

Village of Canal Flats Economic Development Strategy

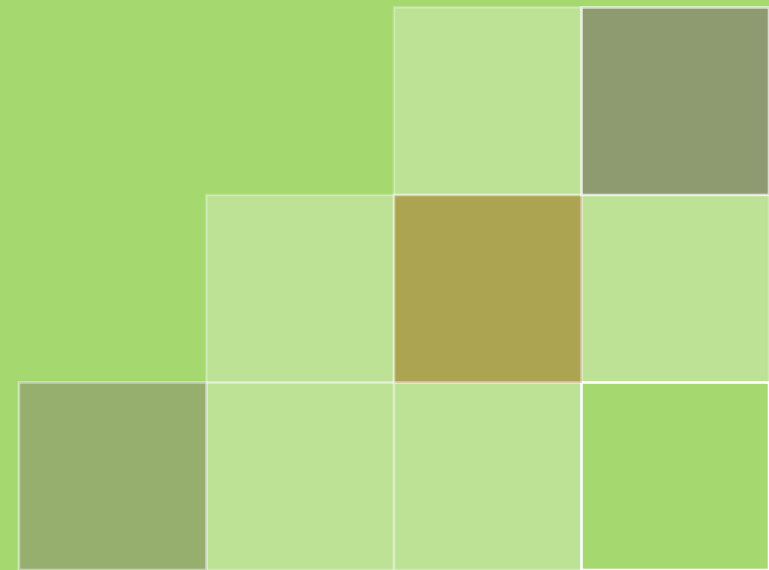


What's your story?

