

Chapter One - Revelstoke's Beginnings

You are about to embark on a fifteen year journey taken by the community of Revelstoke B.C. For fifteen years, the community leaders of Revelstoke B.C. have shared a desire to improve the quality of their lives by taking actions that integrate social, cultural, ecological and economic objectives. These objectives have been advanced by practising community economic development (CED).

The story told on these pages gives testimony to the tangible impact of CED on a resource-dependent economy. The *principles* of CED are first defined, *examples* follow, and finally, the *struggle to implement* CED is discussed.

Revelstoke 1983 - 1999: CED From the Inside Out is published by the Community Futures Development Corporation of Revelstoke in partnership with the Economic Development Commission and the Chamber of Commerce. These three organizations work together as the Enterprise Centre. They are the authors of this story. Their goal in assembling this story is to promote a shared understanding of CED.

The Enterprise Centre hopes that *Revelstoke 1983 - 1999: CED From the Inside Out* increases your understanding of, and enthusiasm for, CED. They invite you to join with them in promoting and supporting community economic development in your own communities. Enjoy reading this story of CED in action, as told from the inside out.

History

An understanding of Revelstoke's history is essential to understanding their journey.

Once upon a time,

a small community settled in a valley nestled between the Selkirk and Monashee mountain ranges on the banks of the Columbia River. This small community grew from a Native Indian stopping place known as Sk Esi-k EntEr to the native people of the Arrow Lakes, the Columbia River, and the Okanagan. The first settlement was a landmark for natives, early explorers, fur traders and later for river boats taking provisions to the gold fields at the Big Bend. This transportation and supply center for the gold mining industry was soon strengthened by the construction of the transcontinental railway and the subsequent decision of the Canadian Pacific Railway to establish the Shuswap and Mountain Subdivisions' main operations office and maintenance facilities in Revelstoke. This move contributed to the growth of the community and the stabilization of the local economy.

This settlement's beginnings involved two main characters: the Canadian Pacific Railway

Company and Arthur Stanhope Farwell. Farwell served as Surveyor General for the Crown Colony of British Columbia. After Walter Moberly discovered Eagle Pass in the late 1870s, Farwell was sent out to survey the land needed for the transcontinental railway route. Farwell envisioned a town site at the spot where he knew the Canadian Pacific Railway Company would cross the Columbia River. He pre-empted 175 acres and in October 1883 applied for a land grant of another 1,000 acres and laid out his town site, named after himself, in 1884. The CPR found themselves paying Farwell's price to build their railway through his property, but they would have no further dealings with him. Instead, they arranged for a town site of their own about one mile east of Farwell, thereby establishing Upper Town (CPR) and Lower Town (Farwell), names which continue to identify neighbourhoods today. There they laid out their yards, repair shops, and stations, and sold lots to their employees for homes.

In the late 1880s, the town site of Donald, twenty miles north of Golden B.C., was abandoned and the CPR divisional headquarters moved to Revelstoke. In the spring of 1886, the CPR was granted the right to change the name of the settlement from Farwell to Revelstoke. The company wished to honour Lord Revelstoke (Edward Baring) - head of the London, England bank that advanced the necessary funds to save the CPR from bankruptcy and enable it to complete construction of the railway.

After the last spike was driven on November 7, 1885, and the construction crews left, the dramatic nature of the town's beginnings were far from over. The federal government, believing the B.C. government had turned the railway belt land over to them, issued land grants to companies and individuals on property the provincial government had previously granted to Farwell. It took ten years of litigation before the dispute was settled in the Supreme Court of Canada. It was 1897 before the first deed was issued to a property owner. After standing still for a decade, the town surged ahead.

Banks and other businesses moved in and services were developed. The City of Revelstoke was incorporated on the 1st of March 1899. From 1900 until the early 1960s, Revelstoke grew at a gradual, yet steady, pace with railway, mining and forestry continuing to be the mainstays of the economy. With the construction of the Trans-Canada Highway through Roger's Pass in 1962, the area was opened to tourism, and a fourth sector was added to the community's economic base. Rapid growth to service tourists took place and the economy was further diversified.

Mega-projects are a great factor in their legacy. Beginning in 1965, three hydro electric dams - which created large reservoirs - were built in the area. During the 1970s there was little growth in the railway and tourism sectors. There was, however, a significant increase in the importance of construction in the community with construction of the Mica Dam in the early 1970s and the start of the Revelstoke Canyon Dam in the late 1970s. With the clearing of reservoirs and related

construction, there was also substantial growth in the forestry sector.

While these mega-projects fortified the economy of the community, they also flooded agricultural lands and vast expanses of prime forest lands, reducing the timber and natural environmental resources of the area. The positive short-term economic benefits can now be seen to be outweighed by the long-term negative impacts. The boom and bust economy of both resource extraction and mega-project development, and the impacts of flooding due to the Columbia River Treaty, have precipitated substantial social, economic and environmental change in Revelstoke.

The early 1980s were a relatively buoyant time for the Revelstoke economy, with the development of the Goldstream Copper Mine, construction of the Revelstoke Dam and the commencement of the Rogers Pass Tunnel Project by CP Rail. However, with the completion of the Revelstoke Dam and the poor world market for primary wood products and minerals, the Revelstoke economy was further weakened with the closing of its major sawmill and the Goldstream Mine during the mid-eighties. In addition, CP Rail opened a car repair facility in Golden, B.C. and transferred one hundred jobs out of the community.

The watershed events of the community's history include the construction of the Canadian Pacific Railway, the building of the Trans-Canada Highway in the early 1960s, the Columbia River Treaty and major dam construction during the 1960s, the demise of mining at Goldstream in 1985 and again in 1996, the creation of a community forest corporation in the late 1980s, and the virtual end of mega projects in 1985. With the rise and fall of each of these events, the Revelstoke's economy would boom and then bust, having a tremendous impact on the community's welfare.

When the mega-project boom ended in 1985, the community experienced a significant downturn, generating very low morale and little hope for the future. Fortunately, Revelstoke's leaders had the foresight to predict this downturn and recognize that positive action would be required *by the community* to overcome both economic and employment restructuring. It was their widely fluctuating economy that forced the community's leaders to find a way to live with their loss. They became a small town with a plan.

An economic development strategy was created. The downturn was overcome through the development and implementation of this strategy. The community's first Economic Development Strategy was established through by gathering all grass roots ideas on how to revive, strengthen and diversify their economy. This strategy contained plans to revitalize the downtown core, develop and diversify small business, encourage tourism and strengthen the timber industry. An increase in community pride was an attendant benefit of the strategy.

So the economic development strategy planned the recovery, but how did the change come about? What was the community's role in this transition? How can the methodology and processes which Revelstoke utilized to adjust to major changes in the economy be described? The remainder of the story now unfolds, answering these questions in the telling of how Revelstoke adjusted to economic change.

It is the story of a unique organic development process that met many challenges and was shaped by many unique characteristics. And yet, as unique as the details of the story are, the plot is not unlike many of the resource-dependent communities in the province of B.C. facing the new millennium.

Purpose

Throughout the past fifteen years, many rural Canadian communities have shared a common legacy - they have suffered through the difficulty of transforming their local economies to break away from a dependence on primary resources. Revelstoke, a historic community located in British Columbia's mountainous interior, has shared in this legacy. From the outset, their economic development has been based on both their location and their natural resources.

The completion of twenty years of major dam construction left behind a local economy in desperate need of restructuring. The situation became compounded by the closure of the major local sawmill due to poor management. Over four hundred homes were on the market, the population dropped from 11,000 to 7,500, the unemployment rate reached 25%, and many businesses closed leaving considerable empty commercial space. The year was 1985, and it marked a real turning point in Revelstoke's history.

A dramatic sense of resolve and unity overtook the community. The result is that in the past fifteen years Revelstoke's economy has diversified, community capacity has increased, and their dependence on individual sectors has been altered.

This story presents Revelstoke as a model of a community that has been able to respond to, and manage, the process of economic change while enhancing community well-being. Well-being refers here to the ability of the community to survive in the long term while maintaining a quality of life which provides adequately for all community members.

The rationale for this story is that there are presently few documented case studies of rural communities that have successfully engaged fully in the process of transition.

The purposes of this study are to:

- chronicle Revelstoke in transition;
- research and assess changes in the economy over the past fifteen years;
- analyse and describe the building of community and organizational capacity;
- examine the application of CED principles and assess their role in developing community resiliency and sustainability;
- serve as an instructional model for other rural communities confronted by economic transition;
- respond to a growing number of requests for information and presentations;
- provide inspiration to rural communities to take control of their destiny;
- give examples of CED practices in action; and, finally,
- capture “why it worked in Revelstoke” and determine the collective result.

The specific purpose of this study is to tell the story of how Revelstoke managed to successfully make the transition from a resource-dependent community to an increasingly self-reliant community with strong community capacity. A story of successful economic transition is timely in the province of B.C. where change is occurring in many resource-dependent communities - often abruptly and seemingly cruelly to those left without jobs or hope for the future. Revelstoke has been there. Read on to see how they emerged phoenixes from the ashes.

For the reader, a map of this study is helpful. The study is organized to briefly introduce the reader to the discipline of community economic development, to look closely at the community of Revelstoke in its context, to explore the necessary ingredients that set the stage for success in the community of Revelstoke, to explore in depth how the organizational capacity of Revelstoke developed incrementally through the building of a foundation (primary and secondary elements), to investigate, specifically, both completed and ongoing investments as examples of community economic development principles in practice and, to conclude with a look at how the above processes and factors are integrated by a struggling community facing economic transition.

It is important to remember that the process by which Revelstoke adjusted to economic change was evolutionary. The strategic plan and its subsequent implementation were organic in nature. Concepts were developed, community infrastructure was built, and projects were developed and implemented - often concurrently and always dynamically. The following is not a prescriptive methodology by which to follow to the letter - it is simply a story that represents how the principles of community economic development can be successfully applied.

State of the Economy

An encapsulation of the larger provincial economic picture is helpful when considering Revelstoke’s actions. To have an understanding of the economic context within which their community is operating is beneficial.

In the next few decades, it is predicted that British Columbia will transform from a society that relies heavily on a primary resource base to an established, sustained resource management society. In most parts of the province the status of hydroelectric development, transportation corridors, human settlement and the forest industry reflect this change. The best sites for damming have been dammed, highways and railways are through most low passes, and people live in most of the hospitable terrain. The primary forests are being cut in valleys, and we are beginning to rely on second growth.

This transformation will be difficult for not only the ecological systems on which we rely, but the social and economic systems as well. It is widely felt that the success of this transformation ecologically will depend in part on our knowledge of ecosystems and how they respond to human use. Socially and economically, successful transformation will depend in part on our building of community capacity and the diversification of our local economies. The choices which humans make in the stewardship of this process of change are crucial. We are living in an age of defining moments and rural communities are coming to the realization that only *they* can stabilize and diversify their local economies.

Decision makers of every stripe are suffering from an overload of information so that their actual choices tend to be less well-founded than when they had less information at their disposal. To put it otherwise: we tend to know more while understanding less. Decisions are therefore taken in the face of greater uncertainty; the risks assumed are higher. All this is well known and understood. What is proposed here is to take another look at CED theory by example of a case study. The thought being that the examples of a rural community that has *lived the theory* will *accelerate understanding* rather than only add knowledge.

Revelstoke's story is not unlike many communities in southeastern British Columbia. Their beginnings have, to a large extent, contributed to who they became, and who they are today. This is their story and they share it with you as they feel that within their experiences there have been choices made and paths chosen that are worth reflecting upon.

Chapter Two – Background

This study focuses on how the practice of community economic development can be most effectively adopted by communities undergoing economic transition. Chapter One has introduced the community of Revelstoke to the reader, and detailed the rationale of the study.

Chapter Two's main function is to provide base information on CED. It opens by profiling the study's authors to inform the reader as to the perspective that infuses these pages. It then provides definitions of key terms and concepts, discusses the four ingredients of the community development model, defines the ten ingredients of the local economic development model, outlines the role of community economic development practitioner, and closes by providing the reader with an overview of Revelstoke's economic sectors.

The Enterprise Centre

The Revelstoke Enterprise Centre has been key to the successful implementation of the community's strategic economic plans. The Enterprise Centre is a collaborative partnership between Revelstoke's Economic Development Commission, Chamber of Commerce and Community Futures Development Corporation.

The Enterprise Centre has been a lead actor in the successful economic transition which Revelstoke has endured from 1983 to the present. Their position in the unfolding story of Revelstoke's economic transition - as both a whole unit working together and individual organizations working separately - is the perspective from which this study is written. Each individual organization that makes up this unit will now be described to give the reader a more detailed understanding of this perspective.

The object of the Chamber of Commerce is to promote, through its members, the progress and development of Revelstoke in order to make it a better place in which to live and work. The Business Information Centre offers a wide selection of business information including: starting a business, buying, expanding or revising an existing business, updated information on regulations, taxes, laws and, information on finding supplies and manufacturers. They house a no-cost access to the Internet. The Tourist Information Centre provides information to visitors about Revelstoke and area. They also provide general B.C. tourist information.

The Revelstoke Economic Development Commission is structured to promote economic development conducive to diversifying the local economy, creating job opportunities, shifting the tax burden away from the residential tax payer, and improving tourism development opportunities, while maintaining and enhancing the high quality of life for citizens of Revelstoke.

The Community Futures Development Corporation of Revelstoke (CFDC) is a community-based economic and employment development company. The goal of CFDC is to initiate and facilitate programs and projects to assist with economic diversification and adjustment, and employment development and training. Services provided include the necessary advice, direction, information, financing and training to assist with the establishment of new business in the region. CFDC manages a revolving community loan fund that provides financing for local business

development. In addition, loan funds are available to the forestry and youth sectors as well as to individuals with disabilities. CFDC also administers a Self Employment Assistance Program (SEA) which is designed to help individuals become self-employed.

Trust amongst the Enterprise Centre's three organizations was cultivated as they developed. It was helpful that their individual organizational capacity was also developing during amalgamation as these circumstances facilitated a situation where each organization did not need to relinquish staff and control to the extent that established organizations would need to. The parameters of the Chamber of Commerce's traditional role (the most established organization of the three) were stretched to an extent. The link that ultimately enabled these three organizations to amalgamate was a common vision - one storefront building where together they could afford needed equipment, share service delivery, and develop a broad vision for the future of the community's economic health.

During the past thirteen years, from when they joined forces in 1985, the Enterprise Centre partner members have accumulated a wide range of experience and practical skills in building successful community organizations and in the implementation of development infrastructure and projects. Their working relationship illustrates the attributes of CED. They are the authors of this story.

Key Definitions

Economic development and diversification are emerging as key factors for the long term survival and prosperity of many of British Columbia's communities. They are factors in a formula addressing the reduced need for masses of people in the production of goods - especially primary extraction and manufacturing industries. British Columbia's communities are moving away from resource-based employment to employment in diversified business and industry, and self employment. The theme of this study is a method applied to diversify and renew local economies - community economic development (CED). A key component of this method is that in the diversification and renewal of the economy, community members are also empowered and organizational capacity is built.

CED is illustrated in this study by citing two development models - Community Development Model and Local Economic Development - documented in Revelstoke's 1995 Economic Development Strategy. These development models depict what the Westcoast Development Group suggest are required in order to successfully practice CED. The map that will help the reader travel down Revelstoke's road of transition is marked by the combined ingredients of these two development models.

Revelstoke has been widely recognized as a community that has implemented the four key

ingredients of the community development process while integrating the six key ingredients in building a local economic base. The Enterprise Centre have employed these two development models to guide them in their actions.

The first development model includes six local economic development ingredients: human development, promotion & brokering, loan funds, equity, infrastructure, and planning & research. The second model includes four community development ingredients: leadership; values and attitudes; community decision-making capacity; and, organizational capacity. These ten ingredients combined in practice make up community economic development. They are defined in this section.

The terms community development, local economic development and community economic development (CED) - as is often inevitable with popular terminology - have come to mean many things to many people. The definitions in this section help to reduce this confusion. It is vital that these terms are clearly understood in order to fully grasp how they succeeded or failed in their application.

Community Development Model

Community development (CD) can be defined as a process facilitated by a practitioner - or a group of practitioners - which is designed (by the capabilities within the community) to create conditions of economic and social progress for the whole community with its active participation. It should be noted that the term 'operative' is used interchangeably with 'practitioner' throughout this study.

Community groups are given the power to choose how they participate and, preferably, invite the practitioner to guide a development project which they deem appropriate. Further, CD is the process of involving people in planning and implementing strategies so as to both accomplish tasks and empower the participants.

Four attributes of community development can be distinguished as constituting effective practice. They are leadership, organizational capacity, community decision-making capacity, and values & attitudes. In a community, a variety of individuals and organizations may make it their business to cater to one or more of these CD ingredients.

British Columbia's communities are changing - and the change is being led by community leaders (volunteer or elected). These leaders are guides of change. A guide is a person who facilitates, or shows the way, or directs the movements of a person or group. The practitioners are persons who are trained to facilitate or show the way in, for example, community economic development. They, too, are guides of change. What is key is *how* the community leaders and

practitioners guide the of change. The four ingredients of CD are the *how to guide*. The six ingredients of LED (see below) are the *what to guide*. CD is a process that nurtures the development of leadership skills.

Capacity-building is a critical element of CD whereby the community's self-reliance is contributed to by encouraging the acquisition of relevant skills and the development of supportive structures and institutions. Strong community decision-making and organizational capacity are the vehicles from which CD is driven.

CD builds community decision-making capacity by assisting groups to make and implement small decisions. Over time, people gain the skills to handle larger decisions effectively (empowerment). Attempts to make community decisions when the required skills are not present disintegrates into the chaos often seen at community meetings.

CD develops the capacity of organizations to deal effectively with integrated social and economic issues over the long term. Integrated issues - crime, poverty, jobs, and education, for example - need a forum and organizational structure to be addressed holistically and effectively.

An example of building organizational capacity is Revelstoke's Enterprise Centre - three organizations who have chosen to share resources in an effort to contribute to their own self-reliance. The Enterprise Centre pools their resources, sharing equipment and office space, staff working together, in order to increase their capacity. By coordinating their efforts on many projects, the Enterprise Centre's organizations are recognizing that the local community exists within the context of a larger, complex web of relationships and that its' decisions can have an impact far beyond its own boundaries.

In summary, capacity-building is a strategy that benefits organizations and the community as a whole.

Community development enhances values and attitudes that encourage the mutual support and development of community members, and that accept diversity. In addition, the values and attitudes encourage a community ethic that urges the development of all members, rather than just the elite. Positive values and attitudes that nurture CD are often born in dire economic circumstances.

When crisis is faced, community leaders (both volunteer and elected) *can* conscientiously choose to form collaborative partnerships, and make a collective commitment to contend with the economy. Leaders *can* choose to commit themselves to the community and politic *together* to steadily affect economic stability. How? The answer lies with the threat of change. When crisis

strikes, and all seems lost, we still have control over how we react to any given situation. To choose to be cooperative, apathetic or factious. Crisis can nurture the emergence of the values and attitudes needed for the successful application of CD principles, but there needs to be a conscious decision on the part of all community leaders to cooperate.

Local Economic Development Model

Local economic development (LED) is a comprehensive approach to building an economic base that requires six ingredients. The six ingredients are: promotion & brokering, equity, infrastructure, planning & research, loan funds, and human development. For a local development strategy to succeed, it is imperative that systems and organizations are in place so that all six are readily available to the community.

Loan funds must be provided to help businesses start up or expand. The businesses may be individually owned or may be controlled by the community. They may turn to a variety of sources to secure the necessary financing: banks, credit unions, individuals, and government programs are among the best known. A community partner with a different attitude than traditionally held is Revelstoke's credit union who has, for example, considerably upped their commercial lending.

Human development is vital to the long term growth of the community. It is critical that an area has an education system which trains people to meet local needs and opportunities. This means more than schools - some of the best training available is that which occurs on the job. In addition to technical skills, training is needed to ensure that community members develop the capacity to be business owners and managers, not to mention directors and staff members of organizations involved in the community's economic development.

Promotion and brokering are essential ingredients that involve people capable of completing marketing plans and arranging subcontracts, partnerships, and joint ventures. This is the catalyst that pulls together the actors and sees a project through. At the community level there are often opportunities and the ingredients necessary for effective action - but people are also needed to identify these opportunities and the ingredients necessary, and then sew it all together into a working development system.

Vital to many business deals is access to equity (investment capital) - people and organizations who are willing to take the risk to become part owners of an enterprise. In small businesses, the investors may be the entrepreneurs and their family members or friends. In larger businesses, considerable equity may be invested by banks, corporations, and complete strangers. A lack of equity is a major barrier to many people wanting to start a business or community venture.

The Enterprise Centre has the means to develop its own equity base, preventing any cause for concern regarding eventual independence from government. Community-based businesses including the Railway Museum and the Revelstoke Community Forest Corporation also build the financial capacity of the community.

Planning and research are both essential to successful local economic development. People working in economic development have to have up-to-date information about the regional and local economy. Community statistics, sectorial activity and key actors, regulations, new opportunities, the human resource situation – all this and more must be readily accessible and steadily replenished if people are to have the facts they need to make wise decisions. Each organization also needs the research capacity to seek out new markets and the create new products. It is also important to establish goals and objectives for local economic development that are realistic, given the regional economic situation. This requires an accurate interpretation of the research for planning purposes.

Planning, opportunity identification, and brokering is an aspect of CED that involves working through the following steps: concept, strategy, partners, negotiation, inking the deals, legals, business plans, and management. In community organizations it is either staff or the board who carries out each of these functions. Crossover members between boards in a community are needed as this is fundamental to the effective delivery of the goals of the community's vision.

Infrastructure is a key ingredient in LED. Without community-based systems to supply and maintain roads, water, electricity, telephone, and sewers, enterprises must sustain the costs of providing these services on their own. These added costs deter new ventures from making a start in a community. Other forms of support for development can also be considered infrastructure. From a business point of view, infrastructure includes such things as the attitudes of residents and local government, information services, and business organizations. In short, the climate for enterprise in a community can be considered infrastructure.

It is not necessary that one organization perform all these functions. In order to secure the greatest benefit for the community, however, it is important for all six to be done in some coordinated manner. Westcoast Development Group expanded these definitions in the Economic Development Strategy (1995) in terms of what needs to be done in Revelstoke in order to initiate these six CED ingredients. The identification of these six ingredients is yet one more useful component of the economic development strategy.

When the above two development models are linked in practice, they create community economic development - **CD + LED = CED**.

Examples of how the 6 key ingredients of LED were met in Revelstoke include: *human*

development - train people to deal with the new economy; *equity* - ante to play the game as a collective body; *debt financing* - lead corporations and CFDCs; *infrastructure* - fibre optic cable, airport; *promotion and brokering* - people linking opportunities, stakeholders and the necessary ingredients together in a good marriage - sewing the pieces together; and *planning and research* - economic development strategy, process and planning is important to maintain a relationship with the community as the 'check back' with the community.

When local economic initiatives are tempered with the process of community development, a strategy moves from being one of local economic development to one of community economic development (CED). CED is a perspective which makes the community the foremost player in its own growth or renewal. If the goal of regional economic development is to create healthier communities and individuals and to minimize poverty, then local economic strategies must make community development part of their agenda.

Communities can no longer rely on the actions of powerful outsiders or a few resourceful insiders to meet economic and social needs. From the CED standpoint, the community's dependence on the initiative and resources of a select few people is part of the local dilemma. What needs strengthening is the capacity of the community's members to plan and build an economic future which suits their values, priorities, and needs.

Community Economic Development Practitioner

CED is a vehicle through which economic and social changes are enacted at a local level. The change is defined and directed by members of the community. CED aims to turn community members into vigorous participants in the local economy. It requires grassroots participation in throughout the process. It enables local people to mobilize and increase their resources and capabilities. It clarifies needs, and helps people to get and use collective resources to meet those needs. The CED practitioner's role is to aid in setting specific, clearly-defined goals to meet the community's needs - to guide the change.

CED is further a process by which communities can initiate and generate their own solutions to their common economic problems and thereby build long-term community capacity and foster the integration of economic, social and environmental objectives.

The central issue of community economic development is empowerment. This belief builds on another: the overall change that a CED practitioner *guides toward* is transformation. Empowerment is a process of recognizing one's own strengths, of using those inherent strengths to set one's own direction, and subsequently, of making constructive changes to improve one's life. This is a participatory approach to CED which can be successfully adapted by operatives to assist citizens to become involved in the processes of creating their environments and designing

their futures.

Empowerment is a process of transformation from powerlessness. The goal of becoming empowered is for individuals and groups to gain a new sense of dignity and worth and make decisions for themselves. Empowerment builds community capacity - the ability with which a community is able to contain, receive, or accommodate change.

In all cases of community economic development, the transformative potential of goals set should be the central concern. Each step taken in the process of CED should be seen not only as a goal in itself but also as a contribution toward a process of transformation to improve relations of citizens. The transformative capacity of sound CED practice is through its power to empower individuals from all segments of the economy, giving them voice, and an ear (they are given an opportunity to speak, *and* be heard). Transformation is the process of making a thorough change in character, scene, or state. It is key to building community capacity.

The CED practitioners at the Enterprise Centre operate based on their beliefs in the true sense of the praxis philosophy. In community economic development, praxis is the practice of reflection, action, evaluation and further reflection, intended to result in sensitive, thoughtful change. CED monitors and evaluates its progress through community-derived and appropriate economic, social, cultural and ecological indicators.

Praxis is a responsibility of the CED practitioner to act in a considerate, serious manner, and not haphazardly or unfeeling. The Enterprise Centre's CED practitioners' actions are guided by this spiralling philosophy, where the loops are sometimes long in taking shape, and drastically wide or narrow in their size, but nevertheless continually spiralling upwards. Praxis is the basis of mobilizing empowerment, capacity-building, and transformation.

The key to successfully practising CED principles is to not lose sight that the main objective of CED is the mobilization and full utilization of the human resources of the community. In the diversification and renewal of the economy, community members are also empowered and organizational capacity is built. The CED practitioners work themselves out of a job by providing only initial guidance, leaving the investment behind in the care of those who have been empowered to guide on their own.

An excellent analogy is that CED practitioners are the pit crew, and occasionally the test drivers, in any number of car races. They are in the pit ready to put the tires under the vehicle, but someone else ultimately always drives the race car away when the rubber hits the road.

Economic Sector Overviews

Revelstoke's economy is based on four primary components, each having almost equal

importance: the forest industry, transportation (primarily rail), tourism and government services.

The forest industry has become even more important to Revelstoke's citizens over the last decade. In the last five years, on the other hand, the importance of the transportation sector to sustaining the citizens of Revelstoke has decreased. Tourism is the largest sector employer in Revelstoke, and claims the highest employee participation. Although not contributing a high income base, this sector does contribute many second incomes to Revelstoke households. The government sector employs approximately six hundred employees in the community. A fifth sector is emerging in Revelstoke: water. Approximately one hundred and fifty individuals are employed in this sector, by either electrical generation or the growing water bottling business.

When discussing Revelstoke's economy it is important to explain that it is the community's experience that the economic 'trickle down effect' does not work. In order for the less advantaged to become involved in the economy, they need to be directly addressed and not left to the whims of the market.

The Enterprise Centre's advocacy of the health of the forest industry is a living example of this philosophy. Their emphasis has been on the intensive (value-added) versus extensive use of wood. Therefore, less wood is being cut, yet more jobs exist. Their faith and commitment to this possibility achieved long term employment stability, growth and adjustment in the forest industry for individuals who, if left to pure traditional economic philosophy, would otherwise be out of work. CED is the antithesis of the trickle down effect.

The Economic Development Strategy (1995) studied Revelstoke by considering her separate economic sectors. These sectors include: forestry, transportation, tourism (development & marketing), community, organization & human resources, other natural resources (mining & water), government services (national, provincial, local, Parks' role), and business development & finance (small business training & retail). Each sector is now given parameters for comprehension.

Forestry

Forestry has been an important sector in the Revelstoke economy, and is projected to continue to be over the next five years and most likely beyond. A decrease in the Annual Allowable Cut (AAC) of 16% is expected to have only a small impact in terms of job loss in current activities. In addition to current activities, significant opportunities exist in this sector in specialty processing, value-added manufacturing, intensive silviculture, and forest planning and management. There is every likelihood that the number of jobs in this sector in Revelstoke will at least stay at their current levels if not show a slight increase over the next five years. Beyond that time, there is lack of certainty due to potential changes to the AAC.

