



# TIDES OF CHANGE



## *Cormorant Island Economic Development Strategy*

.....



SPRING 2015







*This strategy was developed by the residents of Cormorant Island. Over 200 people participated. Support was provided by EcoPlan.*

*The name 'Tides of Change' was put forward by community member Brenda Gordon, and was chosen by community members at the first Community Workshop.*



*“We are a community that doesn’t need boundaries getting in the way of our success and ability to thrive. We need to work together to move ahead to our full potential.”*

*- Community member*





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# Strategy Summary



*This summary is a ‘snapshot’ of the whole strategy. Everything on these summary pages is described in more detail in the remainder of the report.*

*Tear out these pages, stick them up on your desk, mirror, or fridge, and make it happen!*

## WHAT IS OUR LONG-TERM ECONOMIC VISION (page 14)

*Through coordinated investment, promotion and development, Cormorant Island will build on the existing economy, culture, history and infrastructure by leveraging resource-based, value-added opportunities, seasonal tourism and marine commerce.*

*These efforts will improve the business environment and create a solid base for entrepreneurs and small businesses to succeed, thus improving island vibrancy that will in turn attract new businesses and investment leading to a stronger year-round economy based on community values.*

## WHAT DO WE HOPE TO ACHIEVE: OUR OBJECTIVES (page 15)

Objectives are more concrete than the vision. They are the reason for doing economic development. The community’s priorities are listed below in order.


1. Attract new business
2. Create good jobs
3. Increase the number of entrepreneurs and managers (skills, resources, etc.)
4. Diversify the economy
5. Attract/retain residents (build permanent economic base)
6. Increase personal self-sufficiency



## WHAT WE'LL DO: STRATEGY AND ACTIONS (page 16)

The goal of this plan was not to come up with a list of dozens of possible actions, but to evaluate and prioritize the possible actions and pick a handful of great ones to move forward with as soon as possible.

There are five categories of actions. Within each category, there are actions that should be started immediately ('quick start' actions that will be completed within 6 months), short-term actions (completed within 1 year), and medium-term (2-3 years) and longer term (4+ years).

CATEGORY	ACTION #	ACTION NAME	TIMING/PRIORITY
 <b>Harbour development (CORE FOCUS)</b>	1.1	Research funding opportunities and availability for harbour redevelopment	Quick start
	1.2	Fuel dock business plan/feasibility study	Short term
	1.3	Harbour development plan	Short term
	1.4	Marina redevelopment	Medium to long term
 <b>Business support and entrepreneurship</b>	2.1	More favourable business taxes/incentives	Quick Start
	2.2	BEST (Business and Entrepreneurship Training by Vancity)	Quick Start
	2.3	Business incubator (Reconciliation Canada)	Short term
	2.4	Restaurant/Retail Vitality Strategy	Short term
	2.5	Business-to-business networking support	Short term
	2.6	Artists support	Medium term
 <b>Quality of Life</b>	3.1	Retaining and expanding core businesses and services	Short term + Ongoing
	3.2	Increase local seafood availability on the island	Short term
	3.3	Assisted living	Long term
 <b>Downtown Revitalization</b>	4.1	Clean up the island	Quick Start
	4.2	Interpretive signage project	Quick start
	4.3	Kiosks, farmers markets, or other business opportunities with low barriers to entry	Quick Start (research) Short term for implementation
	4.4	On-island wayfinding signage (Improved, consistent, branded)	Short term
	4.5	Commercial/ retail space research	Medium term
 <b>Tourism</b>	5.1	Consistent branding and messaging	Short term
	5.2	Increased promotion/advertising off island	Short term
	5.3	Joint tourism strategy	Short term
	5.4	Cruise ship attraction	Medium term

### HOW WE'LL GET IT DONE: IMPLEMENTATION (page 28)

We don't want this to be another plan that sits on a shelf gathering dust. Implementing the actions will take hard work, partnerships and commitment from everyone on the island – governments, businesses, organizations and residents. The implementation plan includes the following elements.

- ▶ Action plans, timelines, milestones
  - All the actions in this plan have a timeline associated with them, and all short term actions have more detailed action plans (e.g., who, what, how).
- ▶ Dedicated staff time/person
  - There is a commitment to dedicated staff time for implementation, beginning with hiring an interim coordinator for one month.
- ▶ Steering committee/advisory committee
  - A Steering Committee, made of up representatives from the two governments (and possibly other members from the business community or residents), will oversee implementation of the plan (TBD).
- ▶ Accessing external resources and partners
- ▶ We will work with partners like Vancity, Regional District of Mount Waddington, Community Futures, Small Craft Harbours, the Province, Reconciliation Canada and others to implement the plan.
- ▶ Actions that all community members can take (e.g., more local purchasing, picking up litter, starting a business, selling arts/crafts).

### SEEING IF IT'S WORKING: MONITORING AND EVALUATION (page 31)

It's crucial that we monitor and evaluate our progress to understand if the plan is working and to keep us accountable. There are three parts to our monitoring and evaluation (M&E) program:

1. **Process M&E:** are we implementing the plan like we said we would?
2. **Outcomes M&E:** are the actions having the desired effect on our objectives? To measure this, we have created 'indicators' for each objective (for example, if the objective is 'create good jobs', then the indicator is '# of employed individuals on the island').
3. **Communicating our progress:** We are committing to regular updates to the community about progress.

This report includes several tools and checklists that can be used to measure progress.



# Introduction

## OUR ECONOMY IS AT A TURNING POINT

Cormorant Island has many of the ingredients for successful economic development:

- ▶ Attractive location with tourism in the local area
- ▶ Unique offerings (U'mista, meaningful public art, local artists, quaint downtown, etc.)
- ▶ Entrepreneurial people (many people have a business idea or two up their sleeve)
- ▶ Existing infrastructure (ferry terminal, marina, airstrip, boardwalk, docks)
- ▶ Capable local governments that work together

Despite this, the population is shrinking as people move away for work and school, and there are concerns about the economic future of the island. The lack of jobs is not only hard economically, but also on people's mental and physical health.

## PULLING TOGETHER

Recognizing these factors, the two main governments on the island – 'Namgis First Nation and the Village of Alert Bay – have come together to take a hard look at the local economy (both its opportunities and barriers) and choose a few projects to move forward with to make things better.

*Planning can lead to action –  
but it takes commitment*

*It should be noted that past planning work by both governments has led to significant positive change on Cormorant Island, and this work deserves to be celebrated and drawn upon as inspiration.*

*Many projects were successfully carried out and are now cornerstones of the community – the boardwalk, trails, T'lisalagi'lakw school, and U'Mista. Others were started but did not succeed, including a shellfish processing business. During initial project stages, we spent some time evaluating WHY past projects failed, in an attempt to learn from past mistakes and also uncover viable projects that perhaps failed once but could be successful now. Undoubtedly the lessons learned from these failed projects strengthened subsequent projects.*

*Plans don't automatically turn into actions though. There are many actions buried in past Cormorant Island plans that went nowhere. We interviewed people to understand why these past projects didn't turn into action, and those 'lessons learned' have been incorporated into this plan.*

## THE VOICE OF THE PEOPLE

The residents of the island pulled together to create this strategy. Over 200 people participated through interviews, surveys, community meetings and direct communication, taking time out of their busy schedules to provide input on economic issues and opportunities. Hundreds of action ideas were put forward, but it was a pleasant surprise to see that there was a great deal of consensus on what actions were most important to move forward with – and these are the actions that you will see in the remainder of this plan.

## MAKE IT HAPPEN!

This plan belongs to the people of Cormorant Island. The local governments have committed to following through on the tasks within. Community members also have responsibilities, including keeping government accountable to make sure that the projects get done.

This project unleashed a great dialogue about the island's economy and a promising future. It got people talking. It got people excited. It's up to everyone to keep the momentum going, and turn the ideas into actions.

### *We just couldn't wait to get started*

*A few of the ideas put forward by the community were quick, easy and had lots of support, so it made sense to start them right away.*

*This was important because it showed that we were serious about working together and making change. It also opened up conversations and partnerships with individuals and groups in the community.*

*A few projects that have already been starting during the planning process:*

- *Visitor survey*
- *Island-wide litter management and recycling improvements (bins, more frequent litter patrol) with more coming soon!*
- *Finalizing agreements with Vancity to open a credit union branch on the island*
- *Investigating partnerships with Reconciliation Canada to implement our plan*

*“The international cultural value of this artist’s community should not be underestimated.”*

*- Community member*

*“Use our strengths...  
Focus on what we do well already.”*

*- Community member*

## *Stronger together*

### **A history of working together**

*'Namgis First Nation and the Village of Alert Bay have a long history of successful working relationships, starting with the formalization of the Alert Bay Accord in 1998 signed by Mayor Gilbert Popovich and Chief Bill Cranmer, which was renewed and strengthened in 2012. The two governments also set up a joint economic development corporation (the Historic Alert Bay Development Corporation) in order to facilitate joint projects.*

*As our renewed 2012 Accord between the two governments states, "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."*

### **Many reasons to work together**

*'Namgis First Nation and the Village of Alert Bay share a small island and there are many reasons to work together. Two key reasons are:*

- *Avoiding duplication of efforts*
- *Combining resources (skills and experience, time, access to funds)*

*Additionally, each government has different areas of responsibility and control, and different 'tools' that they can use to stimulate economic development.*

*For 'Namgis, some of the areas of responsibility and control include land use planning, development control, physical infrastructure, social infrastructure, research, public information and promotion, advocacy, business operations.*

*The Village of Alert Bay's key areas of responsibility and control include local finances and taxation, planning and development, some infrastructure, and advocacy.*

***"Positivity makes everything move forward, working together until the job is complete."***

*- Community member*

***"Invest in the people."***

*- Community member*



# The process



*The development of ‘Tides of Change’ ran from July 2014 to March 2015. The project followed a four-phase process, shown in the diagram that included:*

**1. Where are we now?**

Researching the current state of the local economy, trends, and past economic planning work.

