

Tahsis Economic Development Strategy



Report 3 of 3

Prepared for:

Village of Tahsis

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1 INTRODUCTION

1.1 Background

In September, 2014, the Village of Tahsis issued a Request for Proposals (RFP) for *An Economic Development Strategy and Action Plan for the Village of Tahsis*. George Penfold Community Planning and Development Consulting, in partnership with Lions Gate Consulting, was awarded the contract and commenced work in early November, 2014 with a completion date of March 31, 2015.

1.2 Purpose

The purpose of this study is to conduct and deliver an Economic Development Strategy that will be the foundation of future local economic planning and policy in accordance with the vision and intent of the Village of Tahsis 2010 OCP, and in alignment with other Village planning initiatives. The relevant economic development policies in the OCP include:

- Expand the economic base of the community.
- Promote the development of community and tourist related services, home-based businesses, telecommuting opportunities, valued-added wood processing and aqua-marine related industries.
- Promote economic diversification by encouraging the building of strong partnerships between the community, major employers, other levels of government and neighbouring communities.
- Encourage and support the development of new ecologically sustainable economic opportunities and the growth of existing industrial, trade and service establishments, and tourist recreational facilities.
- Promote the Tahsis deep-sea harbour as an opportunity for the development of marine-based activities.
- Work with the provincial government to provide a continued fiber supply to the Nootka Sound Economic Development Corporation.

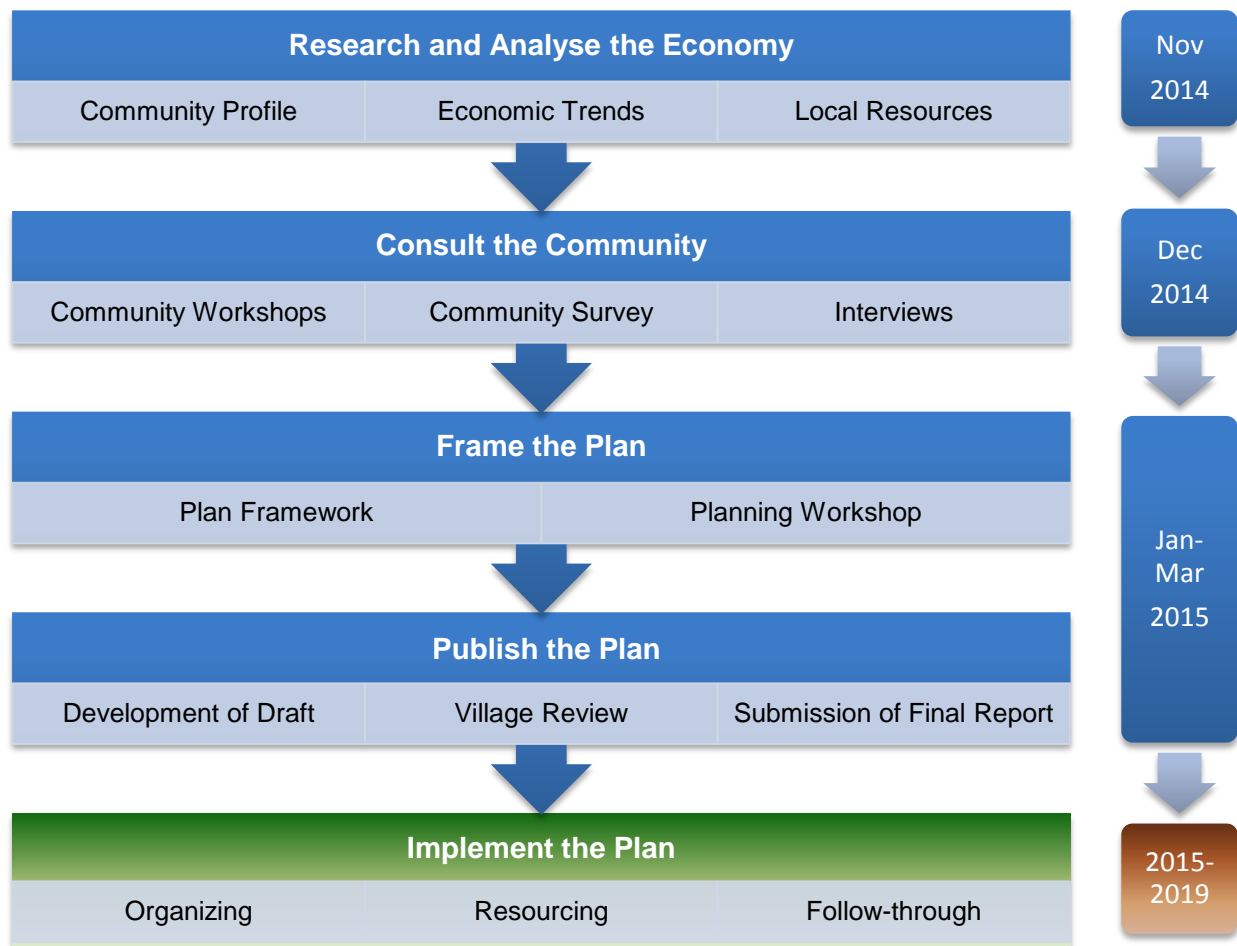
1.3 Method of Study

In November, 2014 the consulting team embarked on the preparation of the plan (Figure 1). The first step was to assess the current socio-economic situation in Tahsis and the Nootka Sound region by gathering and analysing available demographic, economic and sector data from various statistical and government agencies such as Statistics Canada and BC Stats. Studies recently prepared by the Village, including the OCP were reviewed for insights into the local economy and indications of how the community saw itself growing in the future.

A community consultation process occurred throughout November and December, and in February 2015. It included two well-attended community, or discovery, workshops, a workshop with Tahsis businesses, a workshop with Council in January to review the Strategy Framework, a community survey and meetings and interviews with key informants, and a meeting to review a draft of the Strategy. The community survey was conducted in November and December, with 75 returned surveys, 21 of which

were from non-residents. The 54 responses from Tahsis represent a 25% response rate from adults in the community. Workshop summaries, the Background report, and discussion of the surveys and their results in a report titled “Tahsis Community Survey” are available on the Village of Tahsis web site.

Figure 1: Tahsis Economic Development Plan Preparation Process



In January, the consulting team took the strategy framework to Village Council, and their input, and again using the community consultation as a guide, proceeded to work toward this full draft Economic Development Strategy and Action Plan. Upon further consultation with the community in February, further review by Council, and amendments as directed by Council and staff, a final report was delivered in March, 2015.

1.4 Reports

Three reports were delivered to the Village as part of this study:

- A Background Report
- A Report on the Community Survey Results
- An Economic Development Strategy and Action Plan

2 STRATEGY FRAMEWORK: WHAT IS OUR PATHWAY?

2.1 What is Economic Development?

It is not possible in a single definition to capture all the facets of economic development. It is usually described either in terms of objectives such as employment creation, wealth creation and quality of life, or as a process that tries to shape and encourage growth, competitiveness, sustainability and the overall economic well-being of a community.

The broadest concept of economic development encompasses three major policy areas:

- Macro-economic policies (i.e. inflation, taxation, human resource development).
- Infrastructure policies.
- Policies directed at improving the business climate.

Economic development is about enhancing the factors of productive capacity - land, labour, capital, and technology - of a national, provincial or local economy. A common theme amongst all definitions is the implied, if not explicitly recognized role of government, as it is responsible for creating the environment, or managing the above factors, in which economic development occurs. By using its resources and powers to reduce the risks and costs which could prohibit investment, government is responsible for setting the stage for employment-generating investment by the private sector.

There is no single strategy, policy or program direction for achieving success in economic development. The unique mix of geographic, political, economic and social attributes of a community or region will present a distinctive set of challenges, and require different solutions, for economic development to be successful. (IEDC 2012)

2.2 Why Undertake An Economic Development Strategy?

The Tahsis Economic Development Strategy and Action Plan describes a roadmap for the Village and its partners showing how they can collaborate on employment, investment and quality of life initiatives. The strategy is based on the premise that the community can develop local goals and apply local resources to achieve them.

For the Village of Tahsis, there are several motivating factors for a new Economic Development Strategy. They include:

- aligning with economic development goals, objectives and priorities set forth in the 2010 OCP;
- re-positioning the community in light of new socio-economic conditions and anticipated future needs;
- fostering new partnerships and alliances;
- recognizing linkages between the local economy and municipal finance needs; and,

- acknowledging the competitive nature of attracting people and investment to the community.

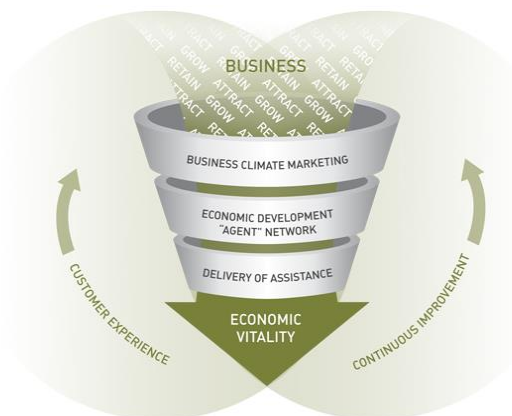
2.3 What is the Municipality’s Role?

Strategies are courses, or principles of action, or guidelines that express the limits within which activity should occur. They are important because they influence decisions about which course of action is best for achieving specific goals and intended outcomes of the strategy. The context for economic development that major strategy options for economic development practice can address is shown in Figure 2. Note that the economic development organization (in this case the Village of Tahsis) is not directly responsible creating jobs or making investments in business activities. That is the responsibility of the private sector, that is, the businesses and entrepreneurs that make up the majority of the economic base. As mentioned above, it is clearly government’s role to facilitate private sector investment in the community. The context for economic development that policy options can influence in Figure 3, such as promotion and brokering, planning and research, social capacity and human development are meant to support this private sector role. In addition, infrastructure is an area where the municipality has a role in investments that are required as part of its legislated mandate and services. Furthermore, there may be a decision to supplement the availability of local capital through the provision of debt and equity investment programs, although very few economic development organizations actually take on such a role, and with its limited resources, this is an unlikely option for Tahsis.

Figure 2: Economic Development Context



Figure 3: The Economic Development Process



Because the economy and economic development operate in a continually changing local, regional, national and global environment, local strategic options and priorities need to be regularly reviewed and adapted to new conditions to best position the community to capitalize on economic vitality of specific opportunities. (Figure 3)

2.4 The Current Situation: Where Are We Now?

The Current Situation Analysis is provided in an accompanying document “Tahsis Background Report.” It is available on the Village of Tahsis web site. That report identifies some of the more significant demographic and economic trends experienced by Tahsis over the last decade and its transition from a forestry based mill town, to a tourism economy based on the sport fishing industry and other marine based tourism activities. The highlights of that analysis and implications for economic development are summarized below in Figure 4.