In Chapter Four, the story of the Revelstoke Community Forest Corporation is told. This example of a CED application falls into the forestry sector. The Revelstoke Community Forest Corporation has experienced yet another financially successful year with a net income of \$470,000 for the past year (year end April 30, 1998) and total retained earnings of almost \$2.5 million in their first five years of operation. This represents almost 50% per annum return on the City's original investment of \$1 million. Therefore, despite the challenges of changes in forest practices and land use - and the current contraction of the timber industry provincially, Revelstoke is in an excellent position to continue its success.

Transportation

Revelstoke was virtually built on the transportation sector. This sector remains a significant part of the economy. The role of road maintenance and railroad operations will continue to be a significant part of the community. This sector, however, is not expected to expand, except for short-term road construction (if the Trans-Canada highway is expanded to four lanes) and potential development of the airport. A major shortcoming of the community is a lack of scheduled air services.

The Revelstoke Airport is located at the base of Mount Mackenzie, four kilometres from Revelstoke's city centre. The airport elevation is 443 metres (1453 ft.) above sea level with surrounding mountain peaks to more than 3048 metres (10,000 ft.). Existing facilities at Revelstoke include: a 4,700 ft. long, by 75 ft. wide, runway; paved apron and taxiway; air terminal building; an atmospheric Environment Service station; Unicom Radio for emergency use; Remote Communications Outlet; Water Landing Strip with seaplane dock; two helicopter operations; fuelling facility with 80 octane, 100 octane and jet B fuels; Forestry firefighting tanker base; a airplane brokerage operation; and private hanger developments.

Currently the airport is a base for two helicopter and one aircraft charter operations. There is no scheduled commercial air service available at Revelstoke. The Revelstoke Airport facility was constructed in 1971 by B.C. Hydro on the bottom lands of the Columbia River Flood Plain to replace the existing landing strip which was flooded by the Keenleyside Dam construction. Title to the airport was transferred to the Columbia Shuswap Regional District which now operates and maintains the facility.

The challenge facing the Revelstoke airport is to be able to land aircraft in a mountainous terrain with any degree of reliability. In partnership with the Regional District and Transport Canada, Revelstoke funded a Microwave Landing System study and a Navigational Aid study. The installation of navigational aids or a landing system would improve the utility of the airport. The report generally indicated that a Microwave Landing System was not feasible based upon the current location of the airport and Transport Canada criteria. The report did include that with the

installation of Distance Measuring Equipment (DME), Non-Directional Beacon (NDB) and lights there could be significant improvements to the visual flight regulation approach by lowering ceiling limits. The navigational aids have not yet been installed. Other studies have followed, all aimed at mitigating the factors that are preventing improved air service.

It has been recognized, for some time, that improvements to the Revelstoke Airport would enhance the opportunity of providing regular scheduled air service to the community, and ultimately contribute to reducing feelings of isolation often experienced in the community. No improvements have been made. However, this investment continues to remain a high priority on the community's agenda as deemed by the Economic Development Strategy (1995).

Tourism (Development & Marketing)

The tourism sector continues to grow in the Revelstoke region as it is provincially. With our Canadian dollar at a twenty year low, Canada is a very reasonable destination for out-of-country visits. The same rates make trips abroad relatively expensive for Canadians and encourages them to instead be tourists at home. Tourist attractions and infrastructure continue to develop, fuelling tourists' interest in this region. Tourism should be the growth sector in Revelstoke over the life of the new economic development strategy. It will provide the bulk of new basic sector jobs over the next ten years.

In Chapter Three, both volumes of the Tourism Development Strategy are detailed. These strategies evolved from the Economic Development Strategies. They are key to determining the community's priorities in tourism. Further, they propose investments and projects that are worth exploring to strengthen the community's overall economy.

The Enterprise Centre itself plays a key role in the tourism sector, particularly one of its organizations, the Chamber of Commerce. The Railway Museum - discussed in Chapter Four - plays a key role in the community's tourism base. The proposed Columbia Mountains Centre - also detailed in Chapter Four - would also contribute to the community's tourism activities.

Community, Organization & Human Resources

This sector of the economy encompasses many areas, including: training programs and facilities; development in the community of the capacity and facilities to host conferences; the deliverance of visual and performing arts; heritage conservation and downtown revitalization; and targeting the needs of low income households.

Seniors are playing a growing role in the Revelstoke community, and are an important element of this economic sector. In B.C., the trend is for more and more seniors to stay in their home communities when they retire. This holds true for Revelstoke. Some seniors who left upon

retirement are returning to the community. With attention to the needs in this sector, growth in the number of seniors who stay, return, or are attracted here could easily increase, and with it the demand for services.

The Adult Learning Council, the Community Skills Centre, the Community Career Centre, the Columbia Mountains Institute of Applied Ecology, and the Columbia Mountains Centre - all described in Chapter Four - are examples of the application of CED principles in this sector of the economy in that they provide opportunities for training.

The feasibility of an Arts Centre, being studied by the Revelstoke Arts Council, addresses the need stated by the Economic Development Strategy (1995) to develop a performing arts facility for the community. The Arts Centre is discussed in Chapter Six as an upcoming initiative.

Other Natural Resources

Mining explorations and development have historically been an important component of the Revelstoke economic base. With the initial closure of the Goldstream Copper Mine in 1985, an ongoing contact was maintained with the owners in order to support them with any possibility of reopening. The Economic Development Commission lobbied the provincial government, a number of times, with respect to providing support programs for mine owners.

While it is recognized that a community can only provide a supportive role, Revelstoke's efforts to lobby government have not been successful. Goldstream Mine reopened as a result of improved world copper markets and provided 110 jobs. It has since closed in 1996 and has not reopened since. A mentality persists that mass production jobs in the resource sector are vital to a community's well-being, and the discussion often centres on wage levels. Jobs in the mining sector, for example, are typically high paying. A pressing question to ask is how to face a future where the average job that is available is low paying? The answer may be found in small business development (discussed further in Chapter Five).

The future of mining in Revelstoke is not lost. 1999 brings a province-wide Safety in Mining workshop to the community which is bound to regenerate interest and potential in this area. A review of the mining opportunities and plans in the region is a proposed project in this sector that has not yet been undertaken.

While Revelstoke has endeavoured to promote industrial development in the community, only modest progress has been achieved. In the early 1980's the City developed an industrial park and in 1986 the City of Revelstoke participated with Inland Natural Gas and the Ministry of Economic Development in the production of the Venture Inland development promotion. The promotion consisted of a video and print package. The industrial development which has taken

place in the Revelstoke area has been tied to local resources and has been undertaken by local residents.

Currently the water in the region provides hydro power, bottled drinking water, and recreation areas. This is a key resource in the region. Two water bottling operations have developed in the region, along with several businesses in the area of value added wood products manufacturing. Both of these areas hold much promise for the community of Revelstoke.

Government Services

National and provincial government services will continue to be under significant pressure to shrink over the next ten years. This is not expected to be a growth sector. The main exception will be Parks. The number of activities in the provincial and national parks is expected to expand over the next decade, particularly as National Parks move towards self-funding operations. The increase will not likely be in government staff but instead be in contract staff or individuals operating businesses under licence in the parks.

The Economic Development Strategy (1995) responds to this prediction by proposing a project that would assist Parks Canada with the development of commercial opportunities as part of their plan of cost recovery.

Local government services, since they reflect population size, will expand as the local population grows. If the population does grow from increased activity in the tourism, small business, and forestry sector, the number of staff in this field is likely to rise gradually to meet the increase in service demand.

Business Development & Finance

The Business Development and Finance sector is predicted to continue to increase, following the national trend. Revelstoke is a superior community in which to live, especially in the eyes of people who enjoy the physical environment or who have young families. As a result, this sector (information-based occupations in particular) will continue to grow.

The Retail sector follows the demand established by the other sectors. At the time of writing the Economic Development Strategy (1995), retailers were cautious about the future. There is every indication, however, that the forestry sector will stabilize and that other sectors have significant potential (water). If the tourist, small-scale business, and forest industries grow, the retail sector will follow in their wake.

The separation of these seven sectors of Revelstoke's economy eases analysis to strategically build strength and diversity.

Chapter Two concludes the introductory background material portion of the study. The two introductory chapters have served to introduce Revelstoke to the reader, define key terms used throughout the study, and outline the key ingredients needed to comprehensively build a strong, diverse economic base. Chapters Three and Four detail the various elements that occurred to initiate Revelstoke's economic transition.

Simply, Chapters One and Two are *principles* of CED, Chapters Three to Six are *examples* of CED, and Chapter Seven is a discussion of the *struggle to implement* CED in your own community.

Chapter Three - Primary Elements

Chapter Three opens by describing the primary elements that the community of Revelstoke needed to begin the diversification and stabilization of their economy. Elements are defined here as 'something made up of interdependent parts in a definite pattern of organization.' By separating various investments into primary and secondary elements, the progression of actual events is more clearly understood. Secondary elements are described in Chapter Four. Within the primary and secondary elements, the material is further divided into two phases. These two phases separate the investments (investments include both projects and organizations) chronologically.

It is important to keep in mind that projects and the formation of organizations are often occurring in tandem. It is possible, however, to organize what happened into time periods. For example, the period from 1983 to 1986 can be labelled planning and research. The period from 1986 until 1995 was a time of building community decision-making and organizational capacity.

Project implementation occurred from 1986 until 1998, and is ongoing. The Revelstoke Visioning process occurred from 1992 until 1994. The second volume of the economic development strategy was written 1995-96.

These time periods show how the process of applying CED principles to saving your economy is multi-faceted. Certain ingredients, such as planning and research, have to occur before community decision-making and organizational capacity begin. Whereas project implementation, for example, can occur in tandem with building community decision-making and organizational capacity.

The primary elements and the secondary elements each have two phases. Again, these phases indicate chronological occurrence in the building of the foundation, and not level of importance. The foundation referred to is the basis upon which CED is built - the framework of the house. These elements - primary and secondary - and the phases inherent in each can be understood as bricks constructing the foundation and walls of a house. The mortar which holds the bricks together are the leaders - both elected and volunteer - while the house that is being built is a stronger, self-sufficient and diverse economy in Revelstoke.

Phase One

Economic Development Commission

The purpose of an Economic Development Commission is to coordinate and implement strategies to develop the economy of its locale. Prior to 1984, the City of Revelstoke had been participating in a Regional Economic Development Commission of the Columbia Shuswap Regional District. Positive results from participation in this Commission, whose office was located in Salmon Arm and service provided to Salmon Arm, the Shuswap and Golden, were limited. Ultimately, the Regional Economic Development Commission was unable to allocate the time needed to successfully meet local needs.

So, in 1984, with Revelstoke finding the level of service they were receiving from the regional EDC wanting, the Revelstoke Economic Development Commission was formed under the British Columbia 'Partners in Enterprise' Program and is jointly funded by the City of Revelstoke, Electoral 'B' of the Columbia Shuswap Regional District and the Community Organizations for Economic Development (COED) Program of the B.C. Ministry of Trade Development and Tourism. This CED investment addressed Revelstoke's need for a more concentrated effort toward the economic development of their community.

A full-time economic development commissioner was hired to service Revelstoke and the surrounding area. Two of the initial objectives for the Economic Development Commission were the preparation of an economic development strategy and coordination of the preparation of

a downtown revitalization plan. The benefits to Revelstoke of having its own Economic Development Commission have been primarily to develop the community and local economy through the implementation of a strategic plan. The partnership organizations involved with the Economic Development Commission are predominantly the Chamber of Commerce, and the Community Futures Development Corporation of Revelstoke. They work under the same roof in the Enterprise Centre - discussed further in Chapter Four.

Economic Development Strategy (1985)

Revelstoke was one of the first communities in British Columbia to prepare a comprehensive 'Economic Development Strategy' to take advantage of the provincial 'Partners in Enterprise Program.' This strategy, completed in 1985, was based upon community consultation and strategic planning. It identifies partnerships and responsibilities for implementation. The strategy initially provided an overall direction for economic development initiatives in Revelstoke, and continues to provide a sound basis for development. The stated objectives of the strategy are: to promote an economic environment conducive to diversifying the local economy, to create job opportunities, to shift the tax burden away from the residential payer, and to develop a tourism package.

An integral purpose of the Economic Development Strategy (1985) is to overcome the community characteristics which limit or inhibit the achievement of economic growth. In the case of Revelstoke, the factors identified in the 1985 Strategy were: lack of a coordinated tourist package, lack of risk takers, underdeveloped core, lack of proximity to a major population base, and lack of quick (scheduled air) transportation.

In response to these identified weaknesses, a number of initiatives were recommended and have since been implemented. It was key that this process be based on community consultation and design. Furthermore, the plans were practical and achievable and within the capacity of the community - responsibilities were identified and strategic partnerships formed.

It was obvious that before Revelstoke could adjust to the new economic realities, there were a number of infrastructural components of the community which would require change or addition. The strategy identified these weaknesses and recommended courses of action. Since 1985, when this strategy was prepared, it has guided the activities of the Economic Development Commission.

Throughout the following years most of the economic development effort was directed inwardly on the community. The necessary infrastructure was put in place to provide a concrete foundation for development and change. The majority of this first strategy's recommendations have been researched and either implemented or rejected.

Four major accomplishments stemming from the 1985 Strategy have been the revitalization of the downtown core, the building of the Railway Museum, the establishment and operation of a growing small business loan fund, and the creation of the Revelstoke Community Forest Corporation.

Revitalization

Prior to the preparation of the economic development strategy, there had been ongoing discussion in Revelstoke with respect to undertaking a downtown revitalization project. Discussions for this project began during the lowest economic downturn in the community's history.

Several key community members began to talk about undertaking a downtown revitalization project. The downtown core was underdeveloped. Storefronts were unattractive. Revelstoke's historical beginnings as an authentic mountain town were not being capitalized upon for tourism. It was in response to these weaknesses that the Heritage Advisory Committee came together.

The Heritage Advisory Committee was first appointed by City Council in 1983 to be advised on matters related to heritage. Resource people appointed from the community brought a variety of expertise to the committee. In the past the committee has been involved in:

- preparing an inventory,
- recommending heritage sites,
- organizing heritage home tours, and
- the Heritage Area Revitalization program.

The strengths of this group are its advisory capacity to City Council and the diverse skills of its members. Through their efforts, one of the largest downtown revitalization projects for a community of Revelstoke's size was undertaken. This project is the first example of planned CED in the community.

The Heritage Advisory Committee recognized the importance of heritage conservation to Revelstoke. Community heritage resources are the physical elements that make each community what it is. They are the tangible embodiments of intangible historical, cultural, aesthetic and social values. They are the 'things' which give a town, city or region its particular sense of time and place, and they are the cultural expressions of what that place is. Heritage conservation is about the management of these elements for the benefit of present and future generations.

One of the first questions asked when considering this undertaking is: why, during the community's worst economic downturn, would a \$2.8 million beautification project be undertaken? The answer lies with the need to establish a reason for tourists to visit and stay in

the community. The individuals who initiated the plans to revitalize the downtown recognized a need to provide the community with a basis for tourism. Revelstoke is a mountain town with a rich heritage that was not being reflected in the community's infrastructure. Building facades were unattractive and incongruous. The street scapes lacked a thematic flow. The urban space needed a focus, a node upon which the main arterials could base a theme. Grizzly Plaza became the centerpiece of the downtown historical mountain town theme.

The individuals who pulled together for this program became key players who continue to lead the community's economic development. These projects had four important results. First, they began the building of community capacity by empowering citizens to volunteer and take action. Second, they gentrified and restored the community's downtown infrastructure and downtown heritage buildings. Third, they led to the construction of Grizzly Plaza - a focal point for the downtown core. Fourth, they restored community pride. Each of these results had an impressive overall impact on the citizens of Revelstoke.

Partly what contributed to the success of this program was a growing trend at the time to encourage authenticity in architecture. The interpretation of the downtown core's historic roots was conducted by volunteers and planners alike. The core was gentrified and a platform was created for tourism marketing.

The impacts from the revitalization project went well beyond what was envisioned by the community leaders. An initial benefit of the project was that it generated short-term economic activity for a community that was in need of jobs.

A real bonus of the project is that it renewed community pride and confidence. The project restored community pride and confidence at a time when they were being seriously eroded by the economic downturn. The substantial investment in the project was not only indicative of community pride but also indicated a commitment from the City to development.

While Revelstoke's heritage now forms an integral part of what attracts visitors to the area, Revelstoke residents now also value heritage for its own sake. The strong sense of community pride that was generated by this program was focussed to a large extent on significant buildings such as the Court House, the downtown core, and the character of residential areas such as Mackenzie Avenue. Heritage is seen as important to the fabric of the community and to the community's sense of self. The momentum of this renewed pride created additional investment and reestablished a focus in the downtown area of Revelstoke as a central place.

The completion of the initial phase of the \$2.8 million project was in September 1986. Coupled with the formation of a Downtown Business Committee (Looking Good Revelstoke Promotion),

this program significantly changed the appearance and attitudes of Revelstoke. The Looking Good Revelstoke Promotion was a two year campaign that exemplified the new focus of the community.

The project provided a marketing tool for both 'shop local' campaigns and tourism promotion. Marketing programs relying upon Revelstoke as an authentic historic mountain community were initiated.

The Revelstoke Downtown Revitalization and Heritage Area Revitalization program has been an unmitigated success and is often used as a showcase for the province's Community Revitalization Program.

The key success factors of this CED investment included: vision from community leaders and volunteers; a timely architectural trend intent on authenticity; the political will to proceed and complete the project; a cooperative consultative process; the financial commitment to complete the project; and professional urban design and restoration led by the talented Bob Inwood.

The principles of CED - community decision-making capacity, organizational capacity, values & attitudes, and leadership - were set in motion with this primary element. Community members joined forces and designed a strategy to develop their economy. While planning the revitalization of the downtown and the restoration of heritage homes, these individuals were building their capabilities in decision-making, strengthening values and attitudes of other citizens about their community, and acquiring organizational and leadership skills. As these individuals continue to remain active in the community, they are transferring knowledge about the attributes of CED in action to other citizens, and to committees and organizations as a whole.

Tourism Program Proposal and Marketing Strategy (1987)

In 1987, a Tourism Program Proposal and Marketing Strategy was prepared in response to the Economic Development Strategy's (1985) recommendation to develop tourism as a significant economic base activity in Revelstoke. It was projected that growth in the tourism sector would in part replace the employment lost in the construction sector. The strategy was based upon specific goals and objectives including practical marketing plans. The overall purpose of the strategy was to increase tourism and, in turn, generate employment and create new business opportunities.

The evolution of the program proposal was based upon consultation with senior officials of the Ministry of Tourism, the City of Revelstoke and representatives of community businesses, groups and organizations. The process began in September 1986 and resulted in a Program Proposal and Marketing Strategy for 1987.

Tourism as a growth industry in the City of Revelstoke gained recognition as interested businesses, community associations and representatives of tourism attractions and hospitality sectors were invited to participate in an Ad Hoc Tourism Committee for the purpose of generating ideas and forming a community census. A small steering committee developed specific proposals and strategies for the consideration and approval of the larger group. Any marketing plans that were proposed were made to be feasible. Both user and geographic markets were determined. Partnerships with local tourism operators were developed. Decisions made within the parameters of this proposal were community based which strengthened their viability and implementation.

In 1996 there was no collective strategy in tourism, nor was there an organization mandated to organize and implement a strategy. There was limited public knowledge about the size and mix of businesses already operating in the sector. With an industry as large as tourism, and the mix of potential opportunities and potential community impacts, an organization needed to be mandated to plan and implement a tourism strategy for the region. It was determined that as the Chamber of Commerce was very active in providing tourism information on Revelstoke and region, they continue to deliver the message. Therefore, the Chamber was mandated, their role was validated, they were granted a marketing budget, they were given administrative and managerial capabilities, and they were given a storefront location. Strategic planning was the next step.

Revelstoke Chamber of Commerce

The Chamber of Commerce has responded to the changing economic realities in Revelstoke. With a strong membership base and the support of the City of Revelstoke, the Chamber has assumed an aggressive role in marketing Revelstoke as a tourism destination through implementation of the Tourism Program Proposal and Marketing Strategy, and eventually, the Tourism Development Strategy prepared in 1997.

Chamber administration and management was upgraded with the hiring of a full-time Manager in May of 1987 with funding in part provided by the City for implementation of the Tourism Program Proposal and Marketing Strategy. Key success factors of this CED application included: developing a community based organization; creating the strategic partnership needed to provide tourism marketing; having the necessary funding to implement the mandate.

The validation and reorganization of the Chamber of Commerce started the building of organizational capacity in Revelstoke. This step provided the framework, structure and resources to begin to do things. They became a storefront organization where citizens and tourists alike could find voice in a collective action.

Mount Mackenzie Resort

Mount Mackenzie has been the CED prototype for Revelstoke in many respects. Rising to more than 8,000 feet, Mount Mackenzie looks down upon the City of Revelstoke, the Columbia River and the mountains beyond. With a potential lift serviced vertical of 6,200 feet and average snow falls of up to fifteen feet at the base to thirty feet at the top, it has been said that the best skiing in North America is found within minutes of this historic community.

The intent of this CED investment is to take advantage of the community's natural surroundings and stimulate the local economy without compromising other community values. This investment is named as the largest single opportunity in the Economic Development Strategy (1995). The benefits of this project include as many as 320 new, direct, full-time jobs (equivalents) plus 675 more indirect full time jobs after construction is completed. This project would also significantly improve the financial viability of existing tourism operations in the community by providing winter demand for accommodation, meals, and other services.

A brief historical look at the ski hill is helpful to understanding the significance of this investment to the community. Lift serviced skiing on Mount Mackenzie began in the early 1960's with a small family-run operation. In the fall of 1983, the Mount Mackenzie Alpine Sports Society, representing the Revelstoke community, purchased the area. In 1985, title to the Lands was transferred to the City of Revelstoke.

The existing Mount Mackenzie Ski Area consists of 2,000 vertical feet, between 1,650 and 3,650 feet above sea level, with 14 developed runs, serviced by a double chair lift and handle tow, a newly constructed ski lodge, maintenance buildings, located on the Crown Lands which are held by the City under a License of Occupation. A privately-owned snow-cat skiing business - Cat Powder Skiing - operates on the upper alpine and subalpine area of Mount Mackenzie also by License of Occupation from the provincial Crown.

The City of Revelstoke, which owns the existing ski area, has sought a resort developer for almost a decade. The City's objective throughout has been to diversify the local economy and to provide an economic stimulus for the community. The desirable resort developer has the expertise, capacity and drive to develop a first class four season resort.

Throughout the process of searching out a resort developer, the City has worked cooperatively with Revelstoke Resort Ltd., the major private land owner of the base area lands to ensure cooperative action to enable resort development. What was to eventually become of the relationship between the City of Revelstoke and Revelstoke Resorts Ltd. was unforeseen.

Beginning in 1988, the City of Revelstoke worked with a development group who proposed to develop an international resort project. Their interest in Revelstoke was first triggered by the City's obvious commitment to becoming a first class tourist destination - as demonstrated by the Community Revitalization and Heritage Area Restoration Project. The existing community infrastructure was, and is, an important component of the area's potential development.

The project was in the development planning phase for three years when submitted for municipal and government approvals. A concept plan for the proposed resort was submitted in December 1990 and was approved by the City of Revelstoke. Subsequently, the development group submitted a Mount Mackenzie Master Plan in late March 1991 for review by the City and the province. The Master Plan was to form the basis of a Master Development Agreement over Provincial Crown Lands for the development of the ski area.

The Master Plan proposed the development of a Four Seasons International Resort, with the following components: ski development; base area development; and, timing. Construction was scheduled to start in early 1992. Events quickly turned however, and the City of Revelstoke cancelled the agreement as the development group did not live up to the terms of the preliminary agreement. The nightmare had only just begun.

The development group in turn sued the City for sixty million dollars defending that their not meeting the deadline was due to resources not being provided by the City to enable meeting the deadline. It cost \$500,000 to defend in court. The City was successful in its defence. The Courts found in favour of the city and awarded costs but they could not recover those costs from a company that had no money.

The experience was not without its lessons. For example, the City's subsequent search for a resort developer was tempered by the following:

- the City would not provide subsidization from local taxpayers;
- the City would have to be assured of any proponents' financial capability to perform as well as tailor agreements to insure performance;
- the City wanted the resort's retail side to be complementary to existing retail and not create unnecessary duplication of outlets;
- it would be desirable for the City and the resort to coexist as a single entity while each retain/develop their individual identities;
- for its' sake, the City's sake and the Province's sake, the Resort would have to, as best possible, prove its potential for success so that no one ends up with a white elephant on their hands;
- market studies would particularly have to address the negatives of the lack of growth in the industry - coupled with the aging population and other demographic issues;
- the City wants the nature of the resort to be such that it will attract a clientele who share

Revelstoke's values; and,
the City is aware of the painful lesson learned by others that the extra tax base that attaches to major developments is often times insufficient to meet the full costs of servicing those developments.

Keeping these factors in mind, the circumstances for development entering the first season of the millennium is well planned. The 1998/99 season is proving to be a turning point for Mount Mackenzie's fate as a ski destination, with the owners and operators of Cat Powder Skiing taking on the operation of what has been named Powder Springs Resort. Furthermore, Revelstoke Resorts Ltd. (a consortium of private land owners) and a group of Austrian developers have joined as partners to develop the Mount Mackenzie Resort in accordance with the City of Revelstoke.

Despite the fact that Mount Mackenzie has carrying capacity of Garibaldi/Whistler (two mountains at Whistler) combined, the desire is to keep the development at a capacity of 6,000 skiers per day or less. The City's greatest concern is that the very character that makes the area attractive and unique will be lost if the resort is too big. The articulation of these points contribute to what is working this time, and was lacking in previous attempts.

The future of the major development of Mount Mackenzie as an alpine ski development that has preoccupied the community's attention for a decade, is now clearer as this partnership of developers has amalgamated. A cooperative planning program between the City, Revelstoke Resorts Ltd., an Austrian consortium, and the operators of Powder Springs Resorts, is being undertaken to establish a development plan which addresses the following considerations: key land parcels, a realistic accommodations development program, an appropriate tourist amenity package, mountain improvements, a year-round marketing strategy and, improved access. Furthermore, water supply, sewage treatment, utilities (electrical, power, propane), maintenance areas, and staff accommodation are being planned for.

A Memorandum of Understanding between the City, CAT Powder Skiing, the Austrian Consortium and Revelstoke Resorts Ltd. will act as an interim document to ensure protection for all parties involved and allow for smooth transfer of the operation of the ski area. This is also the foundation between the City and CAT Powder Skiing Inc. for a ten year lease agreement currently in the legal process. The Memorandum of Understanding also set terms and conditions for sale of the city's ski hill property to Revelstoke Resort Ltd. and the Austrian Consortium for resort development. The first phase of the development is planned to begin in 2002.

Phase Two ***Economic Development Strategy (1995)***

The 1985 Strategy was prepared at a time of significant economic change for Revelstoke. The construction of the hydro dams and railroad tunnel was complete. Revelstoke, which had been a prosperous (higher than provincial average) stable community for twenty years or more, was experiencing a population decline. Since 1985, the economy and appearance of Revelstoke have altered significantly. It became apparent that a new economic development strategy was needed.

In 1995, the economic stability of Revelstoke again became a concern, fuelled this time by proposed changes in the forest industry. There is an ongoing concern that the youth of the community need to have opportunities to settle in Revelstoke, before or after obtaining specialized training. Finally, there was, and is, a concern that segments of the population are being excluded from its economic benefits. These matters added to the importance of preparing an updated economic development strategy.

The 1995 strategy builds on Revelstoke's Community Vision, and the organizational capacity of economic development organizations in the community. Further, it is designed to respect community culture. An economic development strategy that fits the community culture makes it much easier to build and sustain community support. It maintains the community driven agenda for economic development.

