

PORT MCNEILL 2020

OUR ECONOMIC DEVELOPMENT PLAN



December 2014

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Funding to develop this Economic Development Plan was provided by the Town of Port McNeill and Island Coast Economic Trust.



MESSAGE FROM THE MAYOR

Friends and neighbours,

We are embarking on exciting times for our community! After many interviews, an online survey, and several community workshops, we now have an Economic Development Plan – a Blueprint for Port McNeill.



Not only does this plan outline our needs and wants for the future of our town, but it also frames the priorities and the potential for partnering and collaboration that will help our community to grow and thrive.

I invite you to read and absorb the information enclosed. As with all plans – its success will depend on us taking the plan and breathing life into it.

It will require time, effort, and a good deal of hard work to realize much of what is included here. But I know we are up to the task! Our pioneering spirit helped to create the town we all know and love. This plan is being launched as a new Council comes in with a fresh, four-year mandate. Council will encourage and help support the steps needed to create our future – together.

Let's get going!

- Shirley Ackland

AT A GLANCE

OUR VISION

Port McNeill is a hometown of choice for families, innovative entrepreneurs, and industry to succeed in a beautiful and sustainable environment. It is a place of possibility and unlimited potential for everyone. Here we can pursue our dreams for generations to come.

OUR PLAN

GOAL:

Diversified and strong economy – We have a resilient and self-sustaining economy with a strong business community and globally competitive industries.

OBJECTIVES:

- Major industries in the region are successful
- Local businesses grow and prosper
- Local residents have job opportunities

STRATEGIES

- Partner with major industries in the region
- Enhance our marine assets
- Support for local business
- Capitalize on our Community Forest
- Develop the edu-tourism opportunity
- Develop a sustainable food system

GOAL:

Attractive and sought after community – Port McNeill has a quality of life that attracts and retains youth, working age adults, and senior citizens alike to live, learn, work and play.

OBJECTIVES:

- Residents stay in the community
- New families move to Port McNeill

STRATEGIES

- Enrich the waterfront for the community
- Better access to medical services
- Provide more recreation and entertainment options
- Improve the town's physical attractiveness
- Develop a system of hiking and biking trails
- Establish a public market

GOAL:

Engaged youth – Our youth are engaged in the community, their education and healthy lifestyles. They thrive in Port McNeill and have the foundation for success in life no matter what their pathway.

OBJECTIVES:

- Our youth are healthy and happy
- Our youth stay in school
- Our youth have access to suitable career opportunities at home and away

STRATEGIES:

- Support career development initiatives
- Access to recreation facilities
- Support youth-led initiatives

TRANSFORMATIVE STRATEGIES

These strategies enable progress of all parts of the economic development plan.

1. **Leadership** – Community leaders and local governments working together - local governments following best practices.
2. **Partnerships** – Working together to capitalize on strengths, get things done, and protect and enhance services in the region.
3. **Positive self-image** – Residents having and communicating a positive image of Port McNeill.
4. **Internet service** – An affordable, global standard, high-speed Internet service.
5. **Port McNeill brand** – Updating and freshening Port McNeill's brand or image.
6. **Welcome new businesses** – Welcoming new businesses without fearing competition.
7. **Transportation** – Working with other communities to protect and enhance our transportation infrastructure.



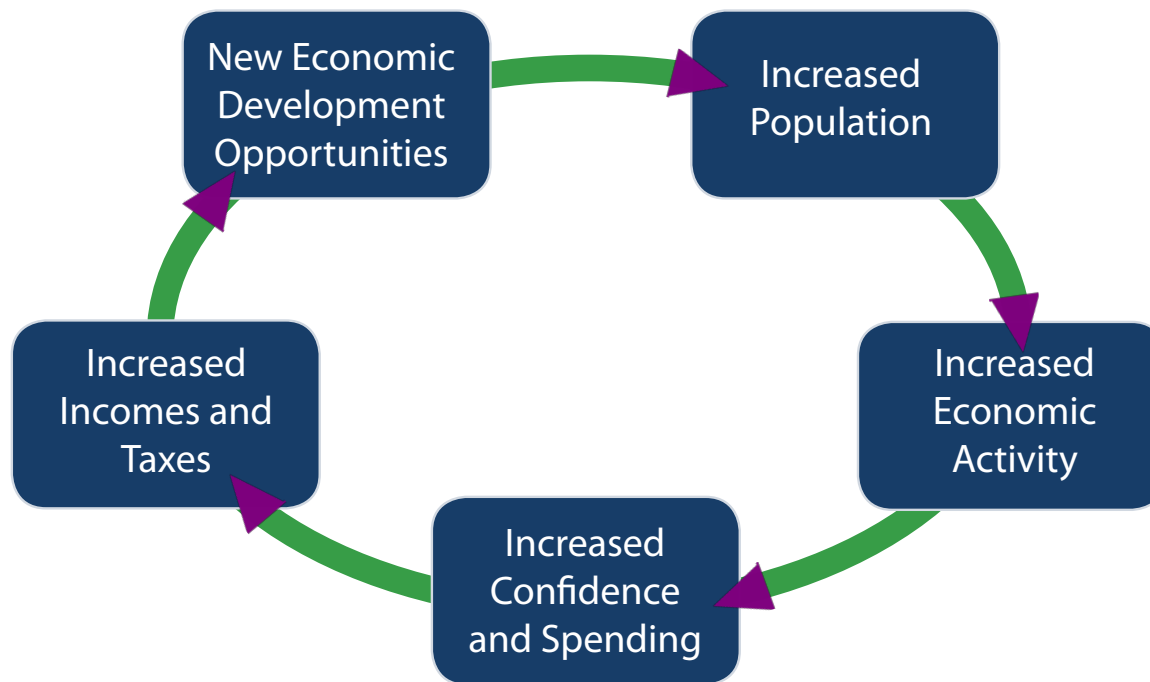


INTRODUCTION

Port McNeill 2020 is an initiative of the Town of Port McNeill to develop an Economic Development Strategic Plan for the community.

The document in hand outlines a series of actions for generating a “continuous circle of economic growth” creating a future where residents of all ages continue to enjoy a high quality of life and career opportunities, businesses are able to grow and prosper, and wealth is generated for community infrastructure and services.

THE CONTINUOUS CIRCLE OF ECONOMIC GROWTH



With strong leadership, a committed community, and creative partnerships, we can accomplish this plan and more.

Economic development can be defined as the process by which a community creates, keeps, and reinvests wealth and improves quality of life.

Most desired is economic development that is sustainable so that future generations can prosper too.

