

Castlegar – Nelson & Area Investment Promotion Strategic Report

March 2005



City of Nelson



City of Castlegar



Regional District
of Central
Kootenay Areas
E & F



City of Nelson



City of Castlegar



Community
Futures of
Central
Kootenay



Castlegar &
District Chamber
of Commerce



Nelson & District
Chamber of
Commerce

Table of Contents

- TABLE OF CONTENTS2**
- INTRODUCTION3**
 - PROJECT OVERVIEW 3
 - METHODOLOGY 4
- REGIONAL CONSIDERATIONS5**
 - REGIONAL INITIATIVES..... 5
 - SUB-REGIONAL RESEARCH..... 5
 - Castlegar Investment Research*5
 - Castlegar Business Vitality Index*.....6
 - Nelson Business Vitality Index*6
 - Nelson New Residents Survey*.....7
- INVESTMENT ATTRACTION & RETENTION: RESEARCH AND BEST PRACTICES15**
 - FOREIGN DIRECT INVESTMENT PROMOTION..... 15
 - BEST PRACTICES IN MARKETING COMMUNITIES TO ATTRACT BUSINESS & INVESTMENT 16
 - BEST PRACTICES TO ATTRACT AND RETAIN BUSINESS AND INVESTMENT REGIONALLY..... 17
- CASTLEGAR FINDINGS.....18**
 - TRENDS & RECURRING THEMES 18
 - CURRENT COMMUNITY & ECONOMIC DEVELOPMENT PRIORITIES & INITIATIVES..... 19
 - OPPORTUNITIES & GAPS 20
 - COORDINATION, RESEARCH & PLANNING..... 21
 - MARKETING – INVESTOR OUTREACH..... 22
 - COMMUNITY AWARENESS 23
 - CAPACITY BUILDING & BROKERING 23
- NELSON FINDINGS24**
 - TRENDS & RECURRING THEMES 24
 - CURRENT COMMUNITY & ECONOMIC DEVELOPMENT PRIORITIES & INITIATIVES..... 26
 - OPPORTUNITIES & GAPS 27
 - COORDINATION, RESEARCH & PLANNING..... 28
 - MARKETING – INVESTOR OUTREACH..... 29
 - COMMUNITY AWARENESS 30
 - CAPACITY BUILDING & BROKERING 30
- JOINT-COMMUNITY FINDINGS31**
 - OPPORTUNITIES 31
 - GAPS 32
 - JOINT-COMMUNITY INITIATIVES..... 33
- CONCLUSION34**
 - POSSIBLE JOINT-COMMUNITY INITIATIVES..... 34
- APPENDIX A. CASTLEGAR BVI SHORT & LONG-TERM RECOMMENDATIONS 37
- APPENDIX B. NELSON BVI SHORT & MEDIUM – LONG TERM RECOMMENDATIONS 38
- APPENDIX C. RESEARCH PARTICIPANTS 40
- APPENDIX D. CASTLEGAR – NELSON PROTOCOL FOR INVESTMENT INQUIRIES..... 41
- APPENDIX E. PROTOCOL FOR KEY CONTRIBUTORS..... 42
- APPENDIX F. BUSINESS SUPPORTS & RESOURCES..... 43

Introduction

Project Overview

The Community Investment Support Program (CISP) is a new federal initiative that allows communities to assess their investment climate, form an action plan designed to attract and retain investment, and implement the action plan. This project represents the Category 1 activities of assessment and action plan formation. CISP Category 2 funding is available for implementation activities such as marketing and web site development.¹ Specific Category 1 activities include: investment research, development of regional and sub-regional profiles, investor success story profiles, development of a joint-communities strategic plan and protocol, identification of joint-venture opportunities, and investment promotion training. This interim report summarizes investment research conducted between November 2004 and February 2005.

The City of Castlegar, The Castlegar & District Chamber of Commerce, The City of Nelson, The Nelson & District Chamber of Commerce, Regional District Areas E & F, and Community Futures of Central Kootenay were partners in this initiative and formed the CISP Steering Committee. The Steering Committee met monthly throughout the duration of the project (November 2004 to March 2005) in order to provide guidance on research directions, identification of key contributors, communication activities, and desired deliverables.

The CISP project is consistent with other regional and sub-regional initiatives including: Telus Ramp Up, the Castlegar Business Vitality Index, Castlegar Investment Research 2002, the Nelson Business Vitality Index, the Nelson New Residents Survey, Nelson brand, logo & marketing plan, and the 2010 Olympic Regional Committee. The long-term objectives of the CISP initiative (Category 1 & 2) include the following:

- Implement a proactive foreign and domestic investment attraction strategy
- Provide a source of investment capital to area businesses
- Implement targeted outreach strategies to foreign and domestic investors
- Development promotional investment information
- Conduct investment attraction missions to foreign countries and domestic venues
- Increase foreign and domestic investment in the region
- Further enhance regional cooperation
- Enhance regional economic development planning
- Coordinate with other regional economic development initiatives such as broadband and 2010 Olympic opportunities
- Promote regional economic development initiatives
- Produce a professional foreign and domestic investment marketing package

¹ For more information on the CISP initiative please visit www.cisp.gc.ca

Methodology

Investment research was conducted using a multi-method design. More specifically, focus groups with key contributors and interviews with ‘out of area’ investors were conducted between November 2004 and February 2005. The Steering Committee generated a list of names of both key contributors and ‘out of area’ investors. Investor leads were also identified through the interview process.

Focus groups were conducted in both Castlegar and Nelson in November 2004. A total of 14 key contributors from Castlegar participated in one of two focus groups. Follow-up interviews with key contributors² were also conducted in order to supplement focus group data. A total of 16 key contributors for Nelson participated in one of two focus groups. Again, follow-up interviews with key contributors were conducted where necessary. Focus groups gathered data on local trends, opportunities & gaps, joint-venture opportunities, investor protocol, and investor targeting.

A total 20 interviews³ were conducted with ‘out of area’ investors from both Castlegar and Nelson. Interviews were conducted in person and by telephone, with interviews lasting between 20 minutes to two hours. Leads generated from interviews also translated into the identification of additional investors. ‘Out of area’ investors were defined as those investing from outside of the region. A number of investors relocated from out of the area, while some investors interviewed remained out of the area. Those investors interviewed originated from a variety of locations, including other Canadian provinces, the U.S., the U.K., Thailand, Germany, Ireland, the Netherlands and New Zealand. The majority of investors invested a minimum of \$300,000 and created a minimum of 2 jobs. Interviews gathered data on the respondent’s investment story⁴, investment experience, and recommendations aimed at attracting and retaining investors. Additionally, the research team also met with municipal councils in both jurisdictions to get feedback on protocol, investment opportunities and gaps. Investment professionals in other jurisdictions (including International Trade Canada) were also consulted. A literature review was conducted to glean best practices in the field of investment and investor attraction.

A joint-communities meeting was held Thursday, February 9th, 2005 in order to bring together key contributors from around the region with the purpose of considering ‘how we can work together to do more’ with respect to investment attraction and retention. The agenda of this meeting included investor success stories, a brief presentation of findings to date, and an exploration of possible joint-initiatives directed at investment attraction and retention through focus groups.

² Key contributors were defined as individuals associated with economic development efforts.

³ with an even distribution between sub-regions.

⁴ The ‘investment story’ explored factors leading up to investment (how did they find out about the area), when relocation took place (if applicable), and when investment took place.

Regional Considerations

A number of community and economic development initiatives are currently underway regionally. In addition, relevant research and community business and economic assessments have been conducted recently in both Nelson and Castlegar. This section provides an overview of relevant initiatives and recent research.

Regional Initiatives

On a regional level, Telus Ramp Up (an economic assessment to determine naturally occurring business clusters) and a regional committee are in place in order to explore opportunities associated with the 2010 Vancouver Olympics. The Telus Ramp Up report is pending release. Findings from this report will be considered in the development of the CISP Strategic Plan. The regional committee exploring 2010 Olympic opportunities, the West Kootenay Boundary Winter Opportunities Society, have developed a logo and business plan and are currently seeking funding for implementation efforts. Efforts should be made to coordinate these opportunities with investor and investment attraction strategies.

Sub-Regional Research

Castlegar Investment Research

In the Fall of 2002, key businesses and community leaders came together to identify a number of key opportunities for investment. A report was produced from this research and is available at www.Castlegar.ca. The research identified the following six areas representing investment opportunities:

- Tourism and Hospitality / Ecotourism
- Call Centre
- Value-Added Wood Products
- High Technology
- Microbrewery
- High Energy-Dependent Industry

Both Castlegar and Nelson have participated in the Business Vitality Index (BVI) in 2003 and 2004 respectively. The BVI is an economic development tool designed to improve a community's business climate through a 3-stage process: assessing, focusing, and action. The first phase of the BVI involves the assessment of the community's small business resources and potential through a survey and focus groups. The second phase (or focus session) involves setting priorities for improvement of the community's business climate. Community sponsors then work with community members to ensure action is taken around selected priorities. For more information, visit www.BusinessVitalityIndex.com.

Castlegar Business Vitality Index

The community of Castlegar participated in the BVI in 2003. From this process, a number of short and long term possible courses of actions were generated.⁵ Specific short term actions included:

At the *focus* meeting, participants prioritized community branding and community pride as specific short-term actions to explore. A Business Vitality Committee was formed in order to continue efforts aimed at improving the community's business climate. In May 2004, community members came together in a Business Vitality Index Goal-Setting Workshop. From this two-day workshop, participants processed a number of ideas and prioritized them into eleven major focus areas – six to stimulate community involvement and pride and five to promote economic development. Goals were set for nine of eleven major focus areas. The following major internal and external focus areas were explored:

- Ethnic Heritage
- Business Friendly Environment & Business Community Unification
- Community Events
- Tourism – Community Business Awareness Program (including branding)
- Post-secondary education (identified as area for regional collaboration)
- Economic Advisory Council (including Regional Districts I & J)
- Business Development (including a business welcome wagon and buy local campaign)
- Transportation (including improved air travel, road transport, and a regional cooperative to facilitate travel between the tri-cities)

Nelson Business Vitality Index

The community of Nelson participated in the BVI in 2004. From this process, a number of short and long term possible courses of actions were generated.⁶ At the *focus* meeting, participants prioritized the formation of an 'open for business' strategy, the formation of joint-marketing alliance, the development of a regional economic development strategy, and increased cross-sectoral collaboration.