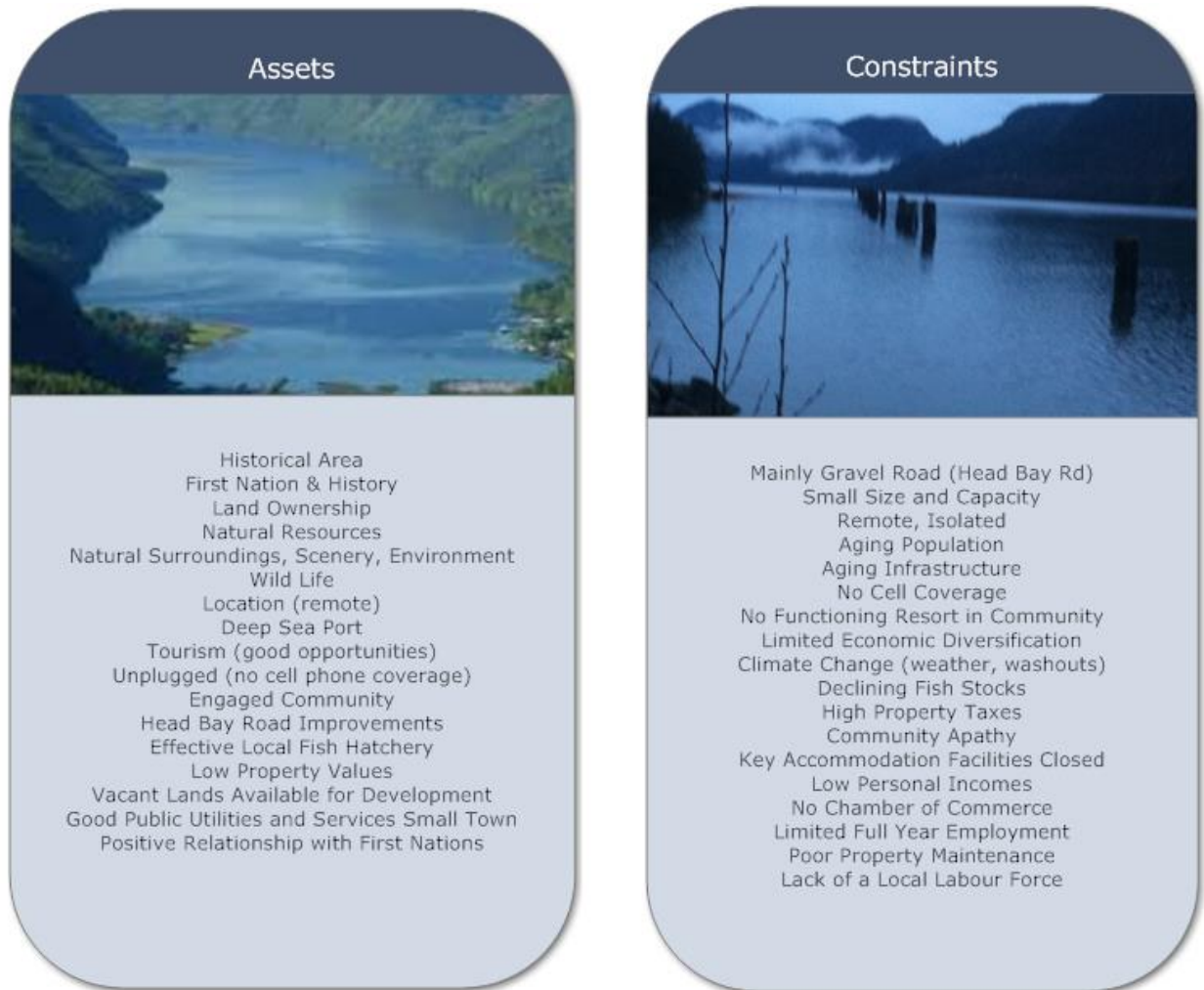
Figure 4: Current Situation Summary

Tahsis is not growing	<ul style="list-style-type: none">• The population of Tahsis declined steadily between 1981 and 2008 but has held steady since.
The average age of the population is high	<ul style="list-style-type: none">• In 1996, three quarters of Tahsis residents were under the age of 45; today over two thirds are over 45.
Personal incomes are lagging	<ul style="list-style-type: none">• Between 1972 and 1998, the average personal income in Tahsis was well above the provincial average; now it is well below.
The economic base is narrow	<ul style="list-style-type: none">• With the decline of forestry, the local economy is now dependent on tourism, the public sector and non-employment sources of income.
But Tahsis has distinctive assets	<ul style="list-style-type: none">• Tahsis has many distinctive resources and assets that could help form a diversified economic base.
It also has weaknesses	<ul style="list-style-type: none">• Some basic weaknesses, including an industrial logging road access, ageing community infrastructure, and community liveability will need to be improved if the community is to progress.
Residents are main positive about the community, but uncertain about the economy	<ul style="list-style-type: none">• The community survey demonstrates that residents value Tahsis as a place to live, but the majority of residents and non-residents foresee continuing economic decline.
Yet they would like to see a culture of positive change	<ul style="list-style-type: none">• Residents appear ready to embrace positive change, but are looking for more guidance and a "can-do" attitude from community leaders.

2.5 Assets and Constraints

The foundations of economic development planning are built on the distinctive assets that differentiate the Village of Tahsis from other communities, and strengthened through the elimination of barriers and constraints that prevent those assets from being leveraged. Figure 5 highlights the best assets Tahsis has to offer, as identified by the community, as well as those constraints that will have to be overcome if development objectives are to be achieved.

Figure 5: Assets and Constraints Summary



2.6 Strategic Goals: Where Do We Want to Go?

The core Goals for the Economic Development Strategy and Action Plan are set out in the Village of Tahsis Official Community Plan. As noted in the Section 2 the key goals are:

- Expand the economic base of the community.

- Promote the development of community and tourist related services, home-based businesses, telecommuting opportunities, valued-added wood processing and aqua-marine related industries.
- Promote economic diversification.
- Encourage and support the development of new ecologically sustainable economic opportunities and the growth of existing industrial, trade and service establishments, and tourist recreational facilities.

Note that the Official Community Plan Goals of Promoting the Deep Sea Harbour and working with government to provide a continuing fibre supply through Nootka Sound Economic Development Corporation (NSEDC) are not included in the list above as they are Strategies linked to the Goals of Economic Diversification and Expansion of the economic base.

During the community consultation, an additional goal emerged around the theme of stabilizing and growing the population of Tahsis. That outcome would be a possible result of growing the economy, but because there are options to grow the population without creating new businesses, i.e., retirement, home based businesses, residents who work regionally, we propose the following additional goal:

- Expand the permanent population base, and the time spent in the community by non-resident property owners.

2.7 Potential Initiatives: What We Heard From the Community about Opportunities

During the course of community workshops and meetings in November and December, 2014, and from the community survey and interviews, the Consulting Team developed a long list of opportunities and ideas that were brought up for consideration in the economic development strategy (See Appendix B.) The opportunities and ideas differ widely in terms of who should implement them, the resources required, and ultimately the benefits the community and the municipality would expect to receive. There are other considerations as well, including the fact that the numbers of suggestions for action greatly exceed what would normally be included in a typical economic development plan. In some cases, potential opportunities conflict with each other and a decision has to be made as to which best delivers on the anticipated goals of the strategy.

In light of the scope and scale of community feedback, it was necessary to filter all the suggestions so that top rated initiatives would emerge as the focus for the strategy. This was accomplished through a two-step screening process. The first step involved sifting and re-sorting the opportunities according to the following criteria:

- Is the idea or suggestion a real opportunity, or does it require further investigation to clarify? Some suggestions were not an opportunity but rather as an activity within an opportunity such as “sport fishing” which is a component of “tourism”, in which case it was not carried further in this assessment.

- Can different opportunities be combined because of overlapping or common themes?
Many suggestions shared common elements and were thus combined into a single opportunity. Waterfront development is an example.
- Can opportunities be grouped by function, for example marketing or infrastructure?
Opportunities were grouped into either sectors (i.e. tourism, forestry) or functions (i.e. marketing, infrastructure) to assist with filtering.
- Does the opportunity have a clear role for the municipality as a lead or significant partner?
This strategy is being prepared for the municipality who would be expected take a leadership role in implementation. In many cases, opportunities were clearly outside the Village's mandate or capacity, in which case they were re-interpreted to focus on the role the municipality could play. An example would be local retail and service opportunities. It is clearly not the Village's role to be directly involved with providing such services, but promoting opportunities, and encouraging or assisting individuals and businesses to do so would be.

2.8 Potential Initiatives: What Have Similar Communities Done?

Strategy content can be shaped by the experiences of local stakeholders but it can also be influenced by studying the experiences of other similar communities. Plans in other communities that have been monitored, evaluated and studied to illustrate best practices can lend a different perspective and supplement local knowledge and input to the planning process. The following potential opportunities were identified either during the literature review or during interviews with key informants.

- UNESCO World Heritage Site designation for Yuquot/Friendly Cove. Although the site is not on Parks Canada's tentative list, it could be nominated and eventual designation by UNESCO could have a profound effect on the tourism potential of Nootka Sound. However, this initiative would have to be led or co-led by the Mowachaht Muchalaht First Nation.
- A shared-used kitchen, which could function for small-scale food production but also support local events, festivals and community groups.
- A community Co-op or development corporation to jump start initiatives that the private sector is not interested in.
- A Nootka Sound planning group consisting of the elected officials and staff of the three municipalities and Mowachaht Muchalaht First Nation.

These ideas have been incorporated into appropriate strategies and actions.

2.9 Ranking Key Initiatives: the Short List

The results of the initial filtering led to 56 opportunities being identified for consideration. In reviewing the list it was apparent that it represented a considerable volume of work that could not reasonably be implemented over the short to mid-term planning horizon. It was also obvious that there was a natural progression or sequencing that tied some opportunities together, for example, with waterfront development, the need to develop a management relationship with Western Forest Products (WFP) and the need to develop a central vision or plan for the lands prior to any development.

It was thus necessary to apply the second filter, which is presented in Table 3 (Appendix A). Each opportunity was ranked according to four criteria and an average, total score determined. The criteria were as follows:

- **Cost** – the monetary value, community contributions, sweat equity and other human resources required to implement the opportunity.
- **Availability of Resources** – the level of preparedness and access to input costs, either locally, regionally or in relation to senior government/agency partnerships and programs.
- **Ease of Implementation** – the extent to which the opportunity can be implemented with a high level of confidence in achieving expected outcomes.
- **Benefits** – the scale and magnitude of benefits expected, that is, the extent to which intended outcomes can be confidently achieved.

The top ranked opportunities are presented in Table 1, along with a potential role identified for the Village. Given the small size of the community, its relative remoteness and lack of financial resources, it is important to recognize how these and other factors present challenges to the community, and specifically the municipality, from being able to move forward with implementation.

The specific role of the Village will help determine how the strategy is characterized in terms of priority and implementation risk. To help consider this aspect of the strategic planning process, we have classified three roles the Village and its partners would play:

- **Lead** – responsible for organizing, guiding and promoting the strategy as an active agenda.
- **Implement** – responsible for resourcing, managing and follow through on the ground.
- **Support** – responsible for assisting, informing, facilitating or resourcing as a secondary role.

In the areas of municipal services and infrastructure, local land use, transportation and marketing of the community, the Village has a mandate to be directly involved as lead or having the primary responsibility for implementation. When it comes to working with the private sector and other agencies to stimulate investment and job creation, then the municipal role shifts to one of support, as it does not have the mandate, resources or organizational capacity to lead implementation. This is the case with the sector strategies that are important to realizing the community's goals, but require leadership and action on behalf of entrepreneurs and the business community.

Table 1: Top Ranked Opportunities

Theme	Opportunity	Village Role
Municipal Infrastructure and Services	<ul style="list-style-type: none"> Develop a capital plan for upgrade and replacement of municipal infrastructure. Village clean up and beautification program. Develop a strategy to increase utilization of the recreation centre. 	Lead Implement
Land and Real Estate	<ul style="list-style-type: none"> Support investment/refurbishment of local facilities for visitor accommodation. Negotiate with WFP re the mills sites, opportunities, access, visual screening etc. Waterfront asset improvement/protection. 	Lead Implement
Transportation	<ul style="list-style-type: none"> Future development strategy for Head Bay Road. Examine feasibility for new roads to Zeballos and Woss. 	Lead Support
Marketing	<ul style="list-style-type: none"> Encourage current non-resident owners to spend more time or live full time in Tahsis. Update the Village web site. 	Lead Implement
Natural Resources	<ul style="list-style-type: none"> Encourage local food production. Encourage community energy production. 	Support Lead
Tourism	<ul style="list-style-type: none"> Encourage development of tourism services, products and experiences. Develop/support one or two events. 	Support
Forestry	<ul style="list-style-type: none"> Encourage local wood processing. 	Support
Commercial	<ul style="list-style-type: none"> Promote and facilitate local retail and service opportunities. 	Support
Labour Market	<ul style="list-style-type: none"> Local employment/community asset inventory. Support and provide local training opportunities. 	Support
Implementation	<ul style="list-style-type: none"> Develop a communications plan to increase participation of local and non-residents. Investigate resetting the mandate for NSEDC. Initiate a volunteer program to get more people involved in community projects. Establish an Economic Development Advisory Committee. 	Support Lead
First Nations	<ul style="list-style-type: none"> Work collaboratively with Mowachaht Muchalaht First Nation on economic development priorities. 	Support Lead