**2. Where do we want to go?**

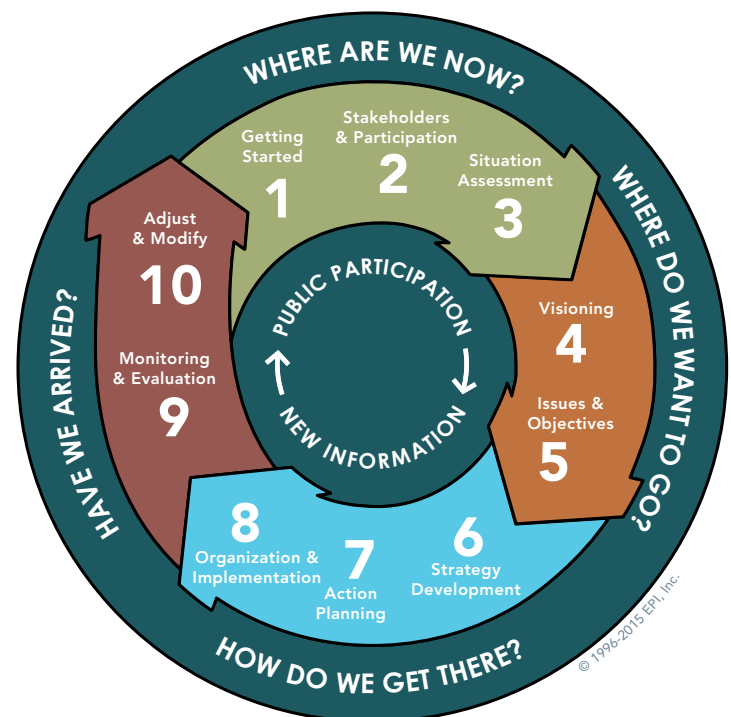
Developing a vision and objectives. You can't pick actions until you know what you want them to achieve!

**3. How do we get there?**

Coming up with action ideas to move the island towards the vision and objectives. Evaluating and prioritizing actions based on resources available.

**4. Have we arrived?**

A strategy to monitor the results over time to see if the actions are working as planned.



## A COMMUNITY PROJECT

The project team worked hard to reach out to as many people as possible and gather their feedback. Highlights of this outreach included:

- ▶ Resident survey (door to door and online)
  - 156 participants
- ▶ Youth ambassadors
  - 2 local youths were hired to spread the word about the project and conduct surveys
- ▶ Community groups
  - 2 community groups (the Library and the Artists Collective) helped out delivering surveys
- ▶ Visitor survey
  - 27 respondents
- ▶ Small group and 1-on-1 interviews
  - 31 people
- ▶ 2 Community workshops
  - #1 – 65 people attended
  - #2 – 55 people attended

We also provided regular updates on the project through the project website, posters on community bulletin boards, and newsletters. All project reports and work was provided on the website as soon as they were completed.

Rest assured that the feedback was then used in developing the plan. Not only that, but Council and staff from both governments read the comments and will be using them to help guide their work in other areas in the coming years. The comments are all available for public viewing on the project website or by asking local government.

# 200+

Over 200 people were involved in the creation of the Plan



**FIGURE 1:** One of several posters created for the project that were put up around town

## Where are we now?

# The local economy

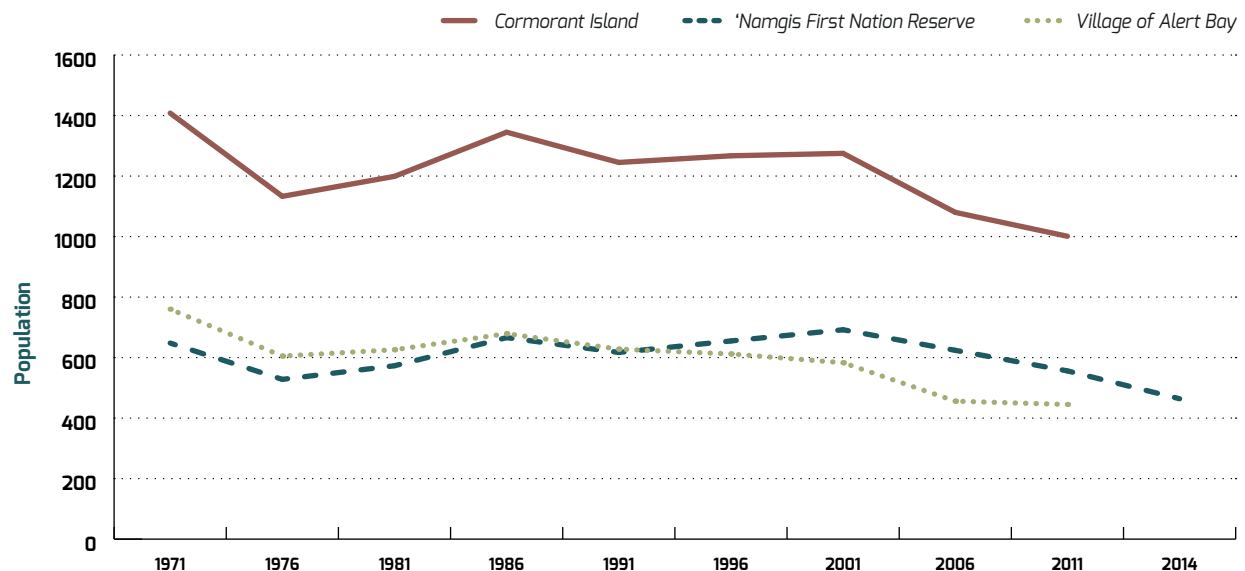


At the start of the project, the project team created a local 'economic profile' that described the current state of the local economy, issues and barriers to growth, and opportunities.

A few highlights are shown below, but interested readers should check out the profile itself, which is available on the project website and by asking 'Namgis or Village of Alert Bay local governments.

### OUR POPULATION IS SHRINKING

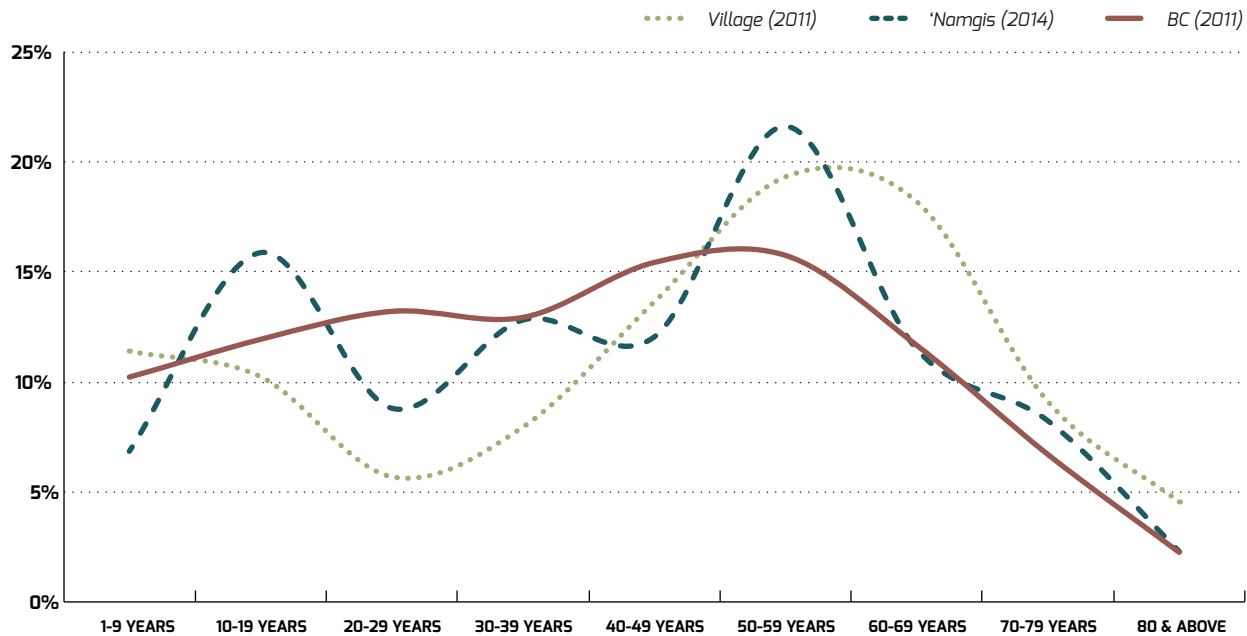
#### LOCAL POPULATION CHANGE



The local population is 'missing' a large portion of 20-40 year olds, relative to the provincial average. The graph below shows how Cormorant Island, and particularly the Village of Alert Bay, has less young people and more older people than the provincial average. This means that there are less working age individuals on the island.



