

OCEANSIDE
PARKSVILLE **INITIATIVES**
QUALICUM BEACH
THIS CAN WORK.

**OCEANSIDE
ECONOMIC
GARDENING:**

**A REGIONAL ECONOMIC
DEVELOPMENT STRATEGY
2021 – 2025**



PARKSVILLE & DISTRICT

**CHAMBER
OF COMMERCE**

GOOD FOR BUSINESS





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Planning to Date



2003 “ECONOMIC DEVELOPMENT STRATEGY UPDATE: CITY OF PARKSVILLE”

Prepared by Harris Consulting Inc., Eric Vance & Associates and Vann Struth Consulting Group Inc.



2012 “COMPETITIVE ASSESSMENT OF THE OCEANSIDE ECONOMY

Prepared by Vann Struth Consulting Group Inc.



2013 “PARKSVILLE-QUALICUM BEACH TOURISM MARKETING STRATEGY”

Prepared by Parksville & Qualicum Beach Tourism



2016 & 2019 “BUSINESS WALKS”

In-person business surveys in the City of Parksville and Town of Qualicum Beach



2015 “ECONOMIC DEVELOPMENT STRATEGY: PARKSVILLE-QUALICUM BEACH REGION”

Prepared by Wazuku Advisory Group



2012-2017 “MAKING CULTURE COUNT: TOWN OF QUALICUM BEACH CULTURE PLAN”

Prepared by Patricia Huntsman



2018 “LABOUR MARKET NEEDS ASSESSMENT”

Prepared by Sharon deLure and Meg Savory, TaylorMade Learning Solutions Inc.

Sources available at www.workpqb.com/connected/planning



CHANGES IN THE MARKETPLACE



PAST & PRESENT

Over the past 10 years, the business community has been planning for a steady, measured way to undertake economic development in the Oceanside region. During this time of strategic planning, collaboration of stakeholders, competitive assessments, environmental scans, visioning exercises, and MOU's, very little changed to the overall regional economy of Oceanside. Yet, as business and community leaders continued to survey and prep the landscape for a dedicated economic function, the business environment was rapidly changing in terms of globalization, technology, delivery models, and competition. For the most part, these changes had somewhat little effect on Oceanside's small and medium size businesses. That was until March of 2020, when the C-19 pandemic resulted in business operation restrictions and closures. The businesses that were going to survive had to immediately increase the pace in which they adopted new business trends.

Fortunately for the region, an investment had been made by the Province to help establish the long sought-after economic development office, Oceanside Initiatives, with a focus on

business retention strategies. The office opened and was ready for business by February of 2020, which allowed Oceanside Initiatives to create a plan to assist and support businesses through a very difficult time. Then, in March, Provincial restrictions began limiting face-to-face business. It wasn't surprising that the greatest amount of support provided to businesses was to assist in the adoption of new technologies.

Today, we embark on a new business climate in the Oceanside region, one that understands the need for market diversity, omnichannel sales and marketing, and flexibility. With this in mind, "Oceanside Economic Gardening" A Regional Economic Development Strategy 2021-2025 has been developed by compiling the work and analysis already invested in, with an eye on the current needs of today's businesses. This document utilizes those plans that were "on the shelf" and gives them light, creating a set of economic objectives and activities unique to the Oceanside area, using the appropriate metrics to measure our progress, while still being able to make necessary adjustments, when needed, along the way.



THE LANDSCAPE



DEVELOPING STRATEGIC PRIORITIES

We began the process of determining what our priorities would be by dusting off the strategic plans and planning documents of the past 10 years. The valuable research and analysis that was undertaken, still relevant today, allowed us to save time and resources in an effort to make informed decisions. Consultation with our community partners was key to understanding what is important to each sector and stakeholder group, allowing us to align our priorities, and add value, without duplication of effort.