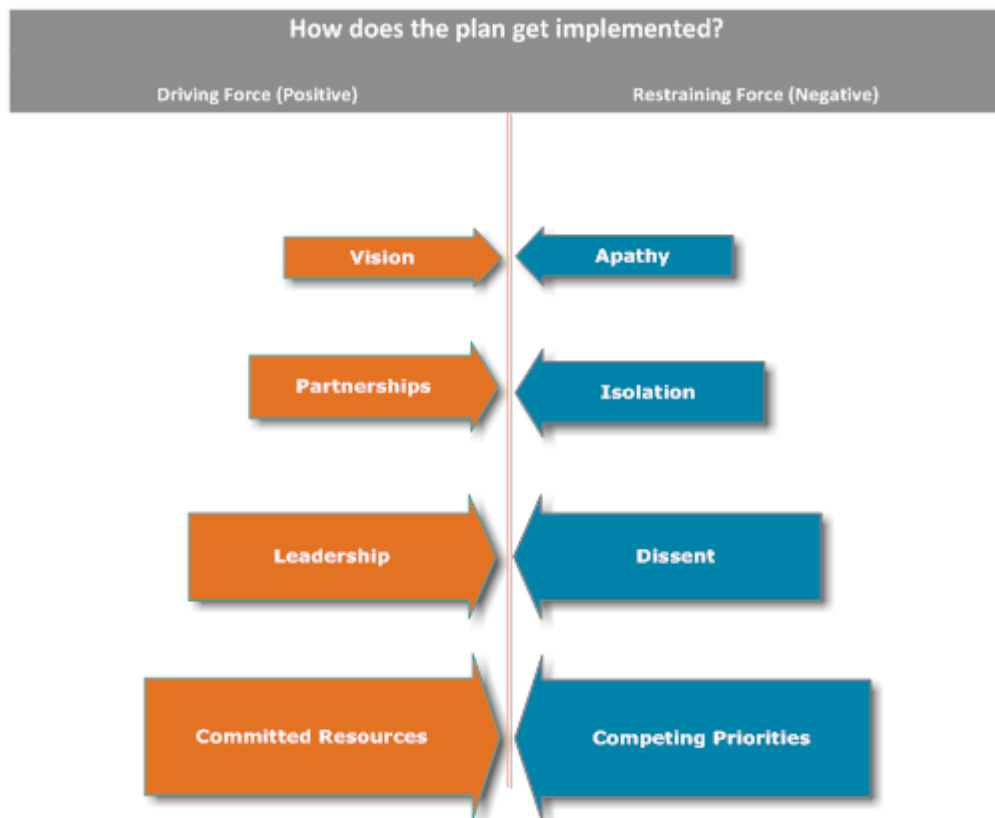
3 IMPLEMENTATION: HOW WILL THE STRATEGY BE RESOURCED?

A Strategy with specific actions or projects in the Action Plan can only be implemented if there are resources available to do so. Resources can refer to capital, material inputs such as infrastructure, or human, organizational and community assets. Without resources there is no way of implementing the Strategy and therefore no reason to expect beneficial outcomes. Even the simplest plans require a commitment of time that, although it may or may not be explicitly valued, is essential for moving forward. If resources are not appropriately committed or are contingent on external forces (i.e. senior government funding programs), then the risks and uncertainties associated with plan implementation increase, while the probability of achieving plan goals and ultimately, progress, decrease. This section acknowledges this symbiotic relationship by outlining key implementation considerations, and how they would be expected to affect the scale, scope and timing of key initiatives in Tahsis.

3.1 Community Buy-in

Above all else, successful economic and community development is about community and stakeholder buy-in, especially in small, rural communities. The forces working for and against successful implementation can be seen in Figure 6.

Figure 6: Positive and Negative Implementation Forces



It will be important to support the Strategy with local partnerships and leadership, as well as committed resources, so the community is able to visualize how implementation will proceed. This can be achieved through promotion of the Strategy and its expected outcomes in a way that imparts trust and ownership but it also requires community participation in key initiatives.

3.2 Partnerships

One of the best ways to create an environment of cooperation is to involve other groups and organizations that share similar values, objectives and strategic directions. Almost every initiative in this strategy involves working with some other organization that may or may not be in a position to work with the Village as a priority initiative. There are two negative outcomes associated with weak or absent partnerships including: lost economic opportunities, and a growing perception that the plan process was not successful. The organizations that will play a partnership role in the implementation of this strategy are identified in Figure 7.

Figure 7: Potential Partners in the Plan



3.3 Resources

There are three ways to underwrite the costs of economic development programming: direct municipal funding, grant funding or fee-for-service revenue generation. For Tahsis, the potential for municipal funding is limited due to the small size of the local economy, and the Village's budget does not allow for much in the way of economic development spending. To put that in perspective, there are several municipal economic development offices in the province with budgets that exceed the entire Village



budget! A modest, full-time economic development functions would cost up to a third of the current Village budget. A traditional economic development office or function is not feasible for Tahsis, which has to be considered in the implementation process.

Grant funding is a source of capital for economic development programs but there are no programs currently that would fund operations for an economic

development office. Grants are generally applicable to specific projects or investments in infrastructure. In Tahsis, therefore, an economic development office is not possible and implementation must be based on the existing human resources of the municipality and the community at large.

Recognizing that funding resources are scarce, the implementation of this strategy requires the targeting of support to those initiatives that can be implemented with limited resources and that are best able to generate a return to the community.

Tahsis could leverage its own contributions with those of other organizations. There are possible opportunities for shared costs on those initiatives involving government and non-government partners. Funding programs are provided by the federal and provincial governments, foundations, private companies and the Islands Cooperative Economic Trust. Collectively, they provide opportunities to leverage local funding towards specific community economic development initiatives. Many of these programs are outlined on the [CivicInfo BC website](#).

For Tahsis, three sources of information about funding programs should be regularly monitored:

1. The status of provincial economic development programming that may be available to the Village can be determined by contacting Cheryl McLay, Regional Manager, Vancouver Island Coast, BC Ministry of Jobs, Tourism and Skills Training. Contact can be via telephone at (250) 751-3217 Cheryl.McLay@gov.bc.ca

2. Community Futures Strathcona can provide updates on their own programs as well as many others administered by Western Diversification. Contact Marc Crane, General Manager, Community Futures Strathcona. Contact by telephone at (250) 830-0999 marc@cfstrathcona.ca
3. Tahsis continues to be eligible for the programming and funding offered by Island Coastal Economic Trust. Contact Line Robert, CEO at (250) 871-7797 (Ext. 227) or by email at line.robert@islandcoastaltrust.ca



4 THE STRATEGY AND ACTION PLAN: HOW WILL WE GET THERE?

4.1 The Approach to the Strategy and Action Plan

In order to prioritize the initiatives in line with the available resources, the short-listed strategies have been accorded one of the following ranks:

- **Core** strategy – highest priority, recommended for implementation within the next two years.
- **Secondary** strategy – medium priority, requires further partnership development or project funding in order to proceed, may proceed within two years but more likely to be implemented within two to five years' time.
- **Flex** strategy – medium priority, requires substantive partnership development and core funding in order to proceed, and may proceed within two to five years' time.

All strategies are considered important so the rankings are strictly relative and established based on availability of resources and expected degree of community buy-in. Also note that some initiatives occur over multiple years.

4.2 How Will the Strategy Deliver on the Goals?

The following strategy has been structured around five themes whose interactions with the goals are noted in Table 2. The first 13 strategies fall under the first four themes identified in Table 1, that is municipal services and infrastructure, land and real estate, transportation and marketing programs. Collectively, these initiatives would promote the Village as a regional destination, encourage new investment and attract new migrants to the community. The main focus of these strategies is improving Tahsis as a place to live or invest.

The five sectors themes (natural resources, tourism, forestry, commercial and labour market) emphasize programs that require collaboration and alliances with other community partners. It is these strategies that are expected to help meet the economic base, economic diversification and sector expansion goals set out in Section 2.6 as stated in the OCP. As noted in the previous section, the municipality would take a support rather than a lead role in these initiatives. They would foster and facilitate where possible and within the resources available to encourage follow through. Because the nature of support would be similar for each sector, they have been aggregated into a Business Retention and Expansion program so there is a cohesive, cross-sector approach to implementation.

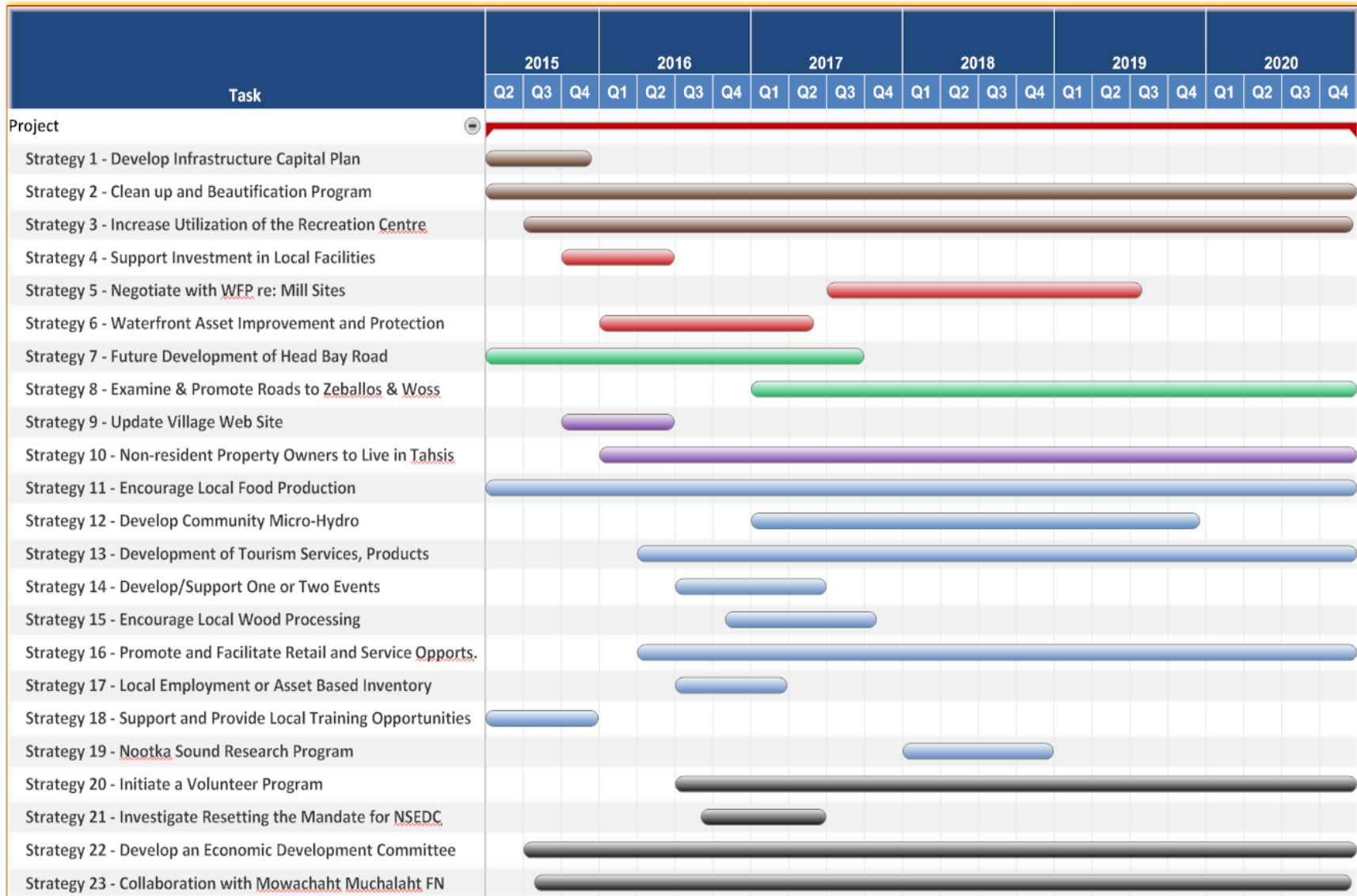
The Implementation and First Nations Strategies focus on how the Strategy and Action Plan can be implemented and how a longer term collaborative relationship can be built with the Mowachaht Muchalaht First Nation to help support implementation of the Strategy and Action Plan.

Table 2: Interaction of Strategies and Goals

Strategy	EB	Res	Div	Ser	Pop
Capital plan for municipal infrastructure.	⊙	⊙	⊙	⊙	⊙
Village clean up and beautification program.				⊙	⊙
Increased utilization of the recreation centre.				⊙	⊙
Communications plan to increase participation of local and non-residents.		⊙		⊙	⊙
Investigate resetting the mandate for NSEDC.	⊙	⊙	⊙		
Volunteer program to get more people involved in community projects.				⊙	
Investment/refurbishment of local facilities for visitor accommodation.		⊙		⊙	
Negotiate with WFP regarding mills sites and related opportunities.	⊙	⊙	⊙	⊙	⊙
Waterfront asset improvement/protection.		⊙		⊙	
Future development of Head Bay Road.		⊙			
Feasibility for new roads to Zeballos and Woss.		⊙			
Non-resident owners to spend more time or live full time in Tahsis.			⊙	⊙	⊙
Village web site update.	⊙	⊙	⊙		
Local food production and marketing.	⊙	⊙	⊙		⊙
Local energy production.	⊙	⊙	⊙		⊙
Development of tourism services, products and experiences.	⊙	⊙	⊙		⊙
Event development.		⊙		⊙	
Local wood processing.	⊙	⊙	⊙		
Local retail and service opportunities.		⊙		⊙	
Local employment inventory.			⊙		
Local training opportunities.	⊙	⊙	⊙		

Notes: EB (expand economic base), Res (development resource sectors), Div (diversify the economy), Ser (expand local services), Pop (grow the local population).