⁵ See Appendix for a complete list of short and long term actions.

⁶ See Appendix for a complete list of short and long term actions.

Nelson New Residents Survey

The Nelson & Area New Residents' Survey has been sponsored by Community Futures Development Corporation of Central Kootenay and distributed by the Nelson & District Welcome Wagon Committee for the past 11 years. People that move into the Nelson area each year are contacted for the survey (area includes Proctor, Balfour, 10 miles south of Nelson, and South Slocan). The results of these surveys are compiled yearly by Community Futures and circulated to other agencies and Municipal and Regional governments.

For the purposes of this report, data from the previous nine surveys (1996-2004) was compiled and analyzed. The Welcome Wagon uses utility hook-ups as its primary means of tracking new people moving to the area. Welcome Wagon personnel contact and visit new residents, administering a short survey to determine the following information about new residents:

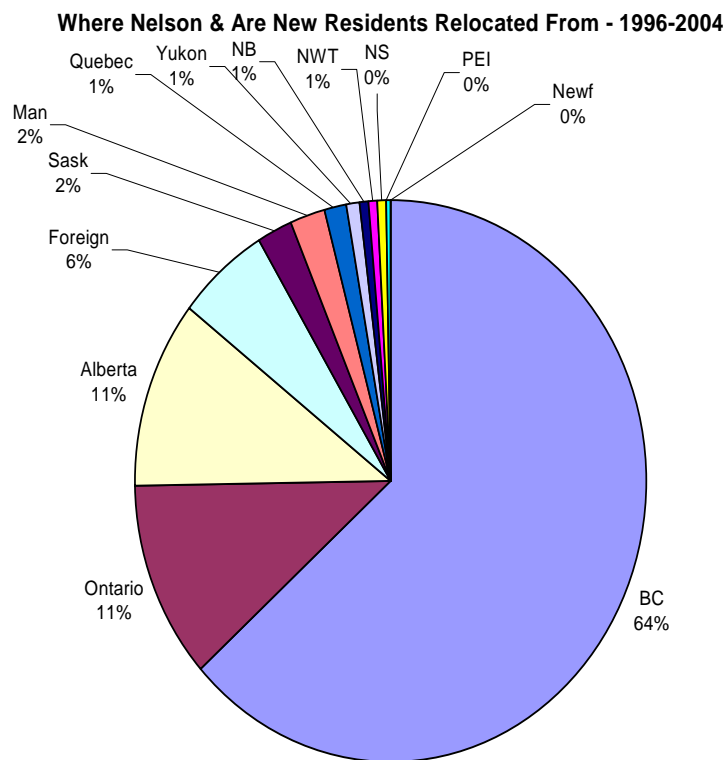
- Where they've relocated from
- How many in family
- How they found out about Nelson
- Why they decided to move
- If the area has moved up to expectations
- Whether any promotional material from area was viewed prior to move
- What could be improved in the community
- What services and businesses are missing

The consistency of survey application and the success rate in tracking down new residents and administering the survey (near 100%) ensures that the information on a year-over-year basis is valuable for comparison and in tracking trends. Unfortunately, there is little tracking of those leaving the community. However, the New Resident's survey provides us with a rich picture of the in-migrant situation in Nelson & area. A similar study does not currently exist for Castlegar and area. Such a study would prove valuable for tracking trends.

Demographic Breakdown

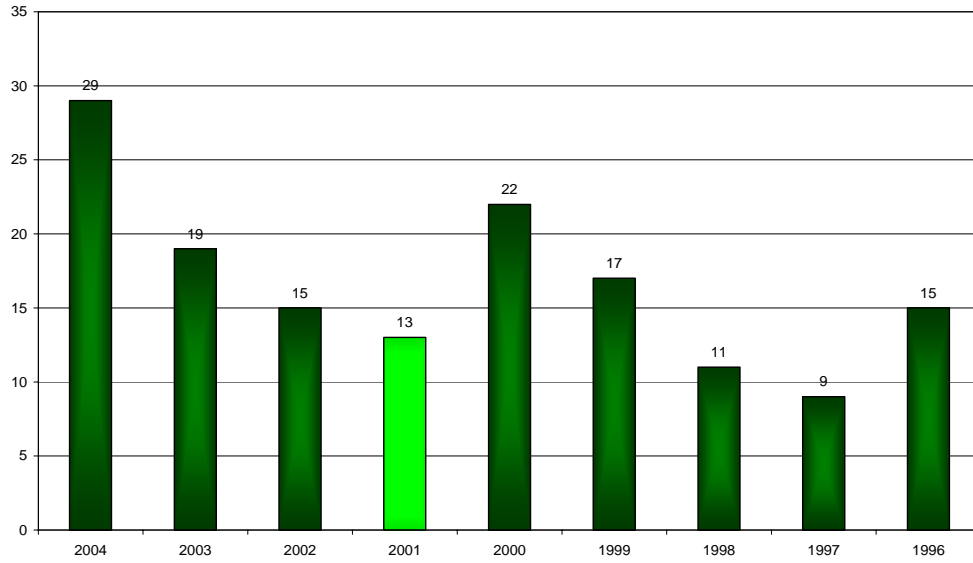
- More than 2476 surveys were administered during the nine year period representing an influx of 5,675 people, or 2.3 per migrating family (household). Given that actual population figures (StatsCan Census, BC Stats) have shown slow or no growth during the study period, the data suggests that Nelson has a relatively high rate of out-migration as well.
- On average, 630 people per year have moved to the area during the study period, with less than a 25% variation from highest to lowest year.

- The greatest influx of new migrants are Canadian with BC (63.3%), Ontario (11.3%) and Alberta (11.3%) making up almost 86% of the total. The rest of Canada yielded 8.4% with Saskatchewan, Manitoba and Quebec in-migrants accounting for the bulk of this



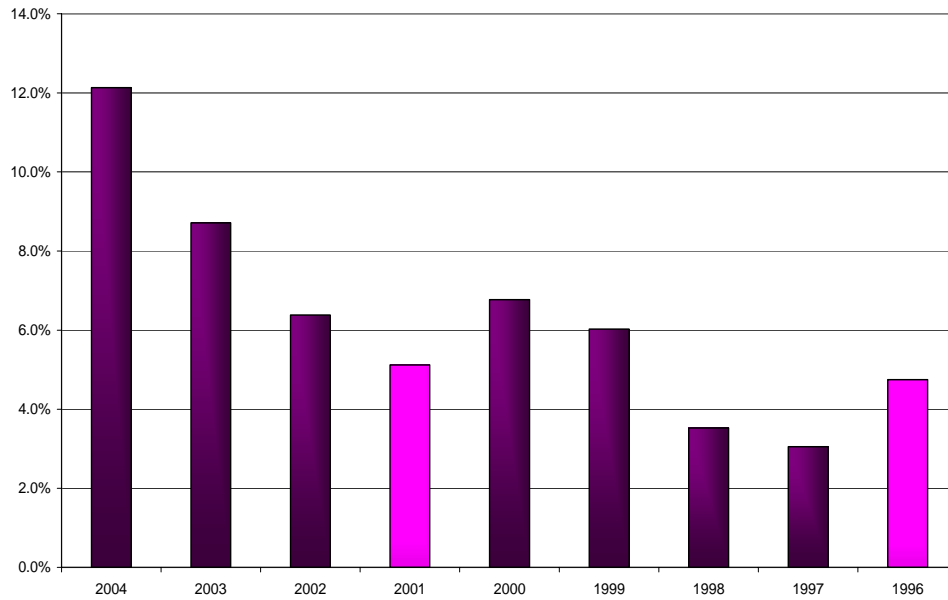
- New residents coming directly from another country to Nelson represented only 6.1% of the total. This represented 150 family units or 345 new residents (assuming 2.3 people per migrant family). However, that number has increased in recent years both in absolute and relative terms. While only 9 foreign resident families arrived in 1997, 29 arrived in 2004 (year ending May 31, 2004). On a relative basis, the percentage of new residents from foreign countries has increased from around 4% of total new residents to over 10% (averaging the last 2 years).

Families Moving to Nelson & Area from Outside Canada
 Source: New Resident Survey (Community Futures/Welcome Wagon)

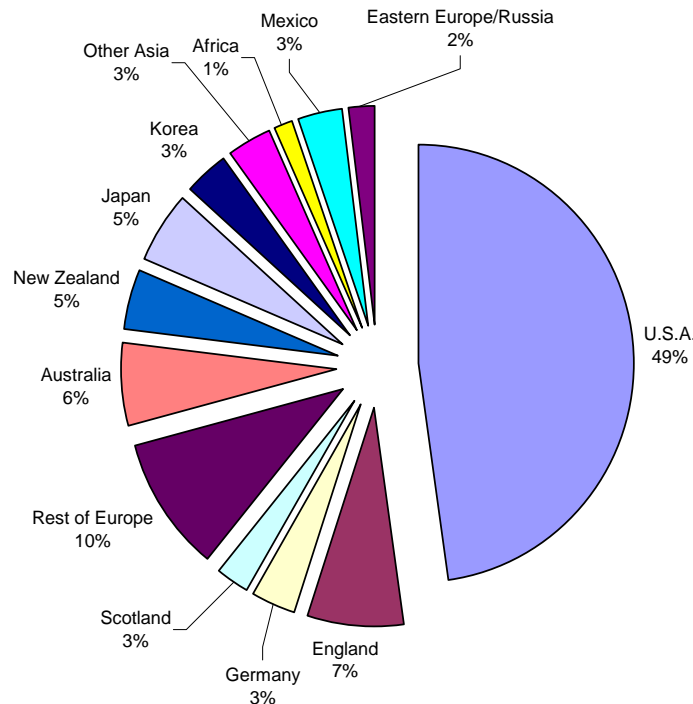


- Among the foreign new residents, Americans represent almost half. Last year the number more than doubled (16 families) from the previous year (7 families).