A Story About Canal Flats

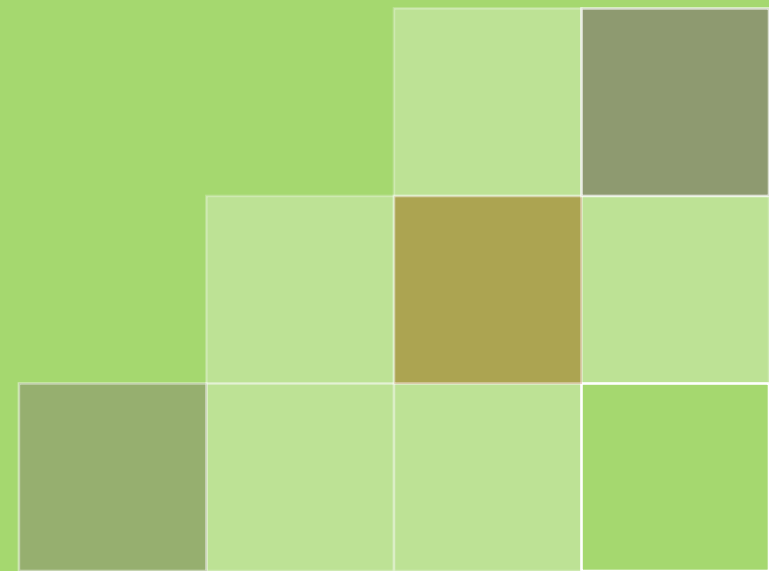
1. Jobs

- Employer
- Self-Made

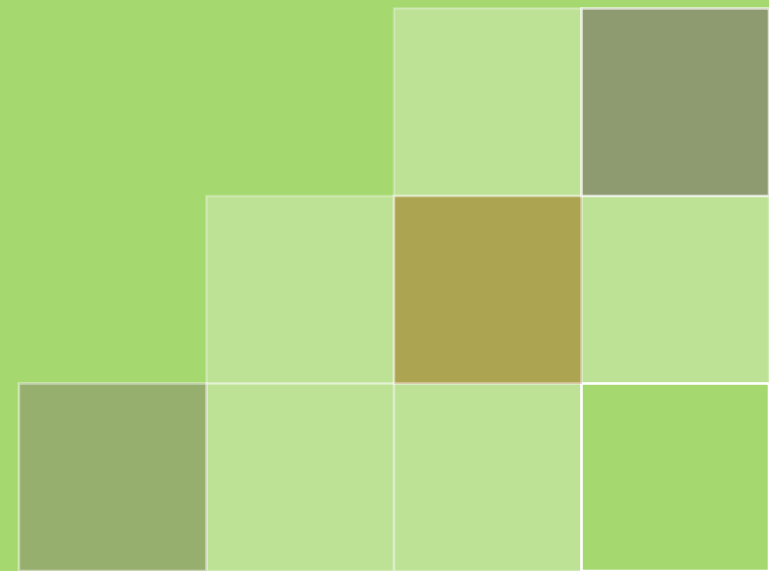


Our Key Challenge To Overcome

1. The mill is not re-opening. We need to find a new path forward.



2. Community

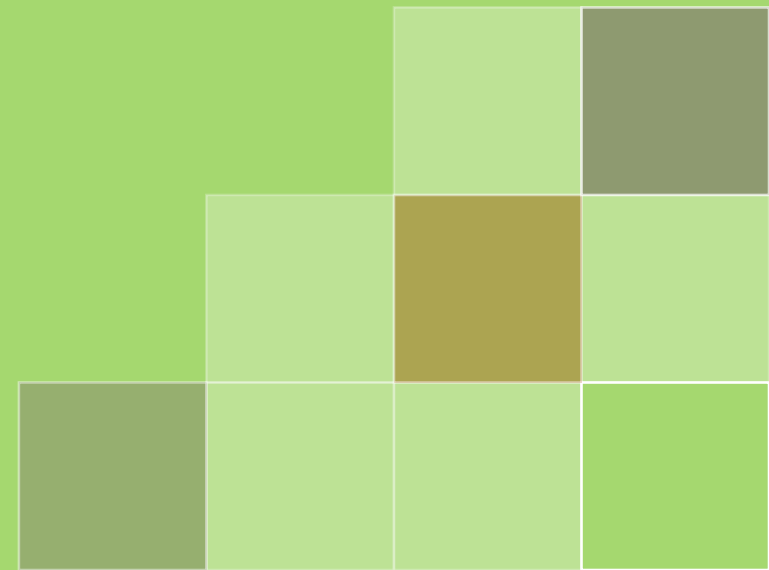


Our Key Challenge To Overcome

Population 2016 – 633

Population 2011 - 685

-7.6%



The School

Current – 56

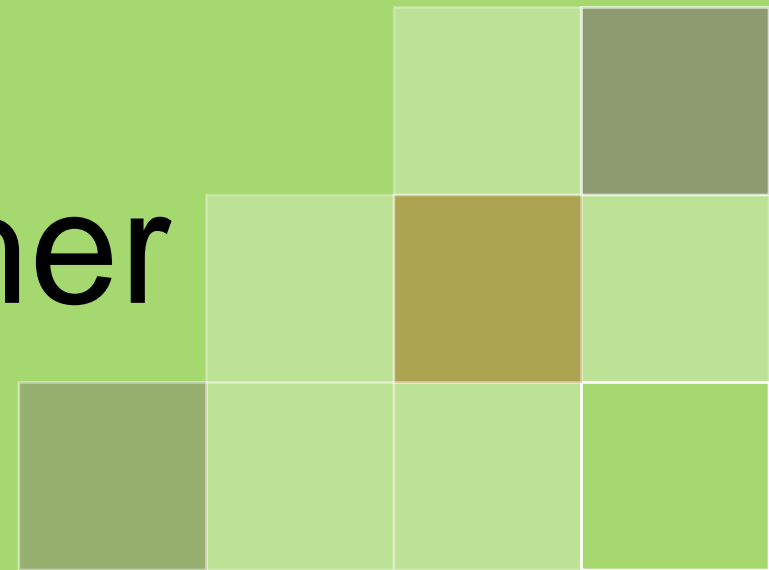
2025 Projection – 47

Holds...school open (capacity issues Invermere/Windermere)

Any decline – issues with being able to sustain the school

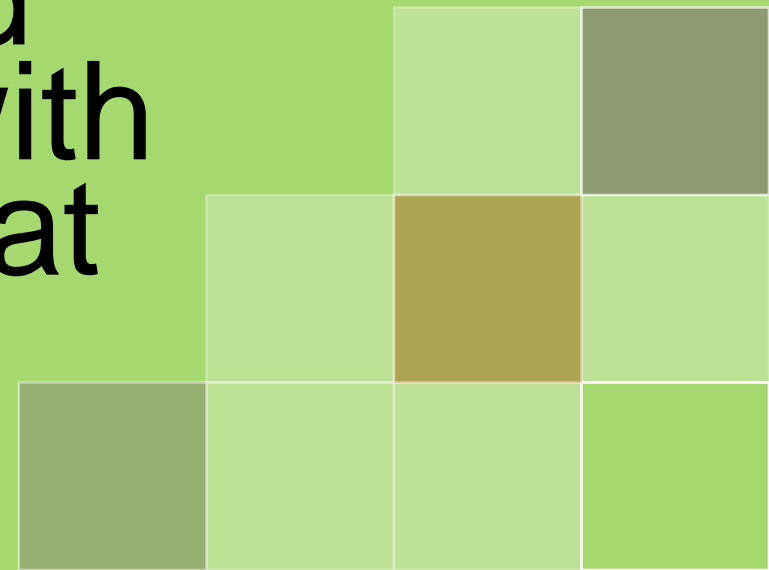
Ability to Pay For Services and Amenities

Maybe I Want To Further Develop My Property



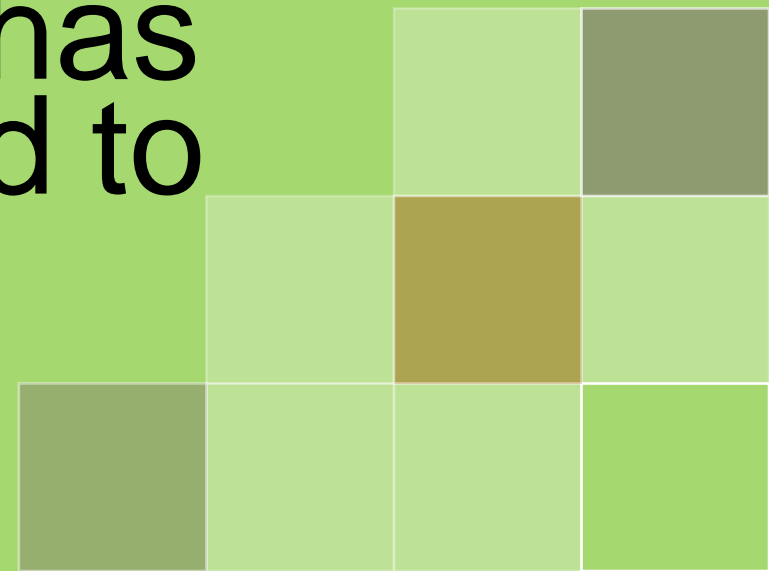
Our Key Challenge To Overcome

2. Housing in most of the Valley is not priced for people who actually live in the Valley, for key people like young families and retirees, or for those with lifestyle motivations that don't include a heavy mortgage.