4.3 Work plan Timelines



4.4 Economic Development Strategy and Action Plan

4.4.1 Municipal Infrastructure and Services

Objectives:

- Prioritize infrastructure investments (under-ground and above-ground) that support business development, quality of life and resident attraction.

Rationale: Infrastructure is a key determinant in the development of community wealth through the provision of basic services and the physical assets needed to support the quality of life and liveability in the community, and to move goods and people in and out of the community. The Village has responsibility for upgrading and replacing aging municipal infrastructure, while at the same time encouraging senior governments and the private sector to make transportation, utility, communications and institutional investments that will support economic activity and make the community attractive for new residents. This initiative prioritizes future road improvements and would be considered a long-term strategy that may take years to bear fruit, but which nevertheless is important to the welfare of residents and the local economy.

In addition, by investing in the preservation and enhancement of natural, social, cultural and physical features, municipalities can distinguish themselves and add to their uniqueness. Municipalities, regardless of size, can benefit from marketing their unique identity and social character. While often interpreted as the potential to attract tourism, investing in social character has other benefits as well. Municipalities can promote creative problem-solving and build on the strength of community assets with a comprehensive decision-making process rooted in community participation and collaboration. (Ontario Ministry of Municipal Affairs and Housing. 2005)

Strategy 1: Develop a capital plan for the upgrade and replacement of municipal infrastructure (i.e., water distribution system and sewage treatment).

Key Tasks

- Continue to develop the capital plan for water, sewer and storm water.
- Prepare a long term capital plan for the maintenance and any required upgrades of services.
- Consult land owners on expected levels of service, costs, funding options and potential P3 partnerships (i.e. cost-sharing of services to properties outside the main service area).

Village Role		Timing Start-End	
• Lead		Q2 2015	Q4 2015
Partners		Resources – time	
• None		• Major time commitment	

Strategy 2: Village clean up and beautification program.				
Key Tasks				
<ul style="list-style-type: none"> Examine the feasibility of an incentive program to foster property maintenance and clean up, in addition to implementation of the Property Maintenance Bylaw. Review best practices in other communities (See Sangudo story). Establish a clean-up and beautification Task Force. Identify and select a national or international community competition such as Communities in Bloom. Develop a business plan and budget with specific clean up and beautification goals. 				
Village Role		Timing Start-End		
<ul style="list-style-type: none"> Lead 		<table border="1"> <tr> <td>Q2 2015</td> <td>On-going</td> </tr> </table>	Q2 2015	On-going
Q2 2015	On-going			
Partners		Resources - time		
<ul style="list-style-type: none"> Seniors group Land owners and merchants Lions Club School Junior Rangers Community Garden group 		<ul style="list-style-type: none"> Moderate time commitment \$15,000-\$25,000 		

Strategy 3: Increase utilization of the recreation centre.				
Key Tasks				
<ul style="list-style-type: none"> Review and implement as appropriate the recommendations of the Tahsis Community Recreation Centre Task Force. Move forward with the plan and ensure on-going monitoring of the increased utilization. 				
Village Role		Timing Start-End		
<ul style="list-style-type: none"> Lead 		<table border="1"> <tr> <td>Q3 2015</td> <td>On-going</td> </tr> </table>	Q3 2015	On-going
Q3 2015	On-going			
Partners		Resources – time		
<ul style="list-style-type: none"> Residents Recreation Centre staff User groups 		<ul style="list-style-type: none"> Minor time commitment Costs dependant on the recommendations selected 		

Case Example: The Story of the Hamlet of Sangudo, Alberta



Sangudo is a hamlet in Alberta with a population of 320 and is located on Highway 43 along the Pembina River, approximately 99 kilometres northwest of Edmonton (Statistics Canada. 2012). Like many rural communities in Canada, Sangudo has experienced an outflow of residents and the closing of local businesses over the years. In 2005, the School District threatened to close the local high school, resulting in the community coming together to take action to ensure the sustainability of the community (Holler. 2015. Pers. comm.).

In April 2007, the Sangudo Community Development Council (SCDC) was registered as a Society. The Sangudo Community Development Council is a volunteer organization. It is comprised of dedicated individuals committed to improving the community of Sangudo. Its function is to:

- Enhance the Quality of Life for residents of the Sangudo area;
- Promote Sangudo and Region;
- Encourage Economic Development;
- Secure School K-9;
- Promote a sense of pride in their Community.

In addition, another local organization was formed, the Sangudo and District Economic Development Council (SDEDC). The SDEDC submitted an application to Alberta Recreation & Parks and in September 2008, Sangudo was chosen as an Active, Creative, Engaged (ACE) community. In addition, in January 2009, Sangudo was chosen by Let Them Be Kids (www.ltbk.ca) for the Kool Aid Award. As a result, volunteers undertook several recreation projects including building a playground, beach volleyball court, and skateboard park; refurbished local horseshoe pits and existing structures at the Sports Ground and completed various Hamlet beautification projects.

Subsequent phases include completion of walking/biking/fitness trails and additional beautification projects. This has led the community to become involved in several activities locally including:

- Activities that involve Seniors and Youth
- Attraction of new businesses
- Habitat for Humanity
- Website development including business directory
- Operation of a Farmers' Market and Show N Shine
- Annual Christmas Blitz
- Development of a community brand
- Attraction of developers for residential housing
- Annual parade Coordination of community volunteers

In 2010 the community faced a new challenge as the local entrepreneur who operated the local meat cutting shop decided to retire and since he could not find a buyer for his shop decided to close his business down. In response, the community formed the Sangudo Opportunity Development Cooperative (SODC). The SODC worked with two local entrepreneurs who were interested in the business and together they were able to keep the business operating in Sangudo. The SODC raised local funds to purchase the building and then leased it to the new operators. The new operators were given a three year lease with the option to purchase the building at the end of the term. They have now purchased the building from SODC and today have grown the business to employ between 10 and 14 people, many of whom are under the age of 40 with younger families.

SODC was also instrumental in finding a new tenant for the old Legion building when the Legion decided to close down. Again SODC raised local funds to buy the building, renovated it, and then offered a lease agreement to two local entrepreneurs who started the Connections Coffee restaurant at the site. Adding to these successes, SODC is now building a new single family house in the community which they hope to sell to a young family as part of their efforts to attract young families to the community. If this is successful they will build further housing stock in the community. While the community has now lost its local high school, the community has been successful in maintaining their K-9 school and continue to draw families to the community.



Source: Sangudo (2015); Statistics Canada (2012); Ohler. 2015. pers. comm.

4.4.2 Land and Real Estate

Objective: Substantial progress on the future redevelopment of the Tahsis waterfront.

Rationale: Tahsis has the good fortune to have several accommodation facilities in the community. Unfortunately, given the past economic challenges, the larger accommodation facilities have been closed and are not currently being kept up. If these facilities continue to degrade they will eventually reach a point where they will be lost from the accommodation stock in the community. If this happens it is unlikely that new investment will come on stream to replace this key accommodation stock and the degraded facilities themselves will begin to detract from the visual quality of the community, particularly in the downtown core.

A key component of the Tahsis waterfront is the vacant Western Forest Products (WFP) lands that are brownfield sites. These sites are inhibiting redevelopment and the potential for new economic activities, especially tourism on the foreshore of Tahsis. Canada's National Round Table on the Environment and



the Economy (NRTEE) defines brownfield lands as “abandoned, vacant, derelict or underutilized commercial and industrial properties where past actions have resulted in actual or perceived contamination and where there is an active potential for redevelopment.” Redeveloped and returned to productive use, brownfield sites can

generate significant economic, social and environmental benefits helping to support the overall sustainability of the community.

The Province continues to implement approaches to address brownfield sites in British Columbia, and there is an opportunity to work with government and WFP on redevelopment and issues related to liability and risk, capacity for redevelopment, and examples of best practices. This initiative has a specific focus on WFP lands but there may be other lands in Tahsis that could be suitable as brownfield development sites.

Strategy 4: Support investment in the development, redevelopment or refurbishment of local facilities (i.e.. visitor accommodations)

Key Tasks

The BC Community Charter provides authority for a municipality to exempt property from municipal property taxes for up to 10 years. In order to use the authority, the Village must have a revitalization program. Council then has to specify the purpose, amount and extent of the tax exemptions available in the OCP. The rationale and eligibility criteria are set out by bylaw. Generally, the exemption is applied to the municipal property tax that would be paid on the incremental value of the improvement. For example, the, District of Sparwood and City of Langford have enacted bylaw exemptions to encourage hotel/motel redevelopment in their respective communities.

- Examine the feasibility of an incentive program to foster new property development, redevelopment or refurbishment, where those actions are connected to Economic Development Strategy, or Official Community Plan goals.
- Determine scope under current legislation (i.e. Local Government Act and Community Charter).
- Review good practices, such as tax incentives, for new or upgraded accommodation facilities.
- Evaluate the cost-effectiveness of incentives to stimulate property redevelopment.
- Identify priority targets for incentives and the expected outcome of each. Major options include redevelopment of inactive visitor accommodations, heritage buildings, use conversions (i.e. industrial or commercial to residential), and new developments.
- Identify incentive options in the areas of property tax, permit fees and strategic land assembly.
- Consider permit and development fee rebates for designated areas or projects.
- If current property owners are interested in selling, explore resources to support these efforts including using the Ministry of Jobs, Tourism and Skills Training land prospectus development resources and linkage to their OpportunitiesBC marketing site.

Village Role	Timing Start-End	
<ul style="list-style-type: none"> • Support, incentives 	Q4 2015	Q2 2016
Partners	Resources – time	
<ul style="list-style-type: none"> • Land owners • Tourism operators • Province of BC 	<ul style="list-style-type: none"> • Minor time commitment • Consulting fees for OCP amendment \$10,000 	

Strategy 5: Negotiate with WFP regarding the mill sites, opportunities, access, visual screening etc.

Key Tasks

- Contact the Ministry of Environment, Brownfield specialist to discuss property status and options. Confirm the decommission plan and waste removal plan are in place.
- Engage WFP on options and possibilities that they feel might be appropriate for the properties.
- Begin regularly communicating in writing the property maintenance bylaw objectives for the site.
- Collaborate with Mowachaht Muchalaht First Nation on future waterfront development opportunities for the WFP mill site.
- Explore a Brownfield Renewal plan with regards to areas that are either unused or under-utilized and may have some degree of environmental contamination. The process of brownfield redevelopment and reuse is a viable economic development objective as it can often be accomplished by using existing infrastructure.
- Explore the appropriateness of Federation of Canadian Municipality [Green Municipal Fund – Brownfield Funding](#) for work on the site including linkage to a renewable energy project.
- Consider accessing nearby Crown lands to facilitate redevelopment. FLNRO manages the [Community and Institutional Program Policy](#), which makes parcels of Crown land available for health, education, public safety, community infrastructure, and public facilities that benefit the public-at-large.

Village Role	Timing Start-End	
<ul style="list-style-type: none"> • Lead negotiations, liaison (staff and council) • Supporting infrastructure, improvements 	Q3 2017	Q3 2019
Partners	Resources – time	
<ul style="list-style-type: none"> • Mowachaht Muchalaht First Nation • MJTST, Economic Development Division • Ministry of Environment, Brownfield and Remediation Assurance Unit. 	<ul style="list-style-type: none"> • Moderate to major time commitment • \$1,000 for administrative costs and support 	



Case Example: Cotton Mill District, Cornwall, ON

In 2012, Cornwall, Ontario won the Canadian Institute Brownie Award for excellence in project development: Neighbourhood Scale. The brownfield site concerned was the former Cotton Mill Factory, a development that occurred in the early 1900's. It had remained



mostly vacant for the past 20 years, and suffered from widespread heavy metal and localized hydrocarbon contamination. The site was broken up into a number of parcels to accommodate a phased clean-up. For areas that could not feasibly remediate the contamination to residential standards, commercial standards were used to create a mixed-use environment which the developer embraced. The mixed use nature of the development has created a new hub in the neighbourhood by opening up the waterfront along the affected area and greatly increasing public access. The development is pedestrian oriented and the grounds are open to the public to help increase community interaction. The economic spin-off from the construction has employed

hundreds of people and helped the City of Cornwall evolve the community improvement plans to increase their attractiveness to developers in hopes the Cotton Mill District will have a ripple effect of urban renewal in the older neighbourhoods surrounding the district.

