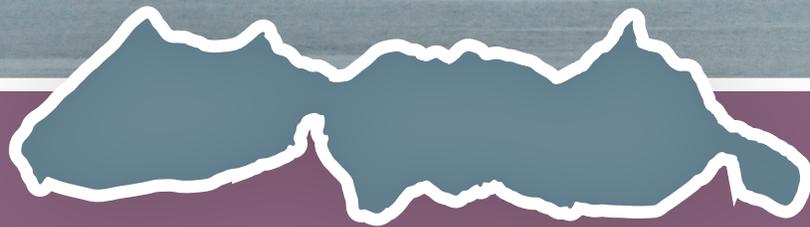


# Growing Malcolm Island



Our Economic Development Plan

*April 2014*







*This plan was developed by the residents of Malcolm Island. The process was managed by a volunteer steering committee and technical planning support was provided by EcoPlan.*



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# Plan At A Glance

150

Number of people involved in making this plan, through workshops, interviews or small-group meetings

## VISION (PAGE 13)

A vision is a long-term goal of what we hope the community will be like in 10 to 15 years.

*Malcolm Island is a thriving small community that is well known around the region. People make their living in many ways, including resource industries, and the community is known as a hub of arts and healing. Residents are self-sufficient and there is a strong local agriculture movement. Malcolm Island is a great place to raise families and come to retire, and old and new residents participate in community life together. Tourists and residents are attracted to the island for our spectacular natural environment, unique history, welcoming community, and our vibrant and colourful downtown core.*

## OBJECTIVES (PAGE 14)

We developed the following **six** community objectives. They are the heart of our plan because they represent areas that community members feel are most important for Malcolm Island to work towards to help us reach our vision.

- 1. Retain and expand local businesses**
  - Ensure that entrepreneurs (existing and new), managers and boards have access to the skills training they need to succeed
  - Increase the proportion of money spent locally
  - Create more local jobs
  - Lobby to retain strategic business enterprises
- 2. Increase the number and diversity of residents**
  - Improve access to off-island jobs
  - Attract a variety of ages, including families with children
- 3. Promote/develop partnerships and networks on and off island**
- 4. Increase food security (i.e. food self-sufficiency or food sustainability)**
  - Increase opportunities for individuals and businesses to grow and produce their own food, and to buy locally produced food
- 5. Protect our environment and culture**
  - Ensure business is developed in a sustainable way that respects our natural environment and the island's unique culture and heritage
- 6. Attract new business and investment**
  - Focus on small and medium sized local businesses

## ACTIONS (PAGE 15)

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This plan identifies several actions (programs, activities, plans) for Malcolm Island residents to implement in order to help move towards the vision and objectives. They were identified, refined and prioritized by community members and are shown organized by time frame (sequencing) below. The sequencing of actions is provided as a guideline, but will be determined in reality by the availability of funding and of individuals/groups interested in taking them on.

*All of these actions are described in more detail in the body of the report, including descriptions, who will be involved, what resources will be needed, and other considerations.*

### **Foundational Actions:**

These actions are considered a foundation for achieving the community vision and moving forward with other actions. These actions should be implemented following the completion of the plan.

- Determine which group will have overall oversight (i.e. a lead agency such as a Champions network)
- Determine groups or individuals that want to take on specific actions
- Look into funding options for an economic development support worker

### **Quickstart Actions:**

These are actions that are relatively simple and inexpensive to implement, and can be done right away to gain support and build momentum for longer-term projects.

- Bring together fishermen to discuss actions/options
- Develop or promote training programs for business owners, boards, etc. (potentially starting with board governance, and business start up training)
- Discuss possible improvements to opening hours (or alternative ways for people to buy food on Sundays and Mondays)
- Improve on-island access to North Island Employment's services
- Establish a kiosk or other place for fishermen, veggies growers, and craftspeople to sell their goods at the Marina
- Increase visibility and coordination of events
- Encourage local businesses to get involved with Vancouver Island North Tourism
- Malcolm Island Representative on Vancouver North Island Tourism Advisory Committee
- Sointula Ripple Articles in the North Island Gazette and elsewhere
- Art around town
- Support the formation or growth of local business groups in specific industries (hospitality, arts, healing, etc.)