The strategy presents an analysis that has applied strategic planning to each key sector of the economy. It analyses each sector in detail, presents the four community development ingredients and six local economic development ingredients critical to the success of community economic development, and concludes by recommending methods to implement the strategy. It is a planned strategy that will guide Revelstoke's economic development for five to ten years from the time it was written (1995).

The importance to small communities of having a practical, realistic and achievable strategy is fundamental to achieving positive change. A real demonstration of the impacts and benefits of a CED Strategy have been reinforced by Revelstoke's successful implementation of its 1985 Strategy.

The more recent 1995 CED Strategy will provide an understanding of how the coordination, ongoing implementation and revision of priorities can be achieved.

Vision

During 1993 Revelstoke and area was the subject of a research project titled "Mountain Town with a Vision" sponsored by the Earth watch Centre for Field Research. This project helped to facilitate the City of Revelstoke's Visioning process, which began in late 1991.

A vision expresses what members of a community want their community to be like in the future. It imagines the way of life of future generations (twenty years from the present), were the community to achieve everything it wanted. Its' purpose is to focus a community's energy to work toward their ideals and coordinate their efforts. A visioning process will often generate enthusiasm about community economic development, thereby encouraging citizens to become involved as leaders and volunteers in various capacities. Often, this process will also generate community pride, the benefits of which are immeasurable.

This process was precipitated by the City of Revelstoke's pursuit of a major resort development for Mount Mackenzie (discussed above Phase One). Such a pursuit created some controversy in the community. There was a real need to clearly establish the community's focus and direction. Some of Revelstoke's citizens foresaw that the formulation and implementation of a vision statement would aid the community's struggle to break away from its resource-based economy and to move with purpose into the 21st century. The Vision statement would ideally seek to achieve a sustainable community by balancing environmental, social and economic values. Forty citizens immersed themselves in what was to become a lengthy process.

The Vision committee members, who represented a range of community interests, prepared an initial draft of a Vision Statement. The Committee wanted to ensure that the final product represented the community's values, hopes and priorities, and that the Statement had the community's support and approval. In a community survey, 78% of the 980 respondents agreed with the draft vision statement. The data collection, research, focus groups and analysis completed by the "Mountain Town With a Vision" Research Project reinforced public support and provided the critical last ingredients to complete the final revisions to the Statement.

The Revelstoke Vision reads as follows:

"Revelstoke will be a leader in achieving a sustainable community by balancing environmental, social and economic values within a local, regional and global context. Building on its rich heritage and natural beauty, this historic mountain community will pursue quality and excellence. Revelstoke will be seen as vibrant, healthy, clean, hospitable, resilient and forward-thinking. It will be committed to exercising its rights with respect to decisions affecting the North Columbia Mountain Region. Community priorities include: opportunities for youth; economic growth and stability; environmental citizenship; personal safety and security; a responsible and caring social support system; a first-class education system; local access to lifelong learning, spiritual and cultural values; and diverse forms of recreation. All residents and visitors shall have access to the opportunities afforded by this community."

The resultant product attracted the attention of a graduate student who ran four Earth watch groups through Revelstoke in 1993 and 1994 and carried out much more in depth research at the grass roots level to further define the community's interests.

Battersby (1997) feels that this project gave the community the information necessary to have a strong mandate in dealing with developers. The research contains recommendations to those who influence implementation of the vision - members of the Vision Committee, City Council and representatives of land management organizations in the North Columbia Mountains. It also identifies weaknesses in the visioning process.

The main weakness identified in the process is the lack of broad based public participation, a key element of Future State Visioning processes (Feick, 1995). This led to a lack of awareness among 50% of the citizens polled in a random telephone survey six months after Vision Statement ratification, and a perceived lack of ownership by the new City Council. Nevertheless, because the vision contained community values, principles and priorities perceived as worthy in their own right, 92% of citizens interviewed professed commitment once they read the statement.

Commitment tended to be greatest among people who served on the Vision Committee, although expectations demonstrated that this was not a linear relationship and other social factors besides participation in the vision-setting process affected the extent of commitment to the vision. Perceptions of the vision's achievability were also high (over 70%), even among visitors to the community (68%).

Residents demonstrated an ability to articulate how they could personally implement key concepts in the Vision statement, including most community priorities, as well as what they should do as a community to achieve their vision. Environmental Citizenship appeared to be the easiest term for residents to actualize, primarily by recycling. Revelstoke's historic purchase of a Tree Farm License and establishment of the Revelstoke Community Forestry Corporation (discussed further in Phase Two of Chapter Four) exemplify another concept central to the vision related to sustainable community development - local management of natural resources. Residents and visitors alike view this as a prime opportunity to implement the vision's concepts of sustainability and balance.

The major problem with the Vision statement itself is that it does not define key terms, especially the meaning of sustainable community, leading to confusion and misperceptions. Almost one third of those surveyed perceive sustainability to imply sustaining a comfortable lifestyle and status quo economic growth and development rather than a system of ethics that recognize and limit the impact of human activity on the environment and which balance environmental, social

and economic values. This lack of common understanding of the focal point of the Vision statement weakens its utility as a sustainable community development tool.

Six months after the vision's ratification, approximately three quarters of the residents surveyed personally or by telephone expressed uncertainty or doubts about City Council's application of the vision and 77% did not think City Council was taking action to implement the vision's list of community priorities or that actions they took were contrary to the vision's principles.

Many Vision Committee members and other citizens who are aware of and committed to the vision, are now active in other committees and using the Vision statement in planning processes.

This provides hope for the effective long-term application of Revelstoke's vision in sustainable community development. Progress toward achieving this Vision has been made over the past five years in an informal and uncoordinated manner. Weir (1998) believes this process could now be formalized and co-ordinated through public and private support.

Overall, the community supported the project because it proved itself to be an effective way of enhancing public awareness of the concepts of sustainability, ecosystem management and environmental citizenship. It also provided some important feedback to land management agencies and community leaders on public opinion regarding land-use issues which transcend artificial human boundaries such as national parks, tree farm licenses, electoral districts and city residential zones. Given Revelstoke's location and its resources, both human and physical, there are significant opportunities where individuals can earn a living while respecting and advancing the community vision.

An interesting spin-off from the visioning process was the establishment of the Columbia Mountains Institute of Applied Ecology which bridges the gap between environmental and improved resource management. The Columbia Mountains Institute of Applied Ecology is detailed in Phase Two of Chapter Four.

These two phases completed the establishment of the primary elements needed to successfully engage the principles of CED in action. The key message of this chapter is for the reader to realize the importance of strategic planning. Strategic planning is a process where all the alternatives are considered and the best path is chosen. An informal group, an organization, or an entire community can engage in strategic planning. The process forces the group to analyse their internal strengths and weaknesses, and the external opportunities and threats that may affect the path the group chooses to follow.

Tourism Development Strategy (1997)

In 1993, a detailed community survey of Revelstoke was conducted and a Vision Statement prepared. The Vision Statement, which provided direction and a statement of community values,

is being used to guide Revelstoke's growth and development. In 1995, this vision statement served as the basis for the development of the Community Economic Development Strategy. The Economic Development Strategy (1985) states that "Tourism should be the growth sector in Revelstoke over the life of the new economic development strategy", and recommends that a four season tourism strategy be prepared. This recommendation was subsequently reinforced in the 1995 Strategy which indicates that the preparation of a tourism development strategy should be a high priority for Revelstoke.

The focus on tourism as an economic development priority reflects recognition of its growing status as a viable and sustainable industry sector. The 1997 Tourism Development Strategy states that while tourism will not address all Revelstoke's employment and economic development objectives, it can, if properly developed and promoted, contribute to the overall diversification and stabilization of the economy. The Revelstoke area is home to an impressive range of natural and built tourism resources. Taking greater advantage of the tourism potential of these resources will be largely dependent on the ability of the community to attract visitors interested in the products and services it has to offer.

In order to ensure that Revelstoke is well positioned to take advantage of current tourism trends and to increase the economic contribution of tourism to the community, a consulting group was retained to work with a designated Steering Committee and Revelstoke tourism operators, to prepare a Tourism Development Strategy for Revelstoke.

The overall goal of the strategy is to provide the City of Revelstoke with clear direction relative to the development of the community's tourism industry for the period 1997 to 2005. The tourism development strategy supports the following:

- achievement of a sustainable economy in keeping with the community's Vision Statement;
- promotion of tourism growth and development to ensure economic stability;
- contribution to economic adjustment and transition;
- enhancement of the growing tourism and outdoor recreation sector; and,
- diversification of the local economy and creation of job opportunities.

The Strategy is further discussed in Chapter Five. Chapter Four now details the secondary elements Revelstoke needed to further the successful implementation of CED principles.

Chapter Four - Secondary Elements

Chapter Four is organized into two phases. These phases chronologically organize the secondary elements which were comprehensively planned to diversify and strengthen Revelstoke's economic base.

Phase One

Revelstoke Community Futures Society

Introduced in 1986, Community Futures is a Government of Canada initiative designed to encourage non metropolitan communities to be the innovators, leaders and directors in solving their long-term employment problems. The Community Futures client is a community or set of communities that make up a labour market area. A community, as defined by Community Futures, is an area described by boundaries which include the surrounding rural area and a local community or group of communities which share economic and employment characteristics or problems.

To participate in Community Futures, communities must demonstrate a level of need that is greater than national or regional levels as measured by various indicators such as the level of unemployment, dependence upon social assistance or other income transfer, age of the workforce, workforce participation rates and educational levels. The focus of Community Futures is community economic development (CED) - the objective of which is the mobilization and full utilization of the human resources of the community.

In Revelstoke, the Economic Development Strategy identified the need for locally based financing and entrepreneurship training. Access to credit was identified as a weakness in the community, therefore the new Futures program enriched their capabilities. It was recommended that Revelstoke apply to the LEAD Program of Canada Employment. This program was subsequently replaced by the Community Futures Program and accordingly an application for designation was submitted. Revelstoke and area was designated a Community Futures

community by the Minister of Employment and Immigration Canada in January 1987. With this designation, Revelstoke became eligible to participate in the Community Futures Program as part of the Canadian Jobs Strategy.

The promotion of economic opportunities and the development of employment adjustment measures were the primary purposes of the society. A strategic plan was developed during the initial phase between April and July 1987. Approval of the five-year program with financing of \$3 million for the operation of the Society, the Business Development Centre and the Self-Employment Incentive Program was received in December 1987.

The Self-Employment Incentive Program provided financial assistance to individuals who were receiving unemployment insurance or social assistance and who wished to start a new business. This program provided needed transitional support for individuals to become self-employed. The program was terminated in March 1992, and was replaced with the Self Employment Assistance (SEA) program. The Business Development Centre then submitted a proposal to deliver the SEA program in Revelstoke.

An important goal of the Community Futures proposal is to provide training in Revelstoke, directed toward identified employment opportunities. The Society has acted as a local coordinator and has contracted with individuals and training institutions such as Okanagan College to deliver appropriate training at the community level.

Key success factors to this CED application in principle, include: development of a community based program, significant financial support is provided, risk financing is made available at the small community level, advisory staff available, structural employment issues are addressed, and local training is provided.

The Revelstoke Community Futures Society - incorporated in June 1987 - successfully implemented the Business Development Centre, Self Employment Initiative program, and the Training and Community Initiatives Fund Options program during its first seven years of operation. Collectively these programs had a significant impact on employment restructuring in the Revelstoke region. The Community Initiatives Fund support resulted in the realization of the Railway Museum which was completed in June 1993.

Despite these initial significant impacts, there continued to be an ongoing need for employment creation, training and employment restructuring in the region. Accordingly, a proposal was forwarded for the formal integration of the Community Futures Society and Business Development Centre.

The Community Futures Society and Revelstoke Business Development Centre operated on an integrated basis since their incorporation through participation in the Revelstoke Enterprise Centre. The integration became formalized in 1994 and the name of the Community Futures Society was changed to the Community Futures Development Corporation (CFDC) of Revelstoke and the Business Development Centre became a subsidiary of CFDC.

Prior to the integration, the Society addressed its priorities by assistance with the completion of the Revelstoke Vision Statement, providing financial and volunteer support for the preparation of a new Economic Development Strategy while addressing the issues of training and self employment. Several infrastructure projects were initiated which assisted the economic development of the region.

Successes which were achieved in its final year of operations as the Community Futures Society, included the formation of an Adult Learning Council which resulted in the approval of Revelstoke as a Community Skills Centre by the Province of British Columbia. This enabled the training of adults to be provided locally in areas which are relevant to new and ongoing employment. New committees were established for Telecommunications and Value Added Wood Products Development. The Society participated in the successful installation of navigational aids on the Columbia River intended to enhance tourism opportunities. The anticipated completion of the Economic Development Strategy (1995) was foreseen as a tool to establish both a framework and priorities for future developmental initiatives.

The creation of Community Futures by the government was a very generous act to give communities the opportunity to plan for themselves. Community Futures' overriding philosophy centering around 'Community first', and an understanding that the reason their organization exists is to support the community collectively has been of broad benefit to resource towns across the country.

The continuing priorities of the organization include training projects, self employment and business development, implementation of the Economic Development Strategy (1995) and continuing support for infrastructure development to enhance economic opportunities.

Business Development Centre

One of the strategic initiatives of the Economic Development Strategy (1985) was the formation of the Revelstoke Development Society. As noted above, the group was designated as a Community Futures Society in 1987. The society incorporated a Business Development Centre in November 1987. The results were immediate, positive and very noticeable in the community. The society and the centre successfully implemented the strategy as originally proposed with only minor adjustments.

The Revelstoke Business Development Centre began as a local financial services company created to help people start or expand small businesses. Its goal was to encourage community based economic development and increase the quality and number of jobs in the Revelstoke area. The company was guided by a group of volunteer directors representing local business and interest groups. It was capable of investing in local business by managing a revolving loan fund on behalf of the Canada Employment and Immigration Commission Community Futures Program. Money from the fund was loaned on a commercial basis at current bank rates. However, all interest and loan principal repayment was used to expand the capital available for reinvestment in business in Revelstoke.

The Business Development Centre provided two broad categories of assistance to individuals engaged in, or planning, a business. The Centre offered advisory services in the form of managerial, technical and business planning assistance. The financial services were in the form of loans, equity participation and loan guarantees. Key success factors of this CED application include: availability of financing in rural communities for business development which creates employment; local decision-making capabilities; professional staff; business advisory services at community level.

The BDC's objectives included:

- Contribute to the provision of stable long term employment opportunities in the Revelstoke region.
- Assist with the development of local business opportunities which provide or promote employment.
- Provide business advice and information to assist with the successful planning and implementation of new or expanding business.
- Participate in the financing of enterprises which create local employment.
- Maintain a diversified secure loan portfolio to insure maximum reinvestment.

The BDC continues to operate in 1999 as a committee of the Community Futures Development Corporation of Revelstoke. The ultimate objective of the BDC is to provide funds and assistance to small business and in so doing create a diversified solid loan portfolio that will revolve on a self sustaining basis. The portfolio is meant to provide income for both continued growth and administration. In addition, the centre had to insure business and management client services were continued on a long term basis and that adequate resources are available to provide the services.

By virtue of their existence, the Business Development Centre acknowledged that a community loan fund is an important community resource. Upon the initial capitalization of \$1.5 million of

federal capital, there exists one decade later \$3.5 million. The Centre loaned \$3.35 million during the first seven years of operations, of which a total of \$1.6 million was revolved with the fund and \$29,000 was written off as bad debt. The Centre assisted over 600 people with employment and 3500 with business services during their independent existence. This has had a significant impact on the community.

Since 1987, the BDC has responded to the needs of the community. Originally as a centre, and now as a committee of the CFDC, the BDC has provided a solid foundation for the development of a community based financial institution. A good reputation with local business has been established as the BDC has become very much a part of community economic and employment development in Revelstoke. The original economic goal of diversification of the employment base has been addressed by a significant rise in self-employment, home based business, increase in the service sector and new value added wood manufacturing ventures. This vital role in the community is now the responsibility of the Community Futures Development Corporation of Revelstoke (CFDC). The CFDC is discussed further in phase two of this chapter.

Enterprise Centre

The Enterprise Centre is based on a 'one stop shopping' concept for economic development services - it has become a model for other communities in the delivery of community economic development services. A variety of developmental initiatives and services are provided by the participating organizations and all are available at one central location. The participants at the Enterprise Centre began as: Revelstoke Chamber of Commerce, Community Futures Society, Business Development Centre, and the Economic Development Commission. Today, with the amalgamation of the Community Futures Society and the Business Development Centre into the Community Futures Development Corporation of Revelstoke, three organizations make one unit. Timing was key to the Centre's cooperative, co-habitative relationship, as all three organizations were all evolving at more or less the same time. As each grew individually, each also grew to learn how to work together cooperatively.

This cooperative approach to community economic development consolidates the delivery of development initiatives and provides a community focus for developmental services. Effective communication and cooperation between the development programs is promoted through sharing of premises and joint use of support staff and equipment. All participating organizations benefit from the effective use of funds by sharing expenses. The cooperative and strategic partnerships, the focal point of a one-stop shopping business development destination, the effective use of staff and resources, the emerging mutual support and backup, independent boards of directors - each of these key success factors promoted effective communication and an effective working relationship between the organizations of the Enterprise Centre.

With completion of the Economic Development Strategy (1995) and the putting in place of an infrastructure, Revelstoke was well positioned to initiate change and make the necessary adjustments to the new economic realities.

Project initiatives implemented follow the recommendations of the Economic Development Strategy (1995) and can be broadly categorized in the following sectors: forestry, other natural resources, transportation, tourism (marketing & development), business development & finance (small business training & retail), government services, and, community, organization & human resources. It is important to note that almost all of the projects implemented in Revelstoke have involved a collaborative and cooperative effort of two or more community organizations, government agencies or business sectors.

The Enterprise Centre has sponsored the establishment of a number of development organizations and projects. Each of the following examples of enterprises or projects have been nurtured until they have developed the capacity to operate independently. Examples of the process of developing capacity include:

- The incorporation of the Revelstoke Heritage Railway Society as a non-profit organization and the development of the Railway Museum Project.
- The establishment and incorporation of the Adult Learning Council to develop and coordinate the local delivery of adult training and skill development. This initiative resulted in the building of the Revelstoke Community Skills Centre.
- A 1996 initiative was the establishment and incorporation of the Columbia Mountains Institute of Applied Ecology. The purposes of this Institute are to coordinate ecological research, disseminate information, and provide training, all leading to improved ecosystem management.

The current goals of the Enterprise Centre are to assure that the strategic planning and effort for Revelstoke is successfully implemented through concerted action focussing on the following: ensure community control; improve quality of life of the community; protect and create jobs for residents; generally assist the unemployed. Activities initiated by the Enterprise Centre include:

- established job support centre,
- job search and placement assistance,
- training for marketable skills,
- promotion of training for local organizations (daycare training, community career centre, skills centre),
- business technical assistance,
- holds annual conferences,
- facilitates networking,
- designs joint projects with CED groups, including preliminary development funding, and

- many collaborative relationships with organizations inside and outside the community.

The Enterprise Centre is committed to building the capacity of community controlled organizations to generate durable social and economic benefits. They are committed to aiding others in building local and regional economies that are sustainable. It is not easy. It is a lengthy process. But results can and are being generated.

The empowerment, community-building, employment, and service elements in the Enterprise Centre distinguish it from the usual working relationship between a Chamber of Commerce, a Community Futures Development Corporation, and the Economic Development Commission.

This integrated approach has the three organizations working through the relationship between what is going on in the community and what is happening in the regional economy, and then making clear decisions about mission and strategic goals. By participating in a strategic planning approach, the Enterprise Centre was able to refocus their efforts in a productive and realistic direction. The three organizations learned about using joint ventures as a strategy to build an economic base for our community. These strategies make a big difference in how the Enterprise Centre goes about implementing the process of building the community's future.

How did the Enterprise Centre practically, on a day to day basis, start and keep working together? There is not an easy answer to this important question. There are many facets to why the Community Futures, Chamber of Commerce and Economic Development Commission first came together, and continues to work together under the umbrella of Enterprise Centre. They include:

- the threat of change is often an important factor to organizing a community's efforts to engage in the practice of CED;
- the community of Revelstoke was facing an economic crisis starting in 1983, a trigger for the leaders to join forces and work towards making a difference internally;
- they decided they wanted to *do* something about their economy and were *committed* to it,
- this commitment came by way of strong leadership, and local equity;
- part of this decision to do something about the economy was the realization that they could no longer rely on outside players to make a difference to their economic state of being - this realization was the driving force behind the commitment to make a difference;
- an experienced player who knows how to get something done was hired to be the community's economic development commissioner;
- there was an understanding right from the beginning that it takes something to make something;
- that something is vision, scope, experience and understanding of what needs to get done;

- incremental, small successes over time contributed to the community's capacity;
- the fact that Revelstoke is a clearly defined community is fundamental to our success?;
- watershed events in Revelstoke's history contributed to collective thinking amongst community members; and,
- one program builds upon the other, in turn building credibility - the capability to carry out a project was gained.

The knowledge gained and the tools shaped through this endeavour have contributed to the organizations' collective understanding and capacity to strengthen their rural community.

The Enterprise Centre illustrates the potential and the need for a community-based advocacy and support service to conduct activities which are beyond the time and finances of individual CED groups. To be effective, it requires the support of a wide coalition of local organizations. The goals of the group have remained the same: to promote CED in a broad sense, combining both social and economic goals - avoiding concentrating on only business development. The Enterprise Centre aims to organize and diversify the local economy. The Enterprise Centre is committed to continue to support projects relevant to the empowerment of people committed to building healthier, sustainable communities.

Phase Two

Revelstoke Railway Museum

Revelstoke is an historic railway community located 45 kilometres east of the famous Canadian landmark at Craigellachie, the site of the driving of the Last Spike in the completion of the Trans-Continental Railway which united Canada. The Rogers Pass route through the Selkirk mountains just east of Revelstoke, proved to be the most difficult and hazardous section of the railway line.

The preservation of this rail history became a community priority starting in December 1986 when community members interested in developing a Railway Museum first met. These community members became the Selkirk Division of the Canadian Railway Heritage Association (C.R.H.A.), incorporated in April 1987. They petitioned the Community Initiatives Fund subcommittee of Revelstoke Community Futures Society. A resolution is passed in November 1987 by Community Futures shortly thereafter supporting the "construction of a major Western Canadian Railway Museum in Revelstoke by the Selkirk Division of the C.R.H.A." Initial equity and administrative support was therefore provided by Community Futures.

The idea to preserve their rail history came from the community and was reinforced by their Economic Development Strategy (1995). The development of a Railway Museum and capitalization on the railway history of the Revelstoke area are significant components of the

Economic Development Strategy (1995) for the City of Revelstoke. It was determined in the Economic Development Strategy that a Museum be constructed to acknowledge the importance of this significant undertaking to Canada's history. The community therefore supported this proposition from the outset, and thought it imperative that their cultural heritage and artifacts be preserved, exhibited and interpreted for future generations.

In 1987, Revelstoke's Community Futures Society determined where they could best assist with long-term tourism development under its Community Initiatives Program. A number of tourism related opportunities were identified which would provide for increased employment in the Revelstoke area. They included:

- construction of a narrow gauge railroad from the Revelstoke Dam Visitor's Centre to the downtown core of Revelstoke,
- formation of a Railway Club, and
- a tour of the CP Rail Yard.

These proposals further strengthened the importance of developing a railway museum.

The development of the Railway Museum also served to fulfill the Revelstoke Heritage Railway Society's purpose of promoting an interest in and developing an awareness of the railway and transportation in the Revelstoke region. The Revelstoke Heritage Railway Society noted that a significant trend in tourism is the desire to gain knowledge while perusing authentic local heritage and cultural experiences. They predicted that a Railway Museum would take advantage of this trend while interpreting and promoting this significant component of Canada's cultural heritage.

A site near the CP Rail Yard was chosen as the ideal location. Preparation of building and site concepts are then prepared. CP Rail was formally approached with the Site Plan and supporting documentation for an area of six acres from the K-Yard Site for a Railway Museum. CP Rail denies this request. Alternative sites are then reviewed - a City owned piece of property known as Track Street is chosen and approved. In July 1990 the Revelstoke Railway Museum Proposal is completed. This documentation enables the Society to present the concept to City Council, and the Community Futures Society. Further, application for GO B.C. funding is submitted.

As noted, there was considerable community support and interest to establish a Railway Museum - the community support to make this project successful was therefore in place. The Museum became an effective training ground for volunteers. This project built community capacity as volunteers gained tremendous experience in the application of community economic development principles and were empowered to do so. This built at home project initiated a trend in Revelstoke of strong community involvement that continues to this day.

The Community Futures Society was a leader in the initiation and formation of the Revelstoke Heritage Railway Society. The Revelstoke Heritage Railway Society was incorporated April 26, 1988 with a Board of Directors representing a cross section of the community. The governance of the Railway Museum deals with the issue of community support by partnering with other organizations in the community (Parks, City, CFDC etc.). These partnerships are represented by membership on the board. From the Revelstoke Heritage Railway Society emerged a steering committee to build a Railway Museum in the community.

This Society is an example of the process of developing capacity which Community Futures engages in. They sponsor the establishment of a number of development organizations and projects. Each of the enterprises or projects are nurtured until they have developed the capacity to operate independently. The incorporation of the Revelstoke Heritage Railway Society as a charity and the development of the Railway Museum Project exemplifies how a community based business can be initiated and completed.

Planning was supported by the Community Futures Society - they provided the capital and administrative support needed to conduct needed research. For example, a market analysis was prepared by Community Futures for the purpose of evaluating attendance at the Revelstoke Railway Museum. An extensive review of visitation indicated that the Museum would have an initial draw of more than 15,000 visitors per year which would increase to 27,000 by the end of the decade. These estimates have so far been met and are increasing proportionately with approximately 25,000 visitors passing through the doors in 1998.

Human development was an element of this project. An assessment of the economic impacts of the Railway Museum indicated that 18.6 jobs would be created through museum staff and by additional accommodation and food services expenditures in the community. By 1999, it is estimated that 39.5 jobs will have been created. The Museum further adds to the financial capacity of the community as another organization that can assist with funding other community projects.

Capital to build this project was provided by the Community Futures Society via their loan fund. The initial expenses, administration and management of the Railway Museum were contributed by the Community Futures Society. Funding for this project also emerged from other sources, including: GO B.C. funding, Community Initiatives funding, and Cultural Initiatives Program funding. The City of Revelstoke also provided capital through their donation of the land upon which the Museum was built. Originally the existing site was looked at - then the CP K Yard, however, the K Yard was not contingent with the downtown core.

The 11,000 square foot museum building was built on an eleven acre site adjacent to both the main line of CP Rail and the central business district of the City of Revelstoke. The gross project cost including land, construction and exhibits was \$1,610,640. The site preparation was extensive. Construction of the building began in May 1992 and the Museum opened in the spring of 1993. Receiving charitable status afforded the Museum the ability to issue tax receipts for donations which encouraged in-kind contributions.

The building is a facility for exhibiting Steam Locomotive 5468 as well as railway rolling stock and artifacts related to the steam era and the Mountain Subdivision of CP Rail. This museum, as predicted, has had a significant impact on tourism and consequently on job creation and business development.

Key dates of this project include: September 1990 the proposal was completed, November 1992 construction was completed, June 16 1993 the Museum opened, and on June 23 the engines were moved in.

The economic development of the Railway Museum is supported by the Craigellechie site where the last spike was driven, and a Bingo license which generates net revenue of over \$50,000 annually.

Timing and maintaining focus were two essential ingredients to this project. Further, a strong commitment to deliver a quality end product carried this project through.

The Museum would not have happened without CF's initial \$25,000 donation towards feasibility studies at the outset. Fact finding - which included visiting other museums - was an important part of the project's planning and visioning. A market study was also important - to determine what was needed to support sustainability.

The Railway Museum in Revelstoke is an integral part of our comprehensive tourism package. It has helped to redirect the community and expand its employment and investment goals from the construction industry philosophy which offered limited long-term employment benefits. Overall, the Revelstoke Railway Museum has been a huge success, while complimenting existing tourism attractions by capitalizing on local history and current tourism trends.