Residents Moving from Outside Canada to Nelson & Area (as % of Total Migrants) - 1996-2004
 Source: New Resident Survey (Community Futures/Welcome Wagon)



Country of Origin - Nelson New Residents 1996-2004



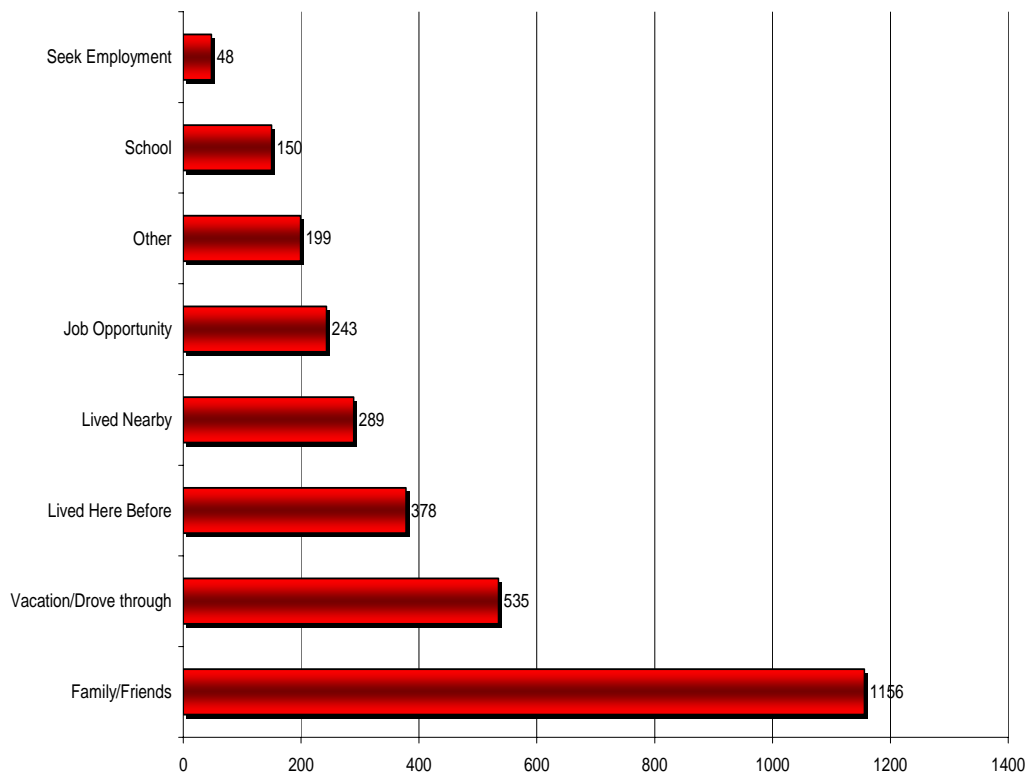
- Almost a quarter of the new residents from outside Canada list Europe as their home, with England (7%), Scotland (3%) or Germany (3%) being among the most popular former home.
- Australia (6%) and New Zealand (5%) represented 11% of the new residents arriving from other countries while Japan (5%), Korea (3%) and Mexico (3%) were the only other countries measuring more than 2% of the total new residents from foreign countries.

How New Residents Found out about Nelson⁷

- ‘Family and friends’ was cited by almost half (47%) of new residents as the method by which they found out about Nelson, far outnumbering the second most popular choice ‘vacation/drove through’ (22%). Collectively, these represent almost 70% of total new residents. This is important to consider in creating any resident or investment attraction strategy.
- ‘Lived here before’ (15%), ‘lived nearby’ (12%), ‘job opportunity’ (10%), ‘other’ (8%), and ‘school’ (6%) were the most popular other choices.

⁷ Respondents could give multiple answers. Numbers, therefore, may not add up to 100%. The method of compilation (spreadsheet) does not allow for the research team to provide any correlative analysis (i.e. how new residents moving from the U.S. might have found out about Nelson.)

How New Residents Found Out About Nelson - 1996-2004

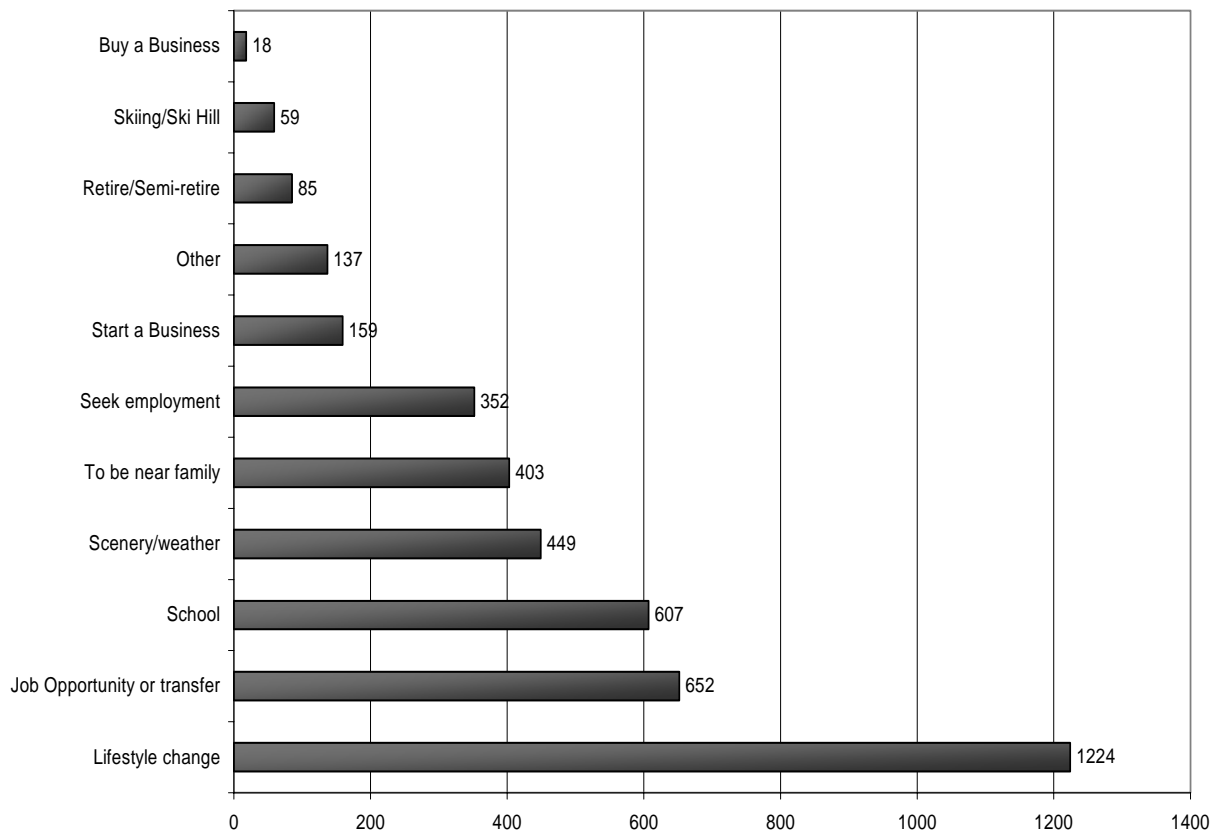


*Why New Residents Decided to Move to Nelson*⁸

- ‘Lifestyle change’ was the overwhelmingly most popular answer at 49% as the reason new residents had moved to Nelson. The next most popular answers were ‘job opportunity or transfer’ (26%), ‘school’ (25%), ‘scenery/weather’ (18%), ‘to be near family’ (16%), ‘seek employment’ (14%), and ‘start a business’ (6%).
- Interestingly, only 3.4% of new residents moved to Nelson and area to ‘retire or semi-retire.’
- Only 2.4% cited skiing or ski hill as the primary reason for moving here.
- Only 0.7% listed ‘to buy a business’ as the reason for moving here. Surprisingly, this indicates that new residents were almost 9 times as likely to start a business in Nelson and area as to buy one.

⁸ Respondents could give multiple answers. Numbers, therefore, may not add up to 100%.