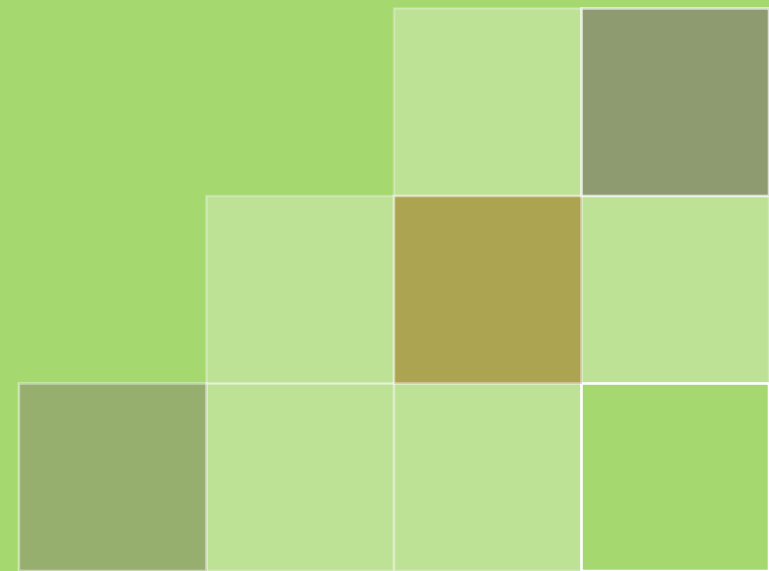
Our Key Challenge To Overcome

If I want to live in Canal Flats, I think about jobs, entrepreneurship, housing, and quality of life. One or more of these has to be well differentiated to be successful as a community.



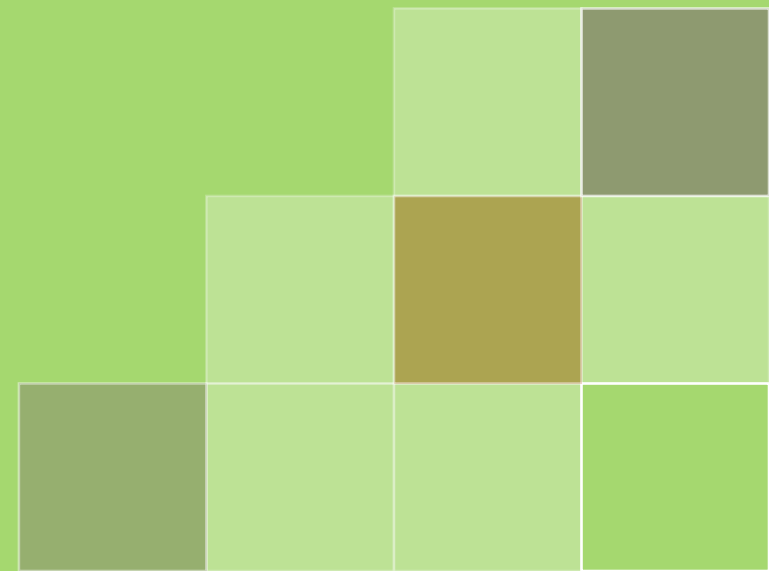
Our Key Challenge To Overcome

If I don't live in Canal Flats, would I be willing to drive to live/raise my family there?.



Our Key Challenge To Overcome

If I go online and read about what people are saying about Canal Flats, would I move or invest there?.





What should Canal Flats do?

We don't have unlimited resources. We need to focus.

What has return on investment for our time and energy?

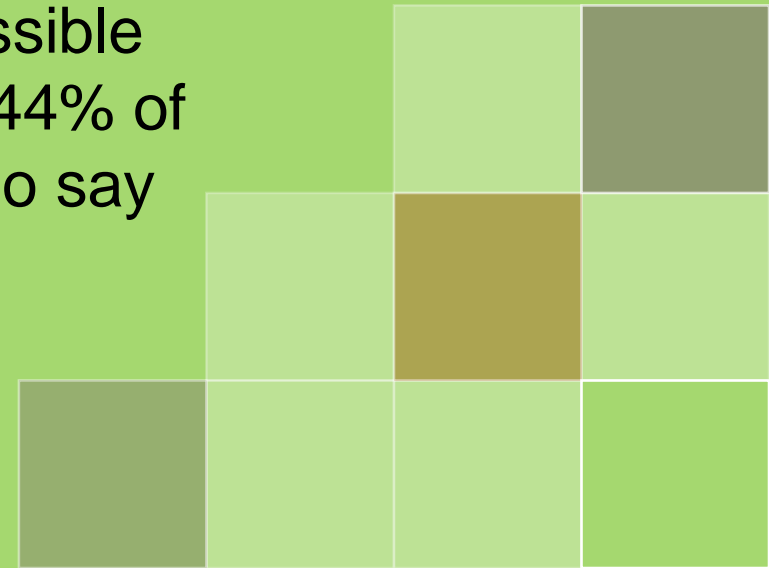
There are realities that results in opportunities and constraints.

Success isn't about repeating what other communities in the Valley are doing.