Case Example: Bovill Square, Smithers, BC

In 2014, the Town of Smithers was presented with the Canadian Institute Brownie Award for Best Small/Medium Scale Project for their Bovill Square Legacy Project. After sitting vacant for 15 years, the Town of Smithers undertook an investigation of an abandoned gas station site at a strategic location on its main street that was contaminated. After having a consultant review the site, the community decided to purchase the property and remediated the lot. The purchase price of the property and site remediation cost the community approximately \$400,000. In 2007, the property had been identified in a local planning charrette as a good location for a future community. However, once the property had been purchased, the community underwent further public engagement to ensure the use of the land would best meet local residents' goals for a community square. The Bovill Square was completed in time to become the focal point for the town's centennial celebrations in 2013 and is anticipated to host numerous civic and cultural events for years to come.



Source: Canadian Urban Institute. (Nd);BC Ministry of Environment (2014); and, Allen 2015. pers. comm.

Strategy 6: Waterfront asset improvement and protection.	
Key Tasks	
<ul style="list-style-type: none"> • Clarify scope (breakwater, finger at boat launch, other). • Develop scope and terms of reference for marine access and protection upgrades. • Examine the need for a Village Waterfront concept plan. • Establish a Task Force to oversee concept development. • Identify options, including sketches or renderings, for under-utilized or vacant properties (if applicable). • Evaluate the use of Village-owned properties for possible sale or exchange to advance land use and development envisioned in the OCP. 	
Village Role	Timing Start-End
<ul style="list-style-type: none"> • Lead 	<ul style="list-style-type: none"> • Q1 2016 Q2 2017
Partners	Resources - time
<ul style="list-style-type: none"> • WFP • Land owners • DFO 	<ul style="list-style-type: none"> • Moderate time commitment • Capital costs to be determined • Consultants to develop design concepts • \$7,000 - \$10,000

4.4.3 Transportation

Objective: Expanded and up-graded roads and highways.

Rationale: Upgrading of the Head Bay Forest Service Road (FSR) and future potential development of roads to Woss and Zeballos would be the objective of this initiative. This is not a short-term strategy, as it has been ongoing and may take years to implement, but at the same time it would have the potential for a “sea change” in the community’s future. In fact, Head Bay FSR improvements and the future development of a road connection to Woss and/or Zeballos are linked to almost every other element of this Strategy, from tourism to waterfront and port development.

Strategy 7: Future development strategy for Head Bay Road.

Key Tasks

- In partnership with the Village of Gold River and the Mowachaht Muchalaht First Nation, continue to advocate with the Province for continuing improvements to Head Bay Forest Service Road.

Village Role		Timing Start-End	
<ul style="list-style-type: none"> • Support, liaison 		Q2 2015	Q3 2017
Partners		Resources – time	
<ul style="list-style-type: none"> • MOTI • Forest licensees, other road permit holders • Local resort and business owners • Mowachaht Muchalaht • Gold River, Campbell River 		<ul style="list-style-type: none"> • Minor time commitment • \$2,000-\$3,000 for research and lobbying 	

Strategy 8: Examine and promote the development of new roads to Zeballos and Woss.

Key Tasks

- Engage Woss, Zeballos, Gold River and regional First Nations to build support and discuss an approach to raise support for the road network.
- Work with FLNRO to determine the existing FSR connections in the area and what routes could be proposed to complete connections.
- Explore, as a first step, a recreational ATV route to Woss and Zeballos from Tahsis.

Village Role		Timing Start-End	
<ul style="list-style-type: none"> • Support, liaison 		Q1 2017	On-going
Partners		Resources - time	
<ul style="list-style-type: none"> • Zeballos • Woss • Gold River • Regional First Nations • RDS • RDMW • Forest licensees, other road permit holders • Recreation groups • Tourism operators • MOTI, FLNRO 		<ul style="list-style-type: none"> • Minor time commitment • \$1,000 for administrative costs and support 	

4.4.4 Marketing

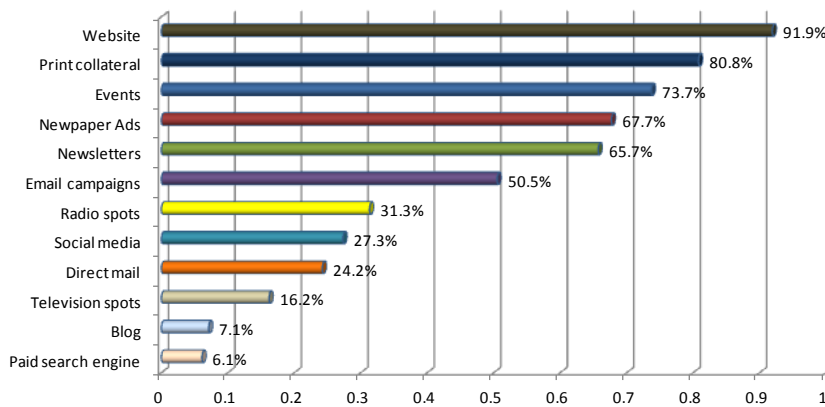
Objectives: Increased exposure and awareness of Tahsis in the market place to support business development and tourism activities locally.

Attracting new residents to Tahsis and encouraging longer stays by current non-resident homeowners.

Rationale: Tahsis recognizes the importance and value of attracting new residents to the community. However, like many rural communities Tahsis faces considerable challenges in retaining and attracting residents. One challenge with its younger population is out-migration attributed to factors such as lack of jobs and the desire to pursue post-secondary education and other experiences. Tahsis also recognizes the importance of its senior’s population in the social, cultural and economic development of the community. They also contribute to the community through volunteering activities and to the paid economy as skilled and knowledgeable workers. Moving forward, it will be important to pursue approaches that draw new residents to the community.

The Village has limited market exposure, as do most other small, rural communities in Canada. Moreover, the traditional methods for increasing that exposure have become cost-prohibitive and in many cases are no longer effective. This initiative has a communications aspect to it as well, because there would be different primary targets, including tourists, potential residents and investors, existing residents, temporary residents, past residents, stakeholders and government. A vital component of any marketing effort is a website that is rich in information and is able to convey the best assets and features associated with Tahsis. Using social media to promote the community is an additional complimentary option. As shown in Figure 8, websites are an increasingly important marketing tool, exceeding all other media for communication information and influencing investment and site location decisions.

Figure 8: Prevalence and Perceived Effectiveness of Marketing Techniques by Canada’s Economic Developers



Source: EDAC (2009)

Strategy 9: Update the Village web site (include tourism, demographics, retail space available, other opportunities).

Key Tasks

- Consider a website development and marketing team comprised of Village staff, councillors and real estate and business professionals to provide input on how the website can be used for promoting the community.
- Prepare a work plan on the update, if necessary using a media/marketing consultant.
 - Conduct a digital audit as the basis for the work plan. Digital audit involves a study of your brand’s digital presence, on its own and in relation to your competitor set, across six key areas: Reach, Architecture, Content, Conversion, Integration and Measurement.
 - Identify and develop content and ongoing data management. New stories, current information, festivals and events are important components.
 - Utilize responsive design capabilities (i.e. responds to all devices the information is being viewed on such as phone, tablet or computer).
 - Content written for search engines must be supported by key word research. Through a variety of text content throughout the site itself, rankings on Google can be maintained in the top ten with limited effort.
 - Increase links to local and regional tourism operators.
 - Other core features would include a business advisory centre, real estate services (i.e. listings for commercial and industrial properties), links to real estate firms and on-line databases, news page, publications, links, media page and links, and site map.
 - Consideration should be given to foreign language versions of the introductory web pages.
- Prepare a marketing plan with primary target markets that complement existing strengths or contribute to future development potential.
- Develop an online reputation management plan. As part of the Tourism Business Essentials series, Destination BC offers an Online Reputation Management guide, introductory and advanced workshops and webinars for operators and destinations.
 - Review [Tourism Business Essentials webinar](#) on social media and online reputation management.
 - Request delivery of Destination BC’s [Introduction to Online Reputation Management](#).
 - Obtain and review Destination BC’s [Local Communication How to Guide](#).
- Ensure linkages to strategic partners with key business information such as CFDC Strathcona, and BC Ministry of Tourism, Jobs and Skills Training OpportunitiesBC.
- Once web site has been updated and is current, ensure resourcing for required on-going updates is provided.

Village Role		Timing Start-End	
• Lead		Q4 2015	Q2 2016
Partners		Resources - time	
• Economic Development Advisory Committee (EDAC)		• Major time commitment	• \$7,500-\$10,000 for work plan and upgrades
		• On-going updates	

Strategy 10: Encourage current non-resident owners to spend more time or live full time in Tahsis.

Key Tasks

- Review the Federal/Provincial/Territorial Ministers Responsible for Seniors report [Age-Friendly Rural and Remote Communities: A Guide](#) to:
 - Identify those assets that Tahsis has that support age-friendly living.
 - Confirm areas in which Tahsis could make improvements over time.
- Investigate the lessons learned from the BC Rural Networks [Projects – “Comeback”](#) and “Rural Youth Diversity,” which provided insight into attracting young adults to rural communities and what values they are looking for. One of the pilot areas for Project Comeback was the Regional District of Mount Waddington.
- Investigate opportunities and barriers to permanent or longer term residency in the Village with current non-resident home owners. Identify and address barriers that could make improvements over time.
- Build on research on resident attraction within target groups, prepare a marketing plan with primary target markets that complement existing strengths or contribute to future development potential.
- Promote livability of Tahsis in web site/communications specifically targeting young adults and seniors as new residents.

Village Role	Timing Start-End	
<ul style="list-style-type: none"> • Lead 	Q1 2016	On-going
Partners	Resources - time	
<ul style="list-style-type: none"> • Local business. • Local service agencies (i.e. Island Health) 	<ul style="list-style-type: none"> • Minor time commitment • \$2,000 to \$3,000 for research and additions to website 	

Case Example: Chetwynd Rental Coordinating



In Chetwynd the Economic Development Officer organizes information on local residents who offer room and board or have homes that they would like to rent. They find that this coordinating effort is an important tool in linking the various workers coming to the area for work to find short term and long term accommodation in the community. By providing this matching service, the economic development office supports attracting workers to stay locally rather than choosing other communities further from the worksites or have the workers bring their camping trailers and RVs to the community. Overall, it allows the visiting work force to better experience the community, generates additional income for local home owners, and assists in generating incremental spending among local retailers.

Source: McAvany. 2015. pers comm.

4.4.5 Business Retention and Expansion

Objectives: Through implementing the projects associated with business retention and expansion the community will move towards:

- Increasing local economic activity and creating new jobs in the community;
- Increasing visitor volumes and spending they bring to the community; and,
- Growing the number of projects that contribute to community sustainability.

Rationale: The concept of Business Retention and Expansion (BR+E) programming is a community-based economic development strategy with a focus on "taking care of, nurturing and supporting" businesses already existing in the community. The health of the community relies on strong businesses that can sustain and create jobs. A BR+E program combines both short-term and long-term objectives. The short-term objectives include:

- Building and further developing relationships with existing businesses;
- Demonstrating and providing community support for local businesses;
- Addressing urgent business concerns and issues;
- Improving communication between the community and local businesses; and,
- Retaining of businesses and jobs where there is a risk of closure.

While the longer term objectives focus on:

- Increasing the competitiveness of local businesses;
- Creating jobs and new business development;
- Establishing and implementing strategic actions for local economic development; and,
- Strengthening a viable local economy. (Ontario Ministry of Agriculture, Food, and Rural Affairs. 2014).

At this point, the business community in Tahsis is relatively small. Their input suggested that most of their challenges, other than taxation, are either outside of municipal jurisdiction (such as insurance costs) or are covered in other strategies (marketing), so a full scale BR+E initiative isn't recommended.

However, in discussions at the workshops there was strong community support for agricultural, micro-energy, forestry, tourism and retail/commercial activities that fostered growth from within the community. Individually, these projects would create relatively small impacts in terms of capital investment and employment, but collectively they would make for measurable change and significantly improve business health and vibrancy. By approaching these sectors with the BR+E concepts in mind, it can become a foundation that leads to new investment attraction over time from within the community.