## CORMORANT ISLAND POPULATION BY AGE CATEGORY



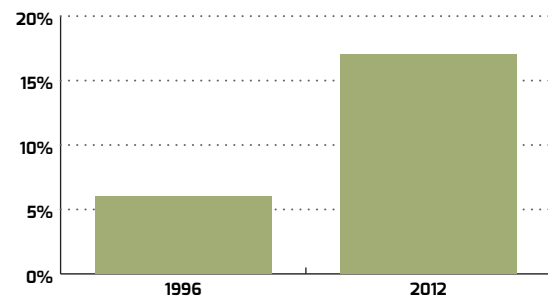
## WE ARE AGING

We are older than the provincial average. Median ages are:

- 45** 'Namgis First Nation
- 50** Village of Alert Bay
- 42** BC provincial



### Proportion of people on the island over 65



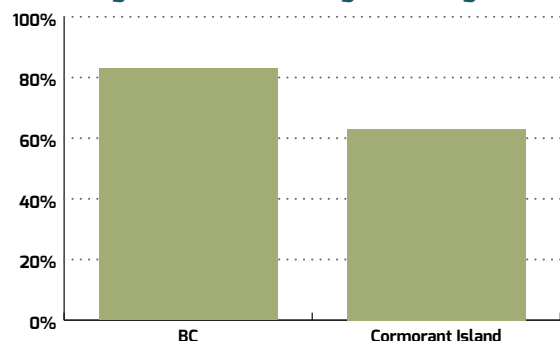
And we are getting older fast as young people move away for work and study.

*“Keep kids active and inspired to be part of their community and they will want to stay and be productive.”*

- Community member

## EDUCATION IS A PRIORITY, BUT WE STILL HAVE A WAYS TO GO

Percentage of adults with high school graduation or higher (2011)



Women on Cormorant Island typically have higher levels of education than men. For example, there are at least double the amount of women with advanced degrees (PhD, Masters) than men.

## OUR BIGGEST EMPLOYER IS GOVERNMENT

'Namgis First Nation and the Village of Alert Bay are both known for having very well run governments and strong governance.



**8** full time employees  
plus seasonal positions



**126** full time employees and  
**11** in casual positions



About **30** employees



About **38** people commute daily to work off-island



*"Gotta lift up the people to make them feel proud of our home town, to value and look after everything they have taken a part in."*

- Community member

## WE ARE ENTREPRENEURIAL

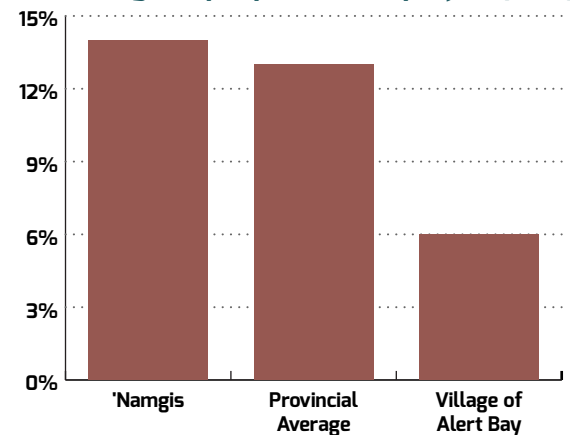
There are at least 100 small businesses on the island.

## FISHING AND AQUACULTURE IS A SMALL PORTION OF LOCAL EMPLOYMENT



There are likely less than 50 people employed in commercial fishing in the community. Past studies indicated that there were 222 people employed on the island in fishing in 1996 (about 40% of employment).

### Percentage of people self-employed (2011)



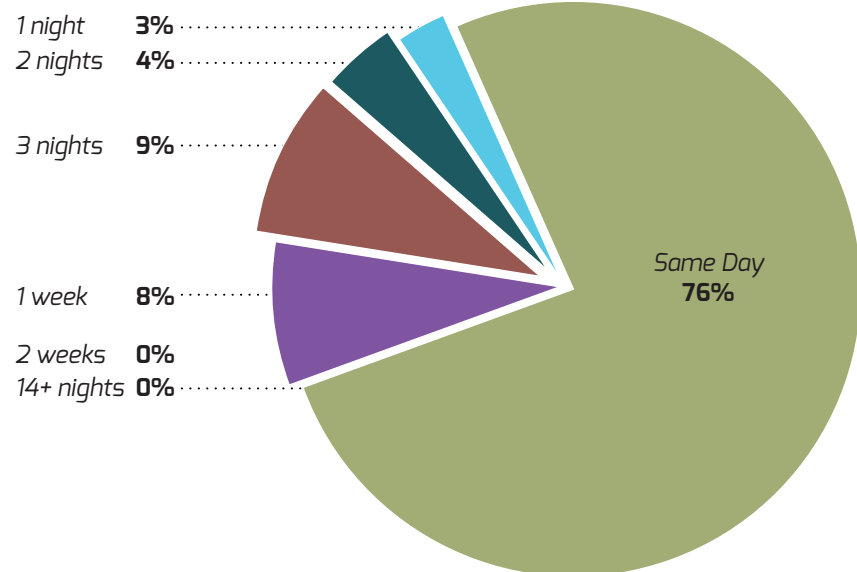
*“The community spirit on our island is pretty neat. I think we should support locals as much as possible, especially small businesses.”*

– Community member

## WE HAVE LOTS OF TOURISM POTENTIAL

- ▶ There are about 20,000 visitors to our island each year by some estimates
- ▶ Increasing numbers of tourists to BC are seeking Aboriginal experiences and outdoor adventure – both of which we are strong in!
- ▶ Currently most visitors to our Visitor Centre are day-trippers:

### Length of stay on Cormorant Island





# What do we hope to achieve?



## VISION

An economic vision is a high-level guiding statement about how we want the economic future of Cormorant Island to look.

On its own, a vision statement won't do anything, or lead to any changes. It is a first step, something that all parties agree on and then begin to craft actions and strategies to work towards. It helps to align our economic actions so we are all moving in the same direction, towards the same vision.

Our economic vision was developed with community members during a workshop and survey. We asked people to imagine a future ten years out and describe what it looks like and how the community got there. The answers from this question and others were combined and form the following vision statement.

*Through coordinated investment, promotion and development, Cormorant Island will build on the existing economy, culture, history and infrastructure by leveraging resource-based, value-added opportunities, seasonal tourism and marine commerce.*

*These efforts will improve the business environment and create a solid base for entrepreneurs and small businesses to succeed, thus improving island vibrancy that will in turn attract new businesses and investment leading to a stronger year-round economy based on community values.*

## OBJECTIVES

Objectives are more concrete than the vision. They are the reason for doing economic development. They represent the areas that community members feel are most important and need to be focused on as we develop our economy. The community's priorities are listed below in order.

1. Attract new business
2. Create good jobs
3. Increase the number of entrepreneurs and managers (skills, resources, etc.)
4. Diversify the economy
5. Attract/retain residents (build permanent economic base)
6. Increase personal self-sufficiency

These objectives were used throughout the development of this plan. They were used to evaluate actions - actions that would have the most positive impact on these objectives were a priority.

### *Economic Development on the North Island*

*Several other towns and areas in the North island have recently completed economic development strategies as well, including Malcolm Island, Port McNeill, the Regional District of Mount Waddington, Sayward and others.*

*In developing this plan, we reviewed these plans (or draft plans) to see where we could align our actions and work together. As an example, many of these regional plans have a focus on harbour/marina development and attracting recreational boaters. As we implement our plan, we will continue to look for opportunities to collaborate, for example, through joint harbour promotions.*

*There are already some great North Island initiatives to work together for economic development. Vancouver Island North Tourism and the North Island Coordinated Work Force Strategy are just two of many examples.*

*“To create our community as a year-round destination for people to enjoy the healthy aspects of our island: clean air, clean, natural water to drink, quiet, calming environment.”*

- Community member

*“Tap into the people already on the island.”*

- Community member

What we'll do:

## Strategy and actions



*This section describes the actions that will be undertaken in the next few years to move the island towards our vision and objectives.*

### HOW WE CAME UP WITH THE ACTIONS AND STRATEGY

We weren't starting from scratch. A lot of economic development planning had already taken place on the island, and there were lots of past plans that were full of good ideas (some of which had already been implemented, some not).

Starting with this list, we asked community members to comment on the actions and provide new ones, within the context of their vision and objectives ("Which of these would have the most impact in moving the island towards the vision and objectives? What other ideas should be on this list?").

We did not want a long 'laundry list' of potential actions. We wanted a short, prioritized list of realistic actions to give focus to the community and practically be able to move forward with. Community members were given multiple opportunities to prioritize and evaluate the action ideas. When we looked at the results, there were some very clear priorities that most people agreed on. Prioritization scores are included in "Appendix 1: Actions and prioritization scores".

We then took this prioritized list to the two Councils ('Namgis and Village of Alert Bay) and conducted a structured decision making process with them to come up with their own prioritization, taking into account the community prioritization, objectives, and constraints (like time, money, and capacity).

The draft strategy was taken back to the community at the February 26th Community Workshop for final comments.

### STRATEGY ACTIONS

The actions in this strategy are grouped into several categories.

Within each category, there are actions that should be started immediately ('quick start' actions that will be completed within 6 months), short-term actions (completed within 1 year), and medium-term (2-3 years) and longer term (4+ years).



The following table provides an overview of some of the actions, and the next 10 pages provide more details on the actions, including initial workplans (who, what, when, how) for quickstart and short term actions.

While this report proposes a rough course of action, it is designed to be opportunistic. Individual actions and strategies should be reconsidered for their value as conditions change, new information becomes available and new people get involved.