Our Three Key Opportunities

- 1) The most lifestyle-priced housing in the Columbia Valley.
- 2) The Columbia Valley's last remaining big block employment centre lands (mill site).
- 3) A 25% permanent population increase* is possible from Canal Flats recreational property owners (44% of all resident-owned properties in Canal Flats) who say that greater personal connection would lead to consideration of full-time residency.

*Canal Flats Community Survey, 2016



Community Survey Highlights

Lifestyle Factors

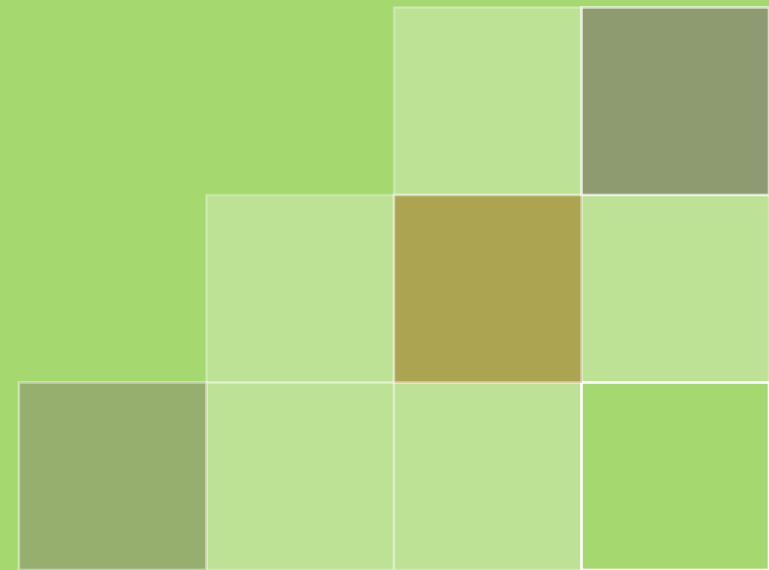
- Local lake access
- Convenient access to backcountry
- Mountain views
- Friendly people
- Pristine local environment
- Reliable core services

Key Challenges

- Attract newcomers to grow population
- Get over resistance to change/nurture can-do attitude
- Overcome external negative perception
- More quality of life Village amenities
- A single plan that lays out a community development direction
- Community buy-in to strategic direction

What would make Canal Flats a better place to live in/invest/visit?

- More local employment
- More tourism attractions/facilities
- More shopping/restaurants
- Better urban design/look and feel
- More full time residents
- More bike/walking paths



Community Survey Highlights

Preferred Economic Development Activity

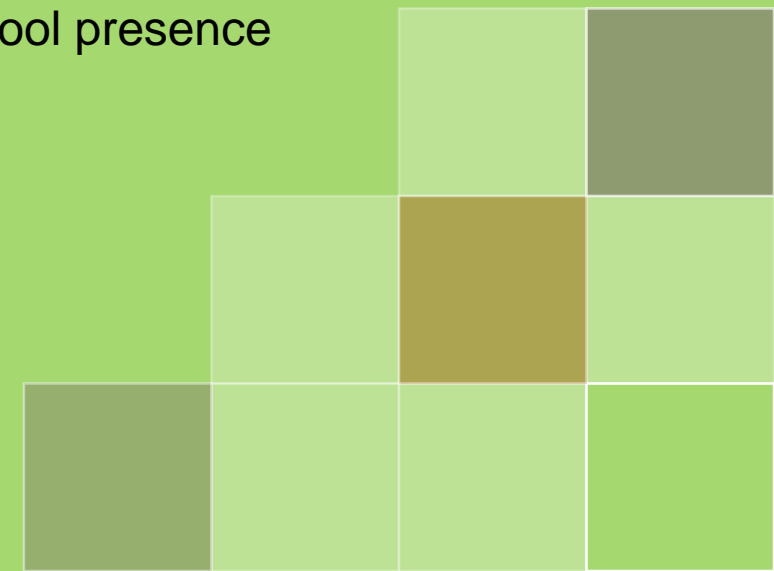
- Backcountry outdoor adventure tourism enterprises
- Ag production companies
- Other tourist residency
- Hotels/motels

More middle-ranked group of activity like health and wellness services, high tech, environmental industries, and construction/other industry/commercial service for the Valley.

Small number who feel heavier industry (major industry) is a direction to pursue.

Economic Development Priorities

- Easy/affordable access to lake/beach/boating
- Better visual appeal from the highway
- Nurture an innovative municipal government
- Expanded sports centre (more arena-based activities year round)
- Develop family-friendly community amenities
- Investment in high quality basic infrastructure
- Streamline development approval process
- Incentive to encourage downtown redevelopment
- Lobby to preserve school presence
- Village beautification