Community Futures Development Corporation of Revelstoke

During the year ending March 30, 1996 two community organizations (Revelstoke Community Futures Society and Revelstoke Business Development Centre Limited) were consolidated to form the Community Futures Development Corporation of Revelstoke (CFDC). Healey (1996) states that the two groups were successfully integrated and although the process provided a

variety of challenges the work paid dividends in the form of a new look and logo, a new board of directors and committee system, and a formal multi year plan.

An important part of that plan aimed at enhancing the Community Loan Fund to encourage employment in the community and provide operational income to invest in community development projects. In addition, CFDC was the catalyst in the renovation of the Enterprise Centre to better meet the needs of the client. The new storefront presence was established which includes the Chamber of Commerce, visitor information, business information, and a Community Internet Access Centre. Other operations of the Enterprise Centre continue on the second floor in renovated office space.

The geographic boundaries of the area serviced by the Community Futures Development Corporation of Revelstoke (CFDC) includes the City of Revelstoke and Electoral 'B' of the Columbia-Shuswap Regional District.

The organization is incorporated as a corporation without share capital under Part II of the Canada Corporation Act. It is a not-for-profit community based agency in the business of assisting individuals with employment, financial and training services. Serving as an integral part of the community's strategic development plan, the corporation is working toward a community vision.

The CFDC is a broadly based community organization that delivers the Self Employment Assistance program, training, and community economic development programs and projects. The principal resource for the corporation is a revolving community loan fund. The organization has successfully served individual clients and the community at large for eleven years. It is directed by a dedicated group of fourteen community volunteers and is managed and operated by four full time, one part time and two full time short-term contract employees. The operation is funded through Western Economic Diversification, Human Resources Canada, and local short term fee for service contracts.

The corporation is directed by a seven member Board with the assistance of seven honorary directors. The volunteer board represents a cross section of the community and has a wealth of experience related to community economic development.

CFDC involves itself in a variety of community development projects. Examples include: assistance and support for the creation of the Revelstoke Community Foundation; administration and support for the development of the Columbia Mountains Institute of Applied Ecology; a youth loan fund; a local forestry loan fund with Forest Renewal British Columbia; and special community events including Railway Days.

Small business development continues to be a major component of CFDC's economic development program. The Self Employment Assistance program has assisted self employed people in the community with training support for qualified businesses. A lot of time and effort have gone into delivering the SEA program in Revelstoke. The work started with the strategic planning for the development and diversification of local markets and employment. The support program funding was viewed as a valuable source of working capital for unemployed individuals interested in starting a business in the community.

The CFDC staff work directly with all SEA clients by providing training advice and direction on the development of a business plan. In many cases, it includes providing information and training to individuals to insure they understand the basic concepts for planning and operating a business. Staff ensures that clients take a realistic approach in planning for new business in the area. Encouragement is only provided if success is deemed possible.

Clients are encouraged to view themselves, the business, and potential risks objectively. In the event the risks outweigh the potential benefits a new plan, business, training or alternatives are suggested. CFDC promotes outside financing to get a second opinion on the business plan. Once the plan is approved and the contract signed, staff continue to work with clients to insure that proper plan implementation occurs.

The SEA program provides advisory services to clients which can result in more efficient business practices and/or change in quality of employment. These activities are very hard to quantify, however are apparent through the demand for advisory services. The success of this program has its origins in the community based decision-making process. CFDC monitors its resources closely to assure cost effective lending and advisory services for both the short and long term.

Operating funds for the overall CFDC were provided through two major fee for service contracts together with some earned income. Their overall financial goal is to be self-sufficient and not rely on contracts with the Federal Government. The primary driver for self sufficiency is the loan fund. Once this fund achieves a size where it can sustain itself, additional interest income becomes available for operations and community projects.

CFDC of Revelstoke's stage of development can be characterized as a growing and expanding CED organization. The organization's ultimate objective is to develop and manage a self-sustaining community economic development agency. To help achieve this goal the organization will increase the capital base of its revolving loan fund to a degree that sufficient revenue is earned to cover general operational expenditures for the loan fund and development organization as well as provide a contingency for bad debt loss (achieve self-sufficiency).

The agency will continue to assist clients with the necessary advice, direction, information and financing to help start businesses within the region and thereby increasing the quality and quantity of employment in the area. In addition, the corporation will facilitate and initiate programs and projects that will continue to address the issues of economic adjustment, diversification, employment development and training.

Directors are involved in decision-making via involvement with the organization's three main committees (Executive, Business Development Loan, Self Employment). Ad Hoc Committees are organized on an as needed basis to be responsible for special infrastructural projects, economic development initiatives or community support programs. Each committee completes a specific task within the overall strategic plan of the corporation and community. These committees have operational authority and report monthly to the Board.

In addition to committee direction and decision-making duties, board members serve as the bridge to the local community bringing residents' perspectives to the organization and taking back a broader personal understanding of economic development to the community. This type of interactive participation by the Board assures ongoing community connection.

CFDC's main achievements over the past year - 1998 - are diverse. CFDC's lending target for all funds was set at \$1,350,000 in the 1997 plan. In response to the slowdown in the forest industry and the overall sluggishness of the B.C. economy, they amended their lending goals to \$1,000,000 in mid-summer. CFDC expects that they will have met this new target by the year end.

CFDC successfully negotiated a lending partnership with the Columbia Basin Trust and four other CFDC areas. This pilot project enhances the financial services the corporation offers.

Their Self Employment Program resulted in 15 new businesses starting up.

Their training programs assisted many business owners in the community to learn new skills and ideas. Training topics included: Business Planning, Marketing, Financial Statements, Time Management, Organizational Skills, Small Business Taxes, Managing for Growth and Inventory.

A Youth Employment Coordinator was hired to assist young persons prepare for, find and keep meaningful employment. In addition, a summer Youth Employment Coordinator was hired to assist students with finding suitable summer employment.

CFDC has enhanced community capacity building by inviting a youth representative to attend their board meetings as a honorary director.

A proposal to hire a Value Added Design Coordinator for the Revelstoke area was approved for funding but they were unable to locate a suitable candidate to fill this position.

Assistance was provided to Revelstoke Secondary School in the setting up of their Wood Links Program - Wood Products Manufacturing, which is designed to show the current range of manufacturing opportunities to students while providing a set of skills that will allow participation in and the development of a more vigorous industry.

A steering committee was formed to develop a Community Foundation. This project has been waiting for many years for support from local community leaders to implement.

A committee investigating opportunities for revitalizing the city entrances has developed a plan for the revitalization. The committee has now been adopted by City Council as the Community Enhancement Committee and revitalization work has commenced.

The CFDC evidently builds tangible individual and community capacity.

CFDC staff and volunteers are enthusiastic and energetic individuals who are committed to the transferring of community economic development knowledge to other communities. Revelstoke has been able to dramatically improve its local economy through fifteen years of systematic implementation of community economic development (CED) processes. The implementation of CED processes has resulted in increased economic activity, jobs and local control of the economy. In addition, there has been the development of individuals and organizations. These individuals and organizations have been able to establish and sustain a variety of community and private sector activities. Revelstoke has become a better community to live and work in. The CFDC was an integral part of this story.

Revelstoke Community Forest Corporation

In 1993 the Revelstoke Community Forest Corporation, a private corporation, was established by the City to purchase and manage an area of public forest land now known as Tree Farm License 56. The Revelstoke Community Forest Corporation (RCFC) is a community venture to repatriate benefits from local public forests. This tree farm license is now the largest community forest in British Columbia - a province where forestry provides the foundation for the economy. Other communities have taken a keen interest in this endeavour. City and Enterprise Centre staff who were involved in this historic undertaking are often asked how it was achieved.

A short historical perspective of the events which led to the unique opportunity that made this venture possible is given, followed by a description of the steps taken to form the corporation, its

corporate structure, operations and achievements to date.

In the mid-1980s, the once-thriving city of Revelstoke was teetering on economic collapse. The hydroelectric mega projects that had sustained the mountain town's economy for a generation came to an end in 1985. The following year, the area's major sawmill closed. The collapse left only three small sawmills operating locally, processing a tiny fraction of timber harvested in the area's public lands - 28,000 of a total annual harvest of 700,000 cubic metres.

With the closure of the Downie Street Sawmill in the mid-80s, the local utilization of forest resources came to a head. From the outset, the two main players in this enterprise were the City and the Economic Development Commission. They conducted the essential promotion and brokering of this project. At the request of the community and City Council, the Minister of Forests cancelled Federated Co-operative's forest licenses because of non-utilization. Concurrently, the City was lobbying the Province to downsize Tree Farm License 23 (TFL 23) held by Westar Timber. The Chamber of Commerce publicly supported the provincial government's decision to downsize the northern block of TFL 23 because of inadequate harvesting levels.

In 1987 the TFL was downsized and residual timber was made available through bid proposals. The community was an integral part of the analysis of the bid proposals received and subsequently when the forest licenses were awarded, 110 sawmill jobs were re-established in Revelstoke. Human development is a key ingredient to building an economic base. The jobs that were created through this investment, and the experience that was gained by community members who participated in the decision-making illustrate the human development ingredient.

The forest resources of the Revelstoke region have always formed a component of the economic base, however much of the timber from the region has been exported to be manufactured outside of the region. In order to overcome this structural difficulty, the 1985 Economic Development Strategy proposed that a pulp mill study be undertaken and promoted.

The 1985 Economic Development Strategy promoted the diversification of the economy and specifically encouraged planning and research to be undertaken in the forestry sector. The city and provincial COED program funded a preliminary feasibility study of a 'chemical, mechanical, thermal pulp process' for Revelstoke. The report indicated that this environmentally friendly pulping process was not suitable given the forest resources of the area. In response to public opposition, promotion of a pulp mill was subsequently dropped.

Over the following three years, the City of Revelstoke and community groups worked together to create a new vision of regional forestry that would ensure more local timber would be processed in the community and contribute to the area's economic health. The local timber processing was

one part of an overall strategic plan to spur economic diversification. Other initiatives focussed on tourism, small business and industrial development.

It took another six years of determined effort, a lot of expensive advice and guidance from outside experts, and prolonged negotiations with provincial government and private interests to make the vision a reality. The solution involved working out a number of agreements, innovative partnerships with local timber companies, and financing, as well as establishing the RCFC - a new business entity.

In 1988, the City became involved in the consultation process to award a new license. Their recommendation that community-based processors be provided cutting rights was followed by the Minister of Forests, and two local sawmills were awarded tenures: Joe Kozek Sawmills Ltd., and Downie Timber Ltd.

By virtue of having inserted themselves into the forestry decision-making process, the City and the Economic Development Commission reviewed in detail the management and working plans for TFL 23, thereby continuing to make their presence and authority felt. Serious underlying problems regarding TFL management and utilization of timber resources were identified and submitted to the Forest Service. Substantial changes to the plans followed, confirming the growing expertise of City staff in this realm.

The City and the Economic Development Commission then worked together to submit additional briefs highlighting concerns about the management of TFL 23 and the alienation of cutting rights from community-based processors. Community Futures supported this enterprise, as did industry partners. The promotion and brokering of this enterprise was split between the political (handled by the City) and the technical (handled by the Economic Development Commission).

The City made the following recommendations to the Forest Resources Commission: communities should have more input on management plans for licenses, local processing would improve utilization and management, improved forest management would increase benefits and reduce potential allowable annual cut decreases, utilization standards should be improved, better recreational and tourism use of the forest should be encouraged, and, consistent application of the Forest Act was needed.

The magnitude of the community's determination was made even more evident in 1992. In March of that year, Westar made ready to sell the southern reaches of TFL 23 and its Castlegar sawmill to a U.S. lumber firm. The government created a review panel to make recommendations on the proposed transfer of harvesting rights. A public meeting followed, where over 500 Revelstoke residents insisted that the review panel recognize the need for greater

local control of local resources. Specifically, they demanded that 35,000 cubic metres of the forest land up for sale were a critical source of supply for local mills and were not to be alienated. The Province agreed. The timber from this area was instead allocated to the Small Business Forest Enterprise Program so it would remain available to local processors.

That fall, Westar Timber proceeded to negotiate the sale of its remaining TFL area (renamed TFL 55) as well as a nearby sawmill and other cutting rights to Evans Forest Products Ltd., a plywood and saw-milling firm based in Golden B.C. A new review panel was struck to examine the transfer of harvesting rights, and a second public meeting was held where almost 500 people again packed the community centre to hear representatives for the city, the local forest industry, environmental groups, the business community, and the recreation sector tell the review panel why the ministry had to reject the proposed transfer. Most of the criticism echoed the message from the previous meeting: it was not acceptable to give control of a large amount of local forest land to an outside company with no guarantees for local processing of the timber harvested.

The involvement of the community in this project was tremendous. By virtue of their involvement, community members' capacity for decision-making was greatly strengthened.

In December 1992, the government rejected Westar's proposal. Such a transfer would not meet the economic and social needs of the communities involved. For the first time in B.C.'s history, the government had denied a proposal to transfer cutting rights between private companies because economic and social needs would not be met.

In its report, the review panel recommended the Ministry consider alternatives to Westar's proposal. One significant option was to create a community-controlled forest as per a suggestion from residents of Revelstoke. The idea came from the community. In such an instance, the timber license and the profits from timber sales would be owned by a corporate representative of the community. In addition, local people could require forest practices higher than the provincial standard. The community asserted: "We could do a better job of forest management, protect local forestry and processing employment and ensure security for the future." The panel further recommended allocating at least half the allowable annual cut from TFL 55 to this community forest to make it viable.

This presented a unique opportunity for the City to act on their commitment to local control of local resources, and to become actively involved in the timber industry. The question was: could the community pull together sufficient resources to purchase and viably manage a significant portion of the timber rights that were up for sale? If it could not, Westar's original deal would go forward. The City had to move quickly. On December 17, City Council approved the concept of creating a consortium with local timber industry partners. Twelve days later, representatives

from the provincial government, Westar Timber, Evans Forest Products, and the City met to seek an agreement. The Minister of Forests allowed the City until January 21, 1993 to demonstrate progress on a proposal.

The City recognized the need to bring in knowledgeable and innovative advisors to develop their proposal. These acquired services cost the City approximately \$200,000, and the forest corporation was only at the proposal stage. On the other hand, those involved recognized that the expertise was critical to the success of the venture. During these weeks, three local milling operations proposed a unique partnership to the City. They would provide financing and industry expertise and assume some share of the risk in return for a secure timber supply from the proposed community forest.

Based on the work of the advisors, and with the support of local timber companies, the City was able to show substantial progress by January 21, 1993. The Minister of Forests agreed to consider a proposal from the City. On February 1, the following terms of acquisition were reached between Westar Timber, Evans Forest Products Ltd., the City and the Province.

- TFL 55 and its allowable annual cut (less 5% allocated to the Small Business Forest Enterprise Program) would be divided 50-50 into two tree farm licenses. Evans Forest Products would purchase the northernmost portion. The southern portion would be purchased and managed by a new corporation on behalf of the City of Revelstoke. Each party thereby secured cutting rights of approximately 98,500 cubic metres per year.
- The new corporation would have representatives from the City and the community on its board and an advisory committee which included partners from local industry. It would be required to sell 50% of the timber harvested to its industry partners. The remainder would be sold on the open market through sealed tenders to the highest bidder, with the income accruing to the corporation.
- The purchase price of the southern portion would be raised from the industry partners, the City treasury, and a bank loan.

The equity needed to invest in this project was initially provided by the City treasury for consulting services, administration etc., while the equity needed to purchase the TFL 56 was raised by industry partners, the City treasury, and a bank loan.

So, in 1993 the traditional forest town of Revelstoke spent \$3.5 million to buy its own tree-farm license and now runs its own forestry company. This gives the community more control over the resources in the area, encourages employment stability, and allows more direct involvement in wood products manufacturing.

In just five years, the RCFC has become a functioning forestry business yielding higher than

expected profits and providing substantial benefits to the community. As a private company owned by the City of Revelstoke, it helped stabilize the local economy and secure a healthier economic future. Half the timber RCFC harvested is sold to three local sawmills which invested in the project. The other half is sold on the open market. Infrastructure was an ingredient of this enterprise as a log sort yard was built to carry out operations.

Promotion and brokering was instrumental in the success of this investment. RCFC had to broker a deal between the public and the private that was completely unheard of. If 100% of the company was owned by the City - they would not have to pay taxes on the profits. Vision, confidence, leaders with vision, commitment needed - they are the elements which were needed. Industry as partners is key to RCFC. Mixing public sector way of doing business, animation skills etc. with private business. The paradigm of private ownership pervades. Yet, RCFC is an example of a unique mix of a company that is publicly and privately owned.

The community and the community's organizations' capacity (that is, readiness) was also a key factor in the success of RCFC. The facts were well in hand. Capacity was built throughout the process so that when nearing completion skills by the community's players had been acquired. A singular community vision was important - for example there was a remarkable turn out to the referendum 70% of the population who voted 76% in approval. The role of industry was also key.

Since its inception, the RCFC has implemented policies and procedures to ensure that the original commitments to the community are fulfilled in day-to-day operations: hiring, timber processing, suppliers, training, financial risk, return on investment and public information. It has also laid the groundwork for expanding its success through enhanced silviculture, innovative projects, and research and development, as well as improving access to timber for local value added partners.

The Revelstoke Community Forest Corporation exemplifies a community-based business that builds the financial capacity of the community by now assisting with the funding of other community projects.

Today the RCFC is in an excellent position to continue its success, even with the challenges of changes in forest practices and land use - and the current contraction of the timber industry in B.C. It is a success story that other communities across British Columbia are studying closely.

Adult Learning Council

Quality education is an integral part of CED. Quality education is a foundation for sustained economic development. It became obvious during the late 1980's - a time of considerable

economic change - that both the availability and adequacy of adult educational and training services in Revelstoke were lacking. Adults approaching the changing work place - present work force participants and those whose jobs disappeared - needed different skills than those traditionally sought. The twin issues that needed to be addressed in Revelstoke were: rising need and coordination of resources.

In 1992, the co-ordination, sponsorship and delivery of adult education and training in Revelstoke was variously provided by the School District No. 19, Okanagan College, Canada Employment, the Chamber of Commerce and the Revelstoke Community Futures Society. The Community Futures Society had been involved in the promotion and delivery of adult education and training in Revelstoke since 1988. In addition, the Society completed studies and surveys concerning: the need for Adult Basic Education (ABE), Illiteracy and Support programs, Training Needs survey, and an analysis of Adult Education. The Community Futures Society, School District No. 19 and Okanagan University College became concerned about unnecessary competition, duplication and/or lack of adult services. They decided to work collaboratively to explore methods of better cooperation.

A subcommittee was formed to work toward determining the best manner in which to address the community's adult basic education, skills and training needs. Their objective was to ensure that residents of the area had a reasonable opportunity to access adult education and that relevant training was available in Revelstoke to meet current and future community needs. Their goal was to provide a place for adults to improve their chances of obtaining employment. The subcommittee worked toward: making the availability of further education equitable, supporting continuing career education, supporting academic upgrading, and, special interest programming for the educationally disadvantaged.

In 1993 two facilitators from the Alberta Ministry of Advanced Education, experienced in setting up community education councils, conducted a visioning workshop where the participants created wish lists as to how they would like to see adult education delivered in their community. They emphasized that the intention of community education is to offer credit courses not already serviced by a college. This workshop inspired the subcommittee. The eventual outcome was the Revelstoke Adult Learning Council with a representation of the Revelstoke agencies that provide educational services to adults. Membership eventually broadened to include clients and active community members.

The Adult Learning Council was formed to assess the full range of adult learning needs in Revelstoke from a community perspective and, to coordinate all available resources so they yield the maximum benefit. It was determined that the Adult Learning Council would facilitate involvement in further education by Revelstoke adults and encourage systematic inter-agency

communication, cooperation and coordination in the provision of learning opportunities for adults.

The Revelstoke Adult Learning Council became an organization composed of representatives from the City, School District, Secondary School, Okanagan University College, Community Futures, Social Services, Family and Youth Resources, Canada Employment Centre, Chamber of Commerce and the Ministry of Skills, Training and Labour. They began to meet monthly with the basic mandate of promoting learning and training opportunities. In 1994, Revelstoke was selected as one of the first provincial sites for a Community Skills Centre. This selection can be attributed to the great efforts of the Adult Learning Council. The Adult Learning Council facilitated the process of developing the Centre.

In 1995, the Community Futures Development Corporation (CFDC) became involved in endorsing the joint proposal submitted by Okanagan University College and the Revelstoke Community Skills Centre to renovate the Farwell School facility. It was determined that the community would greatly benefit from having a modernized facility for the provision of adult learning. Farwell School was, at the time, a mid-50's building designed for elementary students which was not suitable for adult attendance. Renovating Farwell School was deemed as the most economical and expedient means of providing Revelstoke with an appropriate and attractive facility for adult learning.

An adult learning centre accommodating all agencies delivering adult education made it easier for students to access services, and led to cost savings with the sharing of common resources and facilities. In a city the size of Revelstoke, it made good practical sense to have a combined facility - a one-stop adult learning centre. Okanagan University College has provided great service to the community for many years, and the expanded training opportunities with the opening of the Community Skills Centre contributed greatly to improving the skills and education of their citizens as the community tries to cope with the rapidly changing workplace environment. The adult learning centre provided residents of Revelstoke with the opportunity to improve their literacy and numeracy skills. The objectives of the project were to offer a comfortable, nonthreatening environment where interested people could upgrade their skills for work, entry into courses for further training, or to achieve personal goals.

Community Skills Centre

Initially, the Community Skills Centre and the Adult Learning Council worked in conjunction. Where the Adult Learning Council's goal was to act as a coordinating, advocacy, lobbying and promotion agency in matters pertaining to training and education in the community, the Skills Centre's goal was to act as a delivery agent/broker for educational and training programs identified as needs by the community. It was determined to be more viable for the Adult

Learning Council board to become the Skills Centre board.

This merger meant fewer meetings, better communication, less confusion re: functions of separate bodies, decreased potential for duplication, new incorporation was not required, business opportunities were increased for the Skills Centre, the Skills Centre board was instantly given wider community representation, and attention was focussed on one organization.

The Revelstoke Community Skills Centre Society is a not-for-profit organization incorporated under the Province of British Columbia Society Act that provides specialized training in the workplace through vocational courses in the City of Revelstoke.

The Skills Centre serves the training needs of the people in Revelstoke and the surrounding areas. It provides quality, demand driven programming, enhances lifelong learning opportunities available to residents, and fosters the continued marketability of Revelstoke residents, organizations and businesses.

Using appropriate technology, cooperative partnerships and communication, the Centre facilitates training that meets the requirements of the public and private sector, the employed work force, displaced and unemployed workers, and people requiring training and upgrading to enhance employment opportunities.

The 1995-96 year was the inaugural year of operation for the Revelstoke Community Skills Centre. The purpose of the Skills Centre is to identify and meet the training needs of the community. Throughout the first year of the Centre's development, delivery of training programs commenced, their facility was renovated and, additional funding was leveraged from the Provincial and Federal governments. These additional leveraged funds enabled the scope and scale of the facility's renovations to be expanded. Both the Community Skills Centre and the Revelstoke Centre of Okanagan University College operate out of the same location, providing easy access and substantial benefits to the community in the long run.

The Skills Centre endeavours to open new doors for community members through providing the educational and training programs needed to succeed in today's society. Members of the Skills Centre Board represent a wide spectrum within the community, and is always open for interested community members to participate in their work. The Skills Centre staff includes a manager and an administrative officer, both who provide excellent leadership service.

In their first year alone, the Revelstoke Skills Centre developed a strong, representative Board of Directors, 821 participants attended the Community Skills Centre training programs, the Centre generated \$84,252 in revenue from training activities, the Centre was successful in obtaining

funds to develop and operate a forestry training facility at Downie Timber, a training needs assessment at Downie Timber was successfully completed, a training needs assessment of the forest harvesting sector was successfully completed, and partnerships with other community and educational agencies were successfully developed.

The 1996-97 year was the first full year of operation for the Skills Centre. They were able to build upon a strong foundation. In terms of training activity, participant numbers increased by over 200%, while the value of training programs increased by almost 400%. In its' second year of operations the following were accomplished, and/or successfully developed:

- 1,938 participants took part in Community Skills Centre training programs,
- the Centre generated \$147,252 from operations,
- a one-stop Community Career Centre was developed,
- a client-centred Adult Basic Education (ABE) program in partnership with Okanagan University College and School District No. 19 was developed,
- a successful working partnership with the local forest industry and Forest Renewal B.C. to provide forestry training in the community was successfully developed,
- a multi skilled forestry worker training program was successfully piloted,
- entrepreneurial skills training programs for both adult and youth entrepreneurs was developed and delivered in partnership with the Community Futures Development Corporation of Revelstoke, and
- a tourism training needs assessment was completed.

The 1997-98 year was the most successful year to date for the Revelstoke Community Skills Centre in two key areas: the number of participants involved in training programs increased by 60% to just over 3,000, and, profits from Centre activities increased by 48%.

The Centre offered additional training opportunities during the past year, and substantially increased the services available at the Community Career Centre. The Centre successfully marketed two wage subsidy programs, the Targeted Wage Subsidy program under contract to Human Resources Development Canada (HRDC), and B.C. Works, under contract to the Open Learning Agency. The Centre also implemented an Assisted Job Search program, sponsored by HRDC, and administered the Forestry Worker Transition Program for Revelstoke and area under contract to Forest Renewal B.C..

The Revelstoke Community Skills Centre continues to grow more firmly entrenched as a vital community organization. The attendance for courses and number and variety of programs offered are steadily increasing to reflect the educational and training needs in our community. In its' third year of operations, the following was achieved:

- 3,038 participants attended Skills Centre training programs,
- the Centre generated a profit of \$217,449 from operations,

- over 100 clients were assisted to obtain employment through job placement and assisted job search programs,
- assistance was provided to over 10,500 visitors at the Community Career Centre,
- career counselling and transition services was provided to 32 clients through the Forest Worker Transition Program,
- a community literacy program, in partnership with Okanagan University College, was initiated and,
- an emerging employment opportunities study for Revelstoke to assist unemployed clients, career counsellors and training agencies in their planning was completed.

The success of the Skills Centre is attributed to the community of Revelstoke and the many individuals and organizations who have worked in partnership toward a common goal of addressing educational and training needs. Planning meetings continue to focus on these needs and how training programs can best be delivered. The Skills Centre plays a crucial role in the community's future. For example, learning through technology will open new training and educational opportunities for residents. The Centre commits itself to continue to be responsive to new skills that employees will need in the changing economy.

Community Career Centre

At the end of March 1997, the services offered in Revelstoke by the Skills Development branch of Ministry of Employment, Skills & Training (MoEST), and by the Human Resources Development Canada (HRDC) office were considerably reduced. The story of this CED investment exemplifies how the community anticipated an incoming void and smoothly made the arrangements to replace these services on their own. With the government withdrawing its' resources, the community took the initiative to ensure that these resources would not be missed.

The Community Skills Centre was directed by the community to establish a Career Centre at a downtown, store-front location, that would offer one-stop career counselling and employment services. Therefore, in partnership with the federal and provincial governments, and with a number of other community and educational agencies, the Revelstoke Community Skills Centre began to operate the Community Career Centre in October 1996. The Skills Centre was successful in negotiating a sub-lease with MoEST to locate their itinerant Training Consultant at this facility; in arranging with HRDC to continue to provide some HRDC services from this site; and in relocating its' forestry training activities to this office to help cover the costs of operating another facility.

This one-stop career centre has been an unqualified success in Revelstoke - there is clearly a major need in this community for such a centre. This Centre has experienced very high use since its inception, and provides extremely valuable service to the community. There were over 6,000

visitations to the Career Centre from October 1, 1996 to March 31, 1997. During the 1997-98 fiscal year, there were over 13,500 visitations. It is estimated that this computes to about 2,800 people receiving services. While these services are available to all Canadians, the primary clients are unemployed and under-employed residents.

This facility provides career counselling and assessment services and a number of employment-related services, including job boards, HRDC job banks, resume writing services, and labour marketing services. The Career Centre's services to the community were expanded early on to include computers for resume writing and covering letters, and increasing the availability of easily accessible and comprehensible labour market information. The Choices career search program and Career Explorer software are offered, in addition to the HRDC job search program on-line. The Skills Centre and HRDC have an Employment Assistance Services agreement to assist the federal government to deliver their programs locally from the Career Centre.

