

# **Tahsis Economic Development Strategy and Action Plan**

## **Strategy Framework**

**Village of Tahsis Council  
January 26, 2015**

# Deliverables

Three reports will be delivered to the Village:

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

# Economic Development

- Economic development is fundamentally about enhancing the factors of productive capacity - land, labour, capital
- Governments are responsible for creating the environment in which economic development occurs.
- By using its resources and powers to reduce the risks and costs of investment, government is responsible for setting the stage for employment-generating investment by the private sector.

# Community Economic Development - Key Ingredients



# Tahsis Strategic Goals

## From OCP

- 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.

## New

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

# Sorting the Ideas from Consultation

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?
- Can different opportunities be combined because of overlapping or common themes?
- Can opportunities be grouped by function, for example marketing or infrastructure?
- Does the opportunity have a clear role for the municipality as a lead or significant partner?

# Opportunity Ranking

**Cost** – the cash, 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.

*Note: 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.*

# Opportunity - Marketing

<b>Marketing</b>	<b>Cost</b>	<b>Resources</b>	<b>Implement</b>	<b>Benefits</b>	<b>Score</b>
<b>Encourage current non-resident owners to spend more time or live full time in Tahsis</b>	3	4	4	3	3.50
<b>Update the Village web site (include demographics, retail space available, other opportunities)</b>	3	3	3	4	3.25
<b>Cooperative marketing package for tourism experiences with interested operators to set up and market package</b>	2	4	4	2	3.00
<b>Advertise lease opportunities for village-owned buildings and land</b>	4	4	3	1	3.00
<b>Buy Local program</b>	4	3	2	3	3.00
<b>Attract young families</b>	3	3	2	4	3.00
<b>Update signage</b>	2	4	4	1	2.75
<b>Attraction program for retirees</b>	2	3	3	3	2.75
<b>Market Tahsis as a film and movie location</b>	2	2	3	1	2.00



# Opportunity – Tourism, Forestry

<b><i>Tourism</i></b>	<b>Cost</b>	<b>Resources</b>	<b>Implement</b>	<b>Benefits</b>	<b>Score</b>
<b>Encourage development of tourism services, products and experiences</b>	3	4	4	3	3.50
<b>Develop/support one or two events</b>	2	3	3	5	3.25
<b>Create or enhance access to high value recreation features/areas</b>	3	3	2	4	3.00
<b><i>Forestry</i></b>					
<b>Encourage local wood processing</b>	3	4	3	3	3.25
<b>Logging opportunities with Western Forest and others (community forest?)</b>	3	4	2	2	2.75
<b>Acquire a tree farm license (NSEDC?)</b>	1	2	3	5	2.75
<b>Botanical forest products</b>	3	2	1	4	2.50
<b>Decentralize log sorts</b>	4	2	1	2	2.25

# Opportunity – Natural Resources, Retail and Commercial

<i><b>Natural Resources</b></i>	<b>Cost</b>	<b>Resources</b>	<b>Implement</b>	<b>Benefits</b>	<b>Score</b>
<b>Encourage local food production and marketing</b>	4	4	3	4	3.75
<b>Encourage local energy production</b>	4	4	3	4	3.75
<b>Encourage seafood production and processing</b>	3	3	2	4	3.00
<b>Investigate the feasibility of natural resource opportunities</b>	4	3	2	3	3.00
<b>Research and education activity</b>	2	2	2	4	2.50
<b>Medical marijuana</b>	1	1	1	5	2.00
<i><b>Retail and Commercial</b></i>					
<b>Promote and facilitate local service opportunities</b>	5	5	5	1	4.00

# Opportunity – Land and Real Estate

<b><i>Land and Real Estate</i></b>	<b>Cost</b>	<b>Resources</b>	<b>Implement</b>	<b>Benefits</b>	<b>Score</b>
<b>Support investment/refurbishment of local facilities for visitor accommodation</b>	4	3	4	5	4.00
<b>Negotiate with WFP re the mills sites, opportunities, access, screening etc.</b>	4	3	2	5	3.50
<b>Waterfront asset improvement/protection</b>	3	3	2	5	3.25
<b>Provincial or Federal jail</b>	1	4	2	5	3.00
<b>Sell surplus municipal lands</b>	3	3	3	3	3.00
<b>Campsite (on village property)</b>	2	3	4	3	3.00
<b>Develop facilities for a retreat centre, grp home</b>	2	3	2	3	2.50
<b>Improve condition utilization of existing housing stock</b>	2	3	2	3	2.50
<b>Property management business for non-residents</b>	2	3	3	1	2.25
<b>Elder care, hospice &amp; palliative care beds/home, intermediate care</b>	2	2	1	4	2.25
<b>Renting out rooms / houses as writer's and artist's retreats</b>	2	2	2	2	2.00
<b>Develop an airport</b>	1	2	1	3	1.75
<b>Develop a golf course</b>	1	1	1	4	1.75

# Opportunity – Municipal Services

<b><i>Municipal Services</i></b>	<b>Cost</b>	<b>Resources</b>	<b>Implement</b>	<b>Benefits</b>	<b>Score</b>
<b>Develop a capital plan for upgrade and replacement of municipal infrastructure</b>	2	4	4	4	3.50
<b>Village cleanup and beautification program</b>	2	4	4	4	3.50
<b>Develop a strategy to increase utilization of the recreation centre.</b>	3	4	3	4	3.50
<b>Develop a communications plan to increase participation of local and non-residents</b>	3	3	4	3	3.25
<b>Investigate resetting the mandate for NSEDC.</b>	2	4	4	3	3.25
<b>Initiate a volunteer program to get more people involved in community projects.</b>	3	3	2	5	3.25
<b>Use school teleconference infrastructure to facilitate a discussion between Mowachaht Muchalaht, Tahsis, Zeballos and Gold River on topics of mutual interest</b>	2	4	3	2	2.75

# Opportunity – Transportation, Labour Market

<i>Transportation and Other Infrastructure</i>	Cost	Resource	Implement	Benefits	Score
<b>Future development strategy for Head Bay Road</b>	2	4	3	5	3.50
<b>Examine feasibility for new roads to Zeballos and Woss</b>	2	4	2	5	3.25
<b>Work with Conuma Cable on improving local telecom services</b>	2	3	3	3	2.75
<i>Labour Market</i>					
<b>Local employment inventory (asset mapping)</b>	3	2	5	3	3.25
<b>Provide local training opportunities</b>	3	4	3	3	3.25
<b>Encourage more local hire</b>	3	2	4	2	2.75

# Goal to Strategy Links (Examples)

Strategy	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5
Infrastructure: Capital Plan	⊙	⊙	⊙	⊙	⊙
Infrastructure: Village Clean up and Beautification		⊙			⊙
Land and Real Estate: Negotiate with WFP	⊙	⊙	⊙	⊙	
Marketing: Update the Village web site	⊙	⊙	⊙	⊙	⊙
Natural Resources: Local Food	⊙	⊙	⊙	⊙	⊙
Tourism: Develop/support events		⊙		⊙	⊙
Etc.					

# Action Plan

For each of the Strategies the Action Plan will:

- identify roles and responsibilities
- partnerships needed
- timing (short, medium and long term)
- resource requirements
- critical steps or tasks.

# Municipal Implementation Possibilities