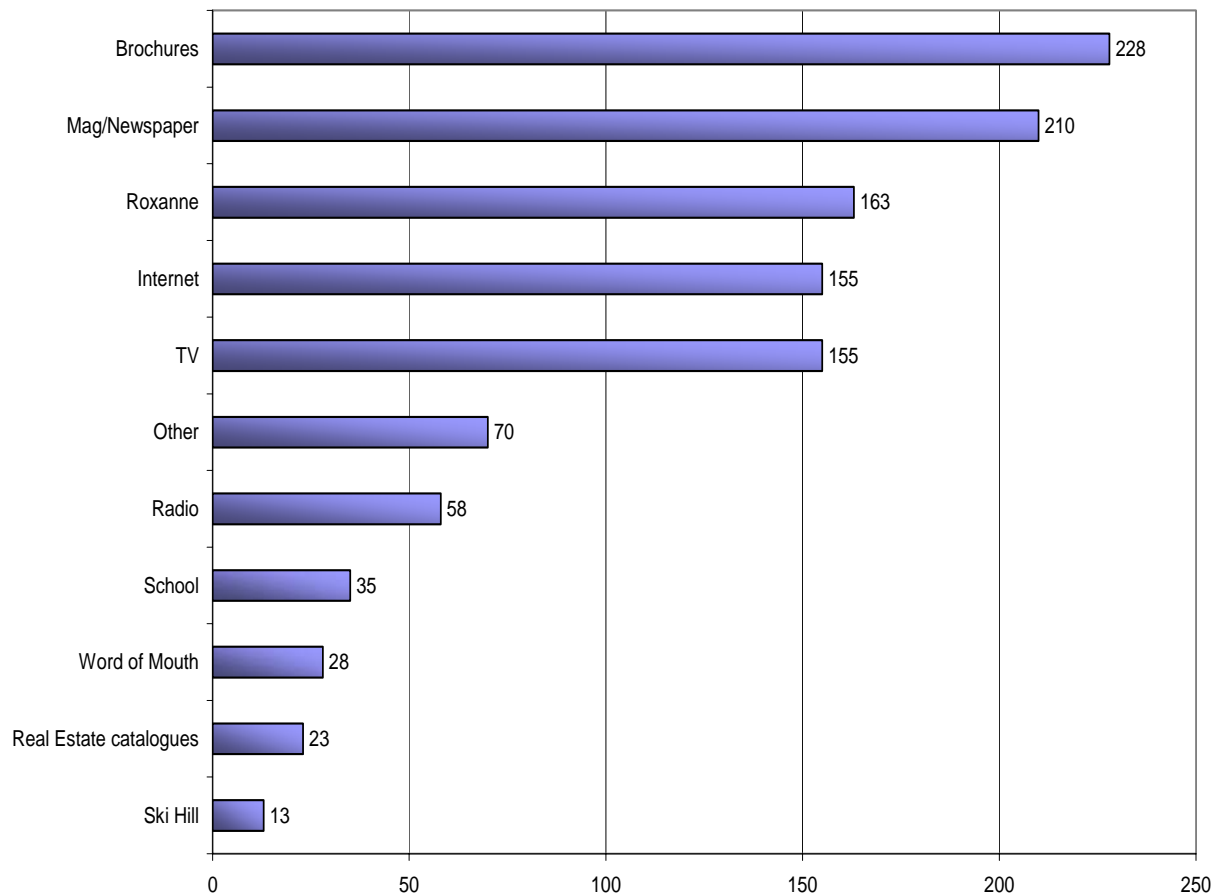
Why Did you Decide to Move to Nelson? - New Residents 1996-2004



Promotional Material Seen Before Moving to Nelson

- Fewer than 45% of new residents to Nelson had seen promotional material on Nelson prior to moving to the area.
- Among those promotional materials seen, brochures (9%), magazines/newspapers (8%), the movie 'Roxanne' (7%), the internet (6%), and TV (6%) were the most commonly cited. Other promo materials listed were radio (2%), school information (1%), word of mouth (1%) and real estate catalogues (1%).
- Last year's survey saw a huge jump in those using the internet to check out Nelson with 31% using the web to find out about the area.

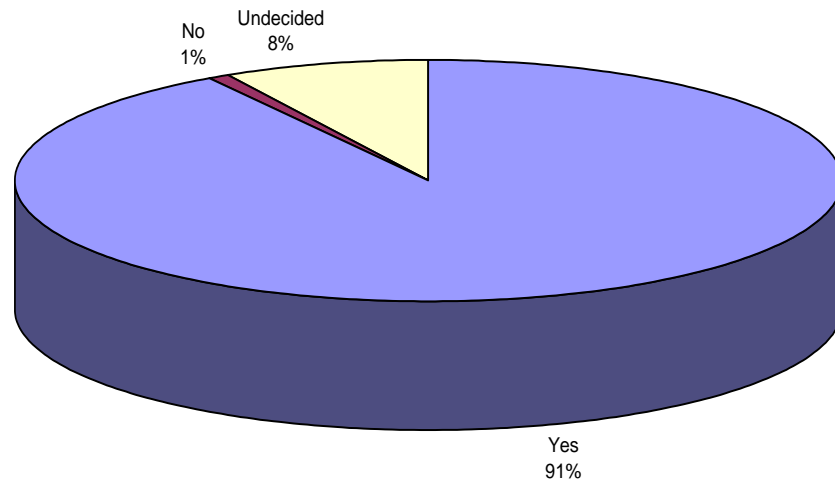
Promotional Material Seen Before Moving to Nelson - 1996-2004



Has Nelson Lived up to Expectations

- During the course of administering almost 2,500 surveys over the 9 years, only 17 respondents (0.7%) replied that Nelson and area had not lived up to the respondents' expectations. More than 91% said Nelson had lived up to their expectations while 8% were undecided.

Has Nelson Lived up to Expectations? - New Resident Survey 1996-2004



Other Questions

- 'Problems with the area' and 'services that are missing' are also listed in the yearly survey. Results from the survey are published in local papers via press release and distributed to economic development and business development officials. Back issues of the survey results are available from Community Futures in Nelson (352-1933) to the general public as a means of surveying opportunities and finding gaps in services. Given Nelson's rate of entrepreneurship (1,200 business licenses for a population of less than 10,000 – probably the highest in Canada⁹) many small niches mentioned in the survey requiring minimal start-up capital are often followed up on. However, the results from these questions should form an integral part of the web-site for identifying opportunities for potential new residents and investors.

⁹ A recent Bank of Montreal Study listed an Alberta community (with fewer than 500 business licenses per 10,000 people) as having the highest rate of entrepreneurship in Canada despite it having less than half Nelson's rate. The study examined Canadian communities with a population exceeding 10,000. Nelson's population at the time was close to 9,500.

Investment Attraction & Retention: Research and Best Practices

The following points are related to national and provincial investment promotion efforts. It is important to consider how regional initiatives fit into national and provincial approaches.

Foreign Direct Investment Promotion¹⁰

- *Establish an Investment Promotion Agency (IPA)* by: 1) securing adequate support in advance; 2) selecting an appropriate agency structure; 3) establishing the IPA's mandate and authority; 4) determining internal structure and staffing; 5) determining IPA resources and funding; 6) establishing the IPA's internal planning, management systems and procedures.
- *Create an Investment Promotion Strategy* by: 1) assessing investment needs and potential; 2) targeting industries and geographic sources of investment; and 3) developing a marketing strategy.
- *Build Effective Partnerships* by: 1) determining the type of partnership needed; 2) managing the partnership; and 3) evaluating the partnership.
- *Strengthen the Location's Image* by: 1) Identifying investor perceptions and establishing image-building objectives; 2) developing marketing themes; and 3) selecting and developing promotional tools and integrating the marketing mix.
- *Generate and Target Investment Opportunities* by: 1) making the transition from image building to investment generation; 2) developing a lead generation and tracking database; 3) developing and implementing the investment generation campaign; and 4) follow-up the company visit.
- *Servicing Investors* by: 1) preparing for the site visit; 2) preparing and managing the visit program; 3) managing the post-visit; and 4) providing follow-up and aftercare.
- *Monitoring and Evaluating Activities and Results* by: 1) deciding on what and when to measure; 2) monitoring and evaluating your location's investment climate; 3) monitoring and evaluating key investment promotion intermediary (IPI) activities; 4) tracking and measuring investment; 5) conducting comparative benchmarking of investment performance; 6) incorporating monitoring & evaluation into on-going IPI operations.
- *Utilizing Information Technology* by: 1) utilizing IT tools for effective IPI management; 2) implementing client tracking systems (CTS); 3) utilizing computer networks and internet security for IPIs; 4) conducting research online; and 5) utilizing the Internet as a tool for investor outreach.

¹⁰ www.fdipromotion.com/toolkit/ best practices represent national / provincial perspective

Best Practices in Marketing Communities to Attract Business & Investment¹¹

- *Community Preparation & Support* – The community must have the proper infrastructure capacity and business environment along with the support of its local citizens in order to attract business and investment.
- *Regional Marketing Plan* – A regional marketing plan needs to be prepared to keep the communities in the region focused on their efforts to retain and expand existing businesses and to attract new business to the area.
- *Business Retention & Expansion* – The community must work closely with its existing businesses to help ensure their economic success. Economic development efforts will be more successful when there is a balance between retention and expansion strategies and efforts to create or attract new industry.
- *Private / Public Partnerships* – For the benefit of the community, it is important that the three levels of government [federal, provincial and municipal], not-for-profit organizations involved in economic development activities, and the private sector work together in marketing communities and regions.
- *Market Opportunity Identification* – The identification of market opportunities, not only in the community to attract new business and assist existing businesses to expand, but also to assist existing businesses in the community to market their products or services internationally.
- *Personal Contact* - Personal contact with the most appropriate entity by the most appropriate authority at the most appropriate time is essential.
- *Community / Regional Awareness* – Make business and industry aware of the community or region and provide information in a format that both existing and potential new business can use for decision-making.
- *Community / Regional Alliances* – Communities work together as a region and market themselves accordingly.
- *International Investment Attraction* – Participate in attracting international investors to a community or region by working closely with the appropriate Canadian and BC Government Departments and Agencies.
- *Benchmarking and Performance Monitoring* – Develop a Benchmarking and Performance Monitoring system to assess Best Practices in Marketing amongst communities.

¹¹ Best Practices – Alberta Economic Development. www.alberta-canada.com

Best Practices to Attract and Retain Business and Investment Regionally¹²

Identifying New Business Opportunities –

- A formal opportunity identification process will provide the community with a focused plan of action. If research is thorough and objective, and the implementation efficiently and effectively carried out, the community will succeed in its efforts to strengthen and expand existing business community.
- Building consensus and attracting community involvement is sometimes difficult. Take time to reinforce areas of common agreement, vision and concern.
- If care is taken to note the small victories along the way, the community will gain satisfaction from the process as well as from the end result.