CATEGORY	ACTION #	ACTION NAME	TIMING/PRIORITY
 <b>Harbour development (CORE FOCUS)</b>	1.1	Research funding opportunities and availability for harbour redevelopment	Quick start
	1.2	Fuel dock business plan/feasibility study	Short term
	1.3	Harbour development plan	Short term
	1.4	Marina redevelopment	Medium to long term
 <b>Business support and entrepreneurship</b>	2.1	More favourable business taxes/incentives	Quick Start
	2.2	BEST (Business and Entrepreneurship Training by Vancity)	Quick Start
	2.3	Business incubator (Reconciliation Canada)	Short term
	2.4	Restaurant/Retail Vitality Strategy	Short term
	2.5	Business-to-business networking support	Short term
	2.6	Artists support	Medium term
 <b>Quality of Life</b>	3.1	Retaining and expanding core businesses and services	Short term + Ongoing
	3.2	Increase local seafood availability on the island	Short term
	3.3	Assisted living	Long term
 <b>Downtown Revitalization</b>	4.1	Clean up the island	Quick Start
	4.2	Interpretive signage project	Quick start
	4.3	Kiosks, farmers markets, or other business opportunities with low barriers to entry	Quick Start (research) Short term for implementation
	4.4	On-island wayfinding signage (Improved, consistent, branded)	Short term
	4.5	Commercial/ retail space research	Medium term
 <b>Tourism</b>	5.1	Consistent branding and messaging	Short term
	5.2	Increased promotion/advertising off island	Short term
	5.3	Joint tourism strategy	Short term
	5.4	Cruise ship attraction	Medium term

It is important to note that these are actions that should be taken by 'Namgis and the Village jointly. There are also many great opportunities that each government can take separately. For example, some ideas that were popular with the community included U'mista expansion and a carving shed. Another promising idea that was put forward for 'Namgis was expanding medical and social services to provide services for other bands.

# Harbour redevelopment (CORE FOCUS)

Community members identified harbour/marina improvements as the number one economic opportunity on the island, and both Councils have agreed that this is a joint strategic priority.

Improvements to the harbour and marina will help us to capture tourism traffic in the area, support and grow our fishing fleet, improve our quality of life, and provide economic opportunities for small business and new entrepreneurs. Initial calculations show a \$400,000 potential benefit to the community from an additional 40 slips.

Currently, the 'Namgis marina is in disrepair and the Alert Bay marina does not have enough capacity (nearby marinas saw 3500-4000 boats per summer, and Alert Bay had to turn away all but 130). Further, the lack of a fuel dock means that commercial boats are less likely to use Alert Bay as a home base, and recreational boaters must leave to fuel up.

ACTION #	ACTION NAME	DESCRIPTION AND RATIONALE	WHAT OBJECTIVES COULD THIS IMPACT? (see legend below)	POPULARITY (★ – ★★ ★)
1.1	Research funding opportunities and availability for harbour redevelopment	Harbour redevelopment will be based on community priorities, but will also depend on funding. Because of this, a key first step will be to gain an understanding of the types of funding available, which will in turn shape the plan (Action 1.3).	Indirect impact on: 1,2,4	★★★ (Indirectly)
1.2	Fuel dock business plan/feasibility study	Business plan for fuel dock, including whether or not the area could support an additional fuel dock, potential sales, costs, market, etc. Also, investigating who would own/run this facilitate (ideally a private operator).	Indirect impact on: 1,2,4	★★★ (Indirectly)
1.3	Harbour development plan	Work with stakeholders and experts (engineers, potential private entrepreneurs that could provide harbour support services (e.g., ice)) to determine which elements of the harbour redevelopment plan would have the most impact, where they should be sited, and which order they could/should be completed in. Costing/funding will also be included as part of this plan.	Indirect impact on: 1,2,4	★★★ (Indirectly)
1.4	Marina redevelopment	Phased actions will potentially include a fuel dock, marina expansion, breakwater expansion, ice plant, etc. Development will take place according to the harbour development plan (Action 1.3) and the availability of funding.	1,2,4	★★★

**LEGEND:** 1. Attract new business 2. Create good jobs 3. Increase the number of managers and entrepreneurs  
4. Diversify the economy 5. Attract/retain residents 6. Increase personal self sufficiency



Popular ideas for harbour/marina development included a fuel dock, ice plant, additional marina fingers, and breakwater extensions. More work is needed to determine which of these would have the most economic impact, and where things should be sited.

Harbour development cannot happen in isolation. It needs to be paired with improvements in on-shore amenities (retail, restaurants, other services) and promotions if the value from new visitors is to be maximized.

TIMING/ PRIORITY	WHO WILL GET IT DONE	PARTNERS/SUPPORT	NEXT STEPS	RESOURCES	CHALLENGES, RISKS
Quick start	Economic development staff person		<ul style="list-style-type: none"> <li>Identify recent harbour/ marina developments in BC and their sources of funding</li> <li>Develop list of potential funding sources and deadlines</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> </ul>	NA
Short term	Economic development staff person	Possibly Reconciliation Canada	<ul style="list-style-type: none"> <li>Begin business plan/ feasibility study</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> </ul>	NA
Short term	Economic development staff person	VAB, 'Namgis administration (including operations). Other harbours in the area (Port McNeill, Telegraph Cove, Sayward, etc.) and the federal government.	<ul style="list-style-type: none"> <li>Staff, Council discussions to understand priorities/ phasing/past work</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> <li>Funding for engineering study(s)</li> </ul>	Disagreement
Medium to long term					

# Support for business and entrepreneurs

This strategy recognizes that there are people with talent, passion and ideas that already live here (or that want to live here). Some already have businesses, and some just dream of them. We need to find out what is holding these people back from starting or growing a business on Cormorant Island, and help remove these barriers.

ACTION #	ACTION NAME	DESCRIPTION AND RATIONALE	WHAT OBJECTIVES COULD THIS IMPACT? (see legend below)	POPULARITY (★ – ★★★)
2.1	More favourable business taxes/ incentives	The Village and 'Namgis have different taxation and business incentives. There may be opportunities for making these more business friendly, for example, by aligning tax 'mill rates' with surrounding areas. Incentives for business growth or new business attraction should also be investigated.	1,2,4,5	★
2.2	BEST (Business and Entrepreneurship Training by Vancity)	Vancity Credit Union will be hosting a series of entrepreneurship training courses for all island residents.	2,3,4,6	NA
2.3	Business incubator (Reconciliation Canada)	Reconciliation Canada has proposed a Cormorant Island Incubator to support eight new businesses start up in the next two years (all island residents can participate).	2,3,4,6	★★
2.4	Restaurant/Retail Vitality Strategy	There are several excellent restaurants on the island. However, there is clear demand from visitors and residents for more local food (seafood and traditional foods) and consistent business hours.	2,5	★★
2.5	Business-to-business networking support	There are many opportunities for businesses to partner and support each other on the island. Currently, most business are operating in 'silos' (i.e. independently). This action would be to support increased networking among businesses, potentially as one-off meetings to discuss specific opportunities (or other methods).	2	★
2.6	Artists support	Artists from Cormorant Island are well known and world class, however, in some cases, buyers are not able to access their art. This action would be to work with artists to understand needs/barriers/ opportunities for reaching a broader audience, potentially through online sales and other methods.	5,6	★
<b>LEGEND:</b> 1. Attract new business 2. Create good jobs 3. Increase the number of managers and entrepreneurs 4. Diversify the economy 5. Attract/retain residents 6. Increase personal self sufficiency				





In addition to these joint projects, 'Namgis is also examining microloans for entrepreneurs, as well as other social finance instruments.

TIMING/ PRIORITY	WHO WILL GET IT DONE	PARTNERS/SUPPORT	NEXT STEPS	RESOURCES	CHALLENGES, RISKS
Quick Start	Village and 'Namgis to discuss and pursue separately		<ul style="list-style-type: none"> <li>Village and 'Namgis to discuss and investigate taxes and incentives, and how these compare with regional averages.</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> </ul>	
Quick Start (spring/summer 2015)	Vancity Credit Union	Village of Alert Bay and 'Namgis	<ul style="list-style-type: none"> <li>Build interest</li> <li>Host sessions</li> </ul>	<ul style="list-style-type: none"> <li>NA</li> </ul>	Low level of interest (mitigation: personal invitations and a high level of one-on-one support)
Short term	Reconciliation Canada	Village of Alert Bay and 'Namgis	<ul style="list-style-type: none"> <li>Dialogue sessions to formalize the plan</li> </ul>	<ul style="list-style-type: none"> <li>Funding from Aboriginal Affairs already secured</li> </ul>	
Short term	Economic development staff person	Local business owners			
Short term	Economic development staff person (to start - but it should be run by business owners in the longer term)	Local business owners	<ul style="list-style-type: none"> <li>Interviewing business owners to understand barriers/opportunities to networking</li> <li>If the first step shows opportunities for partnerships/support, facilitating a way for business owners to discuss opportunities</li> <li>Identifying business owners that are able/interested in continuing to organize networking activities</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> </ul>	Low level of interest from business owners (potential mitigation: research and present benefits of networking; try to get business owners involved in the development of the program; start small and have targeted discussion topics)
Medium term	Economic development staff person				

# Quality of life

According to community members, the top three strengths of the island are the environment, the sense of community, and the services available for such a small town – in sum, a high quality of life. Maintaining and building on these strengths will be critical to keeping existing residents and attracting new businesses, residents and visitors.