What You Envision*

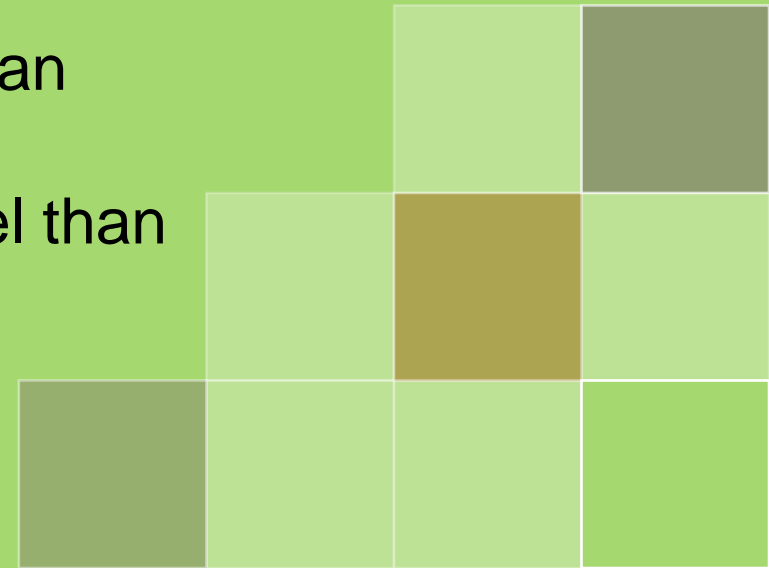
There is strong preference** for Vision 3 – a “complete community.” A complete community would have a full range of services, desirable amenity, employment opportunity, and tourism/recreation attraction...in balance.

BUT....

- 70% support for a different economic focus than other communities in the Columbia Valley.
- 80% support for a different visual look and feel than other communities in the Columbia Valley.

*Canal Flats Community Survey, 2016

**60% of survey respondents, Canal Flats Community Survey, 2016

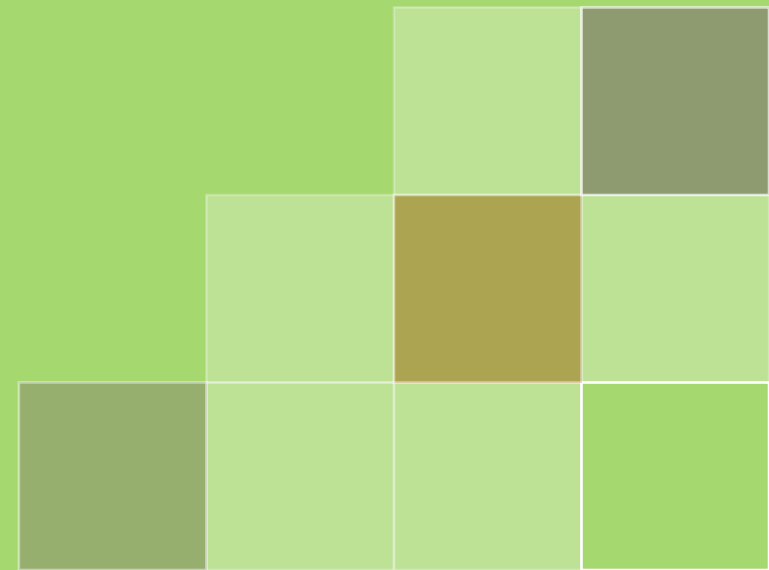


Our Key Challenge To Overcome

To do nothing accepts
fate.

To do something
pursues a destiny.

We have to try. We
need to all be in it.

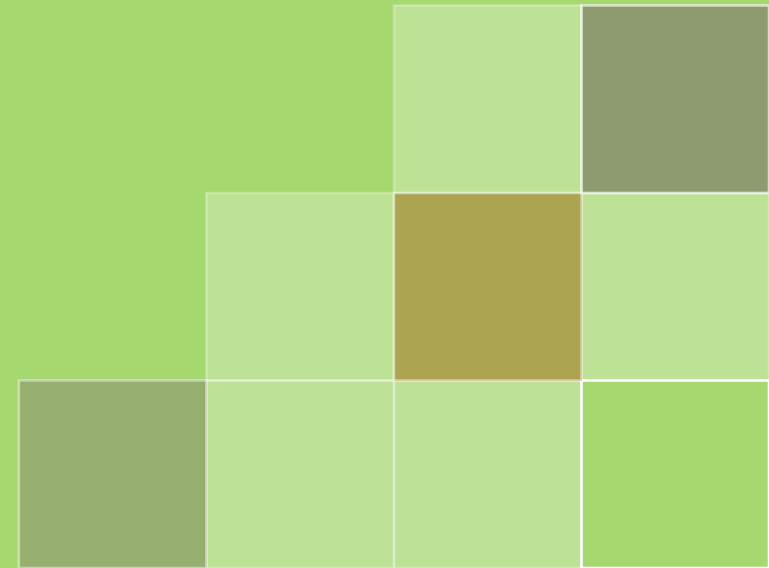


What's the
Vision?

We are the affordable, family-friendly village building a new future in housing, quality of place, tourism, and a unique live-work downtown. We will be a key employment centre in a Columbia Valley that reconnects people to nature....and each other.

1000

- Increased tax revenue creates a more stable/sustainable environment for the Village to provide desired services and amenities.
- Greater school age population keeps the school open.
- Population (especially more permanent residency) creates sustainable demand for new commercial enterprises.