- Coordinate economic development with neighbouring communities, starting with tourism and through coordination of harbour authorities
- Workshops on food self-sufficiency

#### *Short-term actions*

- Retain and expand existing services such as the Co-op, health care services, bank services, library, etc.
- Promote buying local
- Co-op viability strategy and improved co-op member communications
- Continue pursuing early ferry
- Improve communications infrastructure
- Improve access to the village centre
- Work with North Island College to improve Malcolm Island students' ability to learn valuable skills
- Changes to Sointula promotional materials and wider distribution
- Improved off island highway signage
- Heritage in and around town (starting with the Sturgeon 1)
- Improving public spaces
- Nurture/attract core service businesses
- Chamber of Commerce
- Investigate ways for local growers/hunters/egg raisers to sell their food
- Investigate how to use existing greenhouses
- Continue working to expand on-island health care (including care for seniors)
- Maintain regular contact with local tourism agencies
- Lobby the Department of Fisheries and Oceans

#### *Medium and Longer Term Actions*

These actions are important, but not as high priority or feasible as the Foundation, Quickstart and Short Term actions. They may take additional funds, or have a number of prerequisites.

- Improved online presence (consolidating multiple websites, coordinating resources)
- Bere Point upgrades for whale-viewing tourism
- Improved way-finding signage
- Trail upgrading
- Research and implement alternative energy

- Water upgrades as needed
- Cross-promotion of local products and services
- Improve access to ocean resources
- Establish a community kitchen
- Create, review and/or update land inventory
- Consider a region-wide economic strategy
- Lobby BC Ferries (re: ferry prices, early ferry options and other issues)
- Lobby for improved infrastructure
- Lobby for lumber/forestry practice changes

Note that there were a number of additional ideas for specific businesses (“a restaurant!”) that would need to be taken forward by an entrepreneur. The Growing Malcolm Island project seeks to improve the conditions for entrepreneurs that want to start businesses on the island, rather than starting businesses itself. These ideas for businesses have been captured in Appendix 5.

#### GETTING IT DONE (IMPLEMENTATION) (PAGE 44)

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Implementation will be the hardest part of this plan. We have developed three groups of ‘implementers’ that need to be identified:

1. **Doers:** groups or individuals to actually carry out actions
2. **Supporters:** groups or individuals to support those who are carrying out actions (with financial or technical assistance)
3. **Coordinators:** a lead group to have oversight over all our economic development actions

While we haven’t identified who will be responsible for every action, we do have a pretty good idea of who will lead the overall strategy (a ‘champions network’ made up of representatives of existing groups and other interested individuals). We have also identified a number of resources that can help with implementation (see Appendix 4).

#### MONITORING AND EVALUATION (PAGE 51)

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To know if this plan is working (and to hold us accountable to do it!), it is important that we have a plan in place to monitor and evaluate the implementation of our strategy. This report includes a schedule and tools for monitoring implementation (i.e. are individuals/groups doing what they said they would do?) and for outcomes (i.e. are our actions have the desired impacts on our objectives?).

**“It takes a village  
to save a village”**

*- Malcolm Island Resident*

# 1 Introduction

The Growing Malcolm Island project is a collective effort by the residents of Malcolm Island to improve the economic viability of the island, and in the process improve the quality of life, create a more vibrant and welcoming community, and ensure that people who want to live on the island are able to find and keep meaningful work and stay on the island.

This document is our economic development strategy, based on the community feedback and ideas collected up until April 2014. However, the strategy will always be a living document, and is designed to be flexible as circumstances and context change over time.

The project website ([growing.malcolmisland.org](http://growing.malcolmisland.org)) provides links to all project materials, including newsletters and all the feedback received from community members, and will up 'live' until at least December 2014.

**“(We need to) work together,  
pull together and get over all  
the petty politics”**

*-Participant*

**“Be neighbourly - try to be self-  
sufficient as a community - buy  
local as much as we can...”**

*-Participant*

**“I also feel it is important to maintain a  
positive attitude and I can do my part to  
create that. This is a great place to live and  
work, and let’s celebrate that!”**

*-Participant*

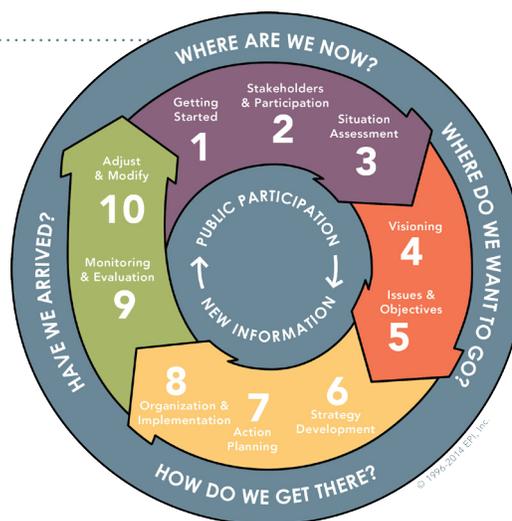
# Project background

In Fall 2012, the residents of Malcolm Island identified a need for strategic economic development efforts in order to reverse some of the economic trends that they had been seeing over the past 10 years. Residents held several successful community meetings and formed the Malcolm Island Grassroots Development Forum (MIGDF) to ensure that the conversation was carried forward. Shortly after its formation, MIGDF secured a grant from Island Coastal Economic Trust (with additional assistance and funding from the Regional District and Community Futures) to assist with strategic planning for economic development on Malcolm Island.