ACTION #	ACTION NAME	DESCRIPTION AND RATIONALE	WHAT OBJECTIVES COULD THIS IMPACT? (see legend below)	POPULARITY (★ – ★★ ★)
3.1	Retaining and expanding core businesses and services	Cormorant Island has excellent services for the level of population. Services like RCMP, pharmacy, shop, post office, Vancity Credit Union Cormorant Island Branch, health services and BC Liquor store make this a great place to live. It's imperative that we keep these services and (where possible) support their growth.  To start, this action calls for a yearly meeting with each key business/service to discuss and understand any barriers they are facing, and looking for ways to support them (e.g., by providing resources, introductions, or removing barriers). Questions can be developed by drawing on resources from BC Economic Development Association. The interviews can be conducted by economic development staff, potentially with Councillors/staff present as well. If businesses are close to retirement or closure, resources should be provided for succession planning (e.g., via listings on Opportunities BC).	2,5	★★
3.2	Increase local seafood availability on the island	Visitors and residents both want more access to local seafood. This would make the island more appealing to visitors, and keep more money flowing to local producers. This task would involve working with the appropriate regulatory bodies to understand current barriers to local sourcing, and how to remove them. Local restaurants should also be encouraged to feature more seafood and advertise when it is local (be it BC, Vancouver Island, etc.).	4,5,6	★★★
3.3	Assisted living	There is a clear need for additional assisted living spaces on the island. The population is aging.	5	★★
<b>LEGEND:</b> <div> 1. Attract new business  2. Create good jobs  3. Increase the number of managers and entrepreneurs  4. Diversify the economy  5. Attract/retain residents  6. Increase personal self sufficiency </div>				



TIMING/ PRIORITY	WHO WILL GET IT DONE	PARTNERS/ SUPPORT	NEXT STEPS	RESOURCES	CHALLENGES, RISKS
Short term + Ongoing	Economic development staff person		<ul style="list-style-type: none"> <li>• Create inventory of key local businesses/ services, and list of contacts at each</li> <li>• Work with BCEDA to develop questions (drawing on their materials on “Business Retention and Expansion” and “Business Walks” programs).</li> <li>• Create a schedule for ‘checking in’</li> <li>• Set up initial meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	
Short term	Economic development staff person (to conduct initial research)		<ul style="list-style-type: none"> <li>• Research options/barriers for increasing local seafood availability</li> <li>• Work with local businesses and other to overcome barriers</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	Regulatory challenges
Long term					

# Downtown revitalization

A lively, clean and safe downtown will make the town more attractive to potential residents and visitors. Alert Bay's townsite has significant 'charm' and character, something that many towns lack (especially as big box stores hollow out traditional downtowns). This is a strong selling point that should be maintained and built upon.

ACTION #	ACTION NAME	DESCRIPTION AND RATIONALE	WHAT OBJECTIVES COULD THIS IMPACT? (see legend below)	POPULARITY (★ - ★★★)
4.1	Clean up the island	Litter/garbage was the number one complaint of visitors, and a common one from residents. This action will seek to 'clean up' the town, through additional waste/recycling receptacles, as well as behavior change components.	5	★★
4.2	Interpretive signage project	Visitors and residents both indicated a desire for more interpretive information about the island, in particular the history, culture and natural environment. This project would include the development of several signs around the island. Branding/design should align with island-wide branding (to be used in promotions, signage, etc.)	NA	NA
4.3	Kiosks, community markets, or other business opportunities with low barriers to entry	Research and implement micro business opportunities for artists, growers, fishermen, and others to sell their wares to residents and visitors. This could take the form of a pilot community market on cruise ship days, an expansion of the treasure market, or semi-permanent kiosks near the ferry dock.	1,3,6	★★★
4.4	On-island wayfinding signage (Improved, consistent, branded)	Signage exists in various forms, but visitors commented on a lack of clarity and additional signage needs. Opportunity to have more consistent signage, with joint branding.	5	★
4.5	Commercial/ retail space research	Is there enough retail/commercial space on the island? Is this a barrier to new businesses? Some community members thought so during the development of this plan. This action would be to investigate this further, and take action if there is a lack of appropriate space.	1,2	★
<b>LEGEND:</b> <div> 1. Attract new business  2. Create good jobs  3. Increase the number of managers and entrepreneurs  4. Diversify the economy  5. Attract/retain residents  6. Increase personal self sufficiency </div>				





Several actions to improve the vitality and charm of downtown are included here. It is also hoped that the actions in other sections (like supporting entrepreneurs and small businesses) will lead to increased downtown activity.

TIMING/PRIORITY	WHO WILL GET IT DONE	PARTNERS/ SUPPORT	NEXT STEPS	RESOURCES	CHALLENGES, RISKS
Quick Start	Already started by the Village and 'Namgis, additional work to be done by 'Namgis and the Economic Development Staff person			<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Funding for additional bins</li> </ul>	
Quick start	Economic development staff person	Alert Bay Museum	<ul style="list-style-type: none"> <li>• Work with 'Namgis First Nation staff to understand what signs they already have planned</li> <li>• Review the list of suggested signs from the community and decided on 3-5 signs</li> <li>• Research, write and design signs</li> <li>• Install</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Costs for sign development and installation</li> </ul>	Vandalism (potential mitigation: community participation in developing the signs (including youth involvement), locating signs in well lit areas)
Quick Start (research) Short term for implementation	Economic development staff person		<ul style="list-style-type: none"> <li>• Research options and rough costs</li> <li>• Gauge level of interest from residents in selling things and also organizing the event (e.g., volunteer farmers market board)</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Potentially construction costs for kiosks, or startup costs for other activities</li> </ul>	Funding (potential mitigation: enlist volunteer support from the community, seek grants, begin with lowest cost option)
Short term	Economic development staff person, public works departments		<ul style="list-style-type: none"> <li>• Assess signage needs</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Costs for new signage</li> </ul>	
Medium term	Economic development staff person				

# Tourism

Many of the actions listed already will appeal to tourists (and residents). However, there are some actions that are aimed directly at increasing the number of visitors, and increasing the amount of time and money they spend on the island. This will open up opportunities for more tourism-based entrepreneurs and employment.

ACTION #	ACTION NAME	DESCRIPTION AND RATIONALE	WHAT OBJECTIVES COULD THIS IMPACT? (see legend below)	POPULARITY (★ – ★★ ★)
5.1	Develop a consistent brand	In order to work together to attract visitors, we need a consistent brand and message. For example, are we Alert Bay, or are we Cormorant Island? What qualities make us unique, and how can we enhance them? Are there certain design guidelines for public art and buildings that could support the theme? Initial interviews with Vancouver Island tourism stakeholders indicate that the First Nations cultural angle is a very unique 'hook' that could be used and build on.	2,4,5	NA
5.2	Increased promotion/advertising off island	Although some marketing is currently done through Vancouver Island North Tourism, there may be a need for additional marketing just for Alert Bay. This may be as simple as advertising the treasure markets or other events throughout the North Island, or broader marketing to nearby markets (Victoria, Nanaimo, etc.). Highway signage should also be reviewed and updated.	2,4,5	★★★
5.3	Joint tourism strategy	Updating the 'Namgis 2013 Tourism Strategy' to include the whole island, implementing actions from this plan.	1,2,4,5	★★★
5.4	Pocket cruise ship attraction	In the past, there were more than a dozen pocket cruise ships per year stopping on the island. Currently there are only a small handful. This action would involve active recruitment of additional ships.	2,6	★★
<b>LEGEND:</b> <div> 1. Attract new business  4. Diversify the economy </div> <div> 2. Create good jobs  5. Attract/retain residents </div> <div> 3. Increase the number of managers and entrepreneurs  6. Increase personal self sufficiency </div>				



Tourism is highly seasonal on the island. Because of this, tourism is seen as a *part* of the overall strategy, but not the ‘one basket’ in which to put all our eggs.

TIMING/ PRIORITY	WHO WILL GET IT DONE	PARTNERS/ SUPPORT	NEXT STEPS	RESOURCES	CHALLENGES, RISKS
Short term	Economic development staff person		<ul style="list-style-type: none"> <li>Work collectively to develop a consistent name, theme and message. Incorporate this into marketing materials, design guidelines, and planning over time.</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> <li>Potentially external branding support</li> </ul>	
Short term	Economic development staff person	Vancouver Island North Tourism, Port McNeill Visitor Centre	<ul style="list-style-type: none"> <li>Review current involvement in Vancouver Island North Tourism (and potentially increase involvement)</li> <li>Research how other similar towns promote themselves</li> </ul>	<ul style="list-style-type: none"> <li>Funds for promotions</li> </ul>	
Short term	Economic development staff person		<ul style="list-style-type: none"> <li>Review strategy, identify areas that need to be updated to reflect whole-island conditions</li> <li>Work with Vancouver Island North Tourism, Port McNeill, Telegraph Cove and other local tourism destinations to coordinate</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> </ul>	
Medium term			<ul style="list-style-type: none"> <li>Assess signage needs</li> </ul>		



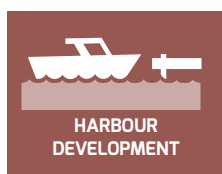
## How we'll get it done: Implementation



*Implementing the actions will take hard work and commitment from everyone on the island – governments, businesses and residents. This section lays out some of the actions that will be taken.*

### ACTION PLANS, TIMELINES, MILESTONES

A schedule for the next several years has been developed and is included below. Actions are colour coded depending on their category, as per below.