The Oceanside area has not changed much in 10 years. Geographically, the region is one of the most beautiful areas of Vancouver Island, boasting vast public beaches, hiking and biking trails, mountains, lakes, and rivers. The climate is the most temperate in Canada, and for these reasons Oceanside continues to have one of the fastest growing populations on Vancouver Island. It also has one of the highest average incomes, yet the lowest income from employment, and one of the oldest populations. These factors combined, provide Oceanside a stable housing market but poses risk for small and medium businesses.

Tourism and farming are the largest business sectors trending seasonal employment, and a transient population. Small owner/operator businesses

have the ability to do well; however, without growth, there are limited opportunities for developing a young workforce and community. Retention of these employees in the community is difficult as there are very little career opportunities when the season is over, and a lack of options when pursuing higher paying jobs. As well, although the housing market is stable, there still exists a lack of affordable housing for minimum-wage earners, and public transit gaps in a geographically large area, providing another layer of challenges for youth employment. Furthermore, many of the small, owner/operated businesses are ready to retire, posing both a threat, and an opportunity for the local economy.

Oceanside residents and business owners are passionate about preserving the community's values. These values respect the environment, supporting the local economy, and social integrity. There is a high level of community pride and involvement, which is evident when looking at volunteerism and attendance at community and business-related events. However, along with the rest of the Province, Oceanside also has an increasing challenge with homelessness and vulnerable populations. With this in mind, it is important to acknowledge in our efforts, that the health of the community also supports a healthy local economy.

These consistent themes revealed in the environmental scan and consultations are important to better understand the economic situation, which has guided Oceanside Initiatives in choosing the vision and priorities that will guide our objectives, and actions going forward for the next 5 years.

Vision

An economic culture that facilitates and promotes innovation, inspires creativity, and harnesses potential with respect for

the environment, diversity, and values of our community.

The five strategic priorities are:

- Economic Infrastructure Development
- Labour Force Development
- Business Retention, Expansion and Attraction
- Consistent Local Intelligence
- Specific, Targeted Marketing Campaigns

TURNING PLANS INTO ACTION

With the vision and strategic priorities in place, we can create the goals, objectives, and key performance indicators (KPI) that will move Oceanside forward. The following pages are a step-by-step guide to creating the vision that Oceanside has set for itself.





SWOT

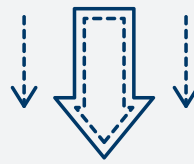
STRENGTHS

- Safety
- Vast Beach Areas
- Road, Water & Air Access
- Strong Tourism Sector Support
- Stable Housing Market
- Supportive Business Networks
- First Nations Economic Development Capacity



WEAKNESSES

- Economic Leakage
- Transportation System
- Tactical Local Promotions
- Availability of Rental Property
- Entertainment Gap
- Aging Population
- Retention of Younger Demographic
- Healthcare Delivery
- Limited Employment Opportunities
- Education Supports
- Transient Population
- Lack of Succession Planning




SWOT

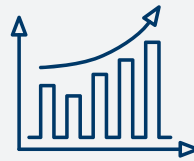
THREATS

- Red Tape
- Growth Management
- Buy-in for Economic Development
- Competition
- Limited Employment Opportunities
- Aging Population
- Housing Challenge



Opportunities

- Light Manufacturing
- Tourism Secondary-Sector Development
- Warehouse/Delivery
- Education
- Available Land Inventory



Adapted from the Economic Development Strategy:
Parksville-Qualicum Beach Region 2025, Wasuku Advisory Group Inc.



Partners







THE WORK



ECONOMIC INFRASTRUCTURE DEVELOPMENT

Creating an environment that works and supports regional commercial tax revenue operations funding through grants.