A COMMUNITY EFFORT

Town Council felt it was important to initiate a process for the community to develop an economic development plan at this time for several reasons:

- To ensure Port McNeill remains an attractive place to live for all age groups
- To create a strong and more sustainable local economy so there are good jobs for residents and opportunities for local businesses
- To have clarity on Port McNeill's development priorities so that the community can take focused action
- To have the ongoing ability to fund needed upgrading and eventual replacement of community facilities and amenities

This plan will serve as our guideline for the years to come. However, it is not cast in stone. We live in an ever-changing global economy so we must be ready and able to change our plans over time. Sustainability is about adapting to change. This means keeping the conversation going. We cannot rest on our laurels.

THE PROCESS

The process is to give everyone with a stake in Port McNeill's future an opportunity to participate. Town Council initiated the process with the goal of working collaboratively with and through people in the community to enact positive action. Council served as the Steering Committee for the planning process and engaged The Zethof Consulting Group for facilitation and technical support. The 2011-2014 Town Council initiated the process with a transition to the newly elected Town Council.

TOWN COUNCIL

Mayor
Councillors

- Gerry Furney
- Shirley Ackland
- Grant Anderson
- Chris Sharpe
- Gaby Wickstrom

2011-2014

TOWN COUNCIL

Mayor
Councillors

- Shirley Ackland
- Jay Dixon
- Shelley Downey
- Aaron Frost
- Graham MacDonald

2014-2018

More background information and resources related to this initiative can be found on the Town of Port McNeill web site at www.town.portmcneill.bc.ca

Our economic development is being managed through an ongoing cycle with five phases as shown in the diagram. Development of this plan focused on the first three phases.

Phase 1: Listening to the community – The starting point, where we discovered what matters most to the community and ideas for the future. Over 300 people provided input through interviews, a community survey, and community workshops.

Phase 2: Deciding on future direction and priorities – This is where all of the ideas and discussions were translated into goals, objectives, and a road map for going forward as set out in this document.

Phase 3: Setting up for success – The community was engaged throughout the development of the plan. A monitoring and evaluation framework will help us to execute the actions and track their impact.

Phase 4: Implementation - In this phase, we, as a community, will execute the plan. A coordinator, champions, partners, and volunteers will work together to get things done and we will celebrate our successes.

Phase 5: Monitoring and Learning – We will learn while doing and make any adjustments as needed. We will obtain data and feedback on progress and get new ideas for economic development thus continuing the strategic management cycle.



WHERE ARE WE NOW?

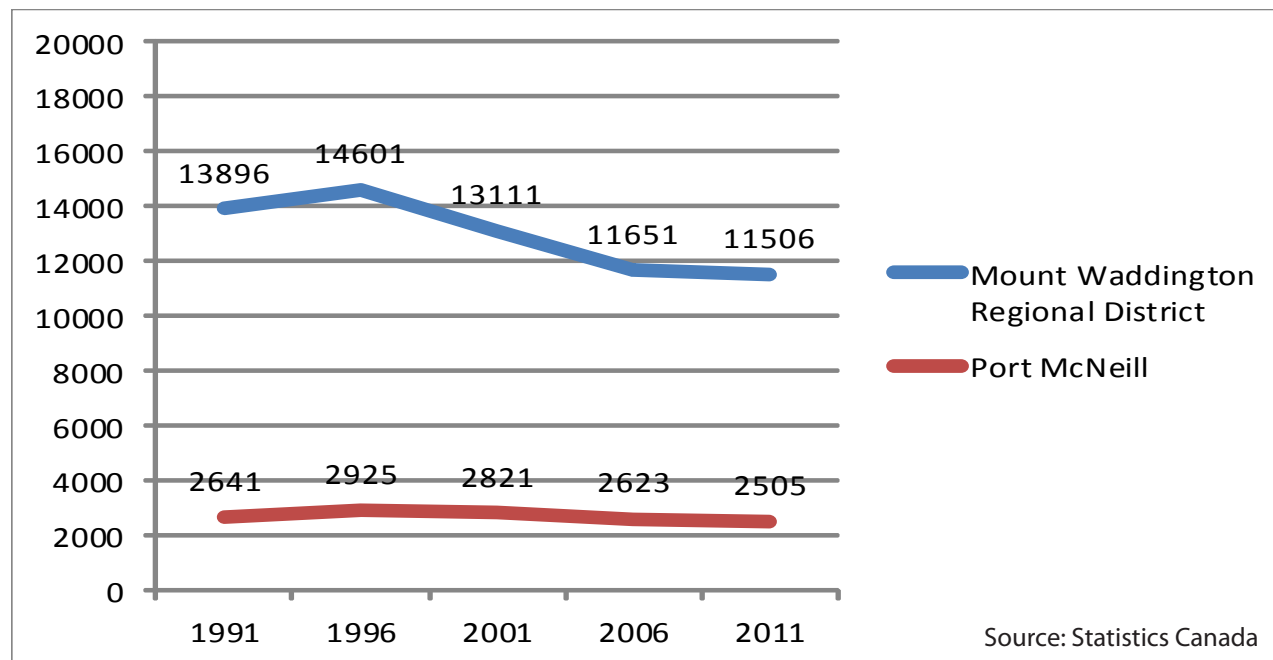
Before deciding where we wanted to go, we first needed to know where we are. Port McNeill's economy has been based primarily on natural resources and our strategic location as a transportation and service hub for the region. In addition, tourism, manufacturing, construction, small business, and government services are all important to our economy.

While natural resources will continue to provide a foundation for our livelihoods, we need to find a way to reinvigorate our local economy, to diversify, and achieve more stability and growth.

Port McNeill has many assets and strengths to build on, however it's not obvious where to focus attention. As one community member put it: "we are suffering from potential." The challenge was to identify the strengths that we can leverage into meaningful economic development action.

More information about "where we are" now was compiled and published in a Community Backgrounder, which is available at the Town's web site www.town.portmcneill.bc.ca