## THE PROCESS

From Fall 2013 to Spring 2014, the Growing Malcolm Island project was joined by EcoPlan, a planning firm with experience in economic development and strategic planning in small remote communities. The project follows a ten-step process to help us answer four key questions about economic development in our community:

1. *Where are we now?*
2. *Where do we want to go?*
3. *How do we get there?*
4. *Have we arrived?*



## WHO WAS INVOLVED?

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Over 150 individuals on Malcolm Island have been engaged in the project so far, with many of these people participating multiple times through multiple channels (workshops, interviews, online surveys, etc.).

The planning project was coordinated with the help of a Steering Committee that included:

- Gord Curry
- Shane Field
- Susan Harvey
- Tosha Nelson
- Hans Madsen
- Stephanie Rockman
- Morag Carter
- Heidi Soltau
- Pat English
- David Mitchell
- Greg Dobson
- Sheila Roote

Steering Committee members put hundreds of volunteer hours into the project. The Steering Committee was open to all, and new members were added throughout the life of the project.

**In ten years,  
we will be a...  
“thriving  
sustainable  
community, self-  
sufficient, green  
community,  
sharing of services  
and skills, caring,  
beautiful place  
to live and raise  
healthy families”**

- Participant

### COMMUNITY ENGAGEMENT AT A GLANCE:

#### *Three Community Workshops*

- #1 – 60 participants
- #2 – 33 participants
- #3 – 33 participants

#### *Survey (print and on-line)*

- 47 responses

#### *Small group and 1-on-1 interviews*

- 79 people

#### *Communications*

- Project website ([growing.malcolmisland.org](http://growing.malcolmisland.org))
- 4 newsletters (distributed through ‘junk’ mail, at community stores, by email and through the website)

# Where are we now?

You need to know where you are starting from before you decide where you want to go. We started this project by researching the local economy, and also reaching out to community members to understand how to build on assets and strengths, and what challenges needed to be addressed. This section summarizes this work.

## OUR LOCAL ECONOMY

At the start of this project, the project team created a '**Community Economic Profile**' that looked at our economic situation (trends, opportunities, demographics, etc.). The information from this profile was presented at the January 13 2014 open house so that we could have an informed discussion about our local economy.

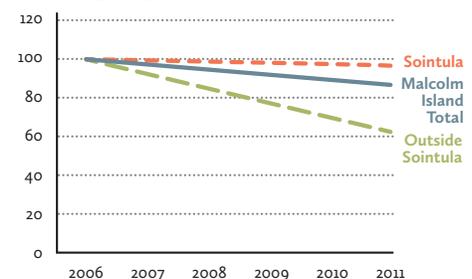
The profile is available at [growing.malcolmisland.ca](http://growing.malcolmisland.ca) or through the Economic Development department at the Regional District. Highlights are presented below.

## OUR PEOPLE

- We have approximately 613 full-time residents on the island and a further 133 seasonal and 'snowbird' residents. Of the full time residents, about 80 are school-aged children.
- **Our population is shrinking:** Malcolm Island's total population decreased 13% from 2006 to 2011. This was due to a 3% decrease in Sointula and a 37.1% decrease outside of Sointula (i.e. the rest of the island).

**Population Trends (2006-2011)**

Index Year 2006 = 100



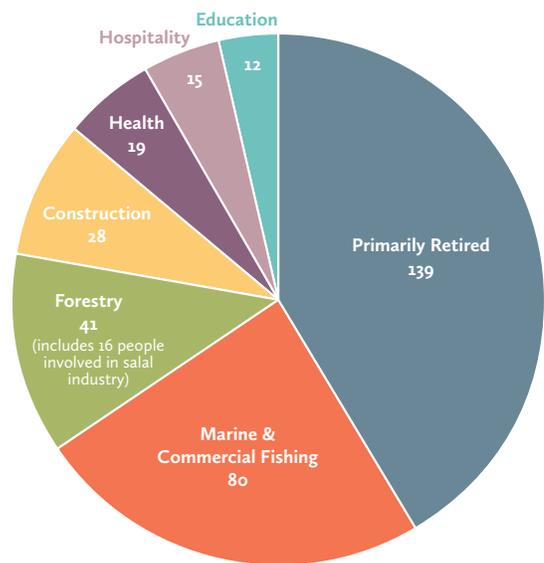
- For context, between 2007 and 2011 Port McNeill lost 4% of its population; Port Hardy grew 5%.
- About 16% of the 440 dwellings on the island are occupied seasonally, and 10% are unoccupied (according to local estimates).