Developing a Regional Economic Development Structure –

There is a need for communities to pool their knowledge, expertise and resources more effectively as a region in the global economy. The following steps may act as a guide to establishing a regional economic development approach:

- build trust across stakeholder groups
- define the benefits of regional collaboration
- compile community research
- invite a broad cross-section of the regional community to a collective meeting
- create a vision for the region
- create a regional strategic plan
- develop a regional marketing plan

Additional information is also available through the ‘Communities on the Grow’ series on the following topics: Ideas for Community Development Initiatives; How to Prepare a Community Information Package; Marketing Your Community; and Statistical and Information Management for Communities.

¹² from the ‘Communities on the Grow’ series – Alberta Economic Development. www.alberta-canada.com/statpub/cog.cfm

Castlegar Findings

The following findings were identified through focus groups and interviews with Castlegar investors and key contributors. Community-specific findings are important to consider when pursuing joint-community initiatives.

Trends & Recurring Themes

- Influx of visitors and new residents¹³ from US, lower mainland and Alberta
- Families moving here due to Dam Project – some reported as moving away after their work is complete
- Increase in unemployed / homeless relocating from Nelson
- Increase in housing starts over the last 3 years
- Increase in restaurant investments
- Investors reported being very pleased with investment decision, some reported timing as ‘key’
- Most migrants/businesses contacted would be keen on assisting community in attracting investors¹⁴
- Respondents mainly concentrated on Castlegar-specific opportunities and challenges – although a willingness to work regionally was reported with recognition that Castlegar should focus on what makes the community distinct / unique
- Most of participants putting forward very community-specific investment ideas and opportunities (emphasis on seeing ‘own community’ opportunities vs. regional or Nelson opportunities)
- Most investors have stuck with original business investment
- Need to present a business-friendly image and have community/citizens embrace it
- A number of investors interviewed moved to Castlegar after only 1 or 2 visits and invested immediately after move
- Quality of life cited as key community asset (an intuitive/emotional process rather than a logical one)
- Economic development/other contact has been useful and friendly but relocation process was reported as sometimes difficult
- Most investors had good experience with a local guiding them through the community or making recommendations of ‘sights to see’ and ‘where to eat’ - this was reported as more valuable than economic development opportunities/stats (a soft process vs. a more hard approach)

¹³ for an overview of BC tourism trends and implications for Castlegar visit www.castlegar.ca and download the investment research report (under development services section)

¹⁴ implication – any recruitment effort should try to harness the underutilized energies of existing investors, businesses & community members perhaps through a community ambassador program)

Current Community & Economic Development Priorities & Initiatives

- Increasing regional collaboration
- Foreign & domestic investment attraction
- Efforts on the part of the Castlegar Area Development Committee (CADC) are focused on generating enthusiasm and investment opportunities in the community
- Broadband initiative¹⁵
- Funding proposals being developed aimed at the production of a CD of the Arrow Lakes and Columbia River highlighting tourism business opportunities
- Local airport improvement study
- BVI follow-up

¹⁵ The City and CMON are currently negotiating how to best deploy fibre optic service to the community. Visit www.Castlegar.ca for more information.

Opportunities & Gaps

- Tourism and hospitality / eco-tourism
- Culture
- High technology
- High energy dependent industries
- Education
- Call Centre
- Value-added wood products
- Microbrewery
- Albertans cited as key investment target group
- Recreational / lifestyle enthusiasts cited as key investment target group
- Retirees cited as targets to draw to community
- Lack of a clear strategy for investment attraction and retention
- Access to financing, especially risk capital as impediment to investment
- Inability to market effectively (articulate brand, implement joint-marketing)
- Front-line service hospitality presents an area of continued concern (re-implement Super Host, invigorate community spirit)

Possible Castlegar Initiatives

Coordination, Research & Planning

- Establish a joint-community IPA (Investment Promotion Agency)¹⁶
- Establish a monitoring and evaluation system to track investor leads, actions and follow-up
- Implement a consistent, revised New Resident Survey to collect more demographic information in a database format (see Nelson model)
- Commit long term funding (five years plus) to any investor attraction plan – engage Regional Districts
- Undertake a community skills analysis to inventory where area may have too few people (i.e. trades) or an excess supply (i.e. geographers, teachers, biologists) to potentially market to attract shortages & to attract investors to where they may be able to utilize overcapacity
- Develop and refine consistent protocol for consistently dealing with and following up with leads from investors including tracking and reflexivity in presenting shifting community and business opportunities (i.e. community business wants to find investor to expand, sell out)
- Continue to identify and prioritize community investment opportunities (education, high technology, tourism & hospitality & eco-tourism) on a yearly basis at a minimum

¹⁶ Possibly within an existing organization, establish a clear mandate, goals, vision, resources (Immigration, Permanent Residence rules, personal links to Invest BC, etc.), and tracking and monitoring processes & links to a regional and similar community-specific initiatives under which many of the recommendations could be implemented and properly evaluated

Marketing – Investor Outreach

- Develop and market a Castlegar theme / brand aimed at investment attraction and retention (complementary to community-specific branding initiatives)
- Develop a Castlegar joint-marketing strategy (targeting investors, linking marketing efforts of complementary businesses / services)
- Ensure investment strategy incorporates strong ties to recreation (both conventional ski hill fishing tours, back country and cat ski operations operating in area) and tourism operators/workers as part of targeted outreach efforts
- Feature investors as success stories in web, print, etc.
- Link to (& ensure links are up-to-date on) new Invest Castlegar - Nelson web-site
- Focus efforts on lifestyle advantages of community and region highlighting often cited reasons for relocating¹⁷
- Build on existing networks – focus marketing efforts on those already familiar with Castlegar & area and custom according to anticipated investor needs¹⁸

¹⁷ (community, energy, family friendly, incredible diversity of people and experiences, abundance of technologically savvy & educated people, entrepreneurial & creative energy of the region)

¹⁸ Highlight entertainment options for younger investors, health care services for older investors.

Community Awareness

- Develop & implement a Citizen Ambassador Program (in collaboration with regional initiative & Nelson Program)
- Implement a SuperHost Program/Hospitality 101 especially focusing on points of entry & contact for visitors to area – commit to having a region wide initiative that creates notoriety for region
- Engage businesses and community in any attraction effort through sustained media effort (press release every 6 weeks with a story/element of this report) & presentations through local business and community service associations (Chamber, etc.)
- Create a new resident or investor referral program where community member who has made a referral to a new resident and/or investor is eligible for yearly draw prizes (has name going into draw for prizes on a yearly basis)
- Educate community on why investment is important

Capacity Building & Brokering

- Secure community support for proposed investment attraction strategy, including protocol
- Engage community contributors in an ongoing investment attraction & business recruitment committee to oversee attraction efforts (include public & private sectors and important community spanning organizations like Selkirk College in efforts)
- Participate in Invest BC more fully keeping links up to date
- Commit to training those who will come in contact with investors including politicians, Chambers, CFs, City staff on issues like best practices, new resident information, opportunities, the typical Castlegar investor story, etc.

Nelson Findings

The following findings were identified through focus groups and interviews with Nelson investors and key contributors. Community-specific findings are important to consider when pursuing joint-community initiatives.

Trends & Recurring Themes

- More people with money/wealth coming into town (higher end)
- New migrants are not necessarily investing – looking to create jobs for themselves or become self-employed
- Most migrants/businesses contacted would be keen on assisting community in attracting investors (for instance a hospitality/accommodation business offered to act as an agent or a representative of community to those who are ‘checking community out’¹⁹)
- Most of participants putting forward very community-specific investment ideas and opportunities (emphasis on seeing ‘own community’ opportunities vs. regional or Castlegar opportunities)
- Many investors have switched businesses since initially coming²⁰
- Concern expressed for the changing fabric of the community if high-end migrants come to community displacing other residents & possibly not contributing to the ‘community’ aspects that make Nelson unique²¹
- People came here for love of place/lifestyle & created opportunity/invested within 6-24 months
- Quality of life cited as key community asset (an intuitive/emotional process rather than a logical one)
- Most migrants knew at least one other person/family before moving here
- Need to present a business-friendly image and have community/citizens embrace it

¹⁹ implication – any recruitment effort should try to harness the underutilized energies of existing investors, businesses & community members perhaps through a community ambassador program)

²⁰ implication – it’s more important to attract the entrepreneur who will see the opportunities than the specific idea or initial investment

²¹ Preference expressed for ‘rooted wealth’ or those investors/migrants who put money into community and create jobs in the community

Trends & Recurring Themes (continued)

- Most of the people who have come are ‘urban refugees’ vs. ‘rural transplants’
- Economic development/other contact has been useful and friendly but immigration process often tough and not a pleasant experience
- Most had good experience with a local guiding them through the community (person showing them local resources, people to talk to from similar background, etc.) and had found this more valuable than economic development opportunities/stats (a soft process vs. a more hard approach)²²
- Most thought they’d need a “city fix” moving from a larger centre yet surprised at the urban amenities of the area. Many do not miss large cities or require a ‘fix’
- Waldorf School often cited as a key reason for coming

²² For many, it took 1-7 years after first visit to area for them to move here. It’s a long-term process (implication – any efforts should focus on the long-term [at least 5 years] – also, we should focus our efforts on people who have a degree of familiarity with the area – perhaps through golf/ski vacations)

Current Community & Economic Development Priorities & Initiatives

- Increasing regional collaboration
- Foreign & domestic investment attraction
- Creating a new structure, framework & priorities for economic development office
- Updating official community plan
- Addressing health care services and gaps as a result of provincial government cuts
- Nelson brand and logo
- Creating an 'Open for Business' atmosphere within City of Nelson bureaucracy and to ensure the message is getting out to community & beyond
- Creation of a new Museum, Archives and Art Gallery to serve as anchor for regional cultural tourism in a beautiful heritage building on a central site (old City Hall)
- 2010 Olympics
- Follow-up from Arts & Culture and Technology Task Forces
- BVI Follow-up
- Local airport improvement study