Strategy 11: Encourage local food production and marketing.				
Key Tasks				
<ul style="list-style-type: none"> • Community garden space on municipal land, lease of municipal land. • Support entrepreneurs that may have an interest in agri-food ventures in the area. • Investigate the feasibility of a shared-use kitchen at the community centre. • If the scale of production permits, investigate the feasibility of a local farmers market, or seasonal produce stand. 				
Village Role		Timing Start-End		
<ul style="list-style-type: none"> • Support, through provision of land 		<table border="1"> <tr> <td>Q2 2015</td> <td>On-going</td> </tr> </table>	Q2 2015	On-going
Q2 2015	On-going			
Partners		Resources - time		
<ul style="list-style-type: none"> • Community Garden group • Growers and producers • Residents • Seniors group 		<ul style="list-style-type: none"> • Moderate time commitment • Land lease for nominal rent (i.e. \$1 annually) 		

Strategy 12: Develop a municipally owned micro-hydro site on Extravagant Creek.				
Key Tasks				
<p>A commercial scale micro hydro project for Extravagant Creek has been investigated and was found not to be viable due to high development costs related to the site. An alternative approach using a smaller scale water wheel type development that would function as a tourist attraction, with enough generation capacity to pay for itself, could be an alternative approach.</p> <ul style="list-style-type: none"> • Prepare pre-feasibility assessment that will outline development and operating parameters, and costs. • Form a Task Force to oversee project. • Identify site. • Obtain water licence. • Contact BC Hydro regarding licensing for power generation and potentially distribution. • Prepare business plan, including a fund-raising component. 				
Village Role		Timing: Start-End		
<ul style="list-style-type: none"> • Lead 		<table border="1"> <tr> <td>Q1 2017</td> <td>Q4 2019</td> </tr> </table>	Q1 2017	Q4 2019
Q1 2017	Q4 2019			
Partners		Resources – time		
<ul style="list-style-type: none"> • BC Hydro • First Nations 		<ul style="list-style-type: none"> • Moderate to major time commitment • \$5,000 for business plan. • Capital cost to be determined. 		

Strategy 13: Encourage development of tourism services, products and experiences.

Key Tasks

- Engage the Mowachaht Muchalaht First Nation on future tourism product development and tourism promotion in the region.
- Prepare an inventory of operators, features and amenities.
 - Contact Tourism Association of Vancouver Island to obtain Destination BC inventory prepared as part of the 2009 Nootka Sound Tourism Plan.
 - Contact Campbell River Tourism for inventory data, if any.
- Apply for Destination BC’s Community Tourism Opportunities funding which has been available since the completion of the Nootka Sound Tourism Plan (2008). Funding should be accessed before the window closes on the program this year.
- Build an image bank to assist with digital and print marketing activities. Imagery is a key component of marketing and new guidelines established by the Canadian Tourism Commission’s Explore Quotient (EQ) should be followed.
- Host a familiarization (FAM) tours, focusing on regional media and visitor services personnel in Campbell River to give visitor services (i.e. travel influencers) a better understanding of Tahsis and the Nootka Sound area. The organization of FAM tours can be assisted by Vancouver Island Tourism Association (VITA) and Destination BC.
- Assist with product packaging and itinerary development. The objective of packaging is to offer an integrated, interesting product to encourage visitors to come to the area and increase their stay. Anecdotal evidence suggested some visitors were reluctant to visit Nootka Sound from Campbell River because of perceived lack of services. Packaging can help allay that concern.
 - Make packaging resources available to local operators through the Village website:
 - Destination BC’s [Industry Programs](#) (see also www.tourismbc.net)
 - Destination BC’s [Tourism Business Essentials](#) including Tourism Packaging & Product Distribution workshop
 - Canadian Tourism Commission’s [Experiences Toolkit](#)
 - Vancouver Island University’s links to [Partnering to Create Innovative Tourism Products](#)
 - Identify and recruit two or three operators who are interested in creating an “experience” that could be used to pilot a package.
 - The Village could assist with the marketing of the package on its website. The sale and resale of travel services on behalf of operators must conform to provincial travel industry regulations (see [Consumer Protection BC](#)). A call to action and booking strategy must be included so potential customers have a way to conveniently enquire or book a holiday.
 - Support a designated Destination Marketing Organization.
 - Support the development of new experiences such as trails, events, and facilities.

Village Role	Timing: Start-End	
• Support, facilitation	Q2 2016	On-going
Partners	Resources - time	
<ul style="list-style-type: none"> • Local operators, Campbell River Tourism • Rivercorp (Tourism), VITA • Zeballos, Gold River • Mowachaht Muchalaht First Nation 	<ul style="list-style-type: none"> • Minor to moderate time commitment • \$1,000 for administrative costs and support 	

Strategy 14: Develop/support one or two events.

Key Tasks

Events are an important tool in both generating visitation to the community and in creating a broad awareness of Tahsis and what it has to offer. Tahsis Days and the Salmon Enhancement fishing derby and barbeque are the main tourism oriented events that are operating. There has been an additional “Great Walk” event hosted by the Lions Club, in June, the “shoulder season” but it is currently not being offered. Re-creating that event, or something similar, or considering events that could be held in partnership with other communities or First Nations, with a focus on the shoulder season would be a significant boost to the local tourism economy.

- Set up an event Task Force
 - Gather core volunteers to form a committee and identify an event strategy champion.
 - Interview community stakeholders to determine potential niches and concepts.
 - Identify key players such as vendors and solicit local and provincial support.
 - Identify and recruit funding partners.
- Conduct preliminary research on successful event development:
 - Collect research on best practices in [festival planning and development](#).
 - Review other communities in BC that have successful festivals. For reference, see Hello BC’s [festival and event listing](#).
 - Destination BC also has an event tracking framework for use: [Survey Procedures for Festivals, Events and Permanent Attractions](#):
- Invite existing festival and event sponsors or organizers to a one-day workshop that would brainstorm ideas and come up with a short list of opportunities. The task force research could be presented in the early stages of the workshop before the planning commenced. The above-noted How-To Guides can be used to determine the festival with the greatest potential impacts. The output of the workshop would be a list of events with the best potential for expansion or creation.
- Prepare a short development concept that could be used to build business, community and sponsorship support. The development concept would have the following content:
 - Preferred theme(s) for the event or festival; Location; Dates and times; Participants/sponsors/volunteers; Outline of marketing programs; Capital and operating estimates; and, Estimate of economic benefits.
- The final step would be the preparation of a business plan that would contain all the required planning elements including event planning, theme or motif, dates and alternate dates, site selection, permitting, transportation and parking, logistics, marketing, budgeting, security and emergency preparedness. The business plan then becomes the model for implementation.

Village Role	Timing Start-End	
<ul style="list-style-type: none"> • Support, facilitation 	Q3 2016	Q3 2017
Partners	Resources – time	
<ul style="list-style-type: none"> • Lions, Seniors groups • Businesses • Other regional communities 	<ul style="list-style-type: none"> • Moderate to major time commitment • \$5,000 to \$7,500 for event planning 	

Strategy 15: Encourage local wood processing.

Key Tasks

The small size of the local industry, lack of economies of scale and the barriers to business development do not favour further development in the forestry sector. The fact that all of the Crown timber supply is processed outside the local area confirms this. However, it may be possible to develop a local wood network, essentially a cooperative. This would ultimately depend on the willingness and capacity of local entrepreneurs to form the network.

- Determine availability of fibre from Community Forest.
- Investigate opportunities for accessing local non-conventional timber supplies, including salvage licences, BC Timber Sales and woodlots.
- Utilize locally sawn wood for municipal projects whenever possible.

Village Role		Timing Start-End	
<ul style="list-style-type: none"> • Support, promote 		Q3 2016	Q3 2017
Partners		Resources - time	
<ul style="list-style-type: none"> • Licensees, including BC Timber Sales • Local wood processors, contractors 		<ul style="list-style-type: none"> • Minor time commitment 	

Strategy 16: Promote and facilitate local retail and service opportunities.

Key Tasks

- Promote retail and service gaps/opportunities through the web site and in all communications.
- Identify new public infrastructure (i.e. federal, provincial, regional, health, education, social services) that could act as a catalyst for development.
- Have EDAC meet bi-annually with business operators to explore collaborative projects.

Village Role		Timing Start-End	
<ul style="list-style-type: none"> • EDAC - Support, facilitation, brokering 		Q2 2016	On-going
Partners		Resources - time	
<ul style="list-style-type: none"> • Local businesses • Community Futures Strathcona 		<ul style="list-style-type: none"> • Minor time commitment • \$1,000 for administrative costs and support 	

Strategy 17: Local employment or asset based inventory				
Key Tasks				
<ul style="list-style-type: none"> • Establish Survey Committee • Develop survey form • Implement survey • Post or publish results • It is unclear if this might be a good school or volunteer project. 				
Village Role		Timing Start-End		
<ul style="list-style-type: none"> • Support, facilitation 		<table border="1"> <tr> <td>Q3 2016</td> <td>Q4 2016</td> </tr> </table>	Q3 2016	Q4 2016
Q3 2016	Q4 2016			
Partners		Resources - time		
<ul style="list-style-type: none"> • School District 84 • North Island College • Services Canada (Summer Jobs Program) 		<ul style="list-style-type: none"> • Moderate time commitment • \$2,000-\$3,000 for survey and database 		

Strategy 18: Support local training opportunities.				
Key Tasks				
<p>Delivering training in Tahsis faces the challenge Continuing Education works on a cost recovery basis, and that means courses for small numbers of students wouldn't be affordable. Their video conferencing equipment isn't compatible with S.D. 84 equipment. There is a good selection of distance courses on-line at: https://nicconnect.nic.bc.ca/WebAdvisor/WebAdvisor?TOKENIDX=6925703394&SS=1&APP=ST, many of which are related to the tourism economy.</p> <ul style="list-style-type: none"> • Organize an information sharing meeting with employers, people who are interested in skills development and representatives of North Island College Continuing Education to review both on-line, other distance and local training possibilities. 				
Village Role		Timing Start-End		
<ul style="list-style-type: none"> • Support, facilitation 		<table border="1"> <tr> <td>Q2 2015</td> <td>Q4 2015</td> </tr> </table>	Q2 2015	Q4 2015
Q2 2015	Q4 2015			
Partners		Resources – time		
<ul style="list-style-type: none"> • WorkBC • Industry Training Authority • North Island College • VIU, UVIC • Unions 		<ul style="list-style-type: none"> • Minor to moderate time commitment • Training costs to be determined 		

Strategy 19: Clarify the potential for a research program focused on Nootka Sound’s ecological features.

Key Tasks

- Scope the feasibility of a research program in Tahsis.
 - Obtain and review policies from major BC institutions such as Bamfield Marine Sciences Centre and the Hakai Institute on the establishment of research centres.
 - Identify potential research champions who could provide insights and direction on a prefeasibility assessment.
 - Prepare the prefeasibility assessment on potential scope of activities or programs, organizational options, strategic partners (i.e. post-graduate education institutions) and funding options.
 - Create preliminary rationale, mission and vision statements to direct the feasibility process
 - Determine the intended function of the institute (teaching programs vs. excellence in research, discipline-based vs. multi-discipline).
 - Identify niche opportunities for research based on potential for expansion of existing programs (i.e. HGHEs) and with non-BC institutions that have marine programs.
 - Recruit strategic partners to provide implementation assistance and support.
- Explore research tourism potential.
 - Review best practices from EarthWatch and other research holiday organizations.
 - Review opportunities for pilot tours in collaboration with organizations such as Coastal Ecosystems Research Foundation.
 - Consider a research proposal to [Earthwatch](#) focusing on two of the institutes’ priority areas, Oceans and Cultural Heritage (an applying scientist must first be identified).

Village Role	Timing Start-End	
• Support, facilitation	Q1 2018	Q4 2018
Partners	Resources - time	
<ul style="list-style-type: none"> • Mowachaht Muchalaht First Nation • North Island College, VIU, UVIC 	<ul style="list-style-type: none"> • Moderate to major time commitment • Development costs to be determined 	

4.4.6 Implementation of the Strategy

Objectives:

- Ensure the actions outlined in the Tahsis Economic Development Strategy and Action Plan are implemented over time
- Engage community support for projects that contribute to community sustainability.

Rationale: Implementation of a Strategy such as this takes considerable time and resources (people, money, organizations.) Much of the responsibility for implementation of this Strategy will fall on the shoulders on the Municipality, its Council and staff. They alone cannot carry the full weight of these proposals. The community will have to make use of all the resources it has available, including its

citizens, its businesses, its organizations and partnerships as shown in Figure 7. The following Strategies focus on three specific ideas to provide support to the Strategy.

Involvement of the residents (full time and part time) is necessary if this plan is to be successful. Actively finding, engaging and celebrating the work of volunteers will be an important part of implementation.

