourism
Tourism and Outdoor Rec	Eco-tourism
Tourism and Outdoor Rec	Engage local businesses with Big Pig
Tourism and Outdoor Rec	especially if at the campsite, there were info-boards showing what we have to offer, with maps showing where the 'things to see' are (Facebook)
Tourism and Outdoor Rec	especially if at the campsite, there were info-boards showing what we have to offer, with maps showing where the 'things to see' are.
Tourism and Outdoor Rec	Expand the canoe/kayak rental shack to include a wider variety of rental options (for locals and visitors)
Tourism and Outdoor Rec	Experience a real Canadian winter!
Tourism and Outdoor Rec	Facilitate collaboration among first nations and local governments on recreation and tourism initiatives.
Tourism and Outdoor Rec	Facilitate collaboration among first nations and local governments on recreation and tourism initiatives.
Tourism and Outdoor Rec	Fake Castle like Fredrick the Great built in Germany
Tourism and Outdoor Rec	First Nations and the village collaborate to build a site on the old Ministry of Highways site and promote sculling and rowing on Burns Lake
Tourism and Outdoor Rec	Fishing tourism
Tourism and Outdoor Rec	Fishing(Facebook)
Tourism and Outdoor Rec	Fishing, camping

Tourism and Outdoor Rec	float planes
Tourism and Outdoor Rec	Focus on tourism
Tourism and Outdoor Rec	FOOD TRUCKS
Tourism and Outdoor Rec	Forestry based tourism (eg forestry history)
Tourism and Outdoor Rec	Get grants from Destination BC - Lakes District is missing out
Tourism and Outdoor Rec	get the word out to tourists
Tourism and Outdoor Rec	Grow the Big Pig and other festivals
Tourism and Outdoor Rec	Guide natural tours (3)
Tourism and Outdoor Rec	Guided bike tours
Tourism and Outdoor Rec	Guided bike tours, bring jobs for summer
Tourism and Outdoor Rec	Have a Tough Mudder in Burns Lake (2)
Tourism and Outdoor Rec	Having more local campsites available to tourists passing through, would encourage them to stay and explore, we have so much to offer, year-round.
Tourism and Outdoor Rec	Hiking telegraph trail map and develop tours
Tourism and Outdoor Rec	Horse Logging
Tourism and Outdoor Rec	I think it would be great to expand some local camping spots, like Kager lake, Augier Lake, and add some new ones on Tchesinkut Lake, Francois Lake
Tourism and Outdoor Rec	I think we need to promote our eco-tourism internationally. (Facebook)
Tourism and Outdoor Rec	I think we should build an interpretative center about burns lake as a whole
Tourism and Outdoor Rec	I'd like to see more campsites available.
Tourism and Outdoor Rec	Improve and develop outdoor recreation activities. Stay and play packages incl kayaking and mountain biking in the summer. Snowshoeing and snowmobile

Tourism and Outdoor Rec	Improved recreation possibilities. Keep the bike trails functional. Increase rec sites close town. Show case the Nordic trails.
Tourism and Outdoor Rec	increase support for recreation
Tourism and Outdoor Rec	Increase tourism potential through recreation opportunities
Tourism and Outdoor Rec	Intensively market Burns Lake as a desirable place to work, live, and play.
Tourism and Outdoor Rec	Invest in a snow cat groomer that can groom the reserves and farm land and rec sites.
Tourism and Outdoor Rec	Kayak, boating like they do in Kelowna
Tourism and Outdoor Rec	Let people know about lake access when they drive through (3)
Tourism and Outdoor Rec	Link towns along Hwy 16 (2)
Tourism and Outdoor Rec	Local brewery/winery -
Tourism and Outdoor Rec	Look at more camp sites
Tourism and Outdoor Rec	Look at options to increase tourism dollars and develop BL as a destination
Tourism and Outdoor Rec	Look at other remote Canadian villages like Tofino, Nova Scotia, and Prince Rupert and Haida Gwaii - capitalize on Aboriginal art for sale, and market
Tourism and Outdoor Rec	Lots of hills around town a zip-line would be great (7)
Tourism and Outdoor Rec	Lots of lakes, why not boat races-hydrofoil
Tourism and Outdoor Rec	Make a nice white sandy beach for summer
Tourism and Outdoor Rec	Make the Big Pig a larger event that will attract national or international participants and will be a larger community event
Tourism and Outdoor Rec	Manly tourism- adventure learning to do "manly thing" such as pour cement, learn to drive a logging truck. We all have skills that we ourselves do not appreciate.
Tourism and Outdoor Rec	Marina launch on waterfront
Tourism and Outdoor Rec	Moab of the north
Tourism and Outdoor Rec	More advertising for Big Pig including online