Opportunities & Gaps

- Tourism / hospitality
- Wellness
- Education
- Real Estate (domino effect of key parcels being invested in)
- Technology
- Recreational / lifestyle enthusiasts cited as key investment target group
- Lack of a clear strategy for investment attraction and retention
- Access to financing, especially risk capital as impediment to investment
- Inability to market effectively (articulate brand, implement joint-marketing for similar / complementary businesses)

Possible Nelson Initiatives

Coordination, Research & Planning

- Establish a joint-community IPA (Investment Promotion Agency)²³
- Establish a monitoring and evaluation system to track investor leads, actions and follow-up
- Implement a consistent, revised New Resident Survey to collect more demographic information in a database format (link with Castlegar findings)²⁴
- Commit long term funding (five years plus) to any investor attraction plan – engage Regional Districts
- Undertake a community skills analysis to inventory where area may have too few people (i.e. trades) or an excess supply (i.e. geographers, teachers, biologists) to potentially market to attract shortages & to attract investors to where they may be able to utilize overcapacity
- Develop and refine consistent protocol for consistently dealing with and following up with leads from investors including tracking and reflexivity in presenting shifting community and business opportunities (i.e. community business wants to find investor to expand, sell out)
- Continue to identify and prioritize community investment opportunities (education, high technology, tourism & hospitality & eco-tourism) on a yearly basis at a minimum

²³ Possibly within an existing organization, establish a clear mandate, goals, vision, resources (Immigration, Permanent Residence rules, personal links to Invest BC, etc.), and tracking and monitoring processes & links to a regional and similar community-specific initiatives under which many of the recommendations could be implemented and properly evaluated

²⁴ (specifically age of residents, which City/region in BC they are coming from) & record information into a database (currently spreadsheet does not allow for further sorting or correlating)

Marketing – Investor Outreach

- Continue Nelson branding efforts
- Develop a Nelson joint-marketing strategy (targeting investors, linking marketing efforts of complementary businesses / services)
- Ensure investment strategy incorporates strong ties to golf/ski (both conventional ski hill, back country and cat ski operations operating in area) and tourism operators/workers as part of targeted outreach efforts
- Feature investors as success stories in web, print, etc.
- Link to (& ensure links are up-to-date on) new Invest Castlegar - Nelson web-site
- Focus efforts on lifestyle advantages of community and region highlighting often cited reasons for relocating²⁵
- Build on existing networks – focus marketing efforts on those already familiar with Nelson & area and custom according to anticipated investor needs²⁶

²⁵ (community, energy, vibrant downtown, family friendly, incredible diversity of people and experiences, abundance of technologically savvy & educated people, lively arts & culture scene, urban feel with rural advantages, entrepreneurial & creative energy of the community) while combating some negative stereotypes (community ‘too small’ for urban transplants, weather too cold)

²⁶ (through vacations and friends and family) while highlighting potential relocation hotspots like Calgary, Kelowna, Vancouver for younger lifestyle investors, 30-49, where health concerns (& absence of acute care facilities and seniors housing options are unlikely to make a huge difference). American relocation efforts should focus only on progressive communities that are perceived to have grown too large (Santa Fe, some Colorado jurisdictions, Portland, Seattle). However, the most cost effective alternative would be to focus these efforts to people from these jurisdictions already with a familiarity with the area.

Community Awareness

- Develop & implement a Citizen Ambassador Program (in collaboration with regional initiative & Castlegar Program)
- Implement a SuperHost Program/Hospitality 101 especially focusing on points of entry & contact for visitors to area – commit to having a region wide initiative that creates notoriety for region
- Engage businesses and community in any attraction effort through sustained media effort (press release every 6 weeks with a story/element of this report) & presentations through local business and community service associations (Chamber, etc.)
- Create a new resident or investor referral program where community member who has made a referral to a new resident and/or investor is eligible for yearly draw prizes (has name going into draw for prizes on a yearly basis)
- Educate community on why investment is important²⁷

Capacity Building & Brokering

- Secure community support for proposed investment attraction strategy, including protocol
- Engage community contributors in an ongoing investment attraction & business recruitment committee to oversee attraction efforts (include public & private sectors and important community spanning organizations like Selkirk College in efforts)
- Participate in Invest BC more fully keeping links up to date
- Commit to training those who will come in contact with investors including politicians, Chambers, CFs, City staff on issues like best practices, new resident information, opportunities, the typical Castlegar investor story, etc.

²⁷ (investors help to create 'rooted wealth' in communities and create jobs vs. perceptions by some that 'rich new residents' don't contribute to community and drive up housing costs making community unaffordable for many)

Joint-Community Findings

A joint-community meeting was held on Thursday, February 10th in order to explore collaborative actions aimed at investment attraction and retention in the Castlegar – Nelson area.²⁸ The following points represent findings from joint-community focus groups.

Opportunities

- film production
- condos / apartments
- marinas
- backcountry / recreation
- health care / wellness / R & D / education
- art marketing / networking
- existing businesses
- welcome environment for lifestyle
- tourism / hospitality
- celebrate our successes
- need to generate exports
- telecommunications – share lessons, models between communities
- community-specific (present inventory within regional context, don't pigeon hole communities)
- air service for access to recreation
- development of water based recreation (lakes, rivers)

²⁸ It should be noted that other communities in the region will be considered as trust is built and collaborative actions are explored.

Gaps

- health care
- transportation (inter, intra – air service dependability, customs office at airport, service / sales facility for road transport industry) (4)
- rental housing
- food production – organic
- top end internet broadband
- awareness / investor of what we have / success
- thinking regional
- regional branding
- hi-tech opportunities
- can Tri-City joint-advertising
- parochialism
- communications – i.e. festivals / recreation
- joint-marketing – make cost effective (2)
- hook investors when they come to region – i.e. points of entry, ski & fishing tours
- surviving during shoulder season
- share investor inquiry information and make referrals to other communities in region when applicable
- training opportunities to utilize Selkirk and retain youth through trades
- follow-through on plans, commit to the long-term
- retail shopping (i.e. major department stores)
- inventory of available property serviced or developable

Joint-Community Initiatives

- regional brand and marketing program
- create awareness on benefits of acting regionally to attract investment
- broadband in the valley
- regional Super Host program for businesses
- Packaging to extend stays
- Shop local – regional
- regional office / officer with an identity / brand
- no negative planning (i.e. tried that and it didn't work)
- BC Transit expansion for Tri-Cities
- Regionally coordinated skill set development program for community-based investment attraction
- tap into existing networks – bring a friend to the next meeting
- develop an angel network
- traveling cultural events across region (creates a shared experience)
- coordinate and prioritize communications (establish who is doing what and who is paying for it)
- Ambassador Program
- Fusion marketing – make resources available
- streamline processes with respect to development (cut red tape)
- regional district to implement business licenses
- create awareness on benefits of acting regionally to attract investment

Conclusion

A number of areas of common strength and concern have emerged from recent CISP investment research, as well as from other recent studies. Commonalities in terms of investment assets and challenges should be considered in future joint-community efforts. The phrase “let’s see how we can do more by working together” was put forth by a member of the CISP Advisory Committee. Next steps should consider this direction by keeping in mind the following recommendations.

Possible Joint-Community Initiatives

Coordination, Research & Planning

- Establish a **joint-community IPA** (Investment Promotion Agency)²⁹ or ensure an IPA function in each community, prioritizing on-going collaboration
- Establish a **monitoring and evaluation system** to track investor leads, actions and follow-up (ensure joint-community collaboration)
- Implement a consistent, revised **New Resident Survey** in both Castlegar and Nelson to collect more demographic information in a sub-regional and regional database format
- Commit **long term funding** (five years plus) to any investor attraction plan – engage Regional Districts
- Undertake a **joint-communities skills analysis** to inventory where area may have too few people (i.e. trades) or an excess supply (i.e. geographers, teachers, biologists) to potentially market to attract shortages & to attract investors to where they may be able to utilize overcapacity
- Establish a **coordinated skill development program** based on skills analysis
- Develop and refine consistent **investment protocol** for consistently dealing with and following up with leads from investors including tracking and reflexivity in presenting shifting community and business opportunities (i.e. community business wants to find investor to expand, sell out) – ensure joint-community collaboration if this is a local function
- Continue to identify and prioritize **joint-community investment opportunities** (education, high technology, tourism & hospitality & eco-tourism) on a yearly basis at a minimum (i.e. joint-community opportunity identification session, build on existing networks to gather data on on-going basis)

²⁹ Possibly within an existing organization, establish a clear mandate, goals, vision, resources (Immigration, Permanent Residence rules, personal links to Invest BC, etc.), and tracking and monitoring processes & links to a regional and similar community-specific initiatives under which many of the recommendations could be implemented and properly evaluated

- **Inventory available property** – serviced or developable, ensure updated and available through IPA
- **Coordinate business databases** – present data regionally as well as sub-regionally
- Implement **Regional District business licenses** – compile and include business information in regional database

Marketing – Investor Outreach

- Develop and market a **Castlegar – Nelson brand** (or ‘West Kootenay’ brand) aimed at investment attraction and retention (complementary to community-specific branding initiatives)
- Develop a Castlegar – Nelson **joint-marketing strategy** (targeting investors, linking marketing efforts of complementary businesses / services)
- Expand Ambassador Program to include an extended **network of ‘first points of contact’** (i.e. ski and fishing tour operators, museums) – educate network on protocol, provide investment packages for distribution, and track informal inquiries (could be function of IPA)
- Feature investors as **success stories** in web, print, local and international media, etc.
- **Invest Castlegar - Nelson web-site** – ensure web-site content and links are current and effective