POPULATION



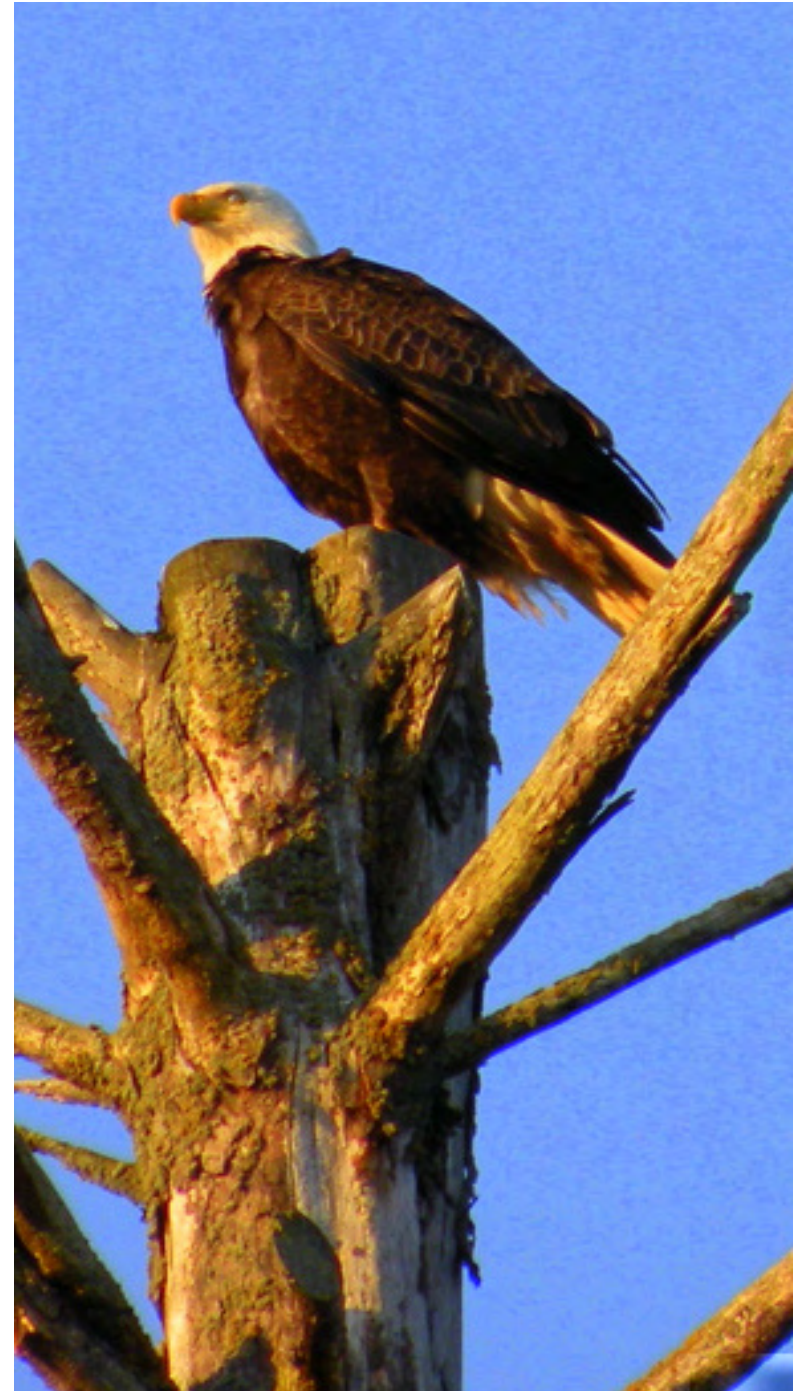
PORT MCNEILL LABOUR FORCE

AGED 15 YEARS AND OVER - 2011

Total	1,515	<ul style="list-style-type: none"> • Forest management • Logging • Dryland sorting • Road building • Aquaculture
Agriculture, forestry, fishing and hunting.....	375	
Healthcare and social assistance	190	
Retail trade	145	
Other services	140	
Educational services	135	
Manufacturing	100	<ul style="list-style-type: none"> • Repair and maintenance • Funeral services • Personal care • Laundry service • Pet care • Religious organizations
Public administration (government)	95	
Transportation and warehousing	80	
Accommodation and food services	55	
Wholesale trade	55	
Administrative and waste management	50	
Construction	40	
Mining, quarrying & oil and gas extraction ...	20	<ul style="list-style-type: none"> • Food & beverage production • Shake and shingle • Printing • Fabricated metal • Machine fabrication • Transportation equipment
Professional, scientific and technical services.....	20	
Real estate	15	

Note: Tourism workers are employed in accommodation and food services, transportation and retail.

Source: Statistics Canada
North American Industry Classification System - NAICS



WHERE DO WE WANT TO GO?

OUR VISION

We developed a vision statement that captures our shared hopes and dreams for the future of Port McNeill. It says what we hope the community will be like in ten to fifteen years as we implement our action steps.

The vision statement is based on community input and feedback and describes the Port McNeill we desire:

Port McNeill is a hometown of choice for families, innovative entrepreneurs, and industry to succeed in a beautiful and sustainable environment. It is a place of possibility and unlimited potential for everyone. Here we can pursue our dreams for generations to come.

It is noteworthy that Port McNeill is already perceived by many residents as a great place to live. So the vision is more about enhancing the community's existing positive qualities.

At various interviews and community workshops, residents said that one of the things they like about Port McNeill is its small size (current population is about 2,500). While we desire a somewhat larger population to achieve critical mass, we do not want population to grow significantly beyond 5,000 people. With a small tax base, we will have to be innovative in how we fund the various parts of the plan to avoid overburdening local taxpayers.



OUR GOALS AND OBJECTIVES

We have three, intertwined goals for economic development. Progress towards any one of the goals also supports the other goals. These are outcomes the community hopes to achieve on the way to realizing the vision. Each goal has a set of objectives against which we can measure progress. Potential measures are set out later in this document.

GOAL:

Diversified and strong economy –

We have a resilient and self-sustaining economy with a strong business community and globally competitive industries.

OBJECTIVES:

- Major industries in the region are successful
- Local businesses grow and prosper
- Local residents have job opportunities

GOAL:

Attractive and sought after community – Port McNeill has a quality of life that attracts and retains youth, working age adults, and senior citizens alike to live, learn, work and play.

OBJECTIVES:

- Residents stay in the community
- New families move to Port McNeill

GOAL:

Engaged youth – Our youth are engaged in the community, their education and healthy lifestyles. They thrive in Port McNeill and have the foundation for success in life no matter what their pathway.

OBJECTIVES:

- Our youth are healthy and happy
- Our youth stay in school
- Our youth have access to suitable career opportunities at home and away

The strategies and actions outlined in the next chapter work together to achieve these goals and objectives. If we achieve these outcomes, then we'll know that we are on the path to achieving our vision.

HOW WILL WE GET THERE?

This section sets out our strategies and actions for achieving the outcomes we desire. We will get to where we want to go by taking these actions. Without action, there can be no progress.

OUR OVERALL STRATEGY

Every community has its own unique circumstances and reality that define the kind of strategies that make the most sense to pursue. In the case of Port McNeill, our strategies and actions were formulated with the following considerations in mind:

- **No one magic solution:** No one solution can reliably create the resilient and self-sustaining economy that we desire for Port McNeill. A more prudent and successful strategy is to implement multiple initiatives in parallel. In the short term, new jobs are more likely to be created one-by-one than by hundreds.
- **Port McNeill is a small community in a remote wilderness location:** Port McNeill has fewer amenities and services than are available in cities down island, which makes it more difficult to attract and keep residents. Developing the Port McNeill economy must involve developing the community itself. A more developed community will make Port McNeill a stronger "magnet" for recruiting new employees, professionals, and talent to the community, a prerequisite for economic growth.
- **Major industry stakeholders are located outside of the Town's boundaries:** Forestry, mining, energy, the fishery, and other resource industries are a major driver of the Port McNeill economy but these operations, for the most part, are located outside of the Town's boundaries. While these industries benefit the local economy through payroll, purchasing, et cetera, they do not contribute directly to the tax base despite drawing on the community's services. At the same time, a strong and healthy Port McNeill benefits these companies (e.g. easier to attract skilled labour). Both Port McNeill and major industries in the region have much to gain by working in partnership.