Many of the retail, service and investment ideas proposed at the community meeting and in the strategy will need a separate business structure to support them if private investment is not interested. Development of a community based cooperative or corporation is certainly an option, but NSECD is already in place and through subsidiaries for example, may be able to provide that business structure support for Tahsis and the other member communities. There may also be new initiatives in shellfish production for example that might be feasible using that corporate structure.

Finally, it would take some of the burden from Council and staff of an Economic Development Advisory Committee (EDAC) could shoulder some of the responsibility for Strategy implementation. It may be that initially that committee will have to focus on primarily Council representation supplemented with community and business members, but as the strategy gains momentum, a shift in balance to relieve pressure from council and staff would be appropriate.

Strategy 20: Initiate a volunteer program to get more people involved in community projects.				
Key Tasks				
<ul style="list-style-type: none"> • Become informed on volunteer goals and objectives. Good reference resources can be found at Volunteer Canada. • Approach potential volunteers on an appropriate first project. • Search out community projects that match volunteer interests and community goals. • Include in web site/communications, Facebook site(s), and blog. • Be sure to recognize volunteer contributions. 				
Village Role		Timing Start-End		
<ul style="list-style-type: none"> • Lead 		<table border="1"> <tr> <td>Q3 2016</td> <td>ongoing</td> </tr> </table>	Q3 2016	ongoing
Q3 2016	ongoing			
Partners		Resources - time		
<ul style="list-style-type: none"> • Lions Club • Seniors group • Residents • School • Community Garden group • Salmon Enhancement • Other organizations 		<ul style="list-style-type: none"> • Minor to moderate time commitment • \$1,000 for administrative costs and support • Volunteer recognition from businesses 		

Strategy 21: Investigate resetting the mandate for NSEDC

Key Tasks

- Undertake discussions with partners to determine their interests, possible opportunities, priorities and measure of support.
- Identify the priority opportunities that could be addressed by NSEDC that would mean a change in the mandate.
- For priority opportunities, prepare a concept brief that outlines the new mandate. The brief would outline the costs and benefits, including new activities designed to stimulate the regional economy. It would also identify legal and regulatory implications.
- If there is consensus or majority support for the change in mandate, then it can be brought forward at the next annual general meeting of NSEDC.

Village Role		Timing Start-End	
• Lead		Q4 2016	Q2 2017
Partners		Resources - time	
• Gold River		• Moderate time commitment	
• Zeballos		• \$1,000-\$2,000 for meeting and planning	
		• Legal fees to be determined.	



Strategy 22: Development and operation of an Economic Development Advisory Committee		
Key Tasks		
<ul style="list-style-type: none"> Identify and engage EDAC membership. Develop a communications plan for the economic development strategy to encourage the participation of local residents and non-residents. Support or lead implementation of Strategies as appropriate Communicate Plan progress. <ul style="list-style-type: none"> Post the executive summary and plan on the new website for public access. Prepare and post an annual report card on the progress of economic development strategy initiatives (See Appendix C). Publicize important economic development related events and issues. Prepare an email list of local business, local media (blog and Facebook sites), community and government contacts that can be used for issuing press releases or other communications. For newsworthy events, issue press releases and place on the events page of the website. Develop a social media program that engages local businesses and includes information for Facebook and Trip Advisor highlighting destinations. Twitter and Instagram are also possible if cell phone service is established in Tahsis. 		
Village Role	Timing Start-End	
<ul style="list-style-type: none"> Lead 	Q3 2015	On-going
Partners	Resources - time	
<ul style="list-style-type: none"> Various, any partner involved in plan implementation. 	<ul style="list-style-type: none"> Staff and Council time commitment Volunteer time commitment Some budget requirement \$3,000-\$5,000 	

4.4.7 Collaboration with the Mowachaht Muchalaht First Nation

Objective: Working collaboratively with the Mowachaht Muchalaht First Nation will support:

- Resourcing for common goals in moving the region’s economic priorities forward; and,
- Brining greater attention to specific economic and social goals that the region sees as priorities.

Rationale:

A recent Mowachaht Muchalaht First Nation presentation in Tahsis had as a key message that *“Gold River, Mowachaht Muchalaht First Nation, and Tahsis, will all benefit through a new approach to working together and building our region collectively and cooperatively. It is time to change and move forward”*

Fostering a close working relationship would support a common approach on several key regional strategies. As dialogue continues between the Village of Tahsis and Mowachaht Muchalaht First Nation specific common interests will become clearer, more refined and incorporated into the economic development priorities of both communities.

Strategy 23: Collaboration with the Mowachaht Muchalaht First Nation on regional economic development priorities				
Key Tasks				
<ul style="list-style-type: none"> • Include Mowachaht Muchalaht First Nation as a member or ex-officio member of an Economic Development Advisory Committee. • Meet with Mowachaht Muchalaht First Nation and Gold River to determine common interests in tourism promotion and tourism product development. • Include Mowachaht Muchalaht First Nation in any negotiations with Western Forest Products regarding the maintenance, restoration, use and tenure of the former mill sites. • Meet with Mowachaht Muchalaht First Nations to discuss other possible common interests related to the Strategy including road access, timber access, municipal services to Tahsis I.R. 11, joint business ventures, and research. • Explore development of a formal agreement to outline how collaborate to assist both the Village of Tahsis and the Mowachaht Muchalaht First Nation identifying common interests and develop a sound approach in how to move strategic projects forward. 				
Village Role		Timing Start-End		
<ul style="list-style-type: none"> • Lead 		<table border="1"> <tr> <td>Q3 2015</td> <td>On-going</td> </tr> </table>	Q3 2015	On-going
Q3 2015	On-going			
Partners		Resources - time		
<ul style="list-style-type: none"> • Mowachaht Muchalaht First Nation • Gold River 		<ul style="list-style-type: none"> • Time: Lead, partner, support • Costs unclear 		

Case Example: Community Agreement - The 2012 Alert Bay Accord

Whereas the 'Namgis First Nation is an indigenous Kwakwaka'wakw government that has maintained aboriginal rights and title from time immemorial over a 2,600 square kilometer territory that includes Cormorant Island;

And Whereas Alert Bay, the oldest incorporated municipal government in the North Vancouver Island region, was first settled on Cormorant Island in 1871;

And Whereas the Village of Alert Bay and the 'Namgis First Nation have historically worked together to promote a high standard of cultural, economic and environmental quality of life for the benefit of all residents of Cormorant Island.

Therefore Be It Resolved that the 'Namgis First Nation and Village of Alert Bay herewith agree to consult with and coordinate their efforts in areas of mutual interest for the long-term sustainable stewardship of Cormorant Island. The principal objectives of this agreement will be:

- To maintain close and open lines of communication related to all matters of mutual interest and concern;
- To maintain a regular schedule of formal and informal meetings where ideas and opportunities will be openly explored;
- To jointly consult with Cormorant Island residents regarding collaborative actions in a timely and transparent manner;
- To organize, promote and obtain community support as well as Regional, Provincial and Federal government assistance for the priorities and initiatives proposed under this Accord, and;
- To preserve, enhance and celebrate the multi-cultural heritage and other unique social and environmental qualities of Cormorant Island which are essential to the wellbeing of all of its inhabitants.

And Therefore Be It Further Resolved that the principle objectives of this agreement will be realized through the implementation of projects including:

- 1) Initiatives designed to maintain and enhance vital core services required to sustain Cormorant Island community life. These services include BC Ferries, Canada Post, RCM Police, BC Ambulance, Alert Bay Elementary and T'lisalagilakw Schools, Alert Bay and 'Namgis Boat Harbours, 'Namgis Health Centre, Cormorant Island Health Centre, Alert Bay Volunteer Fire Department, Cormorant Island Community Learning Centre, and related essential services.
- 2) Initiatives designed to increase investment and employment in the community, particularly including efforts to harness Cormorant Island's significant tourism and regional service centre potential. Emphasis will be placed on construction and maintenance of public infrastructure projects that support successful private-sector economic activities on Cormorant Island.
- 3) Initiatives designed to restore, protect and enhance land and marine wilderness environments on, and adjacent to, Cormorant Island. These measures will include implementation of ecosystem-based approaches to planning and management that support, for example, restoration of wild salmon populations to historic levels, and community-based stewardship of North Vancouver Island natural resources.
- 4) Initiatives designed to provide Cormorant Island residents of all ages with a range of high quality cultural facilities and services including health care, education, social welfare, housing, recreation, libraries, museums, and protective services.
- 5) Joint operation of the 'Historic Alert Bay Development Corporation' with powers enabling it to borrow monies and enter into agreements, contracts and partnerships with public agencies and private entities to expedite construction and maintenance of key infrastructure projects that support implementation of the above initiatives.

And Be It Further Resolved that the 'Namgis First Nation and Village of Alert Bay herewith pledge to apply their best efforts to the attainment of these objectives and initiatives while acknowledging that their respective financial and other resources are limited, and that this Accord does not impose a financial commitment or liability on either party.

This affirmation of the 2012Alert Bay Accord is hereby signed on the 31st day of March, 2012 in recognition of the vision and purpose of the Original Alert Bay Accord that was enacted January 10, 1999 by Mayor Gilbert Popovich and Chief William Cranmer. The Original Accord remains as the foundation of the evolving cooperative agreement between the 'Namgis First Nation and the Village of Alert Bay.

Chief William Cranmer 'Namgis First Nation

Mayor Michael Berry Village of Alert Bay

APPENDIX A – OPPORTUNITY RANKING

Table 3: Long-list and Ranking of Economic Development Opportunities

Opportunity	Costs	Availability of Resources	Ease of Implementation	Benefits	Aggregate Score
Marketing					
Community brand and marketing program.	3	3	3	2	2.75
Cooperative marketing package for tourism experiences with interested operators to set up and market package.	2	4	4	2	3.00
Marketing coordination with Gold River, Campbell River, and Mowachaht Muchalaht.	3	3	2	3	2.75
Update signage.	2	4	4	1	2.75
Update the Village web site (include demographics, retail space available, other opportunities).	3	3	3	4	3.25
Advertise lease opportunities for village-owned buildings and land	4	4	3	1	3.00
Buy Local program.	4	3	2	3	3.00
Attraction program for retirees.	2	3	3	3	2.75
Encourage FN to re-populate their lands in/near Tahsis.	4	4	1	3	3.00
Attract young families.	3	3	2	4	3.00
Encourage current non-resident owners to spend more time or live full time in Tahsis.	3	4	4	3	3.50
Market Tahsis as a film and movie location.	2	2	3	1	2.00
Tourism					
Develop/support one or two events.	2	3	3	5	3.25
Encourage development of tourism services, products and experiences.	3	4	4	3	3.50
Create or enhance access to high value recreation features/areas.	3	3	2	4	3.00
Forestry					
Encourage local wood processing	3	4	3	3	3.25
Logging opportunities with Western Forest and others (community forest?)	3	4	2	2	2.75

Opportunity	Costs	Availability of Resources	Ease of Implementation	Benefits	Aggregate Score
Acquire a tree farm license (NEDC?)	1	2	3	5	2.75
Botanical forest products	3	2	1	4	2.50
Decentralize log sorts	4	2	1	2	2.25
Natural Resources					
Encourage local food production and marketing	4	4	3	4	3.75
Encourage local energy production	4	4	3	4	3.75
Encourage seafood production and processing	3	3	2	4	3.00
Investigate the feasibility of natural resource opportunities	4	3	2	3	3.00
Research and education activity	2	2	2	4	2.50
Medical marijuana	1	1	1	5	2.00
Retail and Commercial					
Promote and facilitate local service opportunities	5	5	5	1	4.00
Land and Real Estate					
Provincial or Federal Jail.	1	4	2	5	3.00
Develop facilities for a retreat centre, group home.	2	3	2	3	2.50
Property management business for non-residents (example Chetwynd).	2	3	3	1	2.25
Negotiate with WFP re the mills sites, opportunities, access, screening etc.	4	3	2	5	3.50
Elder care, hospice & palliative care beds/home, intermediate care	2	2	1	4	2.25
Sell surplus municipal lands.	3	3	3	3	3.00
Improve condition utilization of existing housing stock	2	3	2	3	2.50
Renting out rooms / houses as writer's and artist's retreats.	2	2	2	2	2.00
Campsite (on village property).	2	3	4	3	3.00
Support investment/refurbishment of local facilities for visitor accommodation.	4	3	4	5	4.00
Develop an airport.	1	2	1	3	1.75
Develop a golf course.	1	1	1	4	1.75
Waterfront asset improvement/protection.	3	3	2	5	3.25

Opportunity	Costs	Availability of Resources	Ease of Implementation	Benefits	Aggregate Score
Municipal Services					
Develop a capital plan for upgrade and replacement of water distribution system and sewage facilities.	2	4	4	4	3.50
Improve the tennis courts.	2	2	5	2	2.75
Re-institute business licensing ... it shows you have an interest in the businesses that are here	2	3	4	3	3.00
Review existing policies so as to improve the local business climate	1	4	4	3	3.00
Village cleanup and beautification program	2	4	4	4	3.50
Develop a strategy to increase utilization of the recreation centre.	3	4	3	4	3.50
Use school teleconference infrastructure to facilitate a discussion between Mowachaht Muchalaht, Tahsis, Zeballos and Gold River on topics of mutual interest such as roads, tourism marketing	2	4	3	2	2.75
Develop a communications plan to increase participation of local and non-residents	3	3	4	3	3.25
Investigate resetting the mandate for NSEDC.	2	4	4	3	3.25
Initiate a volunteer program to get more people involved in community projects.	3	3	2	5	3.25
Transportation and Other Infrastructure					
Future development strategy for Head Bay Road	2	4	3	5	3.50
Examine feasibility for new roads to Zeballos and Woss	2	4	2	5	3.25
Work with Conuma Cable on improving local telecom services	2	3	3	3	2.75
Labour Market					
Local employment inventory	3	2	5	3	3.25
Encourage more local hire	3	2	4	2	2.75
Provide local training opportunities	3	4	3	3	3.25

Notes: Each criterion is rated on a scale of 5, with 1 being lowest magnitude and 5 the highest. The Cost criterion is scored the opposite, 1 being highest magnitude and 5 the lowest. The higher the score, the more preferred the opportunity. All scores are relative and subjective.