Community Awareness

- Develop & implement a **Citizen Ambassador Program** (in collaboration with regional initiative)
- Implement a **Super Host Program/Hospitality 101** especially focusing on points of entry & contact for visitors to area – commit to having a region wide initiative that creates notoriety for region
- Engage businesses and community in any attraction effort through sustained **communications strategy** (press release every 6 weeks with a story/element of this report) & presentations through local business and community service associations (Chamber, etc.)
- Create a joint-community new resident or investor **referral incentive program** where community member who has made a referral to a new resident and/or investor is eligible for yearly draw prizes (has name going into draw for prizes on a yearly basis)
- **Educate community on investment** – why it is important, status of current initiatives, success stories (could be tied into communications strategy)

Capacity Building & Brokering

- **Securing support** for proposed investment attraction strategy (could be ties into communications strategy)
- Engage joint-community contributors through an ongoing **investment attraction committee** to oversee attraction efforts (build on existing Advisory Committee to include public & private sectors, Olympics committee representation, and important community spanning organizations like Selkirk College in efforts)
- **Participate in Invest BC** – ensure current links & contacts, ensure regional and provincial strategies are complementary
- **Regular training** for those who will come in contact with investors including politicians, Chambers, CFs, City staff on issues like best practices, new resident information, opportunities, the typical investor story, etc. (to incorporate networking, training should be incorporated jointly between municipal officials, Ambassadors, and ‘first points of contact’ network)
- Host joint-community **sector-specific sessions**³⁰ to identify growth strategies (i.e. health / wellness, education (building on Summer of Learning), high-tech)
- Establish an **Angel Network**

³⁰ A first step may be to prioritize sectors to focus on in terms of joint-community promotion efforts

Appendix A. Castlegar BVI Short & Long-Term Recommendations

Short Term Actions	Medium Term Actions	Long Term Actions
<ul style="list-style-type: none"> ✓ Networking sessions among community groups and businesses ✓ Meetings between area lenders and businesses ✓ Joint marketing of products and services by business ✓ Consortium for risk venture capital ✓ Offer incentives for new business ✓ Develop / expand opportunities for youth ✓ Improve customer service ✓ Educate community on benefits of telecommunications ✓ Educate community on benefits of new business ✓ Hire an Economic Development Officer (EDO) ✓ Develop community brand ✓ Buy local program ✓ Entrepreneur programs for youth 	<ul style="list-style-type: none"> ✓ Chamber of Commerce to increase focus on business ✓ Expand / diversify College offerings ✓ More trades / apprenticeship courses ✓ Inclusive development of a marketing plan ✓ Inclusive development of a community vision ✓ Exploit business core in marketing ✓ Develop and market community image ✓ Daily newspaper ✓ Fibre optics / larger bandwidth / affordable ✓ Tri-city cooperation ✓ Business retention / expansion plan for Community Futures ✓ Market community 	<ul style="list-style-type: none"> ✓ Improve air service ✓ Hospital ✓ Link to regional tourism efforts ✓ Increase tax base ✓ Improved financing to keep schools ✓ Provide reliable transportation ✓ Secure large employers

Appendix B. Nelson BVI Short & Medium – Long Term Recommendations

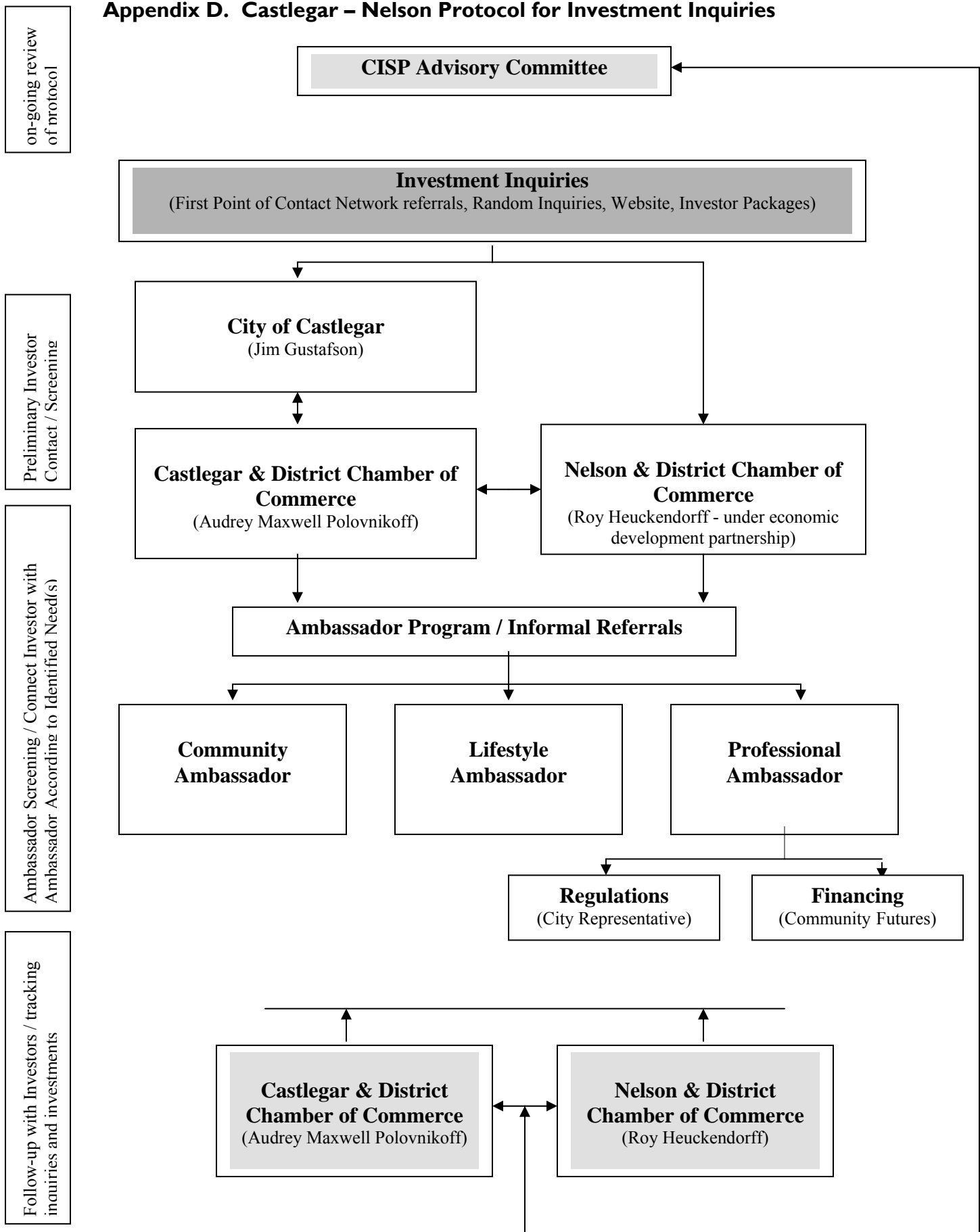
Short Term Actions	Medium - Long Term Actions
<ul style="list-style-type: none"> ✓ Apprenticeship program around heritage revitalization & architecture ✓ An ongoing Buy Local Program ✓ The full articulation, strategic use and promotion of the community's brand ✓ The formation of an "Open for Business" strategy (targets in City, region and those outside) ✓ Initiatives to increase cross-sectoral collaboration (perhaps Social Planning Council with Bus., Education and Gov't reps) ✓ Youth opportunity identification session ✓ Develop shoulder season marketing strategy ✓ Downtown Revitalization II ✓ A regular business forum where Chamber, EDO, CF, Tech Task Force, City, NBA, Bankers reps, etc. get together (to decrease fracturing of business groups & increase networking opportunities) ✓ City support of a university/education campus alliance/City to identify common ground & play a more active role in bringing players together ✓ Graduated parking strategy ✓ Inter-business support program where businesses support other local businesses (could be part of buy local) ✓ Use of storytelling to tell the story of successful businesses (as opposed to just stats) ✓ Conduct an inventory skill set of underutilized & unemployed people to develop employment/ED strategy to retain people ✓ Engage youth and seniors in community activities 	<ul style="list-style-type: none"> ✓ Secure degree granting institution ✓ Develop Wellness Centre strategy ✓ Increase City boundaries to better reflect the size of Nelson to prospective businesses ✓ Develop local pool of capital ✓ Update community plan ✓ Articulate economic development strategy ✓ Strategy to become innovation leader (for community of our size) ✓ Strategy to capitalize on most "entrepreneurial community" (highest # of businesses per capita) status ✓ Integrate urban planning, economic development & community identity ✓ Health care strategy over long term ✓ Look to Insight and Insight partners (or similar players) for growth & IDing/targeting companies with 5-50 people with growth potential complementary to community ✓ Educate residents on economic & social benefits of lifelong learning ✓ Specifically look to education & innovation as emerging economic develop pillars by determining value, potential value & strategy to enhance ✓ Strategy to improve level of awareness, attitude and support for innovation in the community (possibly start with free community forums) ✓ Work with regional players (KAST) to inventory innovation players & develop cluster strategy ✓ Long-term strategy for Nelson to be a role