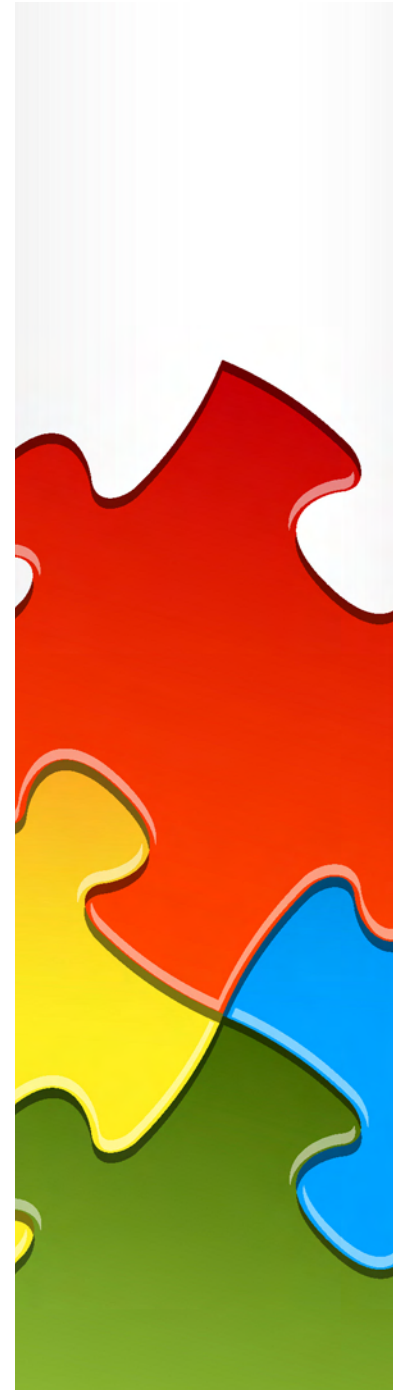


- **The North Island has a small population spread out over several communities:** The population of the North Island is about 11,500. With a small population, it makes more sense for communities in the region to pursue economic development cooperatively, collaborating with the Mount Waddington Regional District (MWRD). There are a number of areas such as tourism development, provision of health care, and educational services where regional coordination and cooperation can be the more cost effective approach.
- **Many economic development levers are outside of the community's control:** Like other small communities, Port McNeill's economy is affected by decisions and policies made by the Provincial and Federal governments and in corporate boardrooms in Vancouver, Toronto, and New York. The premise of this economic development plan is that quicker and more sustaining results can be achieved by focusing on local factors that the community has control over or can influence. Notwithstanding, some resources could go towards influencing senior governments and corporate head offices, an effort that can be leveraged by North Island communities working together and through associations like the Union of BC Municipalities and the Federation of Canadian Municipalities.

TRANSFORMATIVE STRATEGIES

Seven strategies, when implemented, will accelerate Port McNeill's development. Outlined below, they have the effect of better connecting Port McNeill to external markets for new opportunities, talent, funding, and other resources for reinvigorating the local economy. These strategies enable progress of all parts of the economic development plan.

- 1. Leadership** – Community economic development can be more successful when community leaders and local governments work together, as they have through the course of developing this economic development plan. Community leaders have a vision for the community and the drive to see it through. Local governments can support and enable progress, especially by following best practices in local governance (e.g. up-to-date Official Community Plan; bylaw development and enforcement; suitable zoning; community engagement; advisory committees; open government and transparency, et cetera).
- 2. Partnerships** – The easier pathway to economic development is cooperation rather than competition. Private and public sector organizations collaborate to access expertise and resources and share risks. It's about working together to get things done. There are opportunities for Port McNeill to partner with other communities on the North Island (e.g. co-marketing), First Nations (e.g. training initiatives), and major industries (e.g. attracting skilled labour). Partnering is an effective way to lobby external decision-makers to protect existing infrastructure and services in the region.
- 3. Positive self-image** – Residents having and communicating a positive image of Port McNeill gives people more confidence in the town's future potential. People are more likely to invest in a community possessing pride and a favourable outlook. It is important that the community celebrates its positive qualities and successes and stands united in the belief that "we live in the best place on earth."



4. **Internet service** – A global standard, high-speed Internet service, available and affordable to anyone in the community when they want it, is critical to Port McNeill’s future. It is a community priority to advocate, provide input for, and secure improved Internet service. The Town, the local business community, and other organizations need to improve the online marketing of Port McNeill and the region as a whole (i.e. social media, web sites, cross links).
5. **Port McNeill brand** – The community strongly supports updating and freshening Port McNeill’s brand or image and then using it consistently in all communications (the current brand is “tree farming country”). A brand communicates what is special about the community and what makes it an appealing place. Updated branding can help with defining a design scheme for downtown improvements, tourism development, marketing, and recruitment. Thought should be given to how the Port McNeill brand fits within the regional context, for example in the context of the North Island edu-tourism opportunity.
6. **Welcome new businesses** – The Port McNeill business community has more to gain in the long run by welcoming new businesses (that align with community values) without fearing competition. More businesses will make Port McNeill a bigger attractor of shoppers, new residents, and investors. It spurs innovation, creates new jobs, and increases the community’s wealth. Local businesses and individuals are already innovating in key strength areas including forestry stewardship, transportation, oceans, and sustainability. These efforts are to be encouraged and supported.
7. **Transportation infrastructure** – A strong transportation system is important for all communities on the North Island. There needs to be adequate transportation for people and goods and connections between modes need to be seamless. Our youth and others without vehicles need transportation options. Our ferry services need to meet the needs of commuters, businesses and other travellers. There needs to be good moorage for boats bringing emergency cases to our hospital. We need to work together with transportation providers and our neighbouring communities to protect and enhance our transportation system.





STRATEGIES AND ACTIONS

This section sets out strategies and actions for each of our three goals: (1) diversified and strong economy (2) attractive and sought after community, and (3) engaged youth.

All of the strategies listed received community support. Progress on all fronts would be ideal. However, realistically, progress may be constrained by the amount of time, energy and resources available. On the other hand, strong leadership, a committed community, and creative partnerships could accelerate implementation. For priority setting purposes, for each goal, strategies are listed in order from most to least community support.

Specific short (1 year), medium (3-5 years), and long-term (10 years) actions are identified for each strategy. In most cases, the actions follow a logical sequence of activities from “quick wins” or planning efforts to more ambitious endeavours and construction projects. For example, the community wishes to better communicate and coordinate recreation and entertainment activities, which can be done quickly, but the assessment and possible construction of a multi-use recreation facility is a longer-term action.