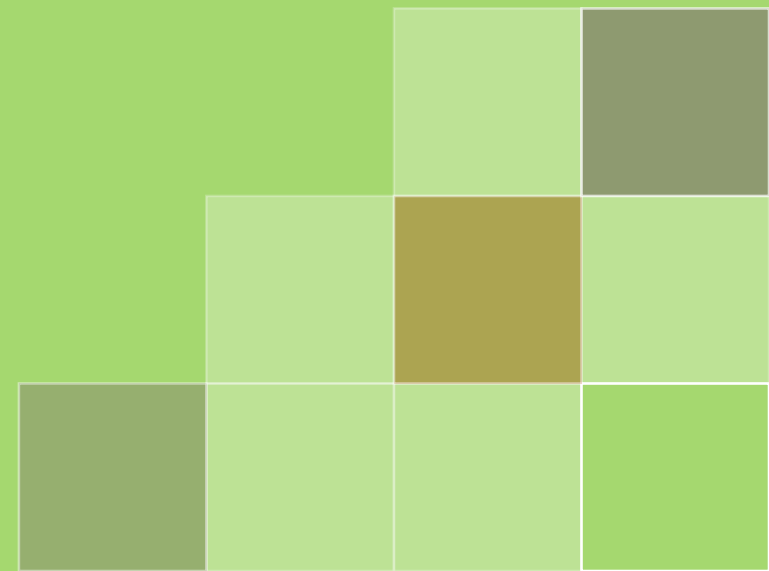


Working families

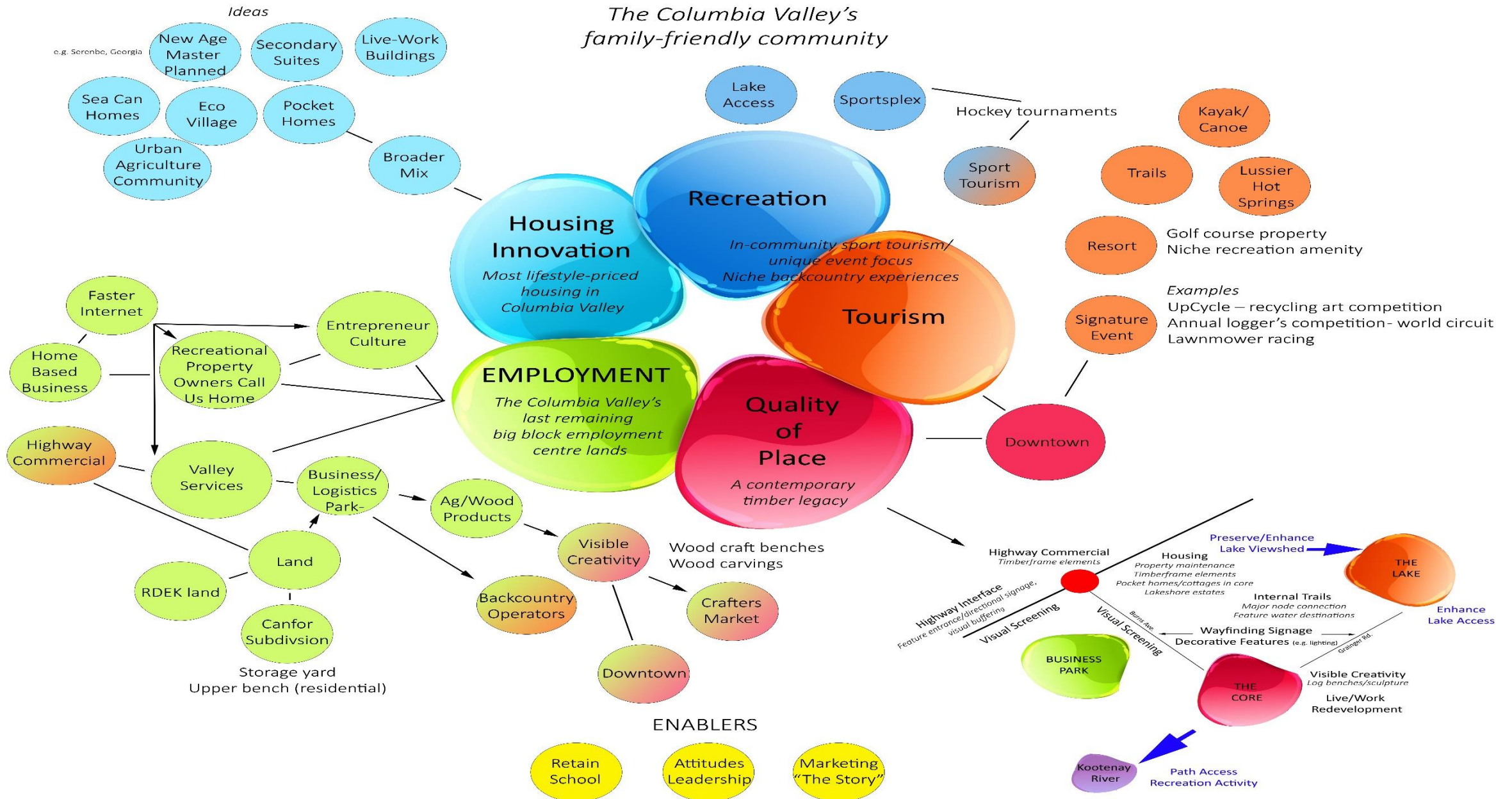
Younger working generation

Entrepreneurs

Early retirees



VILLAGE OF CANAL FLATS COMMUNITY DEVELOPMENT VISION



The Economic Development Strategy

Goal 1: Generate Employment

Why?

- Stabilizes/modestly grow population to a more sustainable level (1000 people+).
- Generates future demand for services that have been lost in recent years.
- Eventually creates a self-sustaining community development cycle.
- At the core is the ability to nurture entrepreneurship – “to rely on ourselves”.

Strategy 1: Recreational Property Owners Call Us Home

Strategy 2: Nurture Entrepreneurship

Strategy 3: Create Employment Centre Lands

Economic
development

Goal 2: Build a Distinctive Community

Why?