ACTION #	ACTION NAME	TIMING/PRIORITY	2015			2016				2017	2018
			MAR - JUN	JUL - SEP	OCT - DEC	JAN - MAR	APR - JUN	JUL - SEP	OCT - DEC	JAN - DEC	JAN - DEC
1.1	Research funding opportunities and availability for harbour redevelopment	Quick start									
2.1	More favourable business taxes/incentives	Quick Start									
4.1	Clean up the island	Quick Start									
4.2	Interpretive signage project	Quick start									
4.3	Kiosks, farmers markets, or other business opportunities with low barriers to entry	Quick Start (research) Short term implementation									

ACTION #	ACTION NAME	TIMING/PRIORITY	2015			2016				2017	2018
			MAR - JUN	JUL - SEP	OCT - DEC	JAN - MAR	APR - JUN	JUL - SEP	OCT - DEC	JAN - DEC	JAN - DEC
2.2	BEST (Business and Entrepreneurship Training by Vancity)	Quick Start (spring/summer 2015)									
3.1	Retaining and expanding core businesses and services	Short term + Ongoing									
1.2	Fuel dock business plan/feasibility study	Short term									
1.3	Harbour development plan	Short term									
2.3	Business incubator (Reconciliation Canada)	Short term									
2.4	Restaurant/Retail Vitality Strategy	Short term									
2.5	Business-to-business networking support	Short term									
3.2	Increase local seafood availability on the island	Short term									
4.4	On-island wayfinding signage (Improved, consistent, branded)	Short term									
5.1	Consistent branding and messaging	Short term									
5.2	Increased promotion/advertising off island	Short term									
5.3	Joint tourism strategy	Short term									
2.6	Artists support	Medium term									
4.5	Commercial/ retail space research	Medium term									
5.4	Cruise ship attraction	Medium term									
1.4	Marina redevelopment	Medium to long term									
3.3	Assisted living	Long term									

## IMPLEMENTATION ACTIONS BY 'NAMGIS FIRST NATION AND VILLAGE OF ALERT BAY

### Dedicated staff time/person

Current staff and Council are too busy to start implementing this plan. There is a recognized need to hire someone who would be dedicated to economic development. It's not clear yet how this position could be funded. Two interim steps will be starting soon:

1. Hiring an interim coordinator for one month, starting late March 2015
2. Researching potential funding sources for a longer-term position  
(the interim coordinator will do this research)

### Oversight group

One of the first actions in this plan will be to determine what organizational structure would work best to oversee the development of the plan.

A seven member steering committee made up of representatives from staff and Council from the Village and 'Namgis guided the development of this plan. This model worked well and there is a desire to continue with a 'steering committee' model to oversee implementation of this plan. However, details of the steering committee, including who will be on it, how it will report to the two Councils, and how the Historic Alert Bay Development Corporation will be involved, remain to be determined.

### Accessing external resources and partners

There are many groups that may be able to support the implementation of our plan, including the Regional District of Mount Waddington, Vancouver Island North Tourism, Community Futures, North Island Employment Foundations Society, Vancity credit union (who have already made a commitment to opening a credit union on the island in 2015, as well as supporting economic development by offering workshops and courses in entrepreneurship and financial management.)

## IMPLEMENTATION ACTIONS BY COMMUNITY MEMBERS

There are numerous actions that can be taken by community members to support the local economy. Some of the ideas that were put forward by community members throughout this project included:

- *"Help keep Cormorant Island clean"*
- *"Buy local whenever possible"*
- *"Open an account at Vancity credit union"*
- *"Sell my crafts to visitors"*
- *"Pursue my dream to open a small business"*
- *"Speak about Alert Bay with pride and encourage visitors to stay"*
- *"Village Pride"*
- *"Practical financial management to local entrepreneurs"*
- *"Work to maintain clean community and 'pride of place'"*
- *"Visitors friendly attitude- smiles, offers to help, share info"*
- *"Art Loft is moving to street level for April show"*





## Seeing if it's working: Monitoring & Evaluation

To know if this plan is working (and to hold us accountable to implement it), it is important that we have a plan in place to monitor and evaluate the implementation of the plan.

**Monitoring** = collecting data on the implementation of our plan

**Evaluation** = evaluating the data to see if we need to make changes

We will have to monitor and evaluate two things:

1. **OUR PROCESS:** Are the actions actually being implemented as planned?
2. **THE OUTCOMES:** Are our economic actions having the desired effect on our objectives, or do we need to make any changes?

These are described in more detail below.

There are easy-to-use tools to conduct monitoring and evaluation (M&E) which are included in Appendix 2: Planning tools.

### *Regular communications regarding progress*

*How will you know if the plan is being implemented? To hold us accountable, we are committing to regular updates to the community on the progress of this plan. We'll let you know about successes (and set backs!) at least every three months. Information will be sent out in the Echo (the Village's newsletter) and 'Namgis communications channels, as well as posted around the island.*

*"...We badly need to expand our available culinary palette and provide seafood to visitors. People who travel from Germany or Japan want to taste the Pacific."*

*- Community member*

1. MONITORING THE PROCESS.....

What?

Monitoring whether or not the actions are being carried out as planned (i.e. are staff, Councils and community members doing what they agreed to do?).

Who is responsible?

The oversight group (TBD) is responsible for overall monitoring (and can delegate to a staff person), and for reporting these results to Councils and the community. Staff involved in implementation must report regularly to the oversight group.

When?

M&E of the overall strategy should take place quarterly (every 3 months). Staff members responsible for implementation should conduct ongoing monitoring and reporting to the oversight group.

How?

Staff and Steering Committee should use the process monitoring and evaluation tool included in Appendix 2: Planning tools.

2. MONITORING THE OUTCOMES.....

What?

Outcome monitoring helps us make sure our actions are having the desired effect on our objectives (objectives are shown on Page 13 and include things like increasing our population and the number of good jobs).

The results from outcome monitoring will help us determine whether we have chosen the right planning actions, or if we need to try something else. We will be able to see where large gains are being made, or where actions need to be refined, adjusted, or replaced with other more effective actions.

Who is responsible?

The oversight group (TBD) is responsible for overall monitoring.

When?

Outcome monitoring should take place yearly. However, data for most of the indicators is only available every five years.

How?

To measure our progress, we have developed 'indicators' for each of our six community objectives.

Indicators are things you can use to measure progress, and good indicators should also be easy to find and monitor (for example: perhaps they are data points that are already being collected for other purposes).

The indicators can be tracked by staff and/or the oversight group using the outcome monitoring tool included in Appendix 2: Planning tools. Over time, as the actions are implemented, we can monitor the indicators to see if the actions are making the positive impacts we had expected.

## INDICATORS FOR MEASURING OUTCOMES

OBJECTIVE	INDICATOR(S)	DATA SOURCES	DATA UPDATE FREQUENCY	MOST RECENT BASELINE INFORMATION
1. Attract new business	Number of on-island businesses	'Namgis First Nation: Unknown	Unknown	99 businesses identified in the 2014 Village Official Community Plan and 2014 draft Yalis Community Plan
		Village of Alert Bay: Business licenses	Yearly	
2. Create good jobs	# in the labour force, employed	'Namgis First Nation: from 'Namgis Community Profile (total labour force minus those who are 'actively looking for work')	Every 5 years (2009, 2014, 2019, etc.)	Island wide total: 432 ('Namgis = 192, Village = 240)
		Village of Alert Bay: Statistics Canada – National Household Survey. Labour force statistics, # employed.	Every 5 years (2011, 2016, 2021, etc. )	
3. Increase the number of managers and entrepreneurs	Proportion of self employed as a proportion of labour force	'Namgis First Nation: Statistics Canada – National Household Survey. (Alert Bay Indian Reserve 1). See 'Class of worker'.	Every 5 years (2011, 2016, 2021, etc. )	<ul style="list-style-type: none"> <li>• 'Namgis: 10 self employed, 195 total labour force (=5%)</li> <li>• Village: 15 self employed, 245 total labour force (=6%)</li> <li>• Total: 25 self employed, 440 total labour force (=6%)</li> </ul>
		Village of Alert Bay: Statistics Canada – National Household Survey. See 'Class of worker'.		
4. Diversify the economy	Herfindahl index of diversity (see note below for explanation). 0 indicates a perfectly diversified economy, 1 indicates complete reliance on one industry.	'Namgis First Nation: Statistics Canada – National Household Survey (Alert Bay Indian Reserve 1). Industry, Employment.	Every 5 years (2011, 2016, 2021, etc. )	0.22 in 2011, 2006 was not available.
		Village of Alert Bay: Statistics Canada – National Household Survey. Industry, Employment.	Every 5 years (2011, 2016, 2021, etc. )	0.2 in 2011, 0.18 in 2006, indicating a slight move towards LESS diversification. For comparison, Port McNeill's index was 0.12 in 2011 (i.e., MORE diversified than Alert Bay). Invermere is one of the most diversified places in the province at 0.08 Herfindal Index in 2011.

OBJECTIVE	INDICATOR(S)	DATA SOURCES	DATA UPDATE FREQUENCY	MOST RECENT BASELINE INFORMATION
5. Attract/retain residents	Number of total island residents	'Namgis First Nation: 'Namgis population count from 'Namgis Community Profile	Every 5 years (2009, 2014, 2019, etc.)	Approximately 1,000 (445 Village of Alert Bay, 550 on 'Namgis reserves)
		Village of Alert Bay: Canada Census	Every 5 years (2011, 2016, 2021, etc. )	
6. Increase personal self sufficiency	Island-wide unemployment rate (i.e., % of the labour force that is actively looking for work)	'Namgis First Nation: Percentage of the labour force on Cormorant Island that is 'actively looking for work' (from 'Namgis Community Profile)	Every 5 years (2009, 2014, 2019, etc.)	23%
		Village of Alert Bay: Statistics Canada (Village of Alert Bay)	Every 5 years (2011, 2016, 2021, etc. )	Less than 2% (The actual number is below ten individuals out of 245 in the labour force, but the actual figure is unknown (due to Statistics Canada reporting method)).

Note: The Herfindahl index is a simple method of measuring diversity.