## OUR ECONOMY

- There are about 80 businesses located on Malcolm Island.
- According to residents, the actual number of unemployed people on the island is very low as of 2014, though many people may be *underemployed* or working in jobs unrelated to their field (by choice or not).
- We make our living in many ways, as shown below in the pie chart (data was developed by local estimates).

- **In addition to these categories**, Malcolm Island has many other types of employment including: accountants, bookkeepers, consultants, farmers, environmentalists, pharmacists, lawyers, landscapers, yard maintenance, light house keepers, yoga instructors, plumbers, electricians, estheticians, butchers, foster parents, drivers, librarians and postal workers to name a few.
- Average income in our Electoral Area did not change from 1995 to 2010, compared to a 20% increase in the Mount Waddington Regional District and a 40% increase provincially.

Estimated Number of Residents Employed in Major Industry Categories



## INDUSTRY HIGHLIGHTS AND OPPORTUNITIES

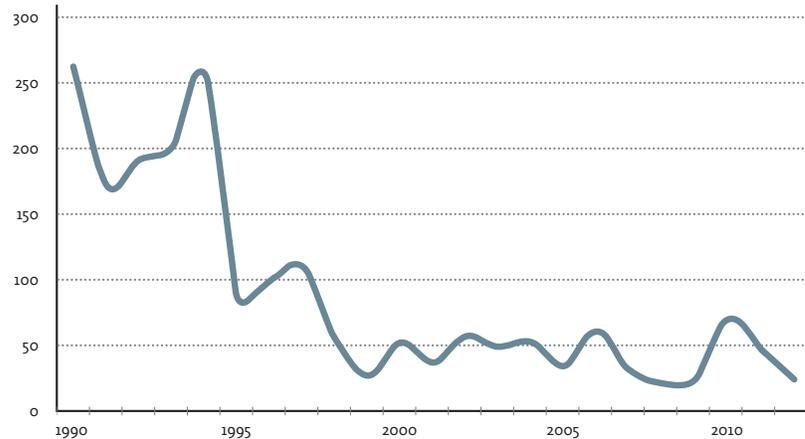
### Forestry

- According to locals, forestry employs 10-12 people on the island directly.
- Although there are one or two mills on the island, there is sometimes a mismatch between the mills and the logs coming from the island (i.e. raw logs that are too big/small for our local mills are sometimes shipped off the island and sometimes the mills on the island cannot access suitable logs).
- Coastal forestry industry has been in serious decline for the past several years, meaning fewer jobs in the region, and a smaller share of the provincial exports and earnings. With this long-term trend of declining employment, it is predicted that the sector will shift to a permanently smaller sector.

### Fishing

- Fishing is still a major part of our island's economy, and the regional economy.
- Approximately 55% of the boats in Sointula harbor are commercial fishing boats (based on discussions with locals).
- The industry as a whole has seen a decline in the region and across Canada, with high volatility year to year. The following chart shows the volatility in Salmon, as an example.

Landed Value of Salmon in BC (millions)



### Tourism

When we first created our economic profile, we could not find a lot of information about tourism. Since then, we have been able to access more information. Aside from the highlights below, this additional information is included in Appendix 2.

- Tourist visits to the Resource Centre increased 54% from 2011 to 2012
- Bere Point campground visits have been somewhat steady the past three years (ranging from 33% average occupancy to 40% average occupancy). Bere point visitors in 2013 came from:
  - 4% Regional District of Mount Waddington
  - 61% rest of Vancouver Island
  - 22% rest of BC
  - 4% rest of Canada
  - 6% USA
  - 3% rest of international
- The Port McNeill Visitor Centre saw fairly steady numbers of tourists from 2010 to 2013 (at about 16,500 visits), and the locations that tourists come from did not change significantly during that period (primarily local resident, BC resident, or European tourists). Interestingly, 18% of visitors to Port McNeill visitor centre are from Europe, but only 3% of visitors to Bere Point are international. Either Europeans are not coming over to the island, or the data is not reliable.
- Already popular for sport fishing, nature and wildlife viewing, the area is also gaining international recognition for cultural tourism, including aboriginal tourism like the U'mista Cultural Society.
- Adventure and eco-tourism is a growing sub-sector of tourism. For example, the marine mammal viewing sector of the BC tourism sector has grown at a rate of 4.2% per year from 1998 to 2009.