<ul style="list-style-type: none"> ✓ Comprehensive review to address housing and commercial real estate crunch. Housing needs to especially examine youth, students, and seniors issues ✓ Establish formal mentorship program to assist aspiring entrepreneurs and youth interested in starting a business ✓ Strategy to better integrate formal educators with community and business community ✓ Evening courses, especially offering tiered (beyond basic) skill development ✓ Entrepreneurship development program for youth and students ✓ Link independent technical/innovation workers possibly using breakfasts, forums, etc. ✓ Take advantage of our natural strengths in waste management (lots of talented people & ideas) & look to export expertise or host regular conferences (province, Western Canada, Pacific NW) ✓ Engage big innovation players - Insight, SD#8, Selkirk, IHA, etc. to determine needs, assets and ways to leverage resources ✓ Mentorship program with youth & students with interest in technology & innovation ✓ Recognize community innovation through awards in individual, public, private and non-profits ✓ "Municipal official to work with business - not in opposition to it" ✓ Investigate alternative financing options for community, especially with respect to equity & investment opportunities ✓ Community workshops on raising capital ✓ Work jointly with other regional communities on freight expenses issues ✓ Form an alliance or co-op to jointly market products/services outside the area 	<p style="text-align: center;">model as an "innovative community"</p> <ul style="list-style-type: none"> ✓ Centrally located Innovation, Technology &/or R & D Centre where enterprises could interact, incubate & have centralized services ✓ Export Nelson model as an alternative model for economic development ✓ Leadership training & development strategy for youth ✓ Inclusive social planning council with links to business, education and government ✓ Use our experienced leaders to teach/mentor others and other communities ✓ Use KAST model (support, networking & training) for sports, arts & business ✓ ID non-utilized or emerging leaders ✓ ID and develop strategy to enhance environment for gazelles (those with significant job growth/wealth creation potential) ✓ Work to repair non business-friendly reputation, especially outside area ✓ Comprehensive review of commercial land & space in and around region (if one exists it should be publicly known) ✓ Insurance co-op to help solve insurance crisis ✓ Investigate all options to improving regional airport & links out of area
--	---

Appendix C. Research Participants

Armbruster, Ron	MacDonald, Donna
Babin, Sandy	Maglio, Tony
Binnie, Brenda	Markin, Philip
Birkell, Kathryn	Mason, Ian
Champagne, Gilbert	Maxwell-Polovnikoff, Audrey
Chimaluski, Rick	May, J. Colin
Cutler, Ron	McAdams, Gord
Dawson, Al	McIntosh, Deb
Dijks, Gus	Mercier, Shelly
Donner, Michael	Molnar Gray, Sherry
Earnshaw, Andrew	Morrison, Janice
Elliott, Dave	Nesteroff, Greg
Exley, Jon	Nichol, Myron
Gustafson, Jim	O'Connor, Mike
Hardy, Bruce	Pakula, Robert
Hearne, Russell	Pensiero, Jeff
Heuckendorff, Roy	Perry, David
Holland, Chris	Richards, Fiona
Imeson, Deb	Ross, Ron
Johnson, Crystal	Smith, Healther
Kalinski, Garry	Stinson, Joanne
Kereiff, Mike	Stocks, Russell
Koehler, Raymond	Stoddart, Doug
Korman, Sandi	Sutherland, Glenn
Krohn, Louise	Trudeau, Claudia
Lacroix, Bruce	Welwood, Frances
Leatherman, Brooke	Wiest, Paul
Lehbauer, Suzanne	Woodkevich, Woody
Lillejord, Endre	Woods, Jim

Appendix D. Castlegar – Nelson Protocol for Investment Inquiries



Appendix E. Protocol for Key Contributors

It is critical for key contributors to understand their role in the investment promotion process, and how it relates to regional investment inquiry protocol. This section outlines key contributor roles according to regional protocol.

CISP Advisory Committee

Members of the CISP Advisory Committee will continue to meet on a quarterly basis in order to monitor existing initiatives, ensure communication and cooperation across communities and key contributors, and explore future initiatives according to research recommendations. The CISP Advisory Committee may also seek additional funds for investment promotion. Chamber of Commerce Managers will develop and implement a pilot Ambassador Program.

Elected Officials

Elected officials from around the region are encouraged to support investment promotion through informed interactions with both community members and potential investors. Interested investors should be referred to Chamber of Commerce Managers in order to link to the Ambassador Program (and to the City of Castlegar City Manager).

Community Ambassadors

Community Ambassadors are responsible to showcase all aspects of community life, including cultural, health, educational, and recreational opportunities.

Lifestyle Ambassadors

Lifestyle Ambassadors are responsible for showcasing the unique recreational opportunities available in the region, including golf, fishing, skiing, boating, mountain biking, etc..

Professional Ambassadors³¹

Professional Ambassadors are responsible for providing information specific to investor needs.

Financing – Representatives will provide an overview of financing options and considerations.

Regulations – Representatives will provide an overview of city & / or Regional District regulations.

Community Contributors (including *First Points of Contact Network*)

Community Contributors are encouraged to support investment promotion through informed interactions with both community members and potential investors. Interested investors should be referred to Chamber of Commerce Managers in order to link to the Ambassador Program (and to the City of Castlegar City Manager). The *First Points of Contact Network* refers to businesses that receive investment inquiries on an on-going basis. All investment inquiries should be referred according to Investment Inquiry Protocol.

³¹ All Ambassadors will be instructed to only provide information specific to their area of expertise.

Appendix F. Business Supports & Resources

National & Provincial

Invest Canada
Invest BC

www.InvestinCanada.gc.ca
www.InvestBC.com

B.C. Government Agent
310 Ward Street
Nelson BC V1L 5S4
Ph: (250) 354-6104 Fax: (250) 354-6102

Employment services (HRSD)	Phone: 250-352-3155
Employment Insurance	Phone: 1-800-206-7218
Environment Canada Inland	Phone: 250-352-2013
Public Works Canada	Phone: 250-352-3210
BC Assessment Authority	Phone: 250-352-5581
BC Buildings Corporation	Phone: 250-354-6191
Kootenay Regional Geologist	Phone: 250-426-1658
Kootenay Lake Forests District	Phone: 250-825-1100
Water , Land and Air Protection	Phone: 250-354-6333
Gold Commissioner	Phone: 250-354-6103
Health Unit Nelson	Phone: 250-505-7200
West Kootenay Districts Highways Office	Phone: 250-354-6521
Driver Licensing Inquiries	Phone: 1-800-950-1498
Regional Court Registry	Phone: 250-354-6165
Social Services & Housing	Phone: 250-354-6488

Regional

THE CITY OF NELSON
City Hall, 502 Vernon Street,
Nelson BC V1L 4E8
Ph. (250) 352-5511 • Fax: (250) 352-2131
E-mail: clerk@city.nelson.bc.ca
www.city.nelson.bc.ca

THE CITY OF CASTLEGAR
City Hall, 460 Columbia Avenue,
Castlegar BC V1N 1G7
Ph. (250) 365-7227 • Fax: (250) 365-5074
www.castlegar.ca

REGIONAL DISTRICT OF CENTRAL KOOTENAY

202 Lakeside Drive

Nelson BC V1L 5R4

Ph: (250) 352-6665 • 1-800-268-7325 • Fax: (250) 352-9300

E-mail: rdck@rdck.bc.ca

www.rdck.bc.ca

CASTLEGAR AND DISTRICT CHAMBER OF COMMERCE

1995 6th Avenue

Castlegar BC V1N 4B7

Ph: (250) 365-6313 • Fax: (250) 365-5778

E-mail: info@castlegar.com

www.castlegar.com

NELSON AND DISTRICT CHAMBER OF COMMERCE

225 Hall Street

Nelson BC V1L 5X4

Ph: (250) 352-3433 • Fax: (250) 352-6355

E-mail: info@discovernelson.com

www.discovernelson.com

COMMUNITY FUTURES DEVELOPMENT CORPORATION OF CENTRAL KOOTENAY

#201-514 Vernon Street

Nelson BC V1L 4E7

Ph: (250) 352-1933 • Fax: (250) 352-9926

E-mail: cfdcck@futures.bc.ca

www.futures.bc.ca

COMMUNITY FUTURES DEVELOPMENT CORPORATION OF GREATER TRAIL

843 Rossland Avenue

Trail, BC V1R 4S8

Ph: (250) 364-2595 • Fax: (250) 364-2728

E-mail: info@communityfutures.com

www.communityfutures.com

KOOTENAY ROCKIES VISITOR ASSOCIATION

Box 10, 1905 Warren Ave.

Kimberley BC V1A 2Y5

Ph: (250) 427-4838 • Fax: (250) 427-3344

E-mail: info@kootenayrockies.com

www.kootenayrockies.com

KOOTENAY REAL ESTATE BOARD

#208-402 Baker St. Nelson BC V1L 4H8

Ph: (250)352-5477

ianmason@telus.net

Additional Web Links

British Columbia Government:	www.gov.bc.ca
British Columbia Government Statistics:	www.bcstats.gov.bc.ca
Statistics Canada:	http://www.statscan.ca
BC Publications Index:	www.publications.gov.bc.ca
BC Trade Network:	www.bc-trade.net
eBusiness Connection:	www.e-bc.ca
Canadian Chamber of Commerce:	www.chamber.ca
Business Development Bank of Canada:	www.bdc.ca
Tourism BC/Rockies Region:	www.kootenayrockies.com
Canada/British Columbia Business Services Center:	www.smallbusinessbc.ca
Canada Exporting:	www.exportcanada.com
Columbia Basin:	www.cbt.org
Community Futures of Central Kootenay:	www.futures.bc.ca
Human Resources Development Canada:	www.hrdc-drhc.gc.ca/
Interior Health Authority:	www.interiorhealth.ca
Immigration Pilot Project	www.southkootenay.com
Science Council of BC:	www.scbc.org
Kootenay Association of Science & Technology:	www.kast.com
Kootenay Aboriginal Business Advocated Society:	www.mcaaws.gov.bc.ca
Revenue Canada:	www.ccrca-adrc.gc.ca
Western Economic Diversification:	www.wd.gc.ca
Industry Canada:	www.strategis.ic.gc.ca
Canadian Ethical Investment Funds:	www.goodmoney.com/candfunds.htm
Working Opportunities Fund:	www.wofund.com
Small Business Canada:	www.sbinfocanada.about.com