The tables set out below describe each strategy and provide “skeleton” action plans to help groups get started. Groups that take on these strategies can modify the strategy and define the action steps in more detail, based on their assessments of the situation at the time.

➤ GOAL: DIVERSIFIED AND STRONG ECONOMY



These strategies are designed to create a thriving industry and business sector. Ongoing training for business managers and employees (e.g. marketing, social media, customer service, etc.) is included as one of the actions. Through training, innovation, and continuous improvement, local businesses will keep a competitive edge and enjoy more customer loyalty. Port McNeill businesses are encouraged to participate in the programs of the Port McNeill and District Chamber of Commerce, Community Futures, Vancouver Island North Tourism, as well as in other relevant programs that support business development.

STRATEGY #1 - PARTNERSHIPS WITH INDUSTRY

Collaborate and negotiate with forestry, mining and other major companies in the region for mutual benefit (e.g. resources for community infrastructure, permanent homes for employees, jobs for local youth, attracting skilled workers, regional offices in Port McNeill). Major industries operate in Port McNeill's backyard and their success depends on our supports.

Key Players: Major companies, Town of Port McNeill, Chamber of Commerce, North Island College.

Short Term (1 Year)

Community* Action:

- Engage community about objectives of partnerships with industry
- Initiate dialogue with major companies

Town* Role:

- Council representative for industry partnerships

Medium Term (3-5 Years)

Community Action:

- Establish Centre for Excellence in Forestry capitalizing on local forestry innovations and expertise
- Explore potential of a research forest

Town Role:

- Council representative for industry partnerships

Long Term (10 Years)

Community Action:

- Ongoing partnership activity

Town Role:

- Council representative for industry partnerships

*"Community" refers to the collective of all players, whereas "Town" refers to the municipal government (Town of Port McNeill.)

➤ GOAL: DIVERSIFIED AND STRONG ECONOMY

GOAL:
Diversified
and strong
economy

GOAL:
Attractive
and
sought after
community

GOAL:
Engaged
youth

STRATEGY #2 - MARINE ASSETS

Enhance and promote our marine assets and services (e.g. pedestrian “gateway” to downtown, attract super yachts, boat repair and storage, possible deep sea port at Beach Camp). We can do more to capitalize on our port, an economic generator at our doorstep.

Key Players: Owners of private marina, Town of Port McNeill, Port McNeill Harbour Authority and Marina, Fisheries and Oceans Canada, Chamber of Commerce, BC Ferries.

Short Term (1 Year)

Community Action:

- Dialogue between partners and key players about the opportunities

Town Role:

- Formulate a business plan for the Town’s marina and harbour facilities (e.g. user fees)

Medium Term (3-5 Years)

Community Action:

- Complete small crafts harbour improvements (Fisheries and Oceans Canada.)

Town Role:

- Develop/up-date an integrated Waterfront and Harbour Development Plan to be incorporated into an updated Official Community Plan

Long Term (10 Years)

Community Action:

- Implement harbour and waterfront development plans

Town Role:

- TBD

GOAL:
Diversified
and strong
economy

GOAL:
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Engaged
youth

STRATEGY #3 - SUPPORT LOCAL BUSINESS

Provide support for starting-up or expanding local businesses (e.g. guidance, business excellence program, training in best practices, business partnerships). Every business expansion or start-up, no matter how small or what sector, develops our local economy. Entrepreneurial ventures can employ our youth and other residents.

Key Players: Chamber of Commerce, Community Futures, Vancouver Island North Tourism, North Island Employment Foundation Society, businesses, volunteers.

Short Term (1 Year)

Community Action:

- Support efforts to develop mentoring program
- Develop local business excellence program
- Support the development/delivery of training

Town Role:

- Support and enable
- Business-friendly policies and by-laws

Medium Term (3-5 Years)

Community Action:

- Identify space for a business incubator (shared low rent office space with access to mentoring)
- Develop/deliver training

Town Role:

- Support and enable
- Business-friendly policies and by-laws

Long Term (10 Years)

Community Action:

- Develop/deliver training
- Maintain business incubator

Town Role:

- Support and enable
- Business-friendly policies and by-laws

➤ GOAL: DIVERSIFIED AND STRONG ECONOMY

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STRATEGY #4 - COMMUNITY FOREST

Capitalize on opportunities related to our Community Forest (e.g. negotiate to expand the forest area, pursue suitable partnerships and diversification). The Community Forest is our “foot in the forest industry door” to develop sustainable opportunities.

Key Players: Town of Port McNeill, Village of Port Alice, District of Port Hardy, North Island Community Forest Limited Partnership.

Short Term (1 Year)

Community Action:

- TBD

Town Role:

- TBD

Medium Term (3-5 Years)

Community Action:

- Negotiate to expand land area (more tenure)
- Extend successful initiatives into timber lands managed by other companies like WFP

Town Role:

- TBD

Long Term (10 Years)

Community Action:

- TBD

Town Role:

- TBD

GOAL:
Diversified
and strong
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GOAL:
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STRATEGY #5 - EDU-TOURISM

We have many assets on the North Island for edu-tourism such as forests, marine, wildlife, culture, heritage, salmon hatcheries, caves, old mining sites, Cape Scott, Telegraph Cove, etc. We can develop this opportunity at a pace and scale that suits our community's needs and values.

Key Players: Other communities, First Nations, major industries, Vancouver Island North Tourism, Chamber of Commerce, Town of Port McNeill, Community Futures.

Short Term (1 Year)

Community Action:

- Dialogue and action to develop this opportunity
- Support efforts to develop, package, promote and deliver package excursions

Town Role:

- Council representative for tourism

Medium Term (3-5 Years)

Community Action:

- TBD

Town Role:

- Council representative for tourism

Long Term (10 Years)

Community Action:

- TBD

Town Role:

- Council representative for tourism

➤ GOAL: DIVERSIFIED AND STRONG ECONOMY

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STRATEGY #6 - SUSTAINABLE FOOD SYSTEM

Develop a local sustainable food system (e.g. green houses, market gardening, community kitchen, traditional canning techniques). With local food production, food dollars remain in the community to circulate from local consumers to local growers and back again. It is also good for emergency preparedness as about 95 percent of the food consumed on the island comes from off-island.

Key Players: Residents, volunteers, gardening club, Town of Port McNeill, North Island Food Security Committee, businesses, Mount Waddington Health Network, Island Health.

Short Term (1 Year)

Community Action:

- Form a network of local participants and identify priorities
- Expand/establish and promote community gardens
- Have community dinners using garden harvest

Town Role:

- Identify land for market and community gardens and incorporate into zoning bylaws

Medium Term (3-5 Years)

Community Action:

- Build greenhouses
- Link to public market initiative
- Establish a community kitchen
- Training and education

Town Role:

- TBD

Long Term (10 Years)

Community Action:

- TBD

Town Role:

- TBD

➤ GOAL: ATTRACTIVE AND SOUGHT AFTER COMMUNITY

These strategies are designed to make Port McNeill a more attractive place to live. They improve public and private spaces, create more opportunities to socialize, create more recreation and entertainment options, and provide more support and services for residents. In particular, the community desires an enhanced waterfront area and a more distinctive downtown centre.