*Other*

- Several high-value agricultural operations exist or have existed on the island (raspberries, greenhouse, wasabi), and there may be the potential for more.
- There are many artists and entrepreneurs on the island.
- Public health care jobs are shrinking in rural areas around the province (including ours) but there is increasing demand for private health services, especially for seniors.
- Construction work on the island seems stable, despite shrinking population.

**BUILDING ON OUR STRENGTHS, ADDRESSING BARRIERS AND CHALLENGES**

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There are a number of strengths that Malcolm Island can build on for economic development. Generally speaking, the strengths identified by community members are the outdoors and environment, the people (sense of community, self-starters, volunteers, friendly) and the services available for such a small town (store, library, health centre, compost/recycling facilities etc.). There were also a number of comments about the village, how it was compact, walkable and charming. Residents and part-time residents bring a wealth of skills that can be useful for economic development. All of these are excellent assets for attracting tourists, residents and businesses.

On the other hand, economic development on Malcolm Island has been negatively impacted by a number of factors that are well known to the community, such as changes in the fishing and forestry industry.

A few factors that many believed were challenges to economic development were the speed of the internet (which is a project already underway by the Regional District); a need for capacity development of boards and management; and the isolated location of the community (and resulting dependence on the ferry and its schedule). The ferry was identified by many people as a barrier to economic development, both due to the lack of an early ferry, and the ferry prices (which impact residents and tourists).

Another challenge is our reliance on a small number of key businesses and services (like the Co-op, bank, library, health centre, etc.), and our vulnerability if these were to close or reduce their hours. Additionally, a number of owners of important local businesses (lawyer, daycare, marine and auto mechanics, etc.) are soon retiring, and there may not be plans in place to replace them.



# Where do we want to go?

## Our Vision and Objectives

The strategy outlined in this report is intended to move the community towards its economic vision and objectives. The vision and objectives are in draft form based on community feedback. They will be discussed and refined as the project progresses.

### VISION:

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Our vision was developed with community members during community engagement activities. We asked participants to imagine a future 10 years out and describe what they saw and how we got there. The answers from this question and others were combined to form the following vision statement:

***Malcolm Island is a thriving small community that is well known around the region. People make their living in many ways, including resource industries, and the community is known as a hub of arts and healing. Residents are self-sufficient and there is a strong local agriculture movement. Malcolm Island is a great place to raise families and come to retire, and old and new residents participate in community life together. Tourists and residents are attracted to the island for our spectacular natural environment, unique history, welcoming community, and our vibrant and colourful downtown core.***

According to responses from the March 2 open house event, and a follow up survey, 93% of the 82 participants thought it was 'great' or 'pretty good'.

## OBJECTIVES:

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Developed over the course of our project by community members, the following **objectives are the heart of our economic development plan**. They represent the areas that we feel are most important and need to be focused on as we work towards our economic vision. These objectives can also be used when dealing with government or other potential partners to guide discussions and demonstrate the values of Malcolm Island.

We also understand that in time, as we implement our plan and our community changes, so will our objectives.

These are our six community objectives. They are shown here in the order that participants chose when asked the question “Where do we have the most opportunities for positive gain in the short term (pick three, in order)”?

### 1. Retain and expand local businesses

- *Ensure that entrepreneurs (existing and new), managers and boards have access to the skills training they need to succeed*
- *Increase the proportion of money spent locally*
- *Create more local jobs*
- *Lobby to retain strategic business enterprises*

### 2. Increase the number and diversity of residents

- *Improve access to off-island jobs*
- *Attract a variety of ages, including families with children*

### 3. Promote/develop partnerships and networks on and off island

### 4. Increase food security (i.e. food self-sufficiency or food sustainability)

- *Increase opportunities for individuals and businesses to grow and produce their own food, and to buy locally produced food*

### 5. Protect our environment and culture

- *Ensure business is developed in a sustainable way that respects our natural environment and the island’s unique culture and heritage*

### 6. Attract new business and investment

- *Focusing on small and medium sized local businesses*

# How will we get there?

## Our strategy and actions

- ▶ *A strategy is a plan designed to achieve a goal.*
- ▶ *A strategy is made up of specific actions.*

This section discusses the overall strategy and the actions that the community members identified to help Malcolm Island **meet our community objectives and achieve our vision**.

This strategy (and the actions within it) will be our high level workplan for the next several years.

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

Once we created our long-term vision and set our course of action with our six objectives, we began to identify a range of actions to move us in the right direction.

Through community meetings and surveys