Herfindahl Index  $\sum_{i=1}^n S_i^2$

where  $S_i$  is the share of employment in the  $i^{th}$  industry. The Herfindahl index varies from 0 (when the economy has a large number of industries, with small and equal employment shares –high diversity) to 1 (when one sector accounts for all economy's employment – full specialization). Thus, a decline in the index signifies less concentration in the dominant industry or greater diversification. An increase indicates more concentration in the dominant sector or greater specialization.

*"Build a joint venture marine fuel dock."*

- Community member

*"Small wharfside fish market would be fantastic. Oceanography and fisheries interpretive center, tide pool petting zoo, sister to Telegraph Cove's cetacean museum, would be so fantastic."*



- Community member



# Appendix 1: Actions and prioritization scores

## Top Community Priorities

There were three (main) ways of asking for community input. The results were similar across all methods.

<b>Community Survey</b> <i>Respondents = 170</i>	<b>Community Workbook</b> <i>Community Event Respondents = 65</i>  <b>"What are your top three overall actions?"</b>	<b>Poster 'Dot' Voting</b> <i>Community Event Respondents = 65</i>  <b>"Place a sticky dot next to ideas/ actions you think will best encourage economic development on Cormorant Island"</b>
<p><b>Popular ideas from written responses are show below</b> (in no particular order)</p> <ul style="list-style-type: none"> <li>▶ Marine fuel dock</li> <li>▶ Harbour redevelopment</li> <li>▶ Micro-business opportunities (for example: a Saturday market, kiosks at the ferry dock)</li> <li>▶ Destination resort (for example: a centre for arts / educational / healing)</li> <li>▶ Traditional foods restaurant /kiosk / food truck</li> </ul>	<p><b>Prioritized results were:</b></p> <ol style="list-style-type: none"> <li>1. Marine Fuel Dock</li> <li>2. St. Georges (general redevelopment)</li> <li>3. Harbour increased moorage</li> <li>4. Entrepreneurship support</li> <li>5. Resort</li> </ol> 	<p><b>Prioritized results were:</b></p> <ol style="list-style-type: none"> <li>1. St. Georges (general)</li> <li>2. Tourism (general)</li> <li>3. Marine Fuel Dock</li> <li>4. Harbour increased moorage</li> <li>5. Carving studio</li> </ol> 

## Community Priorities

Overall popularity of actions is shown below, with the results from the various feedback methods combined into a single score.

ACTION IDEA	SCORE
Marine Fuel Dock	98
St. Georges (general redevelopment – specific ideas need to be formally developed into a plan)	66
Tourism (general)	57
Harbour increased moorage	45
Entrepreneurship support (general)	37
Resort	35
Carving studio	33
Extend breakwater	32
Commercial greenhouse	28
Art/dance centre/building	28
Do SOMETHING with derelict building sites in the community	26
Shellfish processing	26
Kiosks, Farmers Markets, or other business opportunities with low barriers to entry	24
Increased promotion/advertising off-island	23
Business incubator	22
Help increase the availability of local seafood on the island	22
Fish smoking plant	22
Harbour strategy (general)	21
Green energy technology/sustainability	20
Bring more activities for kids to the island (gymnastics instructor, karate, etc.)	20
Buy local campaign	17
Work with existing businesses to appeal more to tourists and residents (hours, products, rates, marketing etc.)	17
Improve policing and enforcement of drug dealers and drug use	17
Improve access to funding for educational opportunities	17
Restaurant support/growth	15
More tours and activities available for independent tourists	15
Encourage business owners to purchase more supplies on island	15
Improve on-island transportation (e.g. a cross-island bus/shuttle service)	15
Education	15
Assisted living	14
Telecommunications	14
Litter pick up, more garbage and recycling bins	13
Farmers market and/or fisherman's wharf	13
More evening activities (restaurants, shops, events)	13
Entrepreneurship workshops at the Learning Centre	13

ACTION IDEA	SCORE
Support more cooperation among tourism operators (packages, referrals, etc.)	13
Creating more cultural or educational tourism offerings (artist workshops in carving, painting, traditional food classes, etc.)	13
Farming/local agriculture	13
Coffee shop	11
Bakery	11
Workforce development (e.g., training in hospitality, basic job skills, retail, etc.)	11
Dedicated, experienced 'economic development' staff person to get things done (with appropriate project management experience)	11
Continue advocating for BC Ferries rate and schedule improvements	11
Pool and/or ice rink	11
Mentorship	10
Cruise Ships	10
Community tours business, with tours led by retirees	9
Laundromat	7
Store that has some of our youth leaders learning how to run it	7
Community Futures offering more support on-island	7
Small grants/training for getting websites up and running (carvers, artists, etc.)	7
Loans for Entrepreneurs	6
Ice plant	6
Train youth/seniors to do tours	6
Space for business (retail)	6
Meat processing for elk/deer	4
Annual meeting/dinner of business owners for networking	4
Increase the visibility of successful joint-government projects	4
More favourable business taxes and incentives	4
Chamber of commerce or similar thing	3
Business attraction (general)	3
U'mista waterfront development (carving studio, museum expansion etc.)	3
St. Mike Tear down and rebuild as a college	3
One-on-one, confidential support for would-be entrepreneurs	2
Encourage specialist and alternative medical practitioners to open shop on-island	2
Expand feasting culture on the island	2
Traditional foods	2
Beautiful yard contest	-2
Daycare	-4

## Community Priorities

Overall popularity of actions is shown below, with the results from the various feedback methods combined into a single score.

### Existing business support/ Entrepreneurship

ACTION IDEA	SCORE
Tourism (general)	57
Entrepreneurship support (general)	37
Kiosks, Farmers Markets, or other business opportunities with low barriers to entry	24
Increased promotion/advertising off-island	23
Business incubator	22
Buy local campaign	17
Work with existing businesses to appeal more to tourists and residents (hours, products, rates, marketing etc.)	17
Encourage business owners to purchase more supplies on island	15
Telecommunications	14
Entrepreneurship workshops at the Learning Centre	13
Support more cooperation among tourism operators (packages, referrals, etc.)	13
Creating more cultural or educational tourism offerings (artist workshops in carving, painting, traditional food classes, etc.)	13
Workforce development (e.g., training in hospitality, basic job skills, retail, etc.)	11
Dedicated, experienced 'economic development' staff person to get things done (with appropriate project management experience)	11
Mentorship	10
Community Futures offering more support on-island	7
Small grants/training for getting websites up and running (carvers, artists, etc.)	7
Loans for Entrepreneurs	6
Space for business (retail)	6
Annual meeting/dinner of business owners for networking	4
Increase the visibility of successful joint-government projects	4
More favourable business taxes and incentives	4
Chamber of commerce or similar thing	3
Business attraction (general)	3
One-on-one, confidential support for would-be entrepreneurs	2
Encourage specialist and alternative medical practitioners to open shop on-island	2

### Downtown revitalization

ACTION IDEA	SCORE
St. Georges (general redevelopment – specific ideas need to be formally developed into a plan)	66
Resort	35
Carving studio	33
Art/dance centre/building	28
Do SOMETHING with derelict building sites in the community	26
Restaurant support/growth	15
Assisted living	14
Litter pick up, more garbage and recycling bins	13
Farmers market and/or fisherman's wharf	13
More evening activities (restaurants, shops, events)	13
U'mista waterfront development (carving studio, museum expansion etc.)	3

### Harbour/Waterfront

ACTION IDEA	SCORE
Marine Fuel Dock	98
Harbour increased moorage	45
Extend breakwater	32
Shellfish processing	26
Fish smoking plant	22
Harbour strategy (general)	21
Cruise Ships	10
Ice plant	6

### Business ideas

ACTION IDEA	SCORE
More tours and activities available for independent tourists	15
Coffee shop	11
Bakery	11
Community tours business, with tours led by retirees	9
Laundromat	7
Store that has some of our youth leaders learning how to run it	7
Train youth/seniors to do tours	6
Meat processing for elk/deer	4

### Quality of Life/Other

ACTION IDEA	SCORE
Commercial greenhouse	28
Help increase the availability of local seafood on the island	22
Green energy technology/sustainability	20
Bring more activities for kids to the island (gymnastics instructor, karate, etc.)	20
Improve policing and enforcement of drug dealers and drug use	17
Improve access to funding for educational opportunities	17
Improve on-island transportation (e.g. a cross-island bus/shuttle service)	15
Education	15
Farming/local agriculture	13
Continue advocating for BC Ferries rate and schedule improvements	11
Pool and/or ice rink	11
St. Mike Tear down and rebuild as a college	3
Expand feasting culture on the island	2
Traditional foods	2

### Implementation

ACTION IDEA	SCORE
Dedicated, experienced 'economic development' staff person to get things done (with appropriate project management experience)	11
Regular communication regarding progress	NA
Clear action plans	NA
An economic development project "champion"	NA

## Appendix 2: Planning tools



This section provides planning tools that should be used by staff and Councils to assist with implementing the plan. They should not be viewed as an extra step or additional work. Rather, they help streamline the overall planning processes, saving time and improving efficiency in the long run.