Tourism and Outdoor Rec	More attractive, easy to read bill-boards will help to attract more people to stop in Burns Lake and check out local businesses.
Tourism and Outdoor Rec	More biking trails
Tourism and Outdoor Rec	More camping areas
Tourism and Outdoor Rec	More camping grounds
Tourism and Outdoor Rec	More camping on Burns Lake. A camp site with more facilities eg. Showers, boat docks, mini golf, ice cream shack
Tourism and Outdoor Rec	More camping on Burns Lake. A camp site with more facilities eg. Showers, boat docks, mini golf, ice cream shack
Tourism and Outdoor Rec	More events
Tourism and Outdoor Rec	More festivals
Tourism and Outdoor Rec	More hiking trails
Tourism and Outdoor Rec	More public space along the Lake
Tourism and Outdoor Rec	More pullouts along the lakes to stop and picnic, swim, fish, take photos, rest and refresh
Tourism and Outdoor Rec	More tourism
Tourism and Outdoor Rec	More tourism- specifically outdoor adventure based
Tourism and Outdoor Rec	Motorcycle campground (2)
Tourism and Outdoor Rec	Mountain bike learning. (Facebook)
Tourism and Outdoor Rec	Mountain Biking and Aboriginal Tourism are areas that should be explored and capitalized on.
Tourism and Outdoor Rec	Mountain Biking and Aboriginal Tourism are areas that should be explored and capitalized on.
Tourism and Outdoor Rec	Mountain Biking and Aboriginal Tourism are areas that should be explored and capitalized on.
Tourism and Outdoor Rec	Mountain Biking is an area that should be explored and capitalized on.
Tourism and Outdoor Rec	Networking the tourism businesses and organizations we have
Tourism and Outdoor Rec	Online presence - build online presence

Tourism and Outdoor Rec	Organize an event like an annual festival that is unique to Burns Lake - something that will attract visitors too!
Tourism and Outdoor Rec	Part of a bike tour (Ride North, BC bike ride)
Tourism and Outdoor Rec	Photography Event/ contest to promote the area (1)
Tourism and Outdoor Rec	Pipe coaster like Revelstoke (2)
Tourism and Outdoor Rec	Produce a Lakes District side road travelogue in both digital & print through Visit Burns Lake
Tourism and Outdoor Rec	Promote arts and culture here
Tourism and Outdoor Rec	Promote Mountain Biking tourism (6)
Tourism and Outdoor Rec	Promote our eco-tourism internationally.
Tourism and Outdoor Rec	Promote our fresh water fresh air
Tourism and Outdoor Rec	Promote recreation opportunities
Tourism and Outdoor Rec	promote the phenomenal eco- tourism opportunities we have in this area. (Facebook)
Tourism and Outdoor Rec	Promote tourism
Tourism and Outdoor Rec	Promote what we already have it top notch Ski trails world class mountain biking 10000 miles of fishing
Tourism and Outdoor Rec	Provide promotional material to promote Burns Lake businesses and "The Heart of the Lakes District" (Facebook)
Tourism and Outdoor Rec	Pull outs and direction to skate park
Tourism and Outdoor Rec	Pump up the tourism
Tourism and Outdoor Rec	Pump up the tourism, especially outdoor rec!
Tourism and Outdoor Rec	Red hill prov park doesn't have a single camping site and the only access is through private land and road on the north.
Tourism and Outdoor Rec	Ridgeline trail across Burns Lake where it is being logging (this is a rather neat idea when you look across the lake) (1)
Tourism and Outdoor Rec	Road signage promoting what we have to offer along highway 16, say near a Terrace, Vanderhoof, or Smithers could also help get the word out about our area (Facebook)
Tourism and Outdoor Rec	Rock and Gem show and information (3)