APPENDIX B – UNRANKED LONG LIST

1) Business and Employment

Objectives

- Build on seasonal employment.
- Increase off season jobs.
- Assist entrepreneurs and start-ups
- Help exiting businesses grow and expand.
- Attract businesses to the community,
- Growth through diversifying the local economy from within the community
- Shoulder season focus. Keep core seasonal staff on the off season.
- Support locals expanding their incomes and business activities that are already operating

Improve Marketing

- Develop a Community brand and marketing program
- A cooperative marketing package for tourism experiences with interested operators to set up and market package
- Pilot a packaging and marketing program
- Update signage
- Update the Village web site (include demographics, retail space available, other opportunities)
- Work with the Uchuck to develop more visitors (Diving, off-season tours of the museum)
- Market Tahsis as a place to live (friendly, away from it all, affordable)
- Turn negatives into positives (i.e., no cell service, points of interest along the road)
- Develop marketing coordination with Gold River, Campbell River, Mowachaht Muchalaht
- Increase number of visitors from Europe, especially Germany, Central Canada, UK
- Market opportunities to people with money to invest - target investors/entrepreneurs.
- A specific strategy would be to advertise business lease opportunities for village owned buildings in larger centres vs putting a flyer up at local post office.



Events and Activities

- The Great Walk/Ride
- Tahsis Days
- Fishing Derby
- Good school services. Use for destination type training, conferences
- Community activities at recreation centre
- Hang glider competition

- Mountain bike race

Produce Local food

- Identify suitable sites
- Identify best crops/products i.e. mushrooms
- Pilot crops in community garden
- Support farmer's market
- Look at what can be done at Pete's farm to support the local buy local efforts – have local entrepreneur, municipal land, and could grow with community support. Other related support:
 - Attract people to the market garden activities
 - Offer workshops on topics including garden boxes that could assist in building infrastructure at site
 - Community pull together for donations to get set up – donate equipment time – volunteer groups

Produce Local Energy

- Micro-hydro, water wheel on Extravagant Creek
- Micro hydro technology, basic, low cost, involve volunteers, partner with BC Hydro, excess power to grid, visitor attraction, link to capital plan upgrades

Promote Business Development and Opportunities

- Develop facilities for a retreat centre, group home.
- Start a formal property management business for the non-residents (example Chetwynd). Mostly informal now.
- Develop caving (Wymer Creek Park). There are lots of caving opportunities. There is one guide (Martin) in town.
- Two little sawmills in town – look how community can support them getting a consistent supply of wood – community forest or leverage with licensee
- Negotiate with WFP re the mills sites, opportunities, access, screening etc.
- Decentralize log sorts
- Better access to timber for small operators and secondary manufacturers
- Use of waste wood
- Botanical forest products
- Medical marijuana,
- Services
 - Groceries
 - Drug store
 - Oil change service (need to go to Campbell River)
 - Tow truck service
 - Car wash
 - Plumber
 - Electrician
 - Bakery (closed in 2005)



- Coffee shop
 - A Salon
 - Delivery of groceries from town (the existing business will close)
 - Outdoor clothing and Camping equipment.
 - A Spa for the ladies to attend while the men are out fishing all day.
-
- o Access to Nootka Island/Trail
 - o Freshwater fishing guiding/services
 - o Mineral products
 - o LNG
 - o Staging area for coastal shipping
 - o Research and education (wood waste, estuary, Fukushima, acidification, outdoor education and training). A NW USA University out door program already uses Tahsis as a staging point for several of its programs.
 - o Village and First Nations shellfish tenures
 - o Specialty fish processing
 - o Dryland aquaculture (salmon, shellfish)
 - o Seniors/retirement condos on WFP lands
 - o Travel lift boat repair facility
 - o Bottle water facility. Tahsis has fantastic water and could serve many island users.
 - o Art retreat centre
 - o Limestone mining (I heard there is a fine deposit right outside town)
 - o Water sports camp
 - o Food Carts
 - o Artisans
 - o Outfitters for hiking, canoeing, kayaking
 - o Film location
 - o Movie industry
 - o Renting out rooms / houses as writer's and artist's retreats
 - o Tidal energy
 - o Provincial or Federal Jail
 - o Proposed Synex hydro project
 - o Logging opportunities with Western Forest and others (community forest?)
 - o Processing local timber

Support Local Employment

- o Maximizing local employment among companies doing business in and around the community.
- o Do a local employment inventory – formal survey of local employers to create labour force profile. Also could survey local population on labour force skills – to create skills assessment.
- o Start dialogue on employing local workers in local businesses.
- o Explore creating a more formal job board in the community to support local residents connecting with local businesses for work. Issue of non-local residents being brought in to fill job positions while local people remain unemployed or underemployed.
- o Promote buying locally more often

- Community inventory/survey, what is needed, who has the skills etc.? Match for provision of local services. Could be school project.
- Develop a local currency
- IT Education for local business people and students in online marketing principles and internet based business
- Log home building instruction course.
- Acquire a tree farm license (NEDC?)
- Easy Access to commercial fishing boat (off boat sales)

2) Population

Objectives

- Increase population
- Attract more (younger) permanent people and children.
- Attract seniors (retirement)

Attract Seniors and Retired People

- Elder care, hospice & palliative care beds/home, intermediate care
- Attract more summer/cottage residents
- Retirement community is an option, but there aren't currently good medical support and care services. People with serious health issues have to leave. There is a good seniors group in town
- Add one net new retired household to the community each year
- Attract retired people to Tahsis – highlight affordable housing. Focus on making sure that the properties are marketed properly. Consider: Friend network to promote
- Encourage support current non-resident owners to spend more time or live full time in Tahsis

First Nations

- Encourage FN to re-populate their lands in/near Tahsis
- Populate the reserve – work with First Nations to repopulate the reserve – could support with existing programs like the residential construction program through the school and North Island College for training – already doing this in Gold River.
- Opportunities related to Aboriginal Food Fishery

Labour Force Attraction

- Have conversation with young families about schooling opportunities in Tahsis – already have young families in Tahsis from Alberta and Saskatchewan – use this network to draw in more.
- Connect with Harmony Nelson who just got her realtor license and may be looking for a business model and could take on a marketing and renting lead role as part of her new business.
- Add new non-employee household each year (women's shelter/social assistance, artisans, etc.)

Marketing (see above)

- Promote school to young families. Want to attract three new kids a year to the school.
- Promote affordable housing to young families

3) Infrastructure

Objectives

- Maintain and improve municipal infrastructure
- Improve regional access to Tahsis

Municipal Infrastructure

- Develop a capital plan for upgrade and replacement of water distribution system and sewage facilities (will have to increase Village utility rates)
- Airport
- Improve the boat launch facility
- Develop a golf course.
- Improve the tennis courts

Head Bay Road

- Prepare municipal policy on expectations for future conditions
- Advocate with MOTI and FLNRO
- Develop signage/way finding strategy

Road Network

- Road to Zeballos
- Road to Woss

Connectivity

- Work with Conuma Cable to provide better quality, more affordable local services
- Work with Conuma Cable to provide Wi-Fi access for visitors

Housing

- Focusing on more of the local housing stock occupied by full-time, year round residents. Will soon be condemned – already losing homes to this.
- 70% of housing stock owned by outside residents – see what can be done with this group to get the homes rented in the winter/fall.
- Some residents own multiple homes – support these residents in renting out vacant properties.
- Focus on housing stock remaining viable – much of the housing stock is getting to the age that it

Visitor Accommodations

- Support investment/refurbishment of local facilities for visitor accommodation
 - Maquinna?

- Spar Tre/Tahsis Motel?
- Bunk House?

Facilities

- o Campsite (on village property)
- o Trail to Woss Lake
- o New Zealand style hiking/backpacking trails (hut to hut)
- o Recommissioning of FSRs leading to high value recreation features/areas
- o Create beach/park front on the water
- o Waterfront asset improvement/protection. Consider 3rd party funding to create a breakwater in partnership with the hotel at south end of town
- o Grease trail

4) Services

Objectives

- o Increase local services such as taxi, transportation, accommodation.
- o More local production of basic services such as energy and food (see Business and Employment above)

5) Quality of life and living

Objectives

- o Improve the aesthetics of the community
- o Increase cooperative effort among residents
- o Lower costs (business and living)

Community clean up

- o Clean up the Village! The Village has to look appealing to visitors and potential residents
- o Screening for the old mill sites.
- o Beautification (i.e., communities in bloom)
- o Re-institute business licensing ... it shows you have an interest in the businesses that are here

Reduce costs

- o Review tax rates and service fees
- o Sell surplus municipal lands
- o Review/improve development procedures

Community Engagement

- o More people working on projects – court people that are not involved to participate
- o Greater civic pride
- o Better partnerships

- Get that first success
- Municipal Town Hall meetings (in summer as well to include seasonal residents)
- Use school teleconference infrastructure to facilitate a discussion between Mowachaht Muchalaht, Tahsis, Zeballos and Gold River on topics of mutual interest such as roads, tourism marketing
- Ask Conuma Cable to broadcast next meeting
- Communicate more with non-residents as part of the process - they may become more active in developing the community. i.e. sport fishermen who only fish and go home. See if some of them might be more inclined to contribute in some of the community development
- The present NSEDC mandate has run its course and needs to be reinvented. Consider 2 corporations, one in partnership with Zeballos and the Ehatisaht, the other with Gold River and the Mowachaht/Muchalaht. The latter could be involved in something other than forestry/logging.
- The rec center could have a major impact on the community. Having movie nights, dances, live entertainment along with farmers markets (Saturday markets) is totally possible.



APPENDIX C MONITORING AND EVALUATION FRAMEWORK

Goal	Indicators	Measures	Sources	Comments	
Expand Economic Base	Business Activity	Building permits	Projects assisted	Town	Internal measures
	Assessment and share by class	Change in assessed base by class	Change in tax burden by class	Town	Internal measures Benchmarking required
Grow Resource Development Sector	Agriculture Activity	New project	Entrepreneurs leasing municipal land New agri-food activities locally Established of shared use kitchen	Town	Internal measures (reporting against observed activity)
	Local Wood Processing	New Activity	Wood processed locally Establishment of Community Forest	Town	Internal measures (reporting against observed activity)
	Micro-Hydro Project	New project	Completion of business plan Fund raising towards project	Town	Internal measures (reporting against observed activity)
	Tourism Activity	New Venture	New ventures offer adventure tourism activities from Tahsis	Town	Internal measures (reporting against observed activity)
Diversify the economy	Investor Activity	Investor enquiries	Companies attracted New business activity from existing businesses	Town	Internal measures
	New Event	Type of Event(s)	Type of event undertaken	Town	Internal measures (reporting against observed activity)
	Housing occupied by residents	Total private dwellings	Private dwellings occupied by usual residents	Statistics Canada	Census information
Expand local services	Specific Services	Change in Specific services		Town	Track as achieved and report out
Grow and diversify local population	Population Growth		Population	BC Stats	Annual populations from BC Stats
	Population Diversification		Population age Student pop	Statistics Canada School	Census population for age School for student pop.

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