The tools in this section are:

- ▶ **Tool 1:** Worksheet for medium and long term projects
- ▶ **Tool 2:** Process Monitoring and Evaluation Tool
- ▶ **Tool 3:** Outcome Monitoring and Evaluation Tool
- ▶ **Tool 4:** Annual Plan Review Worksheet for Staff and Council

*“A year-round resort centre with a focus on First People’s culture, foods, arts, storytelling, history, spa and healing treatments; including pool and sauna for access by local residents.”*

*- Community member*

*“We need to take pride in being able to take care of ourselves.”*

*- Community member*



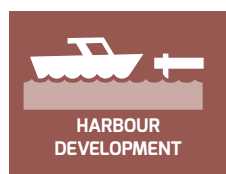
## TOOL 1: WORKSHEET FOR MEDIUM AND LONG TERM PROJECTS

Medium and long-term economic development projects will take place after Quick Start and short-term projects are completed (or underway). The following worksheet provides discussion questions to be used prior to starting these longer term projects. Staff and Steering Committee can use this tool to discuss some of the key success factors for each project, and begin developing a workplan.

KEY QUESTIONS	NOTES
<b>Action name</b>	
<b>Who should lead the effort and why?</b>	
<b>How will they be supported?</b> <ul style="list-style-type: none"> <li>How much time will they be expected to put into it?</li> <li>Who can support them and how?</li> </ul>	
<b>What are the anticipated constraints?</b> <ul style="list-style-type: none"> <li>What resources will be needed – staff time/effort/skills, administrative resources, money?</li> </ul>	
<b>What are the risks, and how will you prepare for them (and overcome them if necessary)?</b>	
<b>What is the timeframe?</b>	
<b>Who else needs to be involved in getting the process going?</b> <ul style="list-style-type: none"> <li>How should staff be involved?</li> <li>Who are key community figures that can help drive the process?</li> <li>What about other communities or partners?</li> <li>Are there community resources that could be tapped (e.g., schools, community groups)?</li> </ul>	
<b>How will this action contribute to the community's goals?</b> <ul style="list-style-type: none"> <li>Will it help meet any of the economic objectives?</li> <li>What indicators might it impact?</li> </ul>	
<b>What tasks must be accomplished in the first THREE months?</b> <ul style="list-style-type: none"> <li>Meeting with staff, council, or the community?</li> <li>Funding strategy/applications?</li> <li>Training/capacity building?</li> </ul>	

## TOOL 2: PROCESS MONITORING AND EVALUATION TOOL

The M&E tool is to be used every 3 months by the Steering Committee and Economic Development staff person to provide a summary assessment of the progress and status of action implementation. The completed tool can be used to provide updates to staff, Councils and community.



ACTION #	ACTION NAME	TIMING/PRIORITY	PERSON OR GROUP RESPONSIBLE	% COMPLETED	STATUS UPDATE
1.1	Research funding opportunities and availability for harbour redevelopment	Quick start			
2.1	More favourable business taxes/incentives	Quick Start			
4.1	Clean up the island	Quick Start			
4.2	Interpretive signage project	Quick start			
4.3	Kiosks, farmers markets, or other business opportunities with low barriers to entry	Quick Start (research). Short term implementation.			
2.2	BEST (Business and Entrepreneurship Training by Vancity)	Quick Start (spring/summer 2015)			
3.1	Retaining and expanding core businesses and services	Short term + Ongoing			
1.2	Fuel dock business plan/feasibility study	Short term			
1.3	Harbour development plan	Short term			
2.3	Business incubator (Reconciliation Canada)	Short term			
2.4	Restaurant/Retail Vitality Strategy	Short term			

ACTION #	ACTION NAME	TIMING/PRIORITY	PERSON OR GROUP RESPONSIBLE	% COMPLETED	STATUS UPDATE
2.5	Business-to-business networking support	Short term			
3.2	Increase local seafood availability on the island	Short term			
4.4	On-island wayfinding signage (Improved, consistent, branded)	Short term			
5.1	Consistent branding and messaging	Short term			
5.2	Increased promotion/ advertising off island	Short term			
5.3	Joint tourism strategy	Short term			
2.6	Artists support	Medium term			
4.5	Commercial/ retail space research	Medium term			
5.4	Cruise ship attraction	Medium term			
1.4	Marina redevelopment	Medium to long term			
3.3	Assisted living	Long term			



### TOOL 3: OUTCOME MONITORING AND EVALUATION TOOL

The outcome monitoring and evaluation tool should be used once per year by the Steering Committee and Economic Development staff person. Collecting the data for this tool could take several weeks. The results from this tool should be discussed at a yearly CCP evaluation meeting and communicated to staff, Council and members.

OBJECTIVE	INDICATOR(S)	DATA SOURCES
1. Attract new business	Number of on-island businesses	<p><b>'Namgis First Nation:</b> Unknown</p> <p><b>Village of Alert Bay:</b> Business licenses</p>
2. Create good jobs	# in the labour force, employed	<p><b>'Namgis First Nation:</b> from 'Namgis Community Profile (total labour force minus those who are 'actively looking for work')</p> <p><b>Village of Alert Bay:</b> Statistics Canada – National Household Survey. Labour force statistics, # employed.</p>
3. Increase the number of managers and entrepreneurs	Proportion of self employed as a proportion of labour force	<p><b>'Namgis First Nation:</b> Statistics Canada – National Household Survey. (Alert Bay Indian Reserve 1). See 'Class of worker'.</p> <p><b>Village of Alert Bay:</b> Statistics Canada – National Household Survey. See 'Class of worker'.</p>
4. Diversify the economy	Herfindahl index of diversity (see note below for explanation). 0 indicates a perfectly diversified economy, 1 indicates complete reliance on one industry.	<p><b>'Namgis First Nation:</b> Statistics Canada - National Household Survey (Alert Bay Indian Reserve 1). Industry, Employment.</p> <p><b>Village of Alert Bay:</b> Statistics Canada – National Household Survey. Industry, Employment.</p>
5. Attract/retain residents	Number of total island residents	<p><b>'Namgis First Nation:</b> 'Namgis population count from 'Namgis Community Profile</p> <p><b>Village of Alert Bay:</b> Canada Census</p>
6. Increase personal self sufficiency	Island-wide unemployment rate (i.e., % of the labour force that is actively looking for work)	<p><b>'Namgis First Nation:</b> Percentage of the labour force on Cormorant Island that is 'activity looking for work' (from 'Namgis Community Profile)</p> <p><b>Village of Alert Bay:</b> Statistics Canada (Village of Alert Bay)</p>



Note: The Herfindahl index is a simple method of measuring diversity.

$$\text{Herfindahl Index} = \sum_{i=1}^n S_i^2$$

where  $S_i$  is the share of employment in the  $i^{\text{th}}$  industry. The Herfindahl index varies from 0 (when the economy has a large number of industries, with small and equal employment shares – high diversity) to 1 (when one sector accounts for all economy's employment – full specialization). Thus, a decline in the index signifies less concentration in the dominant industry or greater diversification. An increase indicates more concentration in the dominant sector or greater specialization.

DATA UPDATE FREQUENCY	MOST RECENT BASELINE INFORMATION	CURRENT YEAR	DO ANY CHANGES NEED TO BE MADE TO OUR ACTIONS IN ORDER TO IMPROVE OUR OUTCOMES?
Unknown			
Yearly	99 businesses identified in the 2014 Village Official Community Plan and 2014 draft Yalis Community Plan		
Every 5 years (2009, 2014, 2019, etc.)	Island wide total: 432 ('Namgis = 192, Village = 240)		
Every 5 years (2011, 2016, 2021, etc.)			
Every 5 years (2011, 2016, 2021, etc.)	<ul style="list-style-type: none"> <li>• 'Namgis: 10 self employed, 195 total labour force (=5%)</li> <li>• Village: 15 self employed, 245 total labour force (=6%)</li> <li>• Total: 25 self employed, 440 total labour force (=6%)</li> </ul>		
Every 5 years (2011, 2016, 2021, etc.)	0.22 in 2011, 2006 was not available.		
Every 5 years (2011, 2016, 2021, etc.)	0.2 in 2011, 0.18 in 2006, indicating a slight move towards LESS diversification. For comparison, Port McNeill's index was 0.12 in 2011 (i.e., MORE diversified than Alert Bay). Invermere is one of the most diversified places in the province at 0.08 Herfindal Index in 2011.		
Every 5 years (2009, 2014, 2019, etc.)	Approximately 1,000 (445 Village of Alert Bay, 550 on 'Namgis reserves)		
Every 5 years (2011, 2016, 2021, etc.)			
Every 5 years (2009, 2014, 2019, etc.)	23%		
Every 5 years (2011, 2016, 2021, etc.)	Less than 2% (The actual number is below ten individuals out of 245 in the labour force, but the actual figure is unknown (due to Statistics Canada reporting method)).		

## TOOL 4: YEARLY EVALUATION TOOL

Once per year, staff and Council should meet to evaluate overall progress on implementing this plan. The tools above should be reviewed and discussed. In addition, the following questions should be discussed:

KEY QUESTIONS	NOTES
<p><b>Overall, have Council, staff and community been implementing the plan as expected? (review the 'process monitoring and evaluation tool)</b></p> <ul style="list-style-type: none"> <li><i>If not, what can be done to improve implementation?</i></li> </ul>	
<p><b>Overall, are the actions having the desired impacts on our objectives? (review the 'outcome monitoring and evaluation tool)</b></p> <ul style="list-style-type: none"> <li><i>If not, what can be done to improve implementation?</i></li> </ul>	
<p><b>How has the community been kept up to date on progress?</b></p> <ul style="list-style-type: none"> <li><i>Is this sufficient?</i></li> <li><i>Is support for the project still high, and if not, what can be done about it?</i></li> <li><i>Will the results from this evaluation session be communicated?</i></li> </ul>	
<p><b>Is the economic development plan still a priority?</b></p> <ul style="list-style-type: none"> <li><i>Why or why not?</i></li> </ul>	