The key success factors to this CED investment are community capacity, organizational capacity, values and attitudes. A community need was anticipated, partnerships were formed among community organizations led by competent individuals, and the lead was taken yet again in the community to promote local economic development. The Career Centre plays an important role in the community fabric, enabling individuals to find employment and put their skills to work.

Columbia Mountains Institute of Applied Ecology

In January 1995, the Economic Development Commission and Community Futures Development Corporation of Revelstoke began to work together toward the incorporation of the Columbia Mountains Institute of Applied Ecology. Individuals representing a range of community groups formed a steering committee to establish the institute. The steering committee eventually became the initial board of directors. Their purpose was to inform the public as to how applied ecological research would benefit from the establishment of an Institute in terms of past examples or problems yet to be solved. They were successful in their efforts.

The Columbia Mountains Institute of Applied Ecology is a unique and innovative nonprofit society comprised of scientists, private enterprise, government agencies and the broader community working together to increase knowledge of Columbia Mountains ecology. The science of ecology - the study of relationships between living organisms and their environments -

is becoming more important as the region changes from a society that has traditionally relied heavily on a primary resource base to a sustained resource management based society.

The Revelstoke based society was formed in late 1996 by regional scientists, local economic development agencies and research groups concerned that, with government downsizing and funding cutbacks, the impact on ecological systems in the region would not be effectively researched and could result in irreparable damage to the ecosystem.

The Institute provides an interdisciplinary forum to encourage and coordinate the delivery of applied ecological research to support the sustainability of human activities in the Columbia Mountains Region. The Institute promotes training of those needed to facilitate application of ecological research and then collects and communicates the knowledge gained.

Ecosystems are extremely complex and multifaceted. Scientists, to contribute substantially to pressing problems, must work cooperatively to measure interactions of specialized topics from operational scale experiments. The Institute fosters this cooperation, filling the need for rapid and efficient research and contributing to better management.

There was no doubt that Revelstoke and the Columbia Mountains are well situated to become the location of an Ecological Research Institute and to assume a leadership role in this area in British Columbia. There are a variety of resource issues in the area involving hydroelectric developments, transportation corridors, settlement, timber management, tourism and protected areas.

A number of scientists employed or funded by Canadian Heritage - Parks Canada; the Province of British Columbia Ministry of Environment; Lands and Parks and Ministry of Forests; and the Columbia Basin Fish and Wildlife Compensation Fund, live in Revelstoke. These scientists - who are invariably engaged in research projects in cooperation with all three levels of Government, universities, industry and private interest groups - initiated the development of the Columbia Mountains Institute for Applied Ecology in Revelstoke.

The Institute addressed the following issues:

- data gaps existed, duplication of efforts were occurring, and unnecessary expenses existed,
- graduate students and visiting scientists working in the area had difficulty finding suitable accommodation and work space,
- information from research, or even the type of research occurring was not easily accessible and,
- collaborative efforts were hindered by a lack of space to work and share information.

The desire to address these issues, and find ways to stretch available fiscal, temporal, physical and human resources was spearheaded by the North Columbia Ecological Research Group. The North Columbia Ecological Research Group, created in 1993, promotes cooperative research and information exchanges between scientists and the public.

The concept behind the Institute is to become internationally known for excellence in ecological research: a body of scientists, private enterprise, government agencies and the broader community working together to increase knowledge of Columbia Mountain ecology. The Institute is the catalysis for scientific research by assisting scientists with logistics and coordinating resources, developing effective systems for formal and informal communication, fostering cooperation in experimental design and promoting scientific collaboration. Resources are shared, increasing the ability of researchers to do more, and better, work for less. New knowledge is connected to previous information, gaps are identified and priorities recommended. The Institute disseminates information learned to help people make wise resource management decisions based on an increased awareness of the impacts and tradeoffs that will result from those decisions.

The purpose of the Institute is to increase, consolidate and disseminate knowledge concerning Columbia Mountain ecosystems by:

- providing an interdisciplinary forum to encourage and coordinate the delivery of applied ecological research to support the sustainability of forestry, hydroelectric developments, transportation, settlement, tourism and other human activities in the Columbia Mountains Region,
- promoting training of industry workers, technicians, scientists and others needed to facilitate application of ecological research, and
- collecting and communicating knowledge gained to the community, scientists, managers, decision makers, industry, technicians and communities.

Office and storage space was made available to the Institute on the second floor of the Enterprise Centre building. Photocopy/fax equipment and washroom space is shared with the Enterprise Centre. The Institute's founding partners were CFDC, Columbia Basin Fish and Wildlife Compensation Program, Ministry of Forests, Mount Revelstoke and Glacier National Parks, and Revelstoke Community Forest Corporation. The number of partnerships in regional research continues to grow and now include the Ministry of Environment and several major universities.

Partnering is more cost effective and the whole community benefits from the synergies of integrating research work. For example, in conducting DNA analysis to fingerprint grizzly bears, resources are pooled by the scientists of the Institute to bring the necessary expertise to Revelstoke instead of everyone individually sending out new samples to university laboratories

for analysis. Some of the savings in time, money and expertise which each group would have expended can be invested into Institute activities. The more partners, community volunteers and members who join the Institute means more can be done to manage and enhance the region's ecosystem. Fairly heavy research projects currently being conducted in the Revelstoke-Golden area include wolverine, caribou, bat and bear projects.

There is no formal relationship between the proposed Parks Canada Columbia Mountains Centre and the Institute. It could, however, be considered a future possibility.

Columbia Mountains Centre

The basic concept for the Columbia Mountains Centre is that it will be both an Ecosystem Education Centre and Study Facility. It is intended to be a cooperative opportunity for: environmental education, ecosystem study and interpretation, and tourism enhancement. This destination project has been designed to reflect its mountain location and to become a landmark on the Trans-Canada Highway. The Centre would include a building of 1,238 square metres, parking for 88 vehicles and 11 buses, a picnic area and interpretative trails.

A proposal was prepared in 1991 with the support of the City of Revelstoke, the Province of British Columbia and Environment Canada - Canadian Parks Service. Located on the Trans-Canada Highway within Mount Revelstoke National Park, the Columbia Mountains Centre is planned to be a destination landmark and tourism focal point on one of the primary travel routes into the Province of British Columbia.

Mount Revelstoke National Park, within which the Centre would be located, and the nearby Glacier National Park, are both situated within the unique and challenging Columbia Mountains Ecosystem. This inspiring location would provide the basis for the primary themes of environmental education and ecosystem interpretation and study. Wildlife would be used as the medium for environmental education since wildlife is a valuable indicator of the health of ecosystems and the environmental stress they are under.

The project is planned to take advantage of the opportunity to develop a major Visitor Centre which integrates the tourism programs of all levels of government at a unique focal point, promoting the variety of tourist experiences available in the Western National Parks and in British Columbia. Reception, orientation, information and educational services would be provided to travellers on the Trans-Canada Highway at Revelstoke.

The Columbia Mountains Centre project's building components would include a Visitor Orientation and Information Area, Columbia Mountains Interpretative Area, Observation Gallery, Theatre and Ecosystem Study Room, in addition to common areas and administrative

offices. Designed in keeping with its mountain location, the building is designed as a strong wedge form growing out of the surroundings and opening toward the valley beyond. The building would embrace the natural environment in material and experience; celebrating the quality of stone, wood and water surrounding it.

The estimated cost to complete the Columbia Mountains Centre, based on the preliminary design, is \$5,933,520. Estimated in July 1990 dollars, this amount included site development cost, building construction and interpretative media/exhibits. A Market Assessment/Demand Analysis for the project estimated that the development of a landmark Centre in Mount Revelstoke National Park would have an initial draw of more than 177,000 visitors and this would have potentially increased to reach 300,000 by the end of the decade.

The proposal is the culmination of two years of research, design, planning and feasibility analysis funded equally by the Canadian Parks Service, the Province of B.C. and the City of Revelstoke. This initiative was directed by a steering committee with representation from each of the participants. The project feasibility and design proceeded through extensive stages of discussion, development, review and amendment from its commencement in August 1989 through to May 1991. It was felt that the concept of a Centre focussing on environmental education, natural history study, visitor orientation and information would not only meet the needs of the participants, but would also have broad public support and would provide benefits to a wide range of individuals - the public, government and business.

The objectives of the project are as follows:

- To provide visitors on the Trans-Canada Highway with Environmental Educational opportunities to learn about the Columbia Mountains Ecosystem of British Columbia as a distinctive part of the Canadian landscape.
- To operate as a demonstration project for the management of a distinct ecosystem which is dependent upon cooperative management between the National Parks, Provincial Crown Lands and the City of Revelstoke.
- To provide the community of Revelstoke with a natural history resource centre focussed on the heritage of the Columbia Mountains.
- To provide visitors on the Trans-Canada Highway with information and orientation services on:
 - Revelstoke area, including Mount Revelstoke and Glacier National Parks;
 - High Country, Kootenay Country, the Rockies and Okanagan Similkameen tourist regions; and, the rest of British Columbia.
- To improve and solidify the economic future of Revelstoke and the surrounding region through tourism enhancement.

In terms of the rationale for this study, the Columbia Mountains Ecosystem forms a nationally recognized natural region featuring exceptional scenery and weather patterns. Also, many of the components of the Columbia Mountains Ecosystem have high intrinsic appeal to the public. For example, mountain caribou and grizzly bears, two symbols of conservation challenges for society, remain part of this system and serve to focus the importance of long-term sustainable development. Similarly, remaining tracts of old-growth rainforest focus the importance of sustainable forestry and other resource uses such as sustainable tourism.

The strategic importance of the Columbia Mountains Ecosystem with respect to transcontinental highway and railway transportation and hydro-electric developments also provides tangible connections to the larger global issues of non-renewable and renewable energy sources, and the consequent issue of global climate change.

Therefore, the Columbia Mountains Ecosystem not only offers opportunities to explore and recreate in a relatively wild and invigorating landscape, but also to showcase the importance of interrelationships between local and regional ecologies to the sustainable ecological and economic well-being of the planet.

Both the Canadian Parks Service and the City of Revelstoke share a common problem. Three million visitors travel through the Columbia Mountains and pass by Glacier and Mount Revelstoke National Parks and the community each year on the Trans-Canada Highway, headed for other destinations. Only a small percentage of this pass-through traffic is captured. Both the Park and the community seek to raise their profiles with the travelling public. As well, no major Visitor Centre adequately introduces the region to travellers as they journey west.

The Columbia Mountains Centre represents an exciting cooperative opportunity to enhance environmental education through ecosystem interpretation and study, while at the same time communicating National Park values and producing spin-off economic benefits for Revelstoke and the Province of British Columbia. Unfortunately, this project has been shelved for lack of financial resources.

Chapters Three and Four have outlined for the reader what the primary and secondary elements used to reform Revelstoke's economic base were. These elements involved collaborative relationships between organizations, extensive leadership involvement (both elected and volunteer), and an overall transformation concerning the definition of a viable economy. That is, how community members define a viable economy was transformed from 'resource-dependent' to 'diversity' (achieved primarily by supporting the emergence of small businesses).

The extensive leadership involvement (both elected and volunteer) played a tremendous role in

the creation of feasible investments that were easily implemented. Further, the experience gained by these individuals continues to prove invaluable as they continue to define the community's volunteer ethic as strong. The continued support and creation of strong community capacity has become a tradition in this community. As explained in Chapter Two, community decision-making capacity is key to the successful adoption of CED in principle.

The collaborative relationships that formed, as these primary and secondary elements were built, are a true reflection of the practice of CED in action. These collaborative partnerships multiply the benefits of building these elements by means of direct linkage to the real agendas of the community. They are both cost-effective and respectful of everyone's scarce time, talent and resources. Chapter Two defined how essential strong organizational capacity is to practising CED to reform your economic base. Collaborative partnerships are an effective ingredient to building strong organizational capacity in the community.

The creation of these primary and secondary elements were relevant to the empowerment of people committed to diversifying the local economy, and building a healthier, sustainable community. Chapter Five details ten short stories which each relay the practice of CED in action.

Chapter Five - Investments

This study focuses on how the practice of community economic development can be most effectively adopted by communities undergoing economic transition. To further use the analogy above regarding racing car pit crews, the key to practising CED is to make sure the rubber hits the road - that is, the *implementation* of projects is key. The focus of this chapter are investments - which include both projects and organizations - that are designed to be logical and viable from

the start.

As the years have passed, the experience of those involved in planning these investments certainly contributes to their effectiveness when they reach the implementation stage. The community members initiating and leading the development of these CED investments are familiar with the processes and factors that are reliable and, more often than not, lead to success.

Chapter Five shares with the reader nine short stories about investments initiated, planned and implemented by the community of Revelstoke. These nine short stories exemplify CED in action. They are: Small Business Development, Forestry Industry Development, Tourism Projects & Marketing, Training Projects, the Community Learning Centre, the Marina & Channel Marking Project, Greenway Development, the Centre of Excellence, and Community Events.

Chapter One provided the context for this study by introducing community economic development as an alternate way to transform an economy, and by alerting to the ten ingredients of community economic development necessary to strengthen an economy. Chapter Five reaches back to these two aspects of the study and provides the reader with examples of how CED transforms economic realities with the telling of nine short stories (investments). When any of the ten ingredients are fulfilled in the following nine investments, they are noted.

Small Business Development

The Economic Development Strategy identified that one of Revelstoke's weaknesses was its lack of risk takers. The residents of the community had a history of working for large corporations such as CP Rail and construction companies and therefore had not developed strong entrepreneurial capabilities.

Employment trends that developed during the economic restructuring of the early 1980s were based upon growth in individual contract services, self-employment and home based business development. In order to buy into this trend, the Revelstoke Enterprise Centre members initiated the delivery of cooperative training programs and promotions in the community.

Community Futures Development Corporation (CFDC) provides business management and technical advisory assistance to a wide variety of small business owners. This is hands on assistance with the financial, marketing and organizational concerns of business owners. In addition, staff develop and deliver training for small business startup procedures. The corporation assists approximately 300 clients on an annual basis. More detailed information about CFDC is given above in Chapter Four - Phase Two.

A critical part of the community's Economic Development Strategy (1995) is to operate from a single strategy with common goals and separate tasks. An integral part of this process is to manage and grow a revolving community loan fund which is the principle resource of CFDC. As discussed above, the loan fund has grown from a one time \$1.5 million dollar grant to a \$3.5 million dollar fund through prudent lending and strategic partnerships with the Columbia Basin Trust, B.C. Hydro, Western Diversification, Revelstoke Credit Union, Forest Renewal B.C. and Canada Youth Business Foundation. This loan fund has increased the financial capacity of the community by making monies available to loan to local entrepreneurs.

Entrepreneurship is a growth industry in B.C. In the past ten years small businesses grew by more than sixty percent so that ninety-nine percent of businesses in B.C. are small businesses. These entrepreneurs have become the heartbeat of the economy, and Revelstoke is no exception. Nearly half the jobs created in Canada between 1990 and 1996 were in British Columbia and retail spending was the second highest per capita in the country. If forced to choose a single word to describe B.C.'s economy a decade ago, the right answer would have been resource based. Today the correct answer is diversified. The word also aptly describes how British Columbians are holding jobs. One in six is self-employed, three in four work in the service sector, and only 47% had full-time jobs that lasted the whole year. These provincial trends are clearly echoed in Revelstoke.

Forestry remains big business in Revelstoke, and B.C. as a whole. While forestry underwent a difficult time in 1998, it is still the province's number one economic generator, with exports valued at some \$17 billion. Despite the recent downturn, there were 9% more logging and forestry workers in 1996 than five years before. In all, some 102,000 people earn their living from the forests, most in wood manufacturing and pulp and paper production. They represent some 6% of the province's workers and about 7% of GDP. But the province's traditional resource jobs - logging, mining, oil and gas extraction and fishing - declined by over 5% over the same period. Revelstoke has remained a resource based economy with the primary economic generator being forestry. In fact, the forestry sector has grown over the past five years.

In B.C. as a whole, no single industry dominates in dollar value - or jobs - it generates. Revelstoke again echoes this trend. Tourism, for example, is B.C.'s top job generator, creating new positions for 11,000 people in 1997 in sectors as varied as cruise ship supply and eco-tourism. While some 235,000 people work in tourism, the industry only accounts for about 4% of provincial GDP. By comparison, finance, insurance, and real estate, the province's largest industry, employs 18% of the workforce and contributes about 9% of the GDP.

It was recently reported, however, that the high tech sector is growing ten times as fast as the provincial economy. It has also been estimated that the industry directly employed 61,000

people at the end of 1997. Incidentally, both tourism and the high tech industry are driven by small businesses. They account for almost half of employment in tourism, and 58% in high tech. Small businesses, with less than twenty workers, make up 90% of businesses in B.C. Revelstoke's Economic Development Strategy (1995) stresses the importance of attracting the high tech sector to the community.

In summary, if a community is to be the key organizer of an efficient, locally-controlled network of production and distribution, it is logical to conclude that business development of some kind must be included in any community's development strategy. CED can essentially be defined as an institution-building process in which business development is an important component, the sub-process of creating and strengthening community based institutions in the local business sector.

Forestry Industry Development

The forest industry has been an important and vital component of Revelstoke's economy since the 1880's.

Initially, the Enterprise Centre's efforts to promote the establishment of increased employment through value added wood products manufacture involved the Revelstoke Economic Development Commission, Business Development Centre, Community Futures Society and Provincial COED Program funding a feasibility study. The study was implemented on a phased basis by a local company and generated 12 jobs.

Following this initial program, the Economic Development Commission continued to be strongly involved in forest management issues of the area and regularly prepared briefs and analysis of forestry issues. With improved forest management, increased opportunities for employment and investment in the silviculture sector of forestry became apparent. In order to access these opportunities, the Community Futures Society, with financing from Canada Employment, engaged in its third Forest Worker Training Program. Twenty-eight community members were trained to take advantage of employment opportunities in this sector. In addition, the Business Development Centre was able to provide Business Advisory assistance and financing for residents to form small businesses to service this sector.

The community of Revelstoke has been involved in a variety of processes over the last several years, which have escalated more recently. These activities have been related to the Visioning process, retraining of forest workers, K-12 and college articulation as well as adult learning. It has culminated in the formation of an Adult Learning Council and the need for a comprehensive Forestry Training Program. The Adult Learning Council saw that the best delivery of services was through cooperative community-management with an initial focus on forestry training. Of

specific concern were the training needs of forest workers.

During the past decade the community and local forest industry have been successful in repatriating timber harvesting rights and ensuring Revelstoke primary producers have access to log supplies. With the recent reduction of the allowable annual cut (AAC) in the Revelstoke Timber Supply Area and the impacts from the implementation of the Forest Practices Code and the Kootenay CORE Report, Revelstoke's attention has focussed on ensuring that the community obtains maximum employment from each unit of wood harvested and processed in the area.

One of the obvious opportunities that emerged is to encourage the further manufacturing (adding value) of local timber. The value added industry began as an extension of the sawmills producing specialty lumber products and has now matured to include the component, millwork and furniture areas. The term value added refers, specifically in this sector, to the process of adding value to the wood fibre and increasing economic activity in communities by generating jobs, services and expanding the tax base. The provincial ration of lumber production per employee in sawmills is equivalent to 4.55 jobs in the value added sector for the same volume of lumber. There are seven operations in the Revelstoke area currently classified as value added plants, in addition to three sawmills manufacturing value added products. They range from fishing lures, to gift ware, to musical instruments, to decking, to tongue and groove panelling, to interior furniture, to log homes, to specialty door and window stock.

Accordingly, the Community Futures Development Corporation of Revelstoke formed a Value Added Wood Products Committee to develop plans and initiatives to support more value adding in Revelstoke. One of the first objectives of the Committee was the production of a prospectus for Value Added Wood Products for the Revelstoke region.

The purpose of the prospectus is to provide relevant information to encourage and support further investment in value added wood facilities, and the creation of employment from further processing of Revelstoke area forest resources. The lack of reliable information concerning timber supply, outputs from area sawmills, present Revelstoke based value added businesses and, sources of financing and identification of development opportunities, is considered one of the barriers facing entrepreneurs wanting to develop a value added business. The prospectus includes information on all of the foregoing subjects.

The value added wood manufacturing sector has access to a variety of business, training and advisory services on both a local and regional basis.

The Community Futures Development Corporation (CFDC) of Revelstoke owns and operates a revolving loan fund which can assist value added operators with some of their financial needs.

In 1996, Forest Renewal B.C. (FRBC) provided funds to CFDCs throughout the province to lend under the Forest Community Business Program. The CFDCs matched FRBC's contribution with funds on deposit or with existing industry loan receivables.

Business, marketing, management and financial planning information are provided through the CFDC to help operators start, expand and manage their business. There is no charge for these services. Business training is also available through the CFDC.

A value added committee of the CFDC has been formed to investigate and review the potential to improve utilization of the local timber resource. Their objective is to increase the amount of local manufacturing and quality of employment in the area. The committee is proposing to hire a Wood Products Design Coordinator to assist with further development of the local wood manufacturing industry.

The Revelstoke Community Skills Centre provides training for a wide variety of employment and management skill development needs. FRBC funds in conjunction with local industry partners have sponsored specific training programs in the value added sector.

The Revelstoke Community Forest Corporation operates TFL 56 where 50% of the logs are sold on the open market. The Corporation is managed by a local board of directors and is willing to assist value added operators with direction, leadership and resources to enhance local employment and stabilize the wood manufacturing sector. RCFC through its log sort yard has been able to sort higher value logs for sale to value added operators requiring specialty fibre.

The Community Economic Development Plan addresses the present and future needs of value added wood manufacturing in its 1995 - 2005 strategy. It details the research, development and resource needs for a secure value added manufacturing base.

The local value added industry is diverse and continues to grow as the demand for a variety of value added specialty products increases and new markets emerge.

Tourism Projects

A tourism development proposal emerged during the planning and research stage (1983 - 1986) of Revelstoke's development process. From the outset, the role of the tourism sector in the community has been acknowledged. Tourism marketing exemplifies the implementation of a CED investment during the project implementation stage of Revelstoke's development process (1986 - 1996). With the hiring of a Tourism Development Coordinator in 1998, the Chamber of Commerce is spearheading the development of the tourism sector.

The Chamber of Commerce has responded to the changing economic realities in Revelstoke. With a strong membership base and the support of the City of Revelstoke, the Chamber has assumed an aggressive role in marketing Revelstoke as a tourism destination through implementation of the Tourism Development Strategy. In May 1987 funding was in part provided by the City for implementation of the Tourism Development Strategy.

With the provision of a Tourism Development Strategy, the City of Revelstoke financed a tourism marketing program under contract with the Revelstoke Chamber of Commerce. The challenge for Revelstoke was to attract a higher proportion of the three million people travelling through the community on the Trans-Canada Highway. Generally it could be stated that the community had a market of three million people, the only problem was that they were located about one kilometre away from where the community wanted them.

Through a combination of advertising, trade show attendance and signage, all of which target marketed the area's natural environment and historic community, Revelstoke has achieved a substantial increase in its tourism base. The Community Revitalization and Heritage Area Restoration has been the centerpiece of our community marketing. A summer street festival - the Mountain Arts Festival detailed on page 69 - is now held annually and entertainment is provided every summer evening in the downtown plaza.

In addition to the historic theme, the natural environment is the second cornerstone of the marketing strategy. This is particularly true with heli-skiing, alpine skiing, ski touring and snowmobiling in the winter and back country adventure during the summer. In order to be successful as a tourism community, the Economic Development Strategy recommended that more attractions be developed.

Our current attractions consist of the Revelstoke Dam Visitor Centre, Mount Revelstoke and Glacier National Parks and their Interpretative Program, the Railway Museum, the Revelstoke Museum, along with the community heritage project. The community is currently engaged in a number of initiatives which will substantially improve Revelstoke as a tourism destination.

These proposed initiatives include: a new Revelstoke and area hiking trail brochure and map, the creation of a Revelstoke summer activities website, a second edition of the Revelstoke community profile CD ROM, and visitor centre computer kiosk hardware replacement.

The Tourism Development Coordinator is currently planning the following:

- initiate the research, development and delivery of four Visitor Information and Revelstoke Image Enhancement projects and Visitor Centre Computer Hardware upgrade
- plan the new printing of materials that are now either out of date or out of print as it is

- essential to maintain product information and a service profile
- a goal is to initiate the production of 'individual' brochures that carry a common theme for Revelstoke product and image - this theme would be maintained in future publications and create a consistent image of Revelstoke over the long term
- develop a congruency between printed and electronic advertising mediums and interface the use of materials between mediums, further, utilize information between mediums and increase cost efficiency of the projects
- mirror the Winter Sports website with a Summer Activities site and greatly improve consumer product knowledge of available retail, accommodation, service and recreational opportunities available
- create a second Community Profile edition of the popular Revelstoke CD ROM
- work with the Revelstoke Cycle Club to create a new Cycle Trail Map and Greenway Trail Map for use by visitors of all cycling abilities
- upgrade the computers at the Railway Museum and Rogers Pass Visitors Centre to handle the new delivery formats now used - the current systems are not able to be upgraded - visits to the Rogers Pass facility were over 150,000 in 1998 and the Railway Museum over 24,000 visitors in 1998

The Tourism Development Coordinator is committed to using local companies for production of these projects whenever possible. Each project will compliment current and future Tourism Development advertising initiatives. Projects will involve direct participation from local community groups and businesses. Each of the above initiatives will help to build consumer awareness of Revelstoke and build equity in Revelstoke's image. Further, they will serve beyond Tourism Development parameters, and serve to develop a base for future tourism and economic development.

Training Projects

The provision of community based training is an important ingredient in adjusting to economic change. The Revelstoke Community Futures Society, as part of its operational plan, endeavoured to facilitate the delivery of training in Revelstoke. Their mandate was to facilitate economic recovery through job creation and training. It became apparent that it was imperative for the community to have access to the social programs and respective training for those programs required to support the employment and economic livelihood. The criteria used is that the training must be delivered in the community and is based upon economic and employment opportunities.

The types of training which have been delivered, such as the Forest Worker and Small Business Program, have been discussed earlier. Additional business development type training included the following: owner development (general business, hospitality sector, retail sector); family day

care (training for participants to open licensed family day care in their own home); and, adult basic education (to improve literacy skills and upgrade high school education for individuals to be able to undertake further technical training).

In their analysis of the situation in Revelstoke, the Community Futures Society identified the need for properly trained day care workers to provide safe and well supervised facilities for working parents to leave their children. In 1993, over fifteen prospective students wishing to take the Early Childhood Education (ECE) training emerged. The ECE course was to be delivered locally by Okanagan College. Access to this program enabled local caregivers to enhance the quality of service to children in Revelstoke.

The ECE course exemplifies the human development ingredient of CED. It offered business training, licensing, and lending to predominately women wanting to get into business. This project met many needs, freed up others to work, was not too capital intensive, and had a high overall impact in the community. Training projects such as this ECE course have played an important role by aiding community members in adapting to a new economic reality.

Community Learning Centre

The bust of the economy following the end of mega-projects left many individuals with little or no skills, and high wage expectations. The Community Learning Centre, with an enrollment of over one hundred students, serves to remedy this situation. They have been providing adult basic education and secondary school upgrading since the late 80's. The Centre operates the following programs: Project Success, Life Skills training, Pathfinder program, GED equivalency, and the ACE program. All are focussed on advocacy for providing education, skills, and training to those individuals who fall through the cracks of the system.

The Community Learning Centre is a co-occupant with the Community Skills Centre and Okanagan University College at the Farwell location. This shared occupancy benefits the Learning Centre in the following ways: links daycare and education; share technology; share common expenses such as meeting room space, hallway space, lunch rooms, parking, washrooms, photocopier, phone system, faxes, support staff; more convenient for the public; and professionals are able to generate ideas and enthusiasm and co-ordination from working together.

The Pathfinder program is offered through the Community Learning Centre. The program provides learning alternatives to those of the traditional classroom setting. Included is an academic upgrading program is designed for students not currently attending school, but want to further or complete their secondary education.