| GOAL: The ability for everyone to connect to all areas of the region with ease by 2022. | | | | |
|---|---|---------------|---|--|
| OBJECTIVE | ACTION | TIMING | POTENTIAL PARTNERS | KPIs |
| Advocate for the enhancement of the transportation system in the region, to support the efficient movement of the workforce, visitors, and residence. | <ul style="list-style-type: none"> · Locate feasibility studies for transportation connections, hub, exchange, and/or additional routes · Meet with RDN, area representatives, and businesses · Survey and information collection of those who would be affected (financially/benefit) | 12 months | RDN and area representatives, Career Centre, City of Parksville and Town of Qualicum Beach Councils | <ul style="list-style-type: none"> · 6 months - Studies located and reviewed, meetings scheduled, and partners identified. · 12-16 months - survey, data and information collection complete and recommendation/request made to RDN. |

| GOAL: To be the Island leader in Small & Medium Enterprises (SME) warehouse and delivery by 2024. | | | | |
|---|--|---------------|---|---|
| OBJECTIVE | ACTION | TIMING | POTENTIAL PARTNERS | KPIs |
| Build new fulfillment centre to support growth of small and medium sized business, and to warehouse deliver goods to markets on and off Vancouver Island. | <ul style="list-style-type: none"> · Complete Feasibility, business, and marketing plans · Secure building and operations funding through grants and investors | 2 years | Nanose First Nation Economic Development, Province of BC, Saamen Economic Development Corp. Chambers of Commerce, Community Futures | <ul style="list-style-type: none"> · 6 months - Funding Secured · 12 months - building complete · 18 months - anchor tenant secure · 36 months - fully operational and profitable |

LABOUR FORCE DEVELOPMENT

Keeping our youth and young entrepreneurs in Oceanside.

| GOAL: To be an attractive community to young entrepreneurs, young adults, and future workforce by 2023. | | | | |
|--|---|---------|---|---|
| OBJECTIVE | ACTION | TIMING | POTENTIAL PARTNERS | KPIs |
| Develop partnerships with educational institutions that provide training and education, which supports local employment options. | <ul style="list-style-type: none"> Identify space to be dedicated for training, education, and research purposes. Meet with business sectors, developers, and educational institutions to create training initiatives that support local business, new developments, and workforce. | 3 years | Career Centre, Vancouver Island University, | <ul style="list-style-type: none"> 6 months - Identify space for learning 12 months - have at least one dedicated training initiative that supports a local business or development. 24 months - have at least 12 local high school students enrolled training initiatives, 36 months - have had at least 8 local students move on to local jobs. |

| GOAL: To support Indigenous labour force and economic development priorities by 2023 | | | | |
|--|---|---------|---|--|
| OBJECTIVE | ACTION | TIMING | POTENTIAL PARTNERS | KPIs |
| To increase the job opportunities for indigenous people in the Oceanside region | <ul style="list-style-type: none"> Work with local First Nation Economic Development Corporations to find ways to add value to their existing priorities that support increasing employment opportunities. | 3 years | Saa'men Economic Development Corporation, Nanoose First Nation Economic Development Corporation, Career Centre, Vancouver Island University | <ul style="list-style-type: none"> 12 months - identify 2 projects that will create local employment opportunities for Indigenous people. 24 months - Actively providing support and advocacy for 2 identified projects. |



BUSINESS RETENTION, EXPANSION & ATTRACTION

Providing opportunities for youth, young entrepreneurs, our local tourism sector, and to support municipal business licenses.

GOAL: To be a valuable support for a low-vacancy rate and new business startup by 2025.

| OBJECTIVE | ACTION | TIMING | POTENTIAL PARTNERS | KPIs |
|---|---|---------|---|--|
| The development of complementary businesses and business clusters to the existing marketplace | <ul style="list-style-type: none"> · Create and manage business incubation & co-working space opportunities through the following programs: <ul style="list-style-type: none"> - Business Incubation & vacancy infill (local home based businesses) - Small business succession strategy - Management of co-working office · Marketing strategy for vacant property | 5 years | Downtown and Business Associations, Career Centre, Community Futures, Chambers of Commerce, Vancouver Island University | <ul style="list-style-type: none"> · 6 months - have 75% of co-working offices filled and a business incubation plan created. · 12 months - have 4 business in the business incubation and vacancy infill program. Have marketing strategy developed and activated to attract business to Oceanside. · 24 months - have 2 businesses in the business incubation and vacancy infill program moved into vacant commercial space in the Oceanside area. Have 4 new businesses moved into vacant commercial space in Oceanside. |