- Quality of place (“village-beautiful”) enables investment, specifically knowledge/creative workforce/entrepreneurs that seek lifestyle communities, and the tourism industry.

Strategy 1: Create Downtown Policies (pocket housing, live-work, timberframe design) that enable development

Strategy 2: Implement Beautification and Specific Quality of Life Initiatives

Community
development

*These Goals
support each
other....*

Economic Development Strategy

-Generate Employment-

Strategy 1

Recreational Property Owners Call Us Home

We conduct an ongoing marketing campaign and work on enhancing connectivity (surveyed) via commercial services, in-community recreation amenity, expanded lake access, and events.

Strategy 2

Nurture Entrepreneurship

To be the Columbia Valley's Entrepreneurial Heartland, we nurture local business talent via: micro investment fund, business mentorship group, education, Internet speeds, marketing (social media, success stories), and economic sector development (wood products manufacturing, agriculture, alternative energy, tourism).

Strategy 3

Create Employment Centre Lands

We revitalize a unique downtown with mixed use and live-work buildings. We develop a highway commercial opportunity. We work with mill site owner to redevelop part of the property as a business/logistics park that serves the Columbia Valley.

A Key Catalyst

-Housing Innovation-

Downtown

Vision: more affordable, attractive development that meets the flexible independent entrepreneur business needs of today, and attracts key target markets attracted by quality of place.

Role of downtown: atmospheric, niche services/retail, professional services, restaurants, mixed commercial/residential use, quality of place visual standards, culture and institutions location, site of signature events.

Catalyst: Create 'unusual' affordability/form of enterprise on Grainger Rd. via live-work units. (i.e. mixed use in downtown (building owner operated live-work), home-based enterprise).

Other Actions:

- Evaluate land use bylaw to permit mixed use development in commercial zones.
- Promote live-work development vision to developers.



A. Mixed Use

Example of mixed use commercial main floor, residential second floor (independently owned, unlike live/work units – Okotoks, AB)

B. Live-Work Buildings - Grainger



Metro Plateau Live/Work Development – Jackson Hole, Wyoming

http://www.jhnewsandguide.com/news/town_county/council-likes-live-work-project-proposed-for-south/article_751e9807-a928-5c68-a29e-290fe1855d4f.html

Spring Creek Development,
Moraine Ridge,
Canmore -

<http://www.springcreekrealestate.ca/moraine/>



Flat Creek Live/Work Development – Jackson Hole, Wyoming
http://www.jhnewsandguide.com/news/business/live-work-project-nearly-finished/article_25daa5f2-2e9e-5241-a328-17a29ddc51bb.html

RYAN DORGAN / NEWS&GUIDE

A new 20,450-square-foot development will bring 15 live/work units to Jackson on a parcel near Flat Creek along South Highway 89.

Live-work units offer best prospect of downtown redevelopment – with affordability, a unique form of construction in the Columbia Valley, and an alternative enterprise lifestyle that appeals to independent entrepreneurs, amenity migrants (recreational property owners), and a host of micro-business opportunities – e.g. regional laundry (Panorama resort), backcountry operators, recreational equipment/RV repair, arts, and hand-crafted ag/ and other products.