The Pathfinder program is a multimedia education program including a networking computer

system, resource library of texts, kits, workbooks, videos, cassettes and instructional software. The Pathfinder program is an integral part of the academic upgrading program. It enables students to progress in a core subject area at a pace with which they feel comfortable. As it is also offered on a part time basis, Pathfinder is suitable for adults seeking literacy skills, early school leavers, at-risk students, or adults planning to re-enter the workforce.

The Community Learning Centre, together with the Community Skills Centre and Okanagan University College, form a collaborative partnership that reinforces the benefits to the community of strong organizational capacity. Further, this centre adds to the comprehensive approach of building an economic base by developing community members' capabilities through skills training.

Marina & River Channel Marking Project

In the summer of 1991, the recreational development of Columbia River - Upper Arrow Lakes waterways was viewed as the next long term project for Revelstoke to consider. This speculation led to the writing of a Waterways/Marina proposal whose supporters included the Economic Development Commission (EDC), Community Futures Society, the Rod & Gun Club, and boaters in general. The objectives of the proposal included: improving access to waterways for locals and visitors; providing infrastructure for recreational use, fishing, and tourism; creating an economic generator; and, increasing waterway usage.

The Marina & River Channel Marking committee soon emerged, with representatives from the above proponents, to develop and implement a project proposal for improved access and use of the Columbia River - Upper Arrow Lakes waterways south of Revelstoke for recreational boating and fishing. With improvements such as channel marking, a boat launch and marina at Revelstoke and/or Shelter Bay, improved waterway access and hazard removal, the utilization of the waterways at high pond would be greatly increased. It was felt that in addition to recreational boating locally, the Columbia River - Upper Arrow Lakes waterways could provide the basis for significant tourism use.

Design plans for a proposed dock facility at Shelter Bay were soon completed and seen as the first step to tapping into the recreational boating market. The proposed design had a capacity for 100 boats during high water levels in the Arrow in summer and 20 to 30 boats at low water levels in winter. The facility was viewed as being a potential boon to the tourism industry because people want to fish the upper Arrow. The dock would be useable year-round and maintenance-free. The Shelter Bay dock was proposed as part of the integrated development and improvement plan for the Columbia River - Upper Arrow Lakes waterways that the EDC was considering at the time. Community Futures approved funds toward the study contingent on city approval of the plan as part of the EDC's 1991 budget.

In February 1992 a recommendation was put forth to investigate the costs of constructing a small Revelstoke Marina, with moorage for 10 - 12 boats, an open design for future expansion, lighting and a bell system for fuelling at the existing site near the Ball Park. Site feasibility determined that the current boat ramp location was too treacherous to develop; an alternate site adjacent to the Downie Log Yard would require channel excavation and rip rap placement to protect bank; any site north of Wigwam would be unusable when there is no flow from the Revelstoke Dam; and, any alternate site must have considerable room for development, and protected from river current. The two main concerns were as follows: ensure design of marina allows for accessibility during periods of low water levels; and, determine if there will be enough usage (confidence in river navigability) to justify the cost of marina development. Ultimately, it was these two factors that led to the demise of the marina project(s).

In October 1992 research began inquiring as to the cost of marine navigation equipment, and referring to marine consulting firms with experience in channel marking projects for their recommendations. One year later, in October 1993, the Canadian Coast Guard advised the Economic Development Commissioner that the navigational aids on the Columbia River were going to be removed as they were no longer being used by Westar Timber and therefore were not being maintained. Secondly, the markers had moved and posed a danger to navigation.

From the perspective of Community Futures in March 1994, with one of their primary objectives being to improve opportunities for economic diversification in the Revelstoke area, the Columbia River - Upper Arrow Lakes waterways would provide numerous opportunities. These opportunities were economic, and for recreational usage as well, if the river channel were to be properly marked for safe navigation of the waterway. Statistics for the usage of the waterway are minimal, however it is widely used by residents when the Arrow Reservoir is full. The Marina & River Channel Marking committee proceeded with the planning and feasibility work for the building of a better boat launch and moorage facility here in Revelstoke. They requested B.C. Hydro to initiate a stump removal program in Arrow Reservoir between Revelstoke and Arrowhead.

Once in a position to mark the Upper Arrow Reservoir from the City to Arrowhead, the Marina & River Channel Marking committee requested the assistance of the Canadian Coast Guard in the design of a navigational aid system to mark the Columbia River Channel from Revelstoke to Arrowhead. The Coast Guard suggested that a private buoy system would be installed and maintained by a Community Association. The Coast Guard's expert design advice on the number and placement of buoys as well as the sourcing of the appropriate buoys and anchors was vital to the success of the project. The system will provide for state of the art navigation from the breakwater below the old bridge at Revelstoke to Shelter Bay/Arrow Lakes.

Community Futures proposed in March, 1994 to take responsibility for ownership of the private buoy system. Maintenance for the system was designated a community responsibility. The Marina & River Channel Marking committee worked to acquire material donations from several businesses in the community for anchors and counterbalances. All labour to install the buoys was volunteered from the community. The project was carried out as quickly as possible to get the buoys installed before the water level began to rise. The project was covered by the press to inform the general public and to raise awareness of cooperative and collaborative partnerships that can be formed to carry out projects that benefit from the community as a whole. Equity for the project was provided by B.C. Hydro, Community Futures, the Chamber of Commerce, and the Rotary Club.

Community Futures played their traditional role in this project, providing initial administration, research and financial support to initiate the necessary steps. As was Community Futures' experience, and is CFDC's continued experience, the planning and preparation of projects are often more important than the job itself to ensure a successful completion. This navigation project was made possible by the coordinated efforts, donations and participation of various clubs and organizations, businesses, and volunteers who gave so willingly of their time and resources.

In summary, the Marina & River Channel Marking Project was undertaken as a jointly funded community endeavour to enhance the opportunities for boating access to the community. It is hoped that increased usage of the Navigation system will lead to further economic diversification opportunities for the community. The Revelstoke Community Futures Society coordinated the marking of the channel and secured funding for the purchase and installation of the buoys. B.C. Hydro was a major donor to this project.

In April 1995 it was brought to Community Futures' attention that the navigation system required monitoring to ensure the river channel was appropriately marked and that missing or displaced buoys were repositioned. They coordinated a regular maintenance program with the support of B.C. Hydro and volunteers from the community.

The channel marking and hazard removal aspects of the project were a success. Unfortunately, the other objectives of this project were not successful due to lack of accessibility during periods of low water levels; and, unreliable numbers concerning usage (confidence in river navigability) to justify the cost of marina development. This investment is, therefore, an example where the objectives were not all met, yet the CED benefits were prevalent. They included the building of collaborative partnerships, a reinforcing of the values and attitudes needed to make CED a success, the strengthening of organizational and community decision-making capacity, and

experience gained by local leadership.

Greenway Development

The Revelstoke Greenway is a local initiative to establish a system of walkways along the Columbia and Illecillewaet Rivers and to link the open space fabric of the community. The Greenway development improves opportunities for pedestrian access within the city, promotes appreciation for the natural character and heritage resources of Revelstoke, and enhances environmental and habitat quality in the community. The Greenway is one component of a broad program for community revitalization emphasizing the heritage and environmental qualities of Revelstoke.

In general, greenways are the adaptation of linear networks, such as rail beds, canals and dykes, to preserve and provide access for public recreation and to maximize contact to public open space within a community. The form a greenway takes is directly dependent on the local open space and the natural and cultural resources. Consequently, trail types within a greenway may vary broadly from tree lined streets to dirt tracks and everything in between. The challenge is to create safe and continuous trail systems through existing urban, rural and natural settings as the case may be.

Community members ascertained that the Greenway would provide many opportunities to enhance the community of Revelstoke. The effectiveness, feasibility, practicality and likelihood of taking full advantage of those opportunities depended upon proper planning. Planning and research is a key ingredient to building a comprehensive economic base. Concrete planning of the Greenway would establish what needs to be done and would allow for accommodation of Greenway development in the context of considering other development initiatives. A staged program of development over a number of years was planned.

Activities concerning greenway development began with field reconnaissance of the Columbia River edge and much of the open space in Revelstoke, telephone and in person interviews with groups and individuals who have interests in this project, and data collection including photographs from B.C. Hydro and general information on greenways. Public involvement was an important component of this project.

It was determined that the Greenway would provide the community with many options, including: a riverfront access and area to enjoy the view, a heritage walk, a linear park, a linkage to downtown and highway entrance, a linkage to schools, parks and recreation facilities, and a greenbelt and habitat reserve.

When considering the objectives for the Revelstoke Greenway system, the natural features,

especially the rivers, and the pattern and type of existing development, such as the dykes, provided significant opportunities to extend a greenway throughout the City. Multiple components were planned for the Greenway. Trails, boardwalks, sidewalks and streets would all be designed as part of the Greenway. Viewpoints and look-outs would be included. Natural areas would be preserved, restored and rehabilitated when necessary. The trail would accommodate various fitness uses - jogging, walking, cross-country skiing, cycling. Adjacent washroom and parking areas would be included, along with signage, maps, directories, street furniture, lighting, and landscaping.

The Greenway Plan for Revelstoke was initiated by City Council using funding from the Provincial Downtown Revitalization Program. The equity was available and in place. Urban Systems, a consulting firm, was hired to undertake the preparation of a concept plan. They prepared an illustrated Revelstoke Greenway Concept Plan and supporting documentation. The plan was designed to take advantage of existing open-space, environmental and heritage resources and is adaptable to changing conditions. An implementation program which includes priorities, costs and options to develop the plan over time was also developed. This implementation program has proved useful as three-quarters of the project has been implemented to date in 1998.

The Revelstoke Greenway Plan is a basic framework of trails and linkages organized into four component trails - the Downtown Trail, the Centennial Park Trail, the Illecillewaet Trail, and the Big Eddy Trail. The Downtown River Trail links the Revelstoke golf course to the downtown.

The Centennial Park Trail connects the Downtown River Trail to the Illecillewaet Trail. The Centennial trail has two routes. The major trail follows the river, but is interrupted at the Downie Street sawmill property during winter water levels. The secondary trail links the Community Centre along Mackenzie Avenue to the Revelstoke High School and adjacent recreation facilities. This portion of the trail connects to the riverfront trail with a crossing of the railway spur line at Tenth Street.

The Illecillewaet Trail has the highest degree of contact with the riparian landscape. It extends from the mouth of the Illecillewaet River to the power stack along both sides of the river.

The Big Eddy Trail extends along the west side of the Columbia River, the Tunkawatla River and includes crossings of the Columbia River on road bridges.

Development of the full potential of the Revelstoke Greenway took considerable effort over a long period of time - the project began in 1992 and is not yet completed in 1998. Urban Systems recommended that implementation of the Greenway Plan should be pursued through a process of

refinement, planning and construction on the basis of identified priorities. Essential to the full implementation of the plan was the establishment of the basic framework of the Greenway system which helped facilitate any long term development. These plans were consistent with those of the existing Illecillewaet River Greenbelt Society.

Conferring with the Greenbelt Society is an example of promotion and brokering - a key ingredient to building a strong economic base. Partnering with the general public and other community organizations increases the chances that a project will be effectively implemented. Local interviews were also conducted with City Council and staff, the Revelstoke Museum Society, and the Chamber of Commerce.

In summary, the key applications of CED in this project are: promotion and brokering spearheaded by the City; available equity to initiate and complete; community members both as individuals and through organizations involved in the decision-making; and, infrastructure was developed that improves opportunities for pedestrian access within the city, promotes appreciation for the natural character and heritage resources of Revelstoke, and enhances environmental and habitat quality in the community. This CED investment exemplifies the benefits of long range planning, strong continuous community support, dedicated leadership, and direction.

Managing the development of the Greenway, raising required funding and keeping the project moving drew any needed resources from a collaborative group including the City, the Economic Development Commission, the Chamber of Commerce, the Illecillewaet River Greenbelt Society, and the Revelstoke Museum Society. Collaborative, working partnerships are key to the successful application of CED principles.

Centre of Excellence

Continuing since early spring 1998, there have been various discussions between agencies and individuals in Revelstoke interested in creating some type of cooperative, inter-agency organization which has been loosely referred to as a "Centre of Excellence." The impetus for this development has come from a number of sources. These include the following:

- to assist the Columbia Mountains Institute to meet their needs to deliver training/education programs,
- additional classroom space for education/training programs at the Community Learning Centre at the Farwell site,
- the potential for the delivery of seminars and workshops related to community economic development by CFDC,
- the potential for the delivery of remote sensing mapping training,
- the potential for the delivery of mountain skills training, and

- the community need for the development of a first class lecture theatre facility.

The development of an expanded training centre in Revelstoke was identified as a community objective at the 1997 Economic Development Planning Session. In addition, the development of one or two “Centres of Excellence” within the Columbia Basin was identified as an objective by the Columbia Basin Trust in the 1997 Management Plan.

The rationale for the project includes the following:

- interested professionals are present in the community (eg: CMI),
- 100 - 150 requests are received annually for information on economic development projects the Enterprise Centre has delivered,
- the community of Revelstoke has the ability to deliver skill development for living / working / recreational activities in a mountainous environment,
- the community has experienced personnel to implement the project and deliver the programming (eg: Skills Centre, CFDC and EDC), and,
- existing facilities are at or beyond capacity - an appropriate location in the community for a 50 - 100+ seat lecture hall is lacking.

The success of the project depends on the ability to draw attendance/participatory interest from outside the community. The availability of 100% of capital funding from public sources is key. The Centre must operate as a sustainable, self-supporting business. The sale of the Farwell site by the School District to a community group is also a key to the success of this project.

Activities at the Revelstoke Centre of Excellence would include training, information and research. The primary services offered would include courses, workshops, conferences, and meetings (several identified opportunities for appropriate meeting sites for 50 - 100 persons include: CMI, School District, Parks Canada, and the Regional Health Board).

A conceptual model for this Centre may be provided by the Banff Centre, which has been operating in Banff, Alberta for several decades. The Banff Centre comprises a number of “schools” within its overall structure. The Banff School of Fine Arts and the Banff School of Management are two examples of the components of the Banff Centre. These schools operate relatively autonomously within the umbrella structure of the Banff Centre.

The Revelstoke Centre of Excellence would operate as an overall umbrella organization for the: Columbia Mountains Institute of Applied Ecology; Community Learning Centre; Watershed Management training; Remote Sensing Mapping training; Mountain Skills training; and Community Economic Development training. The Revelstoke Centre would provide facility space, marketing and administrative support to the different agencies in delivering

training/education programs. A central role of the Centre would be to organize workshops and conferences on behalf of the various organizations.

In keeping with the community focus which prevails in Revelstoke, it is suggested that the Revelstoke Centre be managed as a community-based, non-profit society governed by a Board of Directors. The lead agencies involved in the development of the Centre would be the Revelstoke Community Skills Centre and the Community Futures Development Corporation of Revelstoke.

The basic premise for creating an agency such as the Revelstoke Centre of Excellence is that it must be financially self-sufficient. It is anticipated that capital funds may be made available from a variety of sources including the Columbia Basin Trust, the federal and provincial governments, the Economic Opportunities Fund, and corporate sponsors. Operating funds would also be generated from a number of sources, including: fees for administrative services, conference and workshop fees, fees for use of technology, and rental income (assuming the Centre could obtain ownership of the facility).

A list of potential partners for the Revelstoke Centre would include: Revelstoke Community Skills Centre, Columbia Mountains Institute, Community Futures Development Corporation of Revelstoke, School District No. 19 (Revelstoke), City of Revelstoke, Revelstoke Community Forest Corporation, Okanagan University college, Canadian Avalanche Centre, Cariboo University College, and the Kootenay School of the Arts.

The list of project participation opportunities and complimentary services to this project is considerable: a remote sensing business is already established, satellite imagery use and distribution (NASA link) is operational, Okanagan University College watershed management program, Resource Centre for Columbia Basin, Interpretative Centre for the Columbia Basin, facility rental, attract more research - thereby generating knowledge transfer to the community and beyond, services provided for the Columbia Basin Trust, economic, scientific, etc. information could be sold, and Elder hostel and Earth watch programs.

In terms of location, there may be the potential to expand the existing facility at the Farwell School site. There would be several advantages to developing the Revelstoke Centre at this location: the Community Learning Centre presently operates from this facility; the technological infrastructure which could benefit several of the partners is already in place (includes audio conferencing, video conferencing, networked computer lab with internet access, one-way satellite capability); the potential to obtain ownership of the facility; and, the physical space exists for expansion.

Overall, Revelstoke is an appropriate location for the development of a Centre of Excellence

because:

- the community has a proven track record in developing integrated services (eg.: The Canadian Avalanche Centre, The Columbia Mountains Institute of Applied Ecology);
- Revelstoke is geographically well sited along the major transportation corridor traversing the Columbia Basin (Trans-Canada Highway and Canadian Pacific Railway) affording good access from neighbouring regions;
- Revelstoke is located in an area heavily influenced by hydroelectric development; and,
- Revelstoke has the enthusiasm and professionalism to deliver this project.

This project is currently in the planning stage.

Community Events

Included here as examples of events that occur on an annual basis in the community are the Mountain Arts Festival and Railway Days. These events are examples of CED in action as described below.

The Mountain Arts Festival is a wonderful and unique way for the citizens and tourists alike to say goodbye to the long, hot days of summer. The organization and administration of the Mountain Arts Festival has grown to need a subcommittee of the Arts Council. This CED investment started as an economic generator for the community. The idea evolved from the Kokanee Baseball Tournament which is held annually on the August long weekend in Revelstoke. This tournament is a continual success, bringing revenue to local businesses via over one hundred and twenty participating teams each year. City Councillor Mark McKee organizes the Kokanee Ball Tournament, and it was his suggestion for a summer festival to also draw tourists into the community.

Originally planned as a 'fringe theatre' event, the Mountain Arts Festival began with three performing acts that were repeated many times over the festival. The Festival is purposely timed for the third weekend of September to round out one of the quieter shoulder seasons in terms of tourism. The Mountain Arts Festival is entering its' fifth year of success in 1999. It has evolved to approximately six acts over the weekend with less repetition and more variety. The Mountains Arts Festival has been an unmitigated success.

Revelstoke Railway Days is a new community sponsored project to stimulate tourism activity and acknowledge the impact the rail transportation has had on the development of the community. This event was planned to increase tourism opportunities in the community and to enhance the local economy during a quieter part of the summer tourism season. It was also initiated in part to address the role that the Canadian Pacific Railway has specifically played in our community.

It was determined in the Economic Development Strategy (1995) that every effort needs to be made to maintain and enhance the presence of the CPR and its employees in Revelstoke. The last weekend late in August is set aside: to capitalize on the CPR's role in the community; to generate tourism activity; and, to celebrate the City's heritage.

Railway Days is a project sponsored in part by the Revelstoke Community Futures Development Corporation as an economic development project aimed at helping broaden the local tourism industry by tapping into the railway fan tour convention circuit. CP Rail Systems Ltd. contributed toward the event, as did the Brotherhood of Locomotive Engineers and the United Transportation Union. Funds were donated toward a CP Rail Family picnic. The City of Revelstoke also contributed to the event by waiving the rental fees of the Community Centre. With the support of the City, local organizations, and the enthusiasm of local volunteers, Revelstoke Railway Days became a very successful event and provided many benefits to the people of our community.

Following the first event in 1998, Railway Days is planned to become a permanent part of Revelstoke's annual events calendar. Based on the response to the first weekend of activities, future Railway Days events will be successful by expanding on the first year's core activities. Planned activities for this event include: guided photographic opportunities of prominent railway structures and scenery, model railway exhibits, railway slide show presentations, a railway art exhibit and photo competition, rail collectibles trade fair, guided railway museum tours, displays of railway equipment and rolling stock, and a CPR picnic in the park. No meals are planned as the objective is to get people out and about in the community - benefiting the small businesses.

Like so many of Revelstoke's investments, volunteers play a key role in this event. Their planning and organization are essential as they involve their community for advertising, event participation, and idea development. Many of the volunteers could be identified as rail fans themselves - those persons who have an interest in railroad history, train mechanics, train modelling, photography for modelling and/or memorabilia.

The Revelstoke Railway Days event is a real investment in the community, and a real community event. By drawing tourists from as far away as Florida, this event stimulates the economy, celebrates the community's heritage by concentrating on who we are and where we have been, and generates a real sense of civic pride.

These nine investments typify the role CED is playing in the community of Revelstoke. They are assets that are contributing to the economic and social capital of the community.

Chapter Six - New Initiatives

The ongoing, dynamic nature of CED in action can not be stressed enough. The following chapter details nine new initiatives led by the Enterprise Centre, each continuing to add to the building of a strong, diverse economic base for the community of Revelstoke. The initiatives include: a database of economic sector information, a lasting investment that increases the financial capacity of the community, three varied examples of community infrastructure, two collaborative partnerships, and a human development investment. They all reflect the principles of community economic development in action and serve to demonstrate that CED takes years to achieve, and happens as a result of many small changes rather than one big one.

Community Economic Data Base

The Revelstoke Enterprise Centre is undertaking the preparation of an economic information data base in order to provide economic information to local businesses, the community and potential investors. Information has been collected on a variety of topics, including: employment, investment, products and services offered, and contributions to the local economy.

The rationale for this project stems from the mega-project legacy whereby Revelstoke's economy has been in transition ever since the three hydroelectric dams were completed in the mid-1980s. There has been considerable investment and change. As a result, the local economy has become increasingly complex and diversified. With this diversification comes a need for information to interpret the changes in the economy.

The project will provide the quantitative data needed as a basis for community planning, setting community priorities, measuring contributions to the economy and for business recruitment,

retention and promotion.

This database will provide the Enterprise Centre, various groups and other organizations, and the public with the ability to analyse Revelstoke's economy on both a general and sectoral basis. It will make it easier to target weak areas of the economy, and to direct investment into areas of opportunity.

Once completed and operational, this project will ultimately increase the ability of community development organizations and local businesses to be pro-active in developing programs and projects to continue to diversify and strengthen Revelstoke's economy. The study should provide some interesting analyses, including which industries contribute what percentage to the local economy.

Further, this comprehensive, community business database designed to track local economic information will be easily updated over the years to track changes in the economy. It is thus a valuable tool for years to come. From the perspective of CED, the community economic database gauges the strength and diversification of the economy, and helps to determine patterns as to the health of the various economic sectors.

Community Foundation

The Revelstoke Community Foundation has been formed to enhance the quality of life for the community by using funds entrusted to its stewardship to help meet community needs and address opportunities for community development. Although still in its' earliest stages, the Revelstoke Community Foundation will become a vehicle for the generosity of Revelstoke citizens and a demonstration of their vision beyond a lifetime.

A community foundation is a philanthropic organization, organized and operated primarily as a permanent collection of endowed funds, the earnings of which are used for the long term benefit of a geographically defined community. It is tax exempt, incorporated, not-for-profit, and organizationally autonomous. A foundation operates primarily as a grant-making institution and not generally as a direct provider of charitable services. It provides a variety of opportunities for donors. Time has shown that a community foundation can make a significant contribution to its' community's quality of life.

The Revelstoke Community Foundation serves two fundamental purposes: to accumulate charitable gifts in a permanent capital fund and thereby to provide citizens with an enduring means of endowing the community and helping to shape its future; and, to allocate income from these gifts with such vision and care as to encourage the best in a whole range of charitable undertakings.

The Foundation has a number of ways for individuals, families, organizations, private organizations, private foundations, and businesses to contribute to a capital pool. Anyone can give, in any amount. Gifts may be in cash, pledges over a number of years, stocks, bonds, real property, securities, memorial gifts, life insurance, or through the transfer of an existing trust fund, but in the long term they most commonly come as bequests from citizens wishing to permanently benefit their community. Gifts may be designated by the donor for a specific charitable cause or organization but the emphasis is on unrestricted gifts whose earnings the directors may use to meet the changing needs of the times.

The idea for a community foundation emerged from the volunteer sector. Several community members who are active volunteers conducted preliminary research and proceeded to organize a steering committee. Administrative support from the CFDC was organized, and the planning and research began. Additional equity was made available from the Revelstoke Credit Union. This project can best be described as a lasting investment that increases the financial capacity of the community. The Revelstoke Community Foundation is a community-driven CED in action project.

Arts Centre

The Revelstoke Arts Council has been focussing their efforts on one aspect of the Economic Development Strategy (1995): to conduct a feasibility study on a Visual and Performing Arts Complex for Revelstoke, integrating the needs of the tourism industry, education institutions, and local performers. An Arts Centre has also been identified in discussions in the community as being important for Revelstoke's future.

The Revelstoke Arts Council has initiated research in this regard, and a feasibility study has now been received in draft form. This process began with a visioning exercise where individuals were asked to comment on what an Arts Centre means to them and what possible uses could be made of the Centre.

It was noted from the outset that an Arts Centre needs to be accessible and flexible and does not need to be just one building. Possible uses of an arts centre in Revelstoke include: music festivals, concerts, workshops, plays, musicals, the school system, Parks Canada, dancing, crafting guilds, meeting room, conventions, trade fairs, and/or a dinner theatre. To ensure proper utilization, imported, as well as local talent, would need to be sought.

Planning and research is key to this project. The group discussed other Arts Centres that are operating in B.C. and decided to find information on these facilities in order to learn from their experiences. A strategic perspective was taken by the Arts Council, where strengths and opportunities were considered, as well as weaknesses and obstacles in the development of an

Arts Centre.

Starting with the positive, Revelstoke is a community with many strengths and opportunities regarding the building of an Arts Centre. Consider the following: a strong Arts Council and Theatre Company; a supportive City Council; a good community reputation stemming from Summer Street Entertainment, Community Musicals & the Mountains Arts Festival; high degrees of local talent, youth involvement, enthusiasm and technical and administrative ability; a strong school music program; a reputation for a community that can do things; a heritage background (the community had two opera houses at one point); a Railway Museum that serves as an excellent project model; the geographic location, tremendous vehicular travel; the long winters which encourage involvement; an increased importance on the quality of life in a community; Revelstoke has a strong volunteer ethic; operating costs could be kept low; and, City or School District land could possibly be utilized.

Taking into consideration the community's weaknesses and the obstacles which may be faced in the construction of an Arts Centre, the positives outweigh the negatives by far. The following needs to be planned for: capital costs will be the largest obstacle; out of town performers will need to be drawn in; a location and design needs to be agreed upon; red tape at various government levels may be a hindrance; the value of an Arts Centre may need to be explained via knowledge transfer to the general public; credibility needs to be obtained that the project is feasible; concern exists that this population base is not large enough to support the Centre; competing interests or priorities exist in Revelstoke; and, there is a need for all those involved to be united and prepared for the project.

This pending initiative is an example of adding to the strength and diversity of the community's economic base by means of infrastructure.

Community Enhancement

Through infrastructure development, interpretation and promotion & brokering, partners in the community have initiated a Community Enhancement project to draw tourists into the downtown core from the Trans-Canada Highway. The investment is intended to provide recreational and economic benefits to its citizens and visitors through recognition of the special qualities and resources of the area. Beyond the economic benefits of attracting visitors to scenic areas, sporting facilities and historic sites, the increased focus on these resources could heighten people's understanding and appreciation of Revelstoke's heritage.

A Community Enhancement committee was struck in December 1997, with the purpose of managing a project that utilizes the community's downtown theme - maroon and gold signage, lighting, and grizzly bear statues - to attract visitors and enhance community pride.

From the outset, the Community Enhancement project has emphasized that improvements to the community's signage and directions into the heart of the community can provide economic opportunities and can conserve scenic, historic, cultural, natural, and recreational resources by increasing local and visitor awareness. The committee commissioned professional conceptual plans in January 1998.

Promotion and marketing has been necessary to ensure local commitment and efforts to bring tourism to the area continue beyond the initial stages. Public consultation was carried out via Community Enhancement Newsletters sent out by mail, local newspaper and radio, and at public meetings such as the Economic Development Commission's Annual Planning Session. The conceptual plans were available for public viewing in the prominent window of the Royal Bank downtown for several weeks. Any interested community member is updated in both newspapers and may view the conceptual plans further at City Hall.

When planning the enhancement infrastructure, the committee established community-based goals and implementation strategies in order to utilize community resources effectively. By using community resources effectively, the intrinsic qualities of the area are conserved and their value to the community is enhanced. Areas chosen for enhancement infrastructure include: eastern and western accesses to the community off of the Trans-Canada Highway, and at points on the City's main street, Victoria Road. It was determined that a priority of the committee's agenda for this project is to have infrastructure in place for the Centennial 1999. Construction began in the fall of 1998, and is well under way.