Tourism and Outdoor Rec	RV campground close to village core with hook-ups
Tourism and Outdoor Rec	RV campground expansion
Tourism and Outdoor Rec	Share and promote our events
Tourism and Outdoor Rec	Signage, need signs to stop and look, see
Tourism and Outdoor Rec	Small ad in the New York Times (1)
Tourism and Outdoor Rec	Snowmobile tourism (2)
Tourism and Outdoor Rec	Snowmobiling Trails
Tourism and Outdoor Rec	Snowmobiling Trails all along Hwy 16
Tourism and Outdoor Rec	Somewhere to eat and sleep
Tourism and Outdoor Rec	Support community events, sports, music, fall fair. Each attracts visitors from other communities and they take impressions back with them.
Tourism and Outdoor Rec	Tap into Chinese tourism (1)
Tourism and Outdoor Rec	The popularity of micro breweries is on the rise, partnerships with other Northern breweries to create tourism pkgs "Hop through the North"
Tourism and Outdoor Rec	The stunning mountain bike trail system on Boer Mt. (Facebook)
Tourism and Outdoor Rec	Tourism
Tourism and Outdoor Rec	Tourism, tourism, tourism
Tourism and Outdoor Rec	Tourism: think big.
Tourism and Outdoor Rec	Tours of area for a "stay and play" weekend getaway e.g., heritage buildings, houseboat tours on Burns Lake and others, kayak tours through channel to Decker Lake, Deadmans Island, rock climbing/cliff scaling, rock hounding, waterfalls, photography, mills, graveyards,
Tourism and Outdoor Rec	Trail from Mt. Bike Park to the village

Tourism and Outdoor Rec	Upgrade Camping/Accommodations at Kager Lake and Boer Mountain to include a rustic hostel type lodge at Kager Lake or a series of "Tiny" Eco Cabins at unique or special locations along the trails. I am sure that overnight accommodation on the top of Boer Mountain would be very popular. Revenue generated could employ a Trail / Campground host to ensure responsible use. (Facebook)
Tourism and Outdoor Rec	Use the lake (e.g., bathtub races, dragon boats, sailing races, Canada Day)
Tourism and Outdoor Rec	We may have a meteor crater near town that could bring visitors and meteorite hunters to our area. Research is needed to confirm authenticity
Tourism and Outdoor Rec	We need an attraction. The festival culture is thriving in BC, with world wide participation, so we should focus on starting a festival.
Tourism and Outdoor Rec	We need to develop our skills and resources to encourage people to come here, leave their money while having a wonderful experience and then go away
Tourism and Outdoor Rec	We offer so many different eco-adventure opportunities - we could be bringing in SO many people from different areas in the world. (Facebook)
Tourism and Outdoor Rec	We should all work together to promote the lakes district on social media
Tourism and Outdoor Rec	Webpage, signage at kiosk
Tourism and Outdoor Rec	What a shame such a beautiful spot is seen and hiked by no-one.
Tourism and Outdoor Rec	What about a calving adventure in spring (Facebook)
Tourism and Outdoor Rec	What about a round up on horseback (Facebook)
Tourism and Outdoor Rec	What is up with a "free" waterfront campsite that competes with local ones?
Workforce development and attraction	A hub for outdoor adventure guide training (like Thunder Bay)> work with college. People would come from all over.
Workforce development and attraction	Advertising day rentals of things (kayaks, canoes, bikes, stand up paddle boards) would be a great addition to the area and provide a job to someone
Workforce development and attraction	Attract log home or cottage builders/building companies to the area who can build for less by working out a deal with the local mill and first nations