C. Gateway Live/Work Residential Structures – Gateway Street (Burns)



e.g. Elma Street, Okotoks

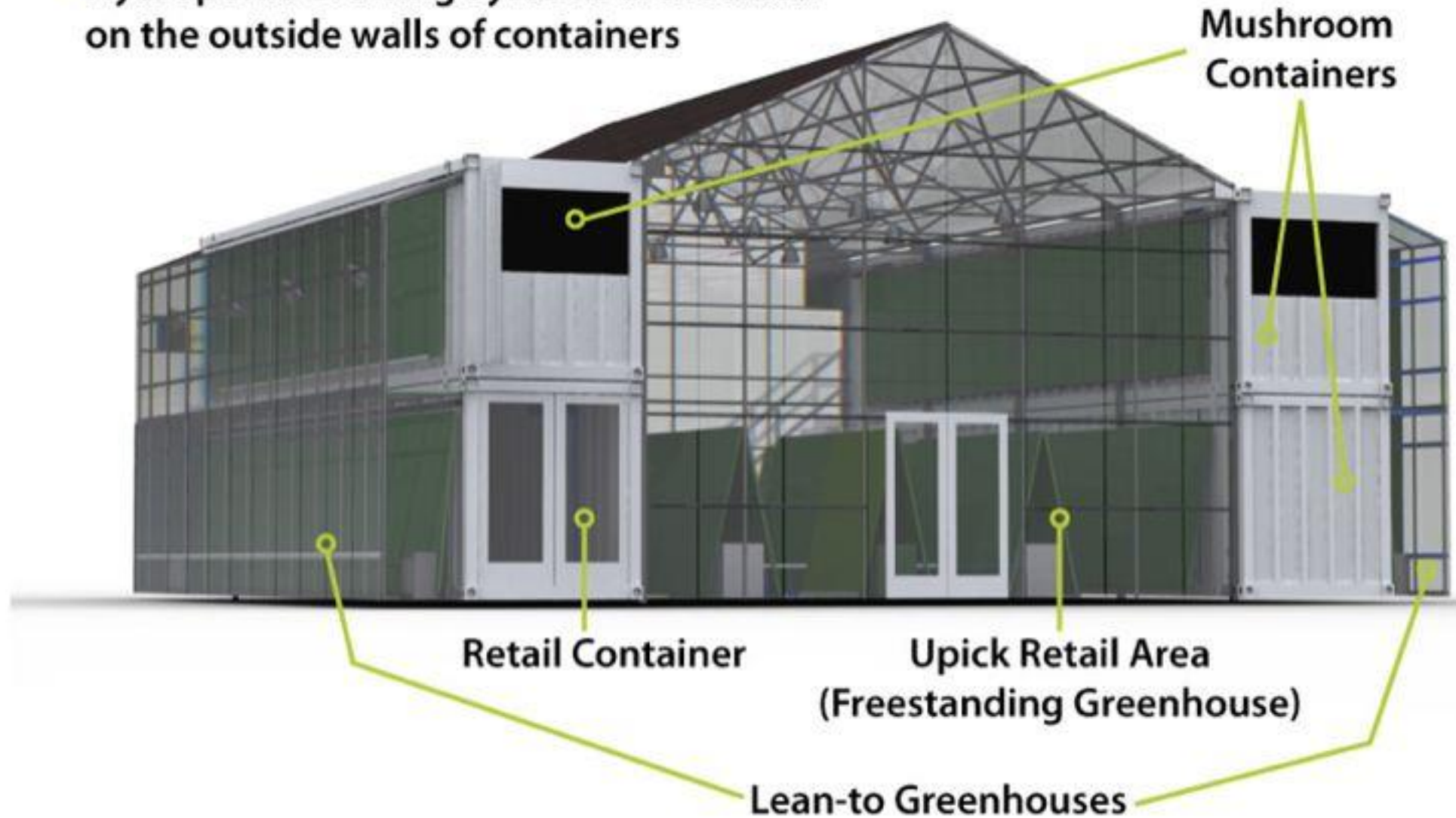
Consider, through land use bylaw adjustments, residential mixed use (home based business space designed/visible in front portion of home, with hanging signage) along “gateway” collector roads/entrance to residential developments. This scenario is most applicable to Burns Avenue in Canal Flats.



Sea Cans

Design of the Farmery

*Hydroponic Growing Systems are located on the outside walls of containers



Sea Can
Industrial



Sea Can
Hotel



Sea Can
Greenhouse



Cottages

Greenwood Avenue Cottages by Ross Chapin Architects - Developer: The Cottage Company



Cottages



Tiny Homes/
“Pocket”
Homes

“Glamping”
Distinctive Camping in the
Columbia Valley



Master Planned

Enabling Policy That Creates Knowns

Development Standards

Retire 10 Years Earlier

Buy a Home at 25 Instead of 35

Enable your entrepreneurial vision

Leave \$ in Your Pocketbook to Do
What You Love

What Economic Development Does



IDEAS

Strategy is about ideas. We don't have to all agree on everything, but we should be open to ideas and adaptable.

GROW

MAKE

Agriculture

Renewable Energy

Brewery/Cidery

Vineyard

Etc.

Handcraft

Wood Products

Metal Fabrication

Etc.

NO

As a Village you do have control. You can say “No” to things that don’t fit your vision. The important point is to have a vision and stick to it.

Measuring Success

1. Non-residential assessment target: 15% (2026)*.
2. 1% increase in self-employment (per Canada Census period).
3. Rate of aging below BC rate by 2026.
4. 10% increase annually – Canal Flats website visits.
5. Full-time population of 1000 by 2026.
 - Attract 50 new families.
 - Convert 50 recreational property owners (# units) to full-time residents.
 - Attract 5 footloose entrepreneurs by 2020.

Why?

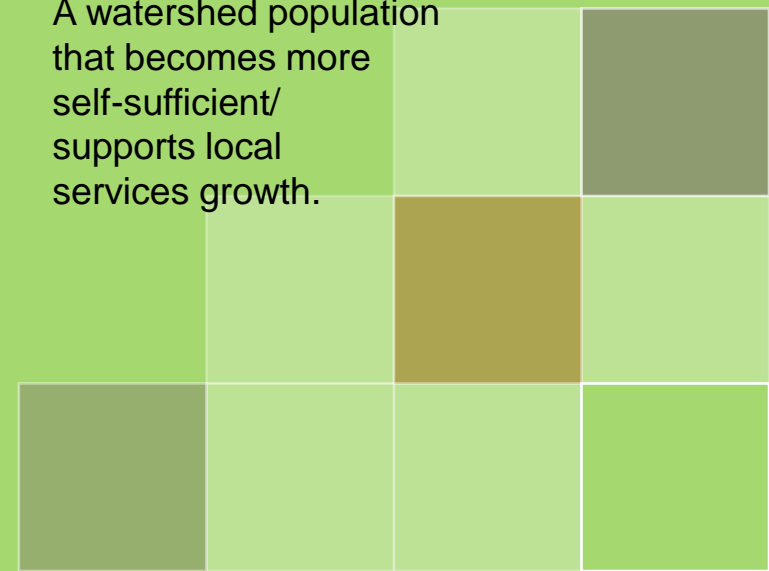
Creates ability to pay for services / amenities

Translation of nurturing entrepreneurial spirit

Indicates attracting families

Indicates traction with marketing.

A watershed population that becomes more self-sufficient/ supports local services growth.



*Current 12%, projected to fall to 10% with full discounting of mill. Average in BC: 40%.