Leisure Aquatic Centre

In October 1997, a committee and several subcommittees were formed in an effort to garner support for the construction of an indoor pool for the community. Relative to other communities in the province with a similar population size, Revelstoke is the only community without an indoor pool. The Leisure Aquatic Centre committee has made presentations to City Council, held general meetings to explore the possibilities of working with other groups toward a common goal, conducted research, investigated ways to offset operating costs, and worked to generate public support.

Many reasons as to why the community should have a leisure aquatic centre in Revelstoke have been advanced. For example, one way for a community to stay attractive and draw people to their area is to improve quality of life - that requires recreation facilities. An indoor pool would make Revelstoke attractive for families relocating to the community. The value of an indoor pool to seniors, mentally and some physically challenged individuals, children/youth, and teens is predominately for health reasons. Keeping active and healthy through swimming is an

excellent way to relieve stress, beat the winter blues and have some simple fun.

Potential funding for this project is presently being sought. The leisure aquatic centre is yet another example of adding to the strength of the community's economic base by proposing infrastructure and planning to ensure that it is sustainable and desirable by the community's members.

High Speed Communications

High speed communications is an area that needs development in Revelstoke. Included in the Business Development & Finance economic sector in the Economic Development Strategy (1995), high speed communications is an area that will not grow substantially in the community until a local call DATAPAC link is built. The construction of a local DATAPAC link is greatly needed for increased efficiency, and reduced cost, in electronic commuting.

The rationale for this project is well supported. For example, businesses who operate electronically - and, therefore, are not dependent on location - could settle here. New opportunities for small businesses and professional services would emerge with the building of an access link. Distance education would become more feasible, whereby individuals could advance their careers and broaden their appreciation of life. With the influx of new businesses, the local economy is further diversified, and new entrepreneurial ideas are introduced to youth which could be expanded through mentorship programs, for example. The possibilities are far-reaching.

As mentioned above, there is currently no local DATAPAC access point in Revelstoke for efficient electronic commuting. Without this access point, the cost of accessing Internet and other electronic communication systems is increased. It is also perceived as a barrier by those requiring its use. The Economic Development Strategy (1995) outlines the need for a project establishing a DATAPAC access point in Revelstoke. The trans-Canada fibre optic cable goes right past Revelstoke but there is no access point (dump). The verbal cost estimate for establishing a dump has been very high. The Strategy further recommends that a written quote is obtained for having a fibre optic dump.

Building a fibre optic dump for Revelstoke meets the community's priority of economic development through the creation and retention of jobs (by attracting new residents), the retention and expansion of existing businesses, and the attraction of new businesses.

The Economic Development Strategy proposes that the necessary conditions for a fibre optic dump to be established are investigated - the planning and research ingredient to building a strong economy. This project is also representative of the infrastructure key economic

ingredient. Building a DATAPAC access point for Revelstoke is a form of support for development. Neither of these initiatives have been taken on.

Digby Network

There is an increasing demand for information, case studies, and knowledge transfer regarding community economic development in small communities such as the community of Revelstoke, B.C. The Community Futures Development Corporation of Revelstoke is a partner in the Digby Network, a fifteen-organization National CED Partnership.

The CFDC and the Revelstoke Enterprise Centre subscribe to the mission and principles of the Digby Network - a movement to improve CED training. They are proud to be recognized as a partner of the Digby Network. The mission and purpose of what their partnership in the Digby Network signifies are as follows:

“Promoting excellence in the field of CED, the Digby Network is committed to developing, delivering and evaluating products and strategies aimed at expanding the scale and effectiveness of CED in Canada by: using CED best practices available in the partnership to offer educational, motivational and practical assistance to each other and to communities throughout Canada, using CED technical assistance and products while continuing to develop new products and, arranging financing to enable the transference of CED programs and knowledge.”

The applications of the principles of CED have provided substantial dividends to Revelstoke. However, collectively the Community Vision has not yet been achieved.

The CFDC believes in the importance of participating with other “best practices” national partners, and, that this will enable the community to continue to progress toward their Vision. At the same time, they hope to provide their practical experience and success both as tools and as an inspiration to other rural communities. The Enterprise Centre’s membership in the Digby Network, and their role as a Technical Assistance provider to CEDTAP will advance both of these objectives.

Community Economic Development Technical Assistance Program

In October 1997, the Enterprise Centre was invited to submit a proposal to provide technical assistance to the Community Economic Development Technical Assistance Program (CEDTAP) of Carleton University. As one of the fifteen CED partners in the Digby Network Revelstoke offered a rural community perspective to the technical assistance available to CEDTAP through the Network. The community’s primary role is as a study tour location of successful CED in action at the community level.

CEDTAP is a Canada-wide matching service that brings communities and technical assistance

providers together to harness the job creation, social and economic spin-offs that community economic development can offer. It is managed by the Faculty of Public Affairs & Management at Carleton University.

The Community Futures Development Corporation has been selected by Carleton University to be one of six host providers across Canada for this program which is designed to create empowerment and build self-reliance in Canadian communities. Technical assistance is provided to community organizations to create jobs and generate social and economic benefits at the local level.

CEDTAP is a program that wears many hats. It is a tool for community building for economic development, a resource for information and technical advice for local organizations and donors involved in CED initiative and, a network of specialists with the experience and commitment to help communities empower themselves through CED.

Being chosen as a CEDTAP host provides the community of Revelstoke with the opportunity to break down the barriers of geography and language, and generate the best possible leverage from CED investments by ensuring that local organizations can tap relevant experience outside their community anywhere in Canada.

As Revelstoke's reputation for success has grown, many individuals, organizations, communities and local governments have requested from the Enterprise Centre, strategic planning, organizational and project development information and advice. In the past this information, with the exception of specific community consultations or speaking engagements, has been provided free of cost. The demand for information about the community's CED experience has increased so that it cannot be provided on a gratis basis any longer.

The Enterprise Centre has a desire to pass on their "best practices" knowledge and experience to enable other rural communities to take control of their futures. In order to provide for their own financial sustainability they are offering their collective skills and experience. The approach they plan to take is to invite representatives of communities or Technical Assistance providers to come to Revelstoke as study tours where they will host them and provide them with an overview of their CED experience and success. Clients are then able to select specific models or projects for more in-depth study and consultation.

The Enterprise Centre can provide, as a technical assistant for CEDTAP, consultations and recommendations based on their experiences.

In summary, CEDTAP is a national effort to promote job creation, entrepreneurship and local

self-reliance in communities across Canada. They do so by coordinating and funding small and medium sized technical assistance assignments - valued anywhere from \$5,000 to \$25,000 - to help organizations build community as a means to sustainable social and economic development. The Enterprise Centre is one of the organizations chosen to help build community.

Both the Digby Network and the Community Economic Development Assistance Program are examples of partnerships formed to support the building of a strong economic base for the community.

Training Institute

The Enterprise Centre is presently looking to develop a training institute. The rationale for establishing a training institute is simply that as long as Community Futures Development Corporations are heavily financially supported or have loan funds pools exceeding four - five million dollars, there will be a demand for staff and board training on an annual basis.

There is a need for informal and formal training in CED for professionals and volunteers. CED training needs to provide knowledge transfer, skills-building, and attitude development. An overall program would be built around three frameworks: the six ingredients of the local economic development model, the four ingredients of the community development model, and the need for a plan, an organization, and action.

As the demand for CED programs increases, a proportional need for adequate training and education programs for CED operatives expands. Investment in training must be viewed as integral to developing the capacity for effective economic development. To ignore it is tantamount to supporting malpractice. The training institute would be designed to meet the needs of people wanting to see the Revelstoke “success”; to provide a minimum amount of knowledge to build a common language to discuss CED; and, to provide an introduction to a few CED frameworks.

If CED is to be an effective practice and therefore maintain and enhance its current public support, it has to be effective and successful - which requires experienced and skilled operatives. Building skilled practitioners requires training combined with on-the-job guided experience.

In recognition of this need, the Community Futures Development Corporation of Revelstoke has collected data and researched the application of community economic development principles in their own community. The compilation of this information is this study entitled “*Revelstoke 1983 - 1999: CED From the Inside Out.*”

From this study, an instructional model will emerge to be used in tandem with the CEDTAP

Initiative. As this study attests, the application of principles of CED have provided substantial dividends to Revelstoke. The proposed training institute will draw from the community of Revelstoke's experiences and success, both as tools and as an inspiration to other communities. The Enterprise Centre's membership in the Digby Network and qualification as a Technical Assistance provider to CEDTAP will advance this objective.

The form which this instructional model will be delivered is the study tour. It is the Enterprise Centre's belief that these study tours need to balance theory with a value orientation and "hands on" practical experience that will allow for personal skills development. They need to emphasize values, local economic development, and actual CED projects in the community. If the training does not follow the values of CED, then they will not be effective in teaching CED. That is, the study tours will be most effective if they address the needs of CED practitioners as articulated by CED practitioners. What are the needs of CED practitioners? Little opportunity exists to learn how to do what others have done. Areas where training could be provided by the institute include:

- how to train the community;
- how to do policy development at the practitioners' level;
- how to manage services for entrepreneurs;
- how to identify and tap into resources in the community;
- how to educate local authorities and politicians on the potential of CED;
- how to get the community to commit to strategic planning; and
- how to manage development projects.

Multiplying the benefits of training investments by means of direct linkage to the real agendas of communities and regions is both cost-effective and respectful of everyone's scarce time, talent and resources. The Enterprise Centre is committed to the creation of high quality materials and curricula relevant to strategic areas of community-based economic development. The establishment of a training institute that is relevant to the empowerment of people committed to diversifying their local economies, and building healthier, sustainable communities is their goal.

The ongoing, dynamic nature of CED in action can not be stressed enough. This chapter has detailed nine new initiatives led by the Enterprise Centre, each continuing to add to the building of a strong, diverse economic base for the community of Revelstoke. The initiatives all reflect the principles of community economic development in action and serve to demonstrate that CED takes years to achieve, and happens as a result of many small changes rather than one big one.

Essential to the successful practice of CED over time is the praxis philosophy. Praxis is the responsibility of the practitioner to reflect on what they are about to do, take action, evaluate that action and then further reflect on the impacts of the action. Praxis can be envisioned as a spiral that is continually growing. When a practitioner is committed to the philosophy of praxis, the

results of their actions are sensitive, thoughtful change. Praxis is essential to the successful implementation of CED in a community over time.

The nine initiatives included in Chapter Six are led by CED practitioners who are committed to the praxis philosophy. By continually reflecting on the actions they are taking over time, the initiatives that they are engaging in will represent CED in action, and strengthen and diversify the local economic and social base of the community.

Chapter Seven explores the role of leadership & collaborative partnerships in the practice of CED, provides a useful framework for outlining the needed ingredients for healthy organizations, and outlines a checklist for communities to use in the practice of CED.

Chapter Seven - Integration

This study first introduced the *principles* of CED, followed by *examples* of CED in action, and will now propose how to face the struggle of *applying* the principles of CED within your own community. The first stage of the study - the *principles* - introduced the reader to the discipline of community economic development, looked closely at the community of Revelstoke in its context, and explored the necessary ingredients that set the stage for success in the community of Revelstoke. The second stage - the *examples* - explored in depth how the organizational capacity of Revelstoke developed incrementally through the building of a foundation (primary and secondary elements), and investigated both completed and ongoing investments as examples of community economic development principles in practice. The third stage now begins with a look at how these processes and factors are integrated by a struggling community facing economic transition.

Chapter Seven is the last piece of the CED puzzle as it examines the processes and factors involved in integrating CED principles. It accomplishes this task by analysing the role of leadership and collaborative partnerships and the importance of healthy organizations in the CED process. Further, it provides a checklist for those individuals who want to practice CED in their own communities. The checklist is designed to guide CED operatives to identify where their community is in the process of building a strong and diverse economic base.

The three themes of the Revelstoke experience are community development, organizational development, and venture development. By focussing on each of these three themes concurrently, things can happen. The Revelstoke experience teaches that it is *impossible* when practising CED to concentrate on only one of these themes at a time. The application of all three themes can, and should, be occurring at the same time to enable successful results from the practice of CED. This comprehensive application of CED can be labelled as ‘integration.’

Integration is defined in this study as ‘to form into a whole, into a larger unit’ and ‘to end the segregation of and bring into common and equal membership in society or an organization.’ When faced with the task of re-building an economy, the element of integration is, perhaps, the most difficult to employ. A community can plan, research, make available loan and investment funds, and empower its’ leaders, but without brokers who comprehensively integrate all of the ingredients, CED is not accomplished and will not endure. The authors of this study recommend that CED practitioners recognize and address how integral brokering is to their role in practising CED.

CED practitioners are the brokers who *guide change* to integrate the process of rebuilding an

economic base. These individuals can include all community leaders, both elected and volunteer, planners, economic development commission officers, managers, and others invested in their community's economic and social well-being. How these individuals can face the struggle of applying the principles of CED within their own community is examined here in the role of leadership and collaborative partnerships section. How they can effectively work together to build long term capacity is discussed in the healthy organizations framework section. Lastly, how they can check to ensure that they are integrating CED destined for successful results, is provided in the CED community checklist section.

Role of Leadership & Collaborative Partnerships

CED encourages the active participation of all members of the community in the planning, decision-making and benefits of CED initiatives, and works to remove the barriers that limit the participation of all citizens. Engaging in the process of CED empowers its' participants. These members of the community may then evolve to become leaders of various groups and organizations. Versed in the politics of CED (which encourages collaboration), these leaders may then form partnerships between these groups and organizations.

The effects of this pattern are cumulative by strengthening the community's capacity to comprehensively stabilize and diversify the local economy over the long term. The greater the number of community members who engage in groups and organizations who pledge to the dictum of CED, the greater the community's capacity. Having individuals who are capable of thoughtful decision making and planning are valuable community resources.

As has been repeated throughout the study, CED has emerged as an alternative tool to renew and diversify local economies. The need for alternatives is triggered, in part, by the decentring of the state. The impacts of this phenomenon are discussed in this chapter.

In addition to the availability of economic support programs, some of the significant ingredients for community economic adjustment and recovery include:

- community leaders and volunteers with vision,
- community based plans and commitments,
- realistic and achievable strategies,

- cooperative and strategic partnerships,
- communications,
- commitment over time with financing,
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a team,
and

- the political will to complete.

Each of the items on this list require strong leadership. Leadership may be defined as ‘guiding a certain way’, ‘tending toward a definite result’, or ‘directing the activity, performance or operations of an initiative.’ ‘Tending toward a definite result’ is, in particular, an inherent quality of strong leadership. How feasible the implementation of a project is, is key to its’ success. Strong, effective leaders keep feasibility and the end result of a project at the forefront of their minds. Strong leadership also has the inherent quality of keeping volunteers enthusiastic and energetic. Revelstoke has been fortunate that many of their community members were, or became, strong, visionary leaders.

The Enterprise Centre (who exemplify a collaborative partnership) has sponsored the establishment of a number of development organizations and projects. Each of the enterprises or investments have been nurtured until they have developed the capacity to operate independently.

The analogy provided above is that the staff of the Enterprise Centre are the pit crew, and occasionally the test drivers, in any number of car races. They are in the pit ready to put the tires under the vehicle, but someone else ultimately always drives the race car away when the rubber hits the road.

Examples of the process of nurturing the development of organizations until they have the capacity to operate on their own, include:

- The incorporation of the Revelstoke Heritage Railway Society as a charity and the building of the Railway Museum, spearheaded by that society.
- The establishment and incorporation of the Adult Learning Council to develop and coordinate local delivery of adult training and skill development. This initiative resulted in the building of the Revelstoke Community Skills Centre.
- A 1996 initiative was the establishment and incorporation of the Columbia Mountains Institute of Applied Ecology. The purposes of this Institute are to coordinate ecological research, disseminate information, and provide training, all leading to improved ecosystem management.

The Enterprise Centre's successes emerged from what *they did themselves* - they built upon a solid level of trust that grew between community organizations, boards and leaders (the building of organizational capacity). The opportunity to mimic this success in your own communities may be afforded by decentring the state - downloading from the national to the local levels of governance. This increasingly common phenomenon involving the passing down of responsibility and control to lower levels of government, may be viewed positively when a community sees that it enables them to take control of their own economic future. A community can then seize the opportunity to find the resources collectively amongst themselves.

The energy that emerges from decentring the state clearly has potentially positive outcomes. Operatives' renewed energies hold much promise - to make lasting connections, and to position the community to endure, and readily adapt to, change. Lasting connections can be made between groups and organizations by the overlap of operatives acting as directors with renewed political will.

The importance of boards of directors, broadly represented by various members of the community, has been key in Revelstoke's development. The political will to first become involved by volunteering on various boards, and second to complete projects is an essential component of the community's success. Political will is exemplified by the effort made in Revelstoke to stabilize and diversify their economy. This effort is one of the most significant CED experiences in Canada involving concerted efforts of the three levels of government in conjunction with a coalition of labour, community groups, and business interests.

Collaborative partnerships have many advantages, including:

- they play down contentious questions about who should deliver which project or investment, when and where
- they involve local government, groups and organizations in a shared planning process where common outcomes, objectives, and principles may be found

- they allow for individualized planning by the individual partners while maintaining a common commitment
- community groups and organizations are given a direct role in designing and managing the projects they care about, fostering a sense of personal and community responsibility for the achievement of broad public goals.
- they provide an effective and efficient way of delivering key services.

To be effective, collaborative partnerships must insure that the following issues are considered:

- community leaders (both elected and volunteer) need to retain and develop necessary skills and tools to exercise the CED process
- who decides which organizations are included or excluded in the partnership?
- providing improved, citizen-centred public services through collaborative partnerships requires sharing information, how will this occur?
- current approaches and what sorts of practices and supporting conditions support collaborative partnerships need to be continually explored and rethought

Collaborative partnerships are defined by a commitment to shared planning and decision-making. They require some changes in organizational culture, including a willingness to share authority. They represent participatory politics - literally, self government by community members for community members. Further, they reflect government's trend to push control out of the bureaucracy, into the community, empowering citizens, because communities often have a better understanding of their problems than bureaucrats.

In summary, leaders' work on local projects, and collaborative partnerships that may be formed in so doing, have produced a remarkable array of human efforts to diversify and stabilize the economy in Revelstoke. A direct benefit of their taking action has led to both healthier organizations, and a strengthening of the community's capacity to build their economic base.

Healthy Organizations Framework

The model of a Healthy Organization cycle lays out the components necessary for establishing and maintaining a healthy organization. The cycle is continuous, and incorporates the standard yearly planning cycles as described here. This Healthy Organizations Framework is designed by Westcoast CED Consulting, Vernon B.C., and has been used by the Enterprise Centre to guide their actions in this regard.

Every organization needs clear, overall direction established by the governing body. With effective leadership at the policy level, the organization is able to establish visions that match the needs of their constituencies. The leadership needs to be able to keep the organization on its established course, and make changes to the course when needed as required by changing

circumstances.

Each organization, including staff and governing body, need a clear vision which will guide the activities of the organization. Without a clear vision, there is no guide to assist with making effective decisions that keep the organization on its course.

Following the vision, there needs to be a clear plan to implement the vision. A strategic plan enables the organization to decide on and implement the direction in which they want to go. Clear plans make managing and monitoring by managers and the governing body much easier.

Once the goals and objectives have been set, there is a need to find the human resources to implement the activities that have been set out. This involves setting clear job descriptions and the skill/knowledge requirements for each role in the organization. The organization must then either hire the required staff, or train the required staff, to be able to complete the required tasks. A complete personnel system, including incentives and work conditions, has to be developed for each position.

With leadership that provides clear direction through their vision, the strategic plan, and staff with the needed skills, management is then needed to make sure that the tasks get completed and issues get addressed quickly. The management also has a role of feeding the results and other information back into the cycle for redeveloping the vision and strategic plan as required.

Without good governance, an organization can not expect to perform effectively and to have the capacity to adapt readily to change. Accountability for how an organization's activities and responsibilities have been carried out is critical to ensuring its credibility and to maintaining public confidence in it.

The characteristics of best practice organizations having the highest positive impact on the revitalization of a community's economy are: comprehensive in orientation, multi-functional in scope, strategic focus, and coordinate a wide range of tools to address the realities they are facing. In rural communities, the need for a strategic framework within which a range of community organizational assets can be mobilized in a coordinated manner is a critical factor in strengthening community resilience. There is no quick fix.

The process of CED not only strengthens and diversifies an economy, it *builds* community. This section has outlined best practices to follow in working collaboratively to build community and strengthen the economy. Indicators of successful community collaborations are listed as follows:

- are open, inclusive and diverse,
- identify and build upon individual, organizational and community assets and strengths,

- empower stakeholders in a positive, non-threatening way,
- are based on a compelling, shared vision,
- are based on strategies and tactics that directly relate to the vision,
- are well timed,
- are based on tangible, visible commitments of resources by the stakeholders,
- have the power to implement their own recommendations,
- use consensus to reach desired outcomes,
- value the 'process' as well as the 'results',
- measure outcomes regularly,
- define goals and objectives,
- celebrate milestones and achievements,
- sustain the momentum, and
- require patience.

The essential concept behind any collaborative process is sustainability. The idea of sustainability stresses that community collaborative efforts should be viewed as long-term efforts whose core human, social and economic resources should be actively nurtured and continuously renewed as a community asset - without a long-term, sustaining focus, these efforts may not realize their vision or achieve their intended objectives.

The Healthy Organizations Framework is a useful tool and clearly emphasizes the importance of mobilizing and fully utilizing the human resources of an organization. Further, that each role has inherent responsibilities to fulfill and interconnections with other, but not all, roles in the cycle. For example, management concerns themselves with staff, leadership with the plan, and if the plan is not being implemented, the weakness lies with management. The Enterprise Centre strives to operate within this framework.

Maintaining focus is an essential task for community organizations to be successful. Revelstoke's goal is more employment, and more investment across every sector, over time, building the capacity of the community as they go. The development of human resources and the development of the plan need to complement each other. It is also important to avoid creating a plan that is overly ambitious for an organization whose capacity is not yet strong enough. Core funding for talented management to facilitate the organization is important - as is a common purpose, and having community-based partners to work with.

In summary, effective board stewardship involves seven key tasks:

- steering toward the mission and guiding strategic planning,
- developing appropriate structures,
- ensuring the board understands its role,

- ensuring that an effective management team is in place,
- communicating to members, stakeholders and the public,
- implementing assessment and control systems, and
- planning for the succession and diversity of the board.

The definition of fundamental goals and strategy is the single most important duty of the board. Boards who know their direction, are committed to a common purpose (e.g. reinventing the local economy), and are open to evolving and rethinking their approach are key to the operation of healthy organizations. CED encourages a thinking pattern that is conducive to facilitating these key ingredients.

It is essential to build organizations that have a life of their own - organizations that are proactive, see the future and prepare so that they are ready. It is important to ask who are the CED actors in the community? Who is providing services? How well are they doing? These are important questions to ask. It is important to avoid placing unrealistic expectations on the group or organization - consider your capacity, check your pulse in terms of maturity, small steps versus big steps at the outset.

New policies and practices are emerging for communities to solve problems internally as opposed to relying on external decision and policy makers. The saving of a local economy is rooted in the different ways in which communities' different operatives frame their experiences, identify the sources of inequity, set their goals and suggest lines of action. There is a wide range of possible outcomes. The role that operatives play in the implementation of CED is discussed below as the first core process of a CED community checklist.

CED Community Checklist

The purpose of this CED checklist is to match priorities, goals, and/or objectives with related best practices, tools, models, and/or resources. It is divided into three distinguishable core processes: operatives, strategic thinking, and building community capacity. Distinguishable - yet inter-related - every CED step of the way. Each of the sections outlines the essential steps, lists key players and case examples from Revelstoke, and appropriate actions needed to successfully employ CED in your community.

A purpose of this checklist is to make clear how the issues of inequity, empowerment and transformation play themselves out at this level. CED, by putting weight on the conceptualization of issues and the importance of vision, is particularly pertinent at the present time. Communities across B.C. are seeking alternative methods of engaging their leaders, local citizens' groups and the community as a whole in the renewal and diversification of their local resource-dependent economies. A collective decision has to be made by the community to no

longer be at the mercy of decisions made elsewhere.

Decisions made elsewhere typically misuse and mishandle working people in small communities. Once the decision is made internally to direct the local economy, it is important to remember that it takes time to change culture, perceptions, views of the world in order to reach the goals which you set. Small 'doable' steps are important at the outset to build upon. This checklist is a series of these steps to implement CED in your community.

Core Process One - Operatives

Definition/description: The practice of CED reaffirms a community's key role in economic development by reconciling economic imperatives with social and political concerns. Experience shows that the allocation and management of resources are means by which communities can empower themselves, individually and collectively, to ensure their economic security as well as to address social issues relating to community culture, vision and environment. The allocation and management of resources is assumed by the community's CED practitioners. Resources include natural amenities (forest, minerals, water, wetlands), healthy organizations, a trained workforce, infrastructure, equity, loan funds, and operatives. These *operatives* guide the community to intervene in the on-going development process in order to help harmonize and balance local resources and needs.

Operatives must understand their role in the delivery of CED thought and praxis as necessary for understanding the development of the local economy at a community level. The delivery entails the transfer of knowledge to others invested in rebuilding the local economic base. Issues which people feel strongly about can be altered, improved or eliminated, and community organizing efforts can be strengthened. This leads to people feeling empowered and, where the process has included a full range of groups and organizations, the community as a whole benefits for the long term. This is progressive local action.

The Revelstoke story has shown that local economic initiatives have the capacity to create confidence and broaden skills. They provide important opportunities and allow local people to gain leverage on outside sources of funds. The level of independence created is of significant importance. The importance to small communities of having a practical, realistic and achievable strategy is fundamental to achieving positive change. Fundamental to successfully employing the strategy are the *operatives*. Strategic thinking is discussed in further detail below in the second core process.

Priorities, goals and/or objectives: Thousands of people are already finding ways to seek economic opportunity *in order* to increase local skills, self-determination, local pride, and sustainability. This is the ***goal*** of CED. "*Revelstoke 1983 - 1999: CED From the Inside Out*"

relays to the reader the experiences and recommendations of individuals who are actually doing CED. They are the operatives. They include managers, consultants, economic development officers, administrators, planners, educators, and ordinary people committed to building inclusive, creative and sustainable communities.

Operatives' **prioritize** their attention on *planning* that enables their communities to clarify their aspirations and focus their time and energy, on *building organizations and strategies* that can back local initiatives with leadership and resources, on *business development* that advances a community's long-term goals, on *mobilizing and organizing* local people to take a greater role in their economy and governance, and on *government and programs* required to support local development.

Operatives who are skilled brokers, practical, CED knowledgeable, creative, and dedicated to making a difference are essential to implementing CED in your community. They need to be aware of the environmental, social and economic issues that emerge as CED begins to move from theory to practice.

Tools, models and/or resources: Tools used by operatives to achieve these aspirations include strategic planning exercises, local economic development models, community development models, and revolving loan funds. These tools have been described in detail above. Willing and able volunteers are needed to employ CED effectively. Their readiness to become involved in community investments is needed. How to inspire volunteerism is therefore an important question to answer. Small, feasible steps that build upon each other incrementally encourages continued participation from volunteers. These small, feasible steps may be achieved by taking on small investments at the outset of the CED process. Further, the guidance of a trained CED practitioner to aid in the processes of strategic thinking, localized learning, the building of healthy organizations, planning, research, and brokering is essential.

Key operatives who are trained and experienced in CED are fundamental. Equity is needed to hire these individuals. Battersby (1999) refers to this equity as 'hurting money' - funds needed to hire qualified operatives to initiate the turning around of the economy at a time when the community is suffering financially. Charismatic operatives are beneficial to the process. Their ability to draw volunteers to participate in project development, at least at the outset, is an effective resource. As the project evolves, the volunteers emerge as the leaders of the process and the operative(s) work themselves out of a job. The operative's role is to establish the basis for developing long-term capacity.