While the community desires enhancements to what already exists, residents also say it is very important to sustain the existing infrastructure such as water and sewer, wastewater treatment plant, roads, sidewalks, recreation facilities, and emergency services. They are the foundation for a healthy community. The local economy needs to generate enough wealth to both sustain and enhance community infrastructure.

STRATEGY #1 - WATERFRONT

Create family-friendly gathering and activity spaces (e.g. playground, fishing pier, kayak/canoe launch, covered pavilion, performance venue, gazebo and boardwalk on break water). We have only scratched the surface of what we can do with our waterfront, a fantastic community asset.

Key Players: Town of Port McNeill, Western Forest Products Inc. (WFP), citizens, business community, Rotary Club, Lions Club.

Short Term (1 Year)

Community Action:

- TBD

Town Role:

- Engage the community and private sector about the future use of waterfront land (from Beach Camp to WFP land by A-frame)

Medium Term (3-5 Years)

Community Action:

- Design, develop and build the desired improvements and facilities on waterfront land

Town Role:

- Develop/up-date an integrated Waterfront and Harbour Development Plan (to be incorporated into an updated Official Community Plan)

Long Term (10 Years)

Community Action:

- Implement harbour and waterfront development plans

Town Role:

- TBD

➤ GOAL: ATTRACTIVE AND SOUGHT AFTER COMMUNITY



STRATEGY #2 - MEDICAL SERVICES

Improve access to medical professionals and health services. For many people, particularly senior citizens, the decision to live in Port McNeill is based on the quality and accessibility of health services.

Key Players: Island Health, Town of Port McNeill, MWRD, Mt. Waddington Health Services Stabilization Working Group, other communities on the North Island.

Short Term (1 Year)

Community Action:

- Support efforts to recruit doctors, nurses, lab technicians, and other health professionals
- Support any efforts to establish supportive housing in Port McNeill

Town Role:

- Council representative for health initiatives

Medium Term (3-5 Years)

Community Action:

- Support a regional health care proposal to establish centralized surgical care and diagnostic service

Town Role:

- Council representative for health initiatives

Long Term (10 Years)

Community Action:

- Implement the Addictions Recovery Plan

Town Role:

- Council representative for health initiatives



STRATEGY #3 - RECREATION AND ENTERTAINMENT

Coordinate, communicate, and provide a variety of recreation and entertainment options for residents. Having more things to do will make Port McNeill more attractive to existing and potential new residents.

Key Players: Town of Port McNeill, MWRD, business community, Rotary Club, Lions Club.

Short Term (1 Year)

Community Action:

- Collaborate with the Vancouver Island Regional Library for enhanced services/space including the possibility of integrating the library into a new multi-use community recreational facility

Town Role:

- Explore ways to better coordinate and communicate our recreation and entertainment activities

Medium Term (3-5 Years)

Community Action:

- TBD

Town Role:

- Research the feasibility and develop a business plan for a multi-use recreational facility (e.g. covered swimming pool, activity spaces, fitness)
- Engage the community

Long Term (10 Years)

Community Action:

- Design and build a multi-use facility if feasible

Town Role:

- TBD

➤ GOAL: ATTRACTIVE AND SOUGHT AFTER COMMUNITY

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STRATEGY #4 - TOWN'S PHYSICAL ATTRACTIVENESS

Improve the downtown's physical attractiveness, walkability (sidewalks, circuits), and social spaces while better showcasing the community's heritage (e.g. Loggers' Memorial), culture, and art. Port McNeill began as a utilitarian logging camp but going forward we will shape our town to promote community well being and "pride of place."

Key Players: Town of Port McNeill, Chamber of Commerce, landlords, merchants/tenants, volunteers, homeowners, Rotary Club, Lions Club.

Short Term (1 Year)

Community Action:

- Stakeholder engagement
- Cleanup and repair private and public properties

Town Role:

- Review/change/add bylaws
- Establish a Downtown Improvement Initiative
- Determine improvement objectives, priorities, budget and funding mechanisms
- Support private sector actions
- Establish an off-leash dog park

Medium Term (3-5 Years)

Community Action:

- Develop a theme and building design standards, perhaps showcasing local woods

Town Role:

- Introduce a Downtown Improvement Incentive bylaw (e.g. property tax break)

Long Term (10 Years)

Community Action:

- Renovate and construct
- Review/update OCP

Town Role:

- TBD



STRATEGY #5 - BIKING AND HIKING TRAILS

Land owners and partners working together to define and develop a system of biking and hiking trails for residents and tourists. Making the forests that surround us more accessible is a relatively easy way to boost recreation and tourism.

Key Players: Town of Port McNeill, MWRD, WFP, Chamber of Commerce, Rotary Club, Lions Club, business proponents.

Short Term (1 Year)

Community Action:

- Define system of biking and hiking trails
- Resolve safety and liability issues
- Identify trail champions to maintain trails

Town Role:

- TBD

Medium Term (3-5 Years)

Community Action:

- Clear and mark trails
- Produce/distribute maps
- Coordinate for tourism promotion
- Maintain trails

Town Role:

- Acknowledge biking and hiking trails as a permitted use of municipal land
- Promote biking and hiking trail system

Long Term (10 Years)

Community Action:

- Develop campsites along trails
- Maintain and expand trail system

Town Role:

- TBD

➤ GOAL: ATTRACTIVE AND SOUGHT AFTER COMMUNITY



STRATEGY #6 - PUBLIC MARKET

Establish a public market in the downtown area (e.g. fresh fruits and vegetables, fish, meats, crafts, art) to complement existing merchants. A public market is easy to start and offers low-risk business opportunities for vendors, supports nearby businesses, feeds money back into the local economy, and serves as a community gathering place.

Key Players: Downtown Improvement Initiative (proposed), Town of Port McNeill, property owner, vendors, Chamber of Commerce, volunteers, sustainable foods system players.

Short Term (1 Year)

Community Action:

- Conduct a feasibility study and develop a business case/plan
- Determine capital and operating budgets

Town Role:

- Establish a Public Market committee/organization

Medium Term (3-5 Years)

Community Action:

- Identify suitable site/venue
- Invite vendors
- Public awareness campaign
- Launch public market

Town Role:

- Review and possibly change/add bylaws

Long Term (10 Years)

Community Action:

- Operate public market

Town Role:

- Marketing and promotion (e.g. Town web site)
- TBD

➤ GOAL: ENGAGED YOUTH

GOAL:
Diversified
and strong
economy

GOAL:
Attractive
and
sought after
community

GOAL:
Engaged
youth

These strategies are designed to engage Port McNeill's youth in the community, their education, and healthy lifestyles. The community views the youth as instrumental to economic development. There are already several initiatives that focus on youth and career development including the coordinated Workforce Planning Committee, Project Comeback, and the Connections Program.