GOAL: To be an Island destination for non-resident young entrepreneurs by 2025.

| OBJECTIVE | ACTION | TIMING | POTENTIAL PARTNERS | KPIs |
|---|--|---------|---|--|
| Develop local business opportunities that attract young entrepreneurs | <p>Create, promote, manage, and deliver the following:</p> <ul style="list-style-type: none"> · Succession workshops and programs · Provincial Immigration Nominee Program | 5 years | Province of BC, Community Futures, Chambers of Commerce, Young Professionals of Oceanside | <ul style="list-style-type: none"> · Nomination of 4 Provincial Nominee Program entrepreneurs each year, leading to the successful integration of 1 business and family into the region each fiscal year. Provide guidance through workshops and programs to 10 businesses per year resulting in the successful succession of at least 1 business to entrepreneurs under 40 each fiscal year, increase business licenses by 5% each year. |

GOAL: To be a valued regional support for regional Tourism, destination development, and young entrepreneurs by 2025.

| OBJECTIVE | ACTION | TIMING | POTENTIAL PARTNERS | KPIs |
|---|---|---------|---|---|
| The development of secondary sector clusters and investment in projects that support the development and attraction of businesses, which support the lifestyle of the labour force we want to retain and attract. | <ul style="list-style-type: none"> · Provide meaningful support for Parksville-Qualicum Beach Tourism Association's Destination Development and Stakeholder Services · Tactical Plans | 5 years | Parksville Qualicum Beach Tourism Association, Vancouver Island Tourism, YPO, Chambers of Commerce, Community Futures | <ul style="list-style-type: none"> · 12 months - supports Identified for PQBTA. · 18 months - 2 new secondary sector cluster identified. · 36 months - sector cluster development strategy in place. |

GOAL: To establish the region as a destination for specialized healthcare providers by 2025.

| OBJECTIVE | ACTION | TIMING | POTENTIAL PARTNERS | KPIs |
|--|---|---------|---|---|
| To assist the Perfect Storm Group in their mission to resolve increasing healthcare delivery challenges. | Meet with Perfect Storm Group to identify support needed. | 5 years | Perfect Storm Group, Provincial/Federal Government, VIU | <ul style="list-style-type: none"> · 12 months - support identified. · 18 months - Support strategy in place for the increased delivery of healthcare in Oceanside. |

GOAL: To be a leading destination for film makers by 2025.

| OBJECTIVE | ACTION | TIMING | POTENTIAL PARTNERS | KPIs |
|--|--|---------|--|--|
| To assist the Vancouver Island North Film Commission in their mission to attract film makers to the region | Meet with the Vancouver Island North Film Commission to identify support needed. | 5 years | Vancouver Island North Film Commission, City of Parksville, Town of Qualicum Beach, Chambers of Commerce | <ul style="list-style-type: none">· 12 months - support identified.· 18 months - Support strategy in place. |





MARKETING

The story of Oceanside, in the right place, at the right time.

| GOAL: To showcase community assets and build pride of place by 2025. | | | | |
|--|--|---------|---|---|
| OBJECTIVE | ACTION | TIMING | POTENTIAL PARTNERS | KPIs |
| Objective: Execute research-based marketing programs to key market segments. | Launch several marketing initiatives <ul style="list-style-type: none"> • Sector Specific Attraction • Social Media Presence • Young Families Attraction • Pride of Place Campaign • Annual Oceanside Economic Report | 5 years | 12 months and ongoing <ul style="list-style-type: none"> • Potential Partners: Chambers of Commerce, Parksville-Qualicum Beach Tourism Association, Business Associations. | <ul style="list-style-type: none"> • 6 months - create and deliver pride of place campaign, have 1000 Facebook followers in other markets, • 12 months - create and deliver 1st families attraction marketing initiative, unveil 1st Annual Regional Oceanside Economic Report. |



LOCAL INTELLIGENCE

Industry, entrepreneurs, and investors work at a fast pace. They want answers to all of their questions very quickly. A dedicated staff person can devote the time to a hot lead, and act as concierge for questions and information. This is especially true when that prospect is looking for something that crosses municipal boundaries or deals with significant infrastructure requirements.