Workforce development and attraction	Attract people who want affordable housing
Workforce development and attraction	Become a not-for-profit organization hub by offering grants to start-ups as well as cheap office space and housing.
Workforce development and attraction	Boutique businesses (not big box) will give destination or stop point
Workforce development and attraction	Build a stock car race track. High school students could mechanic and auto body program to get youth involved
Workforce development and attraction	Closer coordination between the College and Industry
Workforce development and attraction	College classes to train older people in technology - help us get on board
Workforce development and attraction	Courses on non-profit administration - FREE!
Workforce development and attraction	economic diversity
Workforce development and attraction	Encourage new local business by identifying and publicizing which goods and services currently purchased out of town could be purchase and marketed lo
Workforce development and attraction	Expand the knowledge sector - including more trades training
Workforce development and attraction	Focus on improving housing. Possibly focus on providing and marketing residences made for retirees
Workforce development and attraction	Funding security and awards
Workforce development and attraction	Geocaching opportunities
Workforce development and attraction	Help more immigrants to get started in Canada by sponsoring families to work and start businesses here.

Workforce development and attraction	Home based businesses. Make it easier to start a new business in town.
Workforce development and attraction	Housing from CGL pipeline?
Workforce development and attraction	Incentives for home building. Incentives for higher density housing
Workforce development and attraction	increase housing
Workforce development and attraction	Keep the college. work with CNC to make sure skills being taught remain relevant to the demographic.
Workforce development and attraction	Live/work coworking space for digital nomads who like mountain biking. they could work/play for a shorter to medium term stay.
Workforce development and attraction	Look at why seniors are leaving our community
Workforce development and attraction	Look for innovative light manufacturing opportunities
Workforce development and attraction	Look into investing in eco-friendly natural resource development partnerships with local first nations and other shareholders
Workforce development and attraction	Look outside the box for economic stimulus
Workforce development and attraction	more affordable housing for seniors and young families
Workforce development and attraction	More young adult workshops, training, interests, encouraging community involvement while young (3)
Workforce development and attraction	Not penny pinch operating facilities
Workforce development and attraction	Open the college in the summer to small one-week programs. Master gardening. Farrier skills. Blacksmithing. Fine arts. Bring in well know educators as well as local people (as we have many with huge talents). Look to other colleges that do this already (Facebook)

Workforce development and attraction	Researching the future of employment due to technology and automation change is necessary.
Workforce development and attraction	Retraining for forestry workers in new economy things like tech
Workforce development and attraction	Revenue generated could employ a Trail / Campground host to ensure responsible use
Workforce development and attraction	Summer programs, international students, new immigrant courses, programs for seniors family development courses at College
Workforce development and attraction	support and build up local infrastructure (roads, water, rec. services, health services, and seniors services)
Workforce development and attraction	There is a serious lack of rental accommodations for people moving to the town.
Workforce development and attraction	Tweedsmuir park is a jewel going to waste, generating hardly any opportunity. 22% of our district and does even one person have a job there?
Workforce development and attraction	Understand thoroughly and be proactive about our challenges. BL needs a youth center;
Workforce development and attraction	Unique courses at the college that draw people from around the world
Workforce development and attraction	Use the college in the summer for adult continuing ed weeks. i.e. - blacksmithing - school - master gardening - see Olds College Alberta for ideas
Workforce development and attraction	Village Council, First Nations Bands, School District and CNC should work together to build strong education and training for citizens from 1 to 100
Workforce development and attraction	We need a reason for people to "stay in town". Bowling, mini golf, family restaurant. Perhaps some entertainment set up in Pioneer square and benches.
Workforce development and attraction	Women's or men's shelter (1)
Workforce development and attraction	Work with community groups to provide incentives for people going to work, as well as grants to provide opportunities.

CHART THE COURSE

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