STRATEGY #1 - CAREER DEVELOPMENT

Help our youth get an excellent education, training, mentoring, and internships to prepare them for suitable careers at home or away and opportunities to become employed in the local economy. Our youth are our future and they must have as good an opportunity to succeed as youth elsewhere.

Key Players: School District 85, North Island College, youth groups, Chamber of Commerce, North Island Employment Foundation Society, business and industry.

Short Term (1 Year)

Community Action:

- Assist industry with recruitment efforts (e.g. Connections Program)
- Employ local youth for summer and part time jobs and internships
- Employ local youth as apprentices
- Help launch planned high school Forestry Program and Aquaculture Program

Town Role:

- TBD

Medium Term (3-5 Years)

Community Action:

- Tailor high school curriculum (e.g. trades programs)
- Facilitate access to college/university courses (e.g. local delivery, online/distance learning, bridging programs, dual credit courses)

Town Role:

- TBD

Long Term (10 Years)

Community Action:

- Ongoing efforts to support youth career development

Town Role:

- TBD

➤ GOAL: ENGAGED YOUTH

GOAL:
Diversified
and strong
economy

GOAL:
Attractive
and
sought after
community

GOAL:
Engaged
youth

STRATEGY #2 - RECREATION

Through partnerships, upgrading playing fields (e.g. Sunset School), and developing other facilities (e.g. pump track, skateboard park, climbing area). More recreation options helps develop well-rounded individuals and gives them more motivation to stay in the community.

Key Players: North Island Secondary School (NISS) Student Council, Church youth groups, School District 85, Town of Port McNeill, Mount Waddington Regional District (MWRD), Rotary Club, Lions Club.

Short Term (1 Year)

Community Action:

- Consult with youth
- Identify funding and in-kind contributions to upgrade playing fields (e.g. Sunset School)

Town Role:

- TBD

Medium Term (3-5 Years)

Community Action:

- Conduct feasibility studies
- Develop new facilities
- Develop appropriate policies, procedures and risk management frameworks

Town Role:

- Identify suitable land

Long Term (10 Years)

Community Action:

- Develop new facilities

Town Role:

- Identify suitable land



STRATEGY #3 - YOUTH LED ACTIVITIES

Encourage and support youth led initiatives (e.g. music festivals, concerts, youth radio station, sports, and open mic events). Our youth are more likely to participate and enrich the community if they are free to create their own activities.

Key Players: NISS Student Council, Church youth groups, Rotary Club, Lions Club, School District 85, Town of Port McNeill, MWRD.

Short Term (1 Year)

Community Action:

- Youth defines and communicates their interests
- Youth self-organizes

Town Role:

- TBD

Medium Term (3-5 Years)

Community Action:

- Listen to and support youth

Town Role:

- Listen to and support youth

Long Term (10 Years)

Community Action:

- Listen to and support youth

Town Role:

- Listen to and support youth

IMPLEMENTATION

Implementation will make the plan a reality. It is important to determine how the plan will be implemented and how it will be funded.

LEADERSHIP

The community strongly supports the idea of having the Town of Port McNeill lead, coordinate, and drive the implementation of the economic development plan. A possible way forward is to engage an Economic Development Manager and/or “Community Champions” who would coordinate their efforts to drive initiatives forward.



While the Town of Port McNeill can lead this process, with a small population and limited resources, it is clear that the success of the plan will depend on community involvement. The key players identified in the action plans need to be involved, as well as many others. Many respondents to the community survey in the summer of 2014 volunteered to be involved. Everyone needs to participate and we need to hold ourselves accountable for getting things done.

It is recommended that the plan be coordinated with the economic development planning efforts of the Mount Waddington Regional District and other communities in the region. There is more to gain by working together.

FUNDING

The Town of Port McNeill has a relatively small tax base to fund the implementation of this economic development plan so the community needs to be strategic and innovative. The plan has short and medium term actions that are relatively low cost and easy to implement, relying on volunteer effort and cost sharing. However, longer-term actions are more ambitious and costly. But they are not impossible to achieve as long as they make sense and the community is behind them.

The most obvious funding sources are property tax revenue and grants from senior governments. The Town is also considering expanding the Town's boundaries to increase the tax base. While these are important sources, there are other innovative ways to fund projects, including the sources listed below. Not every project needs to be funded by the local government's tax base. The private sector has resources and will invest if it sees a positive future for the town:

- Community Forest initiatives
- Community foundations/endowments
- Contributions from major industries
- Crowd funding
- Fundraisers
- In-kind contributions
- Other Grants, e.g. Vancouver Foundation/VanCity's Resilient Capital Program
- Pooling or leveraging resources through partnerships (other communities, industry, senior governments, First Nations)
- Personal investments
- Private sector investments
- Public-private partnerships
- Sponsorships/naming rights
- User fees

By developing an innovative and customized funding approach for each major initiative, it is more likely that we will be able to roll out the full plan on schedule. Any funding approach must comply with the regulations and constraints facing local governments.



MONITORING AND EVALUATION

It is important to monitor the implementation of the plan and to evaluate the data so we know if we are accomplishing what we set out to do. Effective monitoring keeps us accountable and gives assurance to funders that their money is being well invested.

We will have to monitor and evaluate in two areas:

1. The process:

- Are our strategies and actions being implemented and rolled out on schedule or do we need to make changes?
- Are we being efficient in the implementation of our plan or could we do it differently?
- Are we involving the right people in the implementation or should we make changes?
- Are our partners satisfied with the process and outcomes or do we need to make adjustments?
- Has the community been kept informed of progress? What feedback are we getting?
- Do Council and the community continue to support the Economic Development Plan? If not, why not?