GOAL: To lead community support for business development needs in the region.

| OBJECTIVE | ACTION | TIMING | POTENTIAL PARTNERS | KPIs |
|---|---|----------------------|---|---|
| To have fulsome, quality regional data that will show trends over time and provide information for an Annual Regional Economic Development Report and concierge service | <ul style="list-style-type: none"> Track local development information requests, provide assistance, and collect consistent data through several mining processes for the following data sets: <ul style="list-style-type: none"> - Vacancy rate - Labour statistics - Business type - Home-based business & Not for Profit Organizations | Immediate & on-going | Chambers of Commerce, Downtown & Business Associations, City of Parksville, Town of Qualicum Beach, RDN | <ul style="list-style-type: none"> 6 months - have all consistent data mining processes in place. Have local intelligence posted on www.workpqb.com. 12 months - 1st Annual Regional Economic Development Report |



Administration & Reporting

Fee for Service

Through a Fee-for-Service contract, the City of Parksville will assign responsibility to the Parksville and District Chamber of Commerce (the contractor), through its Oceanside Initiatives division for implementation and management of the strategy.

The Fee-for-Service will provide core funding through a five-year agreement for the contractor to provide the full scope of services needed to carry out the strategy. Matching funding is expected to be collected through a Fee-for-Service Agreement with the Town of Qualicum Beach.

The contractor is also expected to raise additional funds from Memorandum of Understanding Partners and grants. The fee-for-service contract from the City will provide the funds for adequate staff and programs, in keeping with FTE numbers indicated

in the budget. Accountability to Council would be provided through the terms of the contract, which would include the requirement for quarterly budget and performance reports.

The contractor will commission and/or undertake the following services:

- Research and data analysis to produce economic reports
- Primary point of contact for new and prospective businesses
- Liaise with City departments and Council to advocate for the development of policies and programs to promote business and economic development
- Organize forums, roundtables, and meetings for collaboration and priority-setting
- Targeted marketing and promotion efforts to attract business, under the Oceanside Initiatives brand
- Provide all staff needed for the service.



Budget

| | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | YEAR 5 |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|
| REVENUE | | | | | |
| City of Parksville FFS | 75,000 | 76,500 | 78,030 | 79,591 | 81,182 |
| Town of Qualicum Beach FFS | 75,000 | 76,500 | 78,030 | 79,591 | 81,182 |
| Stakeholder Investment (MOU) | 25,000 | 25,500 | 26,010 | 26,530 | 27,061 |
| Co-Working Space Income | 10,000 | 10,200 | 10,404 | 10,612 | 10,824 |
| Other Project Grants | 100,000 | 102,000 | 104,040 | 106,121 | 108,243 |
| Interest Revenue | 500 | 510 | 520 | 531 | 541 |
| Gifts in Kind | 14,500 | 14,790 | 15,086 | 15,388 | 15,695 |
| Total Revenue | 300,000 | 306,000 | 312,120 | 318,362 | 324,730 |
| EXPENSES | | | | | |
| General & Administration | 57,350 | 58,497 | 59,667 | 60,860 | 62,077 |
| Salary & Wages (2 FTE) | 143,280 | 146,146 | 149,069 | 152,050 | 155,091 |
| Marketing & Communications | 22,000 | 22,440 | 22,889 | 23,347 | 23,814 |
| Economic Development Projects | 75,000 | 76,500 | 78,030 | 79,591 | 81,182 |
| Contingency | 2,370 | 2,417 | 2,465 | 2,515 | 565 |
| Total Expenses | 300,000 | 306,000 | 312,120 | 318,363 | 324,730 |
| REVENUES OVER EXPENSES | 0 | 0 | 0 | 0 | 0 |

*Assumes 2% increase in Revenue each year based on Canadian Consumer Price Index, Cost of Living calculation 2020





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