Essential steps, key players, case examples from Revelstoke, appropriate actions: It has been established that operatives in each community - who are experienced and trained in working

within the CED values and attitudes philosophy - are needed as the brokers to 'thread the needle' of various investments. Further, every community should set its own direction. An **essential step** to building an economic base is the convening of the community's organizations. The building of community capacity is facilitated by CED operatives - guides of change who are able to articulate the language of CED. The priorities, goals and objectives are set for the community by the community.

Revelstoke undertook a major revitalization of the economy spearheaded by the substantial change they were experiencing due to both internal and external forces. Revelstoke's widely fluctuating economy forced the community's leaders to find a way to live with their loss. Typically, they had been reactionary versus thoughtful, and lacking comprehension, in their address of the economy. What carried Revelstoke through this enormous task? - their commitment to the place. They climbed up out of a economic slump with the support of tremendous public will. Credit is owed to the community for their conviction and faith in themselves. They had leaders with vision, backed up with action. This entire process was character building - leaving a legacy of leaders (both elected and volunteer) who initiate and implement investments in their community.

The timing, and the right environment is an essential element of any investment that unfortunately can not be planned for. These elements can, however, be acknowledged. By being cognizant of their importance CED operatives can anticipate and wait for the timing to fall in to place. Also, it is important for a community to afford itself enough time to accomplish their goals. They need to think in the long term.

Monitoring and adjusting are two key steps in the implementation of CED. They are elements of the praxis philosophy. The CED practitioners at the Enterprise Centre operate based on their beliefs in the true sense of the praxis philosophy. In community economic development, praxis is the practice of reflection, action, evaluation and further reflection, intended to result in sensitive, thoughtful change. CED monitors and evaluates its progress through community-derived and appropriate economic, social, cultural and ecological indicators.

Praxis is a responsibility of the CED operative to act in a considerate, serious manner, and not in a careless or unprepared fashion. The Enterprise Centre's CED practitioners' actions are guided by this spiralling philosophy, where the loops are sometimes long in taking shape, and drastically wide or narrow in their size, but nevertheless continually spiralling upwards. Praxis is the basis of mobilizing empowerment, building capacity, community control, inclusive learning and transformation.

Communities need to ask themselves - who are the main brokers? Do they work together? Are

they willing to put money and time in? Do they sit together in the same room and make things happen? This is how credibility is built. A very strong core is needed to take control and make things happen with vision and care. Investments take time, trust is needed to form partnerships, and partnerships are needed for successful CED. These basic elements need to be in place before the investments take shape. This is the foundation work that is so often missing. If these basic elements are in place then the community further has the capacity to invest in projects over the long term.

One of the limitations of CED that operatives need to be aware of, is that far too little attention is given to the diversity of community members and to potential conflicts in basic visions of ‘the community’ and ‘the economy’. Moreover, the fact that some differences might be the result of oppressive relations between community members makes this lack of recognition of diversity all the more problematic. CED argues for a broad participatory approach, caution should be paid to not assume that consensus will emerge. This approach values the journey as much as the destination for this reason. By working towards the destination (consensus), understanding and clarity of issues emerge on the journey, even if agreement is not reached. Greater understanding benefits the community as a whole by enabling them to at least understand the basis of the disagreements, to then mobilize around the issues to take action.

CED literature stresses the critical role of a certain type of leader who alleviates concerns and constructively responds to skepticism or critical challenge. This particular type of leadership requires strong facilitative, communications and other process skills. Operatives who are trained facilitators, and who have the time and the commitment of the participants, are key to the strategic thinking process. Strategic thinking is now discussed as the second core process of the CED community checklist.

Core Process Two - Strategic Thinking

Definition/description: CED is a process through which the transformative potential of the political struggle - to renew an economy - may be realized. In other words, the transformation of political consciousness has the power to effect needed change to stabilize and diversify a community and its economy. Political action at the local level has greater progressive potential than action at the national level since such struggles have a stronger connection to the everyday lives of community members, and, consequently has the power to transform their political consciousness. Local politics can be very progressive, as demonstrated by the Revelstoke experience. Strategic thinking is a means focussing this political struggle by limiting the impact of external pressures on communities and local organizations.

Strategic thinking revolves around a commitment to involve community members previously marginalised from the political process, and to provide them with an opportunity to effect change

in their immediate local environment. This is the kind of local initiative that has the potential to transform political consciousness.

The emphasis within the CED model of strategic thinking is on community control and empowerment, developing an organizational vision and linking programs and plans to this vision in a structured, 'implementable' way. The Enterprise Centre is committed to the CED model of strategic thinking because of this emphasis. Further, the emphasis within the CED model of strategic thinking is on developing organizational vision and linking programs and plans to this vision in a structured way. The need is for a clear vision and the capacity to link this vision to action. This is useful for all communities involved in political, economic and social change.

Priorities, goals, and/or objectives: A priority in strategic thinking is a shared vision. Another is assessing current trends and realities. A community must make itself aware of the threats and opportunities that may affect their economic well-being. The **goal** of assessing current trends and realities is to be able to anticipate potential impacts on the local economy. This anticipation will trigger preparation - and success can be defined as when preparedness meets opportunity. When opportunities present themselves to strengthen and diversify the local economy, the community has the capacity to respond.

Strategic thinking serves to enhance the progressive potential of a community and helps to overcome the limitations of a narrow vision of its role in the control of their own local economy. Progressive is defined here as an orientation towards reducing inequalities - social, political, economic - between groups and individuals and an enhancement of participatory democracy. Participatory democracy engages members of the community to become involved in local decision making. Continued involvement empowers individuals to have a voice, *and be heard*, eventually building their capacity to capitalize on opportunities for their community. This is a primary **goal** of strategic thinking.

Tools, models, resources: A useful analogy used to describe the process of strategic thinking is the road map. Strategic planning is an exercise that engages a community, organization or group in determining what direction they wish to travel. Visioning is the ideal to which the community works toward - the destination. A mission is the itinerary that guides you along the road as you travel. When looking back on the road travelled, the plan is 'how' we stuck to the mission while heading towards the vision. The plan is broken up into different areas - to extend our analogy, areas of the plan may include food, accommodation, rest areas, gas stations, etc. Within each of these areas, there are detailed suggestions as to how those areas may be taken care of. For example, in the area of gasoline stations, how the gas will be paid for needs to be planned for, where gas will be obtained from, and how much will be needed.

Fundamentally, strategic planning envisages a desired future, and realistically assesses present opportunities and constraints; then, through clear-headed decision making, it indicates how you can move from where you are to where you want to be. Such planning involves making choices about the mission (purpose) of the organization and the primary goals it will pursue, the strategy (or strategies) it will employ to accomplish the mission, and how the goals will be reached.

Strategic planning is seen to involve a series of stages that should begin with the articulation of an overall vision for the organization - of what should be, as against what is in place today and what might become, if nothing is done. This vision acts as a starting point for identifying a series of necessary and specific development goals. Although these goals are likely to be rather broad and, therefore, not easily measured, they can be expressed in such a manner that the community can ascertain whether it is moving toward them or further away. They should be expressed in a way that allows the community to establish directional criteria to gauge progress.

Identifying concrete and specific objectives for each goal is the next stage in strategic planning. The objectives should be articulated in such a manner that quantitative and qualitative measures can be linked to each one. A critical component at this stage is the realistic examination of the internal and external constraints within which the organization operates. Thus, objectives should be based both on the vision of the organization and its realistic possibilities, given such matters as consistency and reliability of funding, public opinion, other relevant organizations, government support and so on.

Targets follow from these objectives and answer three key questions: what must be achieved, how much must be achieved, and when must this be achieved. Next is an expectation that specific projects should be identified and strategic planning at this stage will involve identifying where is this target to be implemented, who is responsible for implementing it, and how it is to be implemented. At this stage, the strategic plan can come to life because with this level of operational specificity, a basic project-management framework is in place. Project outcomes are specified. Start-up dates and end-dates are specified. These projects are implementable and because they are carefully designed they can be effectively managed. Continuous evaluation and assessment (praxis) of the plan is also required. Thus, room is made for adjustments in the plan should these be called for, based on changes in the internal or external environment.

One of the very attractive elements of strategic planning as described here is the effort to attach a broad indigenous vision of a hoped for future, with specific, realistic and measurable projects and outputs.

Essential steps, key players, case examples from Revelstoke, appropriate actions:

In 1960, John Dakin was quoted as saying:

“In order to make a plan we must be able to predict; in order to be able to predict we must know; in order to know we must develop hypotheses or theories; in order to establish theories we must obtain and classify facts; we must observe.”

Strategic planning is a key step to achieving success - having individuals who are prepared to play the game. CED involves purposeful intervention (strategic thinking/planning) by the community (or its representatives/operatives) in selected aspects of the community's economy, for the community's welfare. It is about communities addressing problems and opportunities, on their own behalf, which they perceive to be of importance to their quality of life or their community's viability. Strategic planning in the context of CED attempts to answer the following key questions:

- where has our community's economy come from?
- what is the nature of the economy today - its characteristics, strengths and weaknesses?
- where will our economy be in the future - in 5, 10 or 25 years?
- where do we want our economy to be in the future - in terms of jobs, diversity, vitality, size and other dimensions?
- how do we get there from here?

These deceptively simple questions set the game plan for the community's strategic initiatives. In Revelstoke, for example, the residents' awareness of their need and ability to take control of their own future was enhanced in 1983 at the crux of the economic crisis by a strategic planning process which engaged wide participation. These simple questions were asked and the search for the answers set the game plan for the community's strategic initiatives. The attendant benefits of this process were that people had the satisfaction of contributing, and then recognizing their contributions in print. The Downtown Revitalization and Railway Museum projects that emerged from that plan honed the local capacity for research, and organizing and implementing in collaboration with partners. Bit by bit, civic ability, pride and community capacity grew.

In summary, the basic idea behind strategic thinking is that it is useful to connect an organization or community's broad vision, if sufficiently well articulated, with a clear organizational mission. Such a mission has to be developed with an appreciation of current internal and external realities, and should include specification of steps and initiatives that the organization or community can undertake in the short term.

Most simply then, this tool encourages organization/community participants to talk to one another about their dreams and hopes, to identify what commonalities they share, and to work in a structured and specific way to figure out how to move closer to them. This sort of process is useful to every community involved in political and social change. Building the community's capacity to practice strategic thinking is now discussed as the third core process of the checklist.

Core Process Three - Building the Community's Capacity

Definition/description: Building a community's capacity is led by operatives (core process one), and guided by strategic thinking (core process two). Capacity can be defined as 'the power of containing, receiving, experiencing, or producing', 'mental power', 'faculty or talent', 'a position or function'. Each of these phrases are applicable to defining community capacity in the context of CED. Capacity is the long term ability of a community to practice CED. In other words, once capacity is built, a community has groups and organizations who have the mental power or faculty to position themselves to produce projects, receive funding, experience development and contain the spin-offs these items deliver for the long term benefit of the community.

Community capacity is often described by two terms - resilience and stability. For clarification, these terms are defined here. Resilience and stability - terms used to describe a community's ability to keep pace with change - are further descriptions of community capacity. Stability is defined in the CED literature as an established community's capacity to maintain not only its physical infrastructure, but most importantly its established population base both generational (over a individual lifetime) but inter-generational (children and grandchildren). Resilience means the capacity of a community, as a community, to not only take advantage of changing opportunities, but to make its own survival opportunities in ways that utilize the community's unique attributes to the maximum, including socially determined quality of life factors, to local economic advantage.

Priorities, goals, and objectives: A key goal of strong community capacity is that it enlists community members as active participants in the achievement of key social and economic goals.

Community capacity is essentially a reorganization of governance and organizational design to accommodate best practices which include a balance of responsibilities across the members of the group or organization to empower each participant to have a voice and be heard. Further, it includes fostering skills in building bridges and alliances, brokering interests, forging consensus, and articulating shared values. Building community capacity calls for the courage to take risks and to give up some degree of control, a change in values and attitudes to willingly continuously learn and improve and that we are all stronger together.

The strong capacity building of an organization is exemplified by the Enterprise Centre whose initial motivations and orientation have been explicitly discussed and re-evaluated at the same time as they have been refined in light of changing circumstances. The Enterprise Centre's commitment to building the capacity of community controlled organizations to generate durable social and economic benefits, and to aiding others in building local and regional economies that are sustainable is never taken for granted. It shapes decisions about whether or not to engage in

investments, when to become involved preparing submissions to funding, and whether to take part in broader organizational efforts.

Evidence also exists that the Enterprise Centre has brought its members to new ways of ‘thinking, acting and being’. Through its approach to governance, and especially, its commitment to member-directed, open and inclusive decision-making and implementation, many of its members have gained knowledge and confidence about community economic development processes and policies. Members have used these insights in a variety of ways, both within and outside of the Enterprise Centre. Some have established new investment projects and initiatives for the community; others have become centrally involved in similar organizations dedicated to renewing the economy and quality of community life.

Tools, models, resources: While the Enterprise Centre’s history does indicate how sufficient resources can contribute to an organization’s potential to establish innovative structures and processes, it also illustrates that resources alone are not sufficient. Both the clear commitment to a particular progressive ideal, and the ability to make that mission a central and ongoing focus of the organization, are required. Many organizations have a mission statement, but it is important to ask yourself: how many have a mission?

It has become clear in the course of Revelstoke’s CED journey that it is the building of capacity that will sustain the economic and social changes that have evolved over the past fifteen years. Capacity includes the ongoing responsibility for the training and development of leaders (both elected and volunteer), building and maintaining infrastructure, continually rethinking current approaches to planning alternative tomorrows, and reinventing the local economy with and despite the state.

Essential steps, key players, case examples from Revelstoke, appropriate actions: The practice of CED lets communities in need be the innovators, leaders and directors in solving their economic problems for the long-term by developing community capacity.

An analogy to further explain the importance of building community and organizational capacity are relationships. If a relationship is built upon the basic tenets of honesty, trust, loyalty and laughter, their capacity to endure life’s experiences is strengthened. By beginning their lives upon these qualities, their union will likely blossom. A community’s organizations that take on the task of renewing their economy will also blossom if they build their union upon strong, basic tenets. The other path to follow is to jump from partner to partner, never committing and never building much of anything. A community can fall into the same promiscuous path by jumping from project to project, never empowering themselves and never transforming much of anything.

The CED process is incremental, and it is only with the passage of time that capacity is built upon. The theoretical principles of CED structured what Revelstoke had done, and now continues to do, by giving them a framework to view how things took place.

The process skills required to build community organizational capacity can be demonstrated by the development of community education programs. Introducing training values to your community will build community capacity. An example in Revelstoke in 1985, is that community education programs were virtually nonexistent. In 1997, 1938 participants including 600 forestry workers and family members received instruction. This program eventually led to the creation of the Forest Working Group - a collection of individuals

This mobilization of the Revelstoke community may not be unprecedented, but it certainly is extraordinary. For example, with regards to the Revelstoke Community Forest Corporation, not only did the community vehemently challenge a private sector sales decision; it formulated a response agreeable to the major players and was willing to pay for it. This was in part achieved by presenting the public with an array of opportunities to get and exchange information. But this is only part of the story.

Many an elaborate public information campaign has mobilized more suspicion than confidence. The fact is that an inspired, well-informed community leadership secured the trust and support of most residents by facilitating (and resolving) an open discussion of real options. Contributing to the community members' readiness for decisive action was a recent history of local economic crisis and competent response on the part of City Hall.

To what extent does the threat of change contribute to the successful application of community economic development principles? The threat of change is often the triggering force behind the successful adaptation of a CED mentality. If CED is introduced as a mechanism to accomplish goals at a time of crisis, and is successful, the habits learned will stay with the community leaders and volunteers. The knowledge of CED methods will be transferred to new players, and the practice of praxis is in place. Is the threat of change required for success? This question can be answered with another: when are we *not* changing?

What may seem like eccentric behaviour relative to other Canadian municipalities was for Revelstoke the latest and largest of a number of strategic initiatives. Using the Revelstoke Community Forest Corporation as an example, the application of CED in practical terms can be seen. The turning of events that led to the creation of the RCFC and the purchase of TFL 23 were not lost on Revelstoke's public. In the 1960s they had watched the finest agricultural and forest lands in the area flooded as a result of the Columbia River Treaty. They had also seen the area's timber shipped 200 kilometres south to Castlegar for milling. The economic crisis of the

mid-1980s again made it abundantly clear how vulnerable the community's economy was to external decisions, and how little sense it made to expect outsiders to really 'look after' Revelstoke's interests. These watershed events led to the building of the community's capacity and ability, therefore, to plan and prepare for anticipated changes to the local economy.

The past fifteen years of Revelstoke's history that have been chronicled in this story have involved considerable change. Community members at large, the City council, and the Enterprise Centre to whom these changes have presented themselves have been enlightened and alert, prepared to discuss what could be done about each scenario, and ready to weigh the risks and benefits of each option. These decisions were made with the assistance of a tried and capable city staff, professional advisors, and leaders both volunteer and elected. These factors, combined with a commitment to consultation and a singular clarity of understanding and communication, captured an ever widening circle of community members with the empowered capabilities to make sound decisions regarding the future of their community.

In summary, CED is the process to use locally, to assess economic problems and opportunities and to achieve long-term economic stability, growth and adjustment. This checklist of three core processes - operatives, strategic thinking, and building community capacity - will focus a community in their journey to renew and diversify their local economy. If these three core processes are attended to accordingly, the possibilities for the long term, successful practice of CED are significantly increased.

Chapter Eight will now conclude this study, "*Revelstoke 1983 - 1999: CED From the Inside Out*".

Chapter Eight - Conclusion

In this study the Enterprise Centre has endeavoured to demonstrate that Revelstoke, with community forethought, vision and commitment, was able to initiate a successful economic transition thereby breaking the boom and bust cycle. Communities *can be* effective in successfully weathering a change in their economic well being.

Granted, many external factors over which communities have no control or influence can have devastating impacts on small communities. The Revelstoke experience demonstrates that these pending negative impacts on employment and economic activity can often be anticipated. A strategy can then be developed to mitigate the impacts and enable a successful recovery.

CED has emerged as an alternative to conventional approaches to economic development. It is founded on the belief that problems facing communities - unemployment, poverty, job loss, environmental degradation, economic instability, and loss of community control - need to be addressed in a holistic and participatory way.

As this study has demonstrated, CED is an evolving, ongoing process with many rewards. It is a community-based and community-directed process that explicitly combines social and economic development and is directed toward fostering the economic, social, ecological and cultural well-being of communities and regions. As such it recognizes, affirms and supports all activity that contributes to the realization of this well-being.

Succinctly expressed, the basic principles of CED are:

1. a strategy for people to develop the economy of their community by benefiting the greatest number of its residents;
2. a systematic and planned intervention promoting economic self-reliance, focussing on issues of local ownership and capacity of local people; and,
3. a commitment to working within the context of a community's social, cultural and political values.

The practical application of CED theory to local situations, needs and priorities in Revelstoke has resulted in the establishment of a number of responsive community development organizations all working with a single strategic plan. Putting the community first and building on cooperative and collaborative partnerships has enabled Revelstoke to achieve its collective goals.

The story of this CED experience has been organized into eight chapters. Chapter One outlined the City of Revelstoke's history, summarized the purpose of the study, and gave the reader a general idea of the state of the economy. Chapter One also posed these three key questions: (1.) So the economic development strategy planned the recovery, but how did the change come about? (2.) What was the community's role in this transition? (3.) How can the methodology and processes which Revelstoke utilized to adjust to major changes in the economy be described? The answers are:

1. The change came about by way of community members asking what can the community do for itself? These leaders committed themselves to answering this question and had local equity to invest in the necessary changes. Part of this decision to do something about the economy was the realization that they could no longer rely on outside players to make a difference to their economic state of being. This realization was the driving force behind the commitment to make a difference.
2. The community's role in this transition was two-fold. Firstly, there was understanding right from the beginning that it takes something to make something. The community was made resilient by virtue of living through a boom and bust economy that is an inherent part of a resource-dependent community. That is, members of the community developed resilient values and attitudes with regard to taking charge of their own economic destiny. Secondly, they had a clear definition of their community that prevented 'turf wars', and encouraged collaboration.
3. The methodology and processes which Revelstoke utilized to adjust to major changes in the economy can be described as community economic development. In hindsight, the methodology and processes that the community engaged in over the past fifteen years can be labelled as CED. At the outset, however, their road map was not consciously marked by CED signposts. They were headed in that direction without the principles of CED in hand. It was not until 1995, with the writing of the Economic Development Strategy (1995) that the local economic development and community development models were drawn out to describe Revelstoke's actions. Since 1995, their actions have been aptly labelled as CED driven. It is an advantage that a road map now exists, providing direction for communities struggling with changing economies.

Chapter Two provided the reader with background material. The background material gave the reader a base from which to build an understanding of the Enterprise Centre's make-up - which is key to understanding the choices made and the resulting experiences. Chapter Two further explores how the key elements of adopting the principles of CED in the community came about, and what their impacts have been. The checklist of core processes provided in Chapter Seven magnified the potential impacts of CED on a community.

Chapter Three describes some of the key primary elements that exemplify CED in action. Chapter Four continues Three's theme by describing some of the key secondary elements that were built in order to comprehensively build a strong economic base.

Chapter Five tells nine short stories about various investments made that exemplify CED in action. Chapter Six emphasizes that CED takes years to implement by discussing new initiatives that are planned for the community.

Chapter Seven concluded the discussion as to how the processes and factors involved in implementing CED can be successfully integrated in your own community. Chapter Seven also provided a checklist to help guide practitioners and community leaders (elected and volunteer) with the implementation of CED in their own community.

Chapter Eight now concludes this story of a unique organic development process that met many challenges and was shaped by many unique characteristics.

This study began with a list of purposes:

- to chronicle Revelstoke in transition;
- to research and assess changes in the economy over the past fifteen years;
- to analyse and describe the building of community and organizational capacity;
- to examine the application of CED principles and assess their role in developing community resiliency and sustainability;
- to serve as an instructional model for other rural communities confronted by economic transition;
- to respond to a growing number of requests for information and presentations;
- to provide inspiration to rural communities to take control of their destiny;
- to give examples of CED practices in action; and, finally,
- to capture "why it worked in Revelstoke" and determine the collective result.

The specific purpose of this study was described as "to tell the story of how Revelstoke managed to successfully make the transition from a resource-dependent community to an increasingly self-reliant community with strong community capacity." The study has been an immodest one. The purposes have each been tackled. Fully to describe the framework needed to answer the

questions of how to make the transition from a resource-dependent community to an increasingly self-reliant community with strong community capacity would require a more comprehensive account of other case examples. The scope of this study, however, was to chronicle the Revelstoke experience with CED in particular.

This study has not done justice to the full story. It has laid out key events and processes that created a foundation for fundamental social and economic change. It traced the goals and actions that have put Revelstoke in a position to now assume an influential role in their own local economy. In particular, the organization that was formed to play out the CED role - the Enterprise Centre - has been introduced. Revelstoke's experience is like a crash course in the issues and related policies that any suffering resource town must address in order to organize economic influence and benefits.

This study strove to increase the reader's understanding of when, where and how to implement CED initiatives. Two key research questions were addressed: 1. How can the practice of CED aid resource-dependent communities to become more self-reliant? 2. How can one community's experience with CED - Revelstoke, B.C. - be usefully shared with other communities?

Questions that have risen for further research from this study include: 1. How can communities assess their current capacity to develop CED initiatives? 2. How can communities increase that capacity? 3. What do communities need to know about themselves and about various potential CED initiatives to proceed with confidence? These three questions were only briefly touched upon here.

Overall, the study provided important basic information about how communities can identify and develop the capacity to address their key concerns about their fluctuating local economy, and create effective community-based and community-directed local responses. Using the Revelstoke B.C. example, this study will provide direction and benefit other B.C. communities facing similar challenges. Further, this study has provided the reader with a foundation knowledge of CED principles, concepts, strategies and tools and demonstrated by example how to apply that knowledge through critical thinking, reflection and analysis.

The aims of this study have been: 1. To examine critically the experience of establishing and maintaining the practice of CED in a community struggling to rebuild a changing economy and 2. To develop critical skills for assessing the appropriateness and potential of CED activities.

Critics may conclude that the experience in Revelstoke is attributed to the community's unique circumstances and timing. To begin with, Revelstoke finds itself relatively isolated as compared to other communities in southern British Columbia due to its' geographic location. As a result,

they stand alone in many respects. For example, Revelstoke has a definitive area of service and influence yet draws upon all neighbouring regions to the east, west and south for goods and services. With a clearly defined community, they likely possess a higher capacity to efficiently organize their efforts than most.

Further, Revelstoke had the intellectual and financial capital to start and finish community development. Some places have neither. The players who became involved had their livelihoods met elsewhere, therefore enabling them to always be 'ready to play.' Critical to what has gone on in Revelstoke is that the community leaders and volunteers were both time rich and cash rich. Revelstoke had the ante to create *and* implement CED investments for their community. CED practitioners in Revelstoke believe, however, that the principles used in their experiences can be applied universally. With determination, commitment, and a strategic plan, these circumstances can be brought into place.

CED is an ongoing evolutionary process which draws its strength from the community and the resources available to it. The drive to overcome dire economic circumstances is an essential ingredient to successful CED. For example, it was, and is, the Enterprise Centre's desire to become positioned front and center in the struggle to attract and develop new businesses, new jobs, and new tax dollars. It is their belief that this is achieved by adhering to the mandate of community economic development. Adhering to the mandate of CED, and having the drive to do so, positions any community to achieve a successful economic transformation.

It is important to keep in mind that CED takes years to achieve, not months, and it happens as a result of many small changes rather than one big one. For example, when several entrepreneurs use their community's resources as a foundation on which to start up small businesses, the effect is at least as profound over the long term as the addition of a new manufacturing plant employing a few hundred people - and often more easily accomplished.

The Revelstoke model will not work for all communities. However, the Enterprise Centre believes that it can provide realistic insights into what is achievable in rural communities. Some of the benefits to be gained are:

- Developed organizational capacity which will lead to community resilience and an ability for communities to adjust to change.
- Community organizations will become equipped to control their own future.
- Provision of practical information on 'how to' based upon successful experience.
- Enhancement of community confidence and pride.

Both timing and luck have both played a role in many of the CED investments told in this story; the right people were in the right place at the right time. But this good fortune would not have made the transition to economic reality without the community's gradual accumulation of both

the will and the ability to recognize necessity, perceive opportunity, and then act decisively.

The innovative approaches and the determined pursuit of practical results demonstrate that something truly can be done - a crucial beginning for any political or policy initiative. This is particularly important when one considers the discouraging results of many past efforts to revitalize local economies.

The actions taken by the community of Revelstoke reflect the extension of local, smaller scale planning strategies to overcoming economic down-turns. The motto of 'think globally, act locally' gives some hope to B.C.'s small resource towns that the 'need people have for a sense of identity and neighbourhood will eventually be recognized.' By virtue of their efforts, the community of Revelstoke acknowledged that most of the actions conceived and delivered by outside authorities to revitalize the local economy have proven ineffective and unreliable.

The CED initiatives and projects that Revelstoke conducted are indicative of the need for a new approach to restructuring the economies of resource towns. If there is one conclusion to draw from Revelstoke's case, it is that traditionally resource dependent economies are resilient. Leadership, working staff, and volunteers' work on local projects have produced a remarkable array of human efforts to diversify and stabilize the economy.

This story has given the reader a sense of the range and diversity of CED initiatives that are possible - the focus of one project is human development and training; the intent of another is to collaborate the efforts of key community institutions; others concentrate on innovative financing techniques, comprehensive programs of community revitalization, or the creation of a support structure for organizations to apply the principles of CED. The lessons here only foreshadow the possibilities that may emerge in the future.

Salmon Rushdie, the famous exiled author, once said:

"Those who do not have the power over the story that dominates their lives, power to retell it, rethink it, deconstruct it, joke about it, and change it as times change, truly are powerless, because they cannot think new thoughts."

This quote reflects the practice of CED and all the elements that it encompasses - empowerment, transformation, praxis. Take a hold of the power over the story that dominates your lives. Exercise the principles of CED in your community and gain the power to retell, rethink, deconstruct, joke and change the story that dominates your community lives. Think new thoughts and live the Revelstoke experience.

The End.