2. The outcomes:

- Are our actions having the desired effect (i.e. Are we meeting our goals and objectives?) or do we need to make changes?
- Should we add or remove any strategies or actions?
- Are we able to generate sufficient funding for economic development? If not, how can we best generate more funds?
- Are we seeing any positive or negative unintended consequences for which we need to make adjustments?rm (3 years), and long time (10 years):



The table below provides a set of potential measures for assessing progress against the goals and objectives of this plan. The coordinating group can refine the measures and then establish baseline and target values for each of them. Target values could be set for the short term (1 year), medium term (3 years), and long term (10 years):

TABLE OF POTENTIAL INDICATORS FOR MEASURING OUTCOMES

OBJECTIVES	POTENTIAL MEASURE	POTENTIAL INDICATOR	BASELINE	TARGETS	POTENTIAL DATA SOURCE
GOAL: Diversified and Strong Economy					
Major industries in the region are successful	Recruitment	<ul style="list-style-type: none"> Percent of job vacancies filled within six months No. of qualified applicants per posting 			Major employers
	Employee turnover	<ul style="list-style-type: none"> Percent of employees quitting or moving out of the region 			Major employers
Major industries in the region are successful	Industry satisfaction	<ul style="list-style-type: none"> Average satisfaction score on a scale of 1-10 			Survey
Local businesses grow	Business expansion/contraction	<ul style="list-style-type: none"> Percentage change in revenue of local businesses 			Chamber of Commerce
	Business start-ups/closures	<ul style="list-style-type: none"> No. of new businesses established by type No. of businesses closed by type 			Chamber of Commerce
	Business satisfaction	<ul style="list-style-type: none"> Average satisfaction score on a scale of 1-10 			Chamber of Commerce survey

TABLE OF POTENTIAL INDICATORS FOR MEASURING OUTCOMES

OBJECTIVES	POTENTIAL MEASURE	POTENTIAL INDICATOR	BASELINE	TARGETS	POTENTIAL DATA SOURCE
GOAL: Diversified and Strong Economy					
Local residents have job opportunities	Jobs created/lost	<ul style="list-style-type: none"> No. of new jobs created by local businesses No. of jobs lost by local businesses 			Chamber of Commerce survey
	Employment	<ul style="list-style-type: none"> Labour force by industry Unemployment rate Labour force participation rate 			Statistics Canada Statistics Canada BC Stats
GOAL: Attractive and Sought After Community					
Residents stay in the community	School enrollment	<ul style="list-style-type: none"> No. of students enrolled K-12 			School District 85
	Population	<ul style="list-style-type: none"> No. of residents by age group 			Town of Port McNeill
	Residents' satisfaction	<ul style="list-style-type: none"> Average satisfaction score on a scale of 1-10 			Survey
New families move to Port McNeill	Home Sales	<ul style="list-style-type: none"> No. of residential units sold in Port McNeill, Hyde Creek and Nimpkish Heights 			Local real estate agents
	Housing starts	<ul style="list-style-type: none"> No. of residential units under construction Port McNeill, Hyde Creek and Nimpkish Heights 			Town of Port McNeill

OBJECTIVES	POTENTIAL MEASURE	POTENTIAL INDICATOR	BASELINE	TARGETS	POTENTIAL DATA SOURCE
GOAL: Attractive and Sought After Community					
	Local residence	<ul style="list-style-type: none"> Percent of major industry employees living on the North Island and in Port McNeill 			Major employers such as WFP
GOAL: Engaged Youth					
Our youth are healthy and happy	Healthy activity	<ul style="list-style-type: none"> Percent of students engaged in extra-curricular activities 			School District 85
		<ul style="list-style-type: none"> Percent of students volunteering or employed during the summer 			
	Youth satisfaction	<ul style="list-style-type: none"> Average satisfaction score on a scale of 1-10 			Survey
Our youth stay in school	School participation	<ul style="list-style-type: none"> Percent of school age youth attending school 			School District 85
	Graduation	<ul style="list-style-type: none"> Percent of school age youth graduating from grade 12 			
Our youth have access to suitable career opportunities	Place of employment	<ul style="list-style-type: none"> Percent of age 18-30 cohort working in the region 			North Island College
	Training for local work	<ul style="list-style-type: none"> Percent of age 18-30 cohort taking training related to employment opportunities in the region 			Major employers

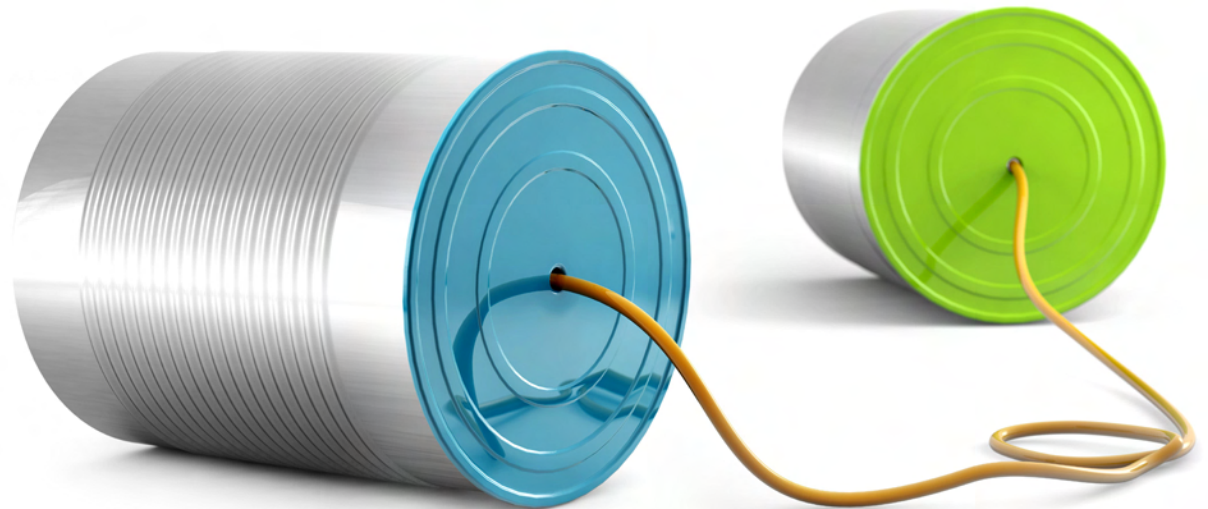
MONITORING AND EVALUATION WILL BE DONE ALONG THREE TIME LINES:

1. **Ongoing:** The coordinating group will evaluate the process every three months, focusing on progress in implementing the actions.
2. **Yearly:** The people involved in implementation will meet at an annual “summit” to discuss overall progress and results of the plan.
3. **Every 5 years:** The entire economic development plan is re-evaluated including community engagement to ensure that the vision, objectives and actions still meet community needs.

COMMUNICATE THE PLAN AND PROGRESS

This economic development plan and the results from the periodic monitoring and evaluation should be communicated to the community on an ongoing basis. It is important to keep the plan and its successes and challenges front and centre so that people stay engaged and continue to provide support and energy towards its implementation.

Communication is also important for attracting potential investors and funders into the tent. Communicating some quick wins will keep our momentum going. We have a number of communication channels to use including Town Log and Town web site, club newsletters, Facebook, direct mail, and presentations at meetings.



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APPENDIX – MURAL OF COMMUNITY VISION



This mural was drawn by Michelle Winkel of Unfolding Solutions based on the input of participants at community workshops April 23 and 24, 2014.

If you have any suggestions or are interested in getting involved to implement this plan, please contact the Mayor, any of our Councillors, or the Town Administrator:

Shirley Ackland, Mayor

Jay Dixon, Councillor

Shelley Downey, Councillor

Aaron Frost, Councillor

Graham MacDonald, Councillor

Sue Harvey, Administrator: 250-956-3111 or pmassist@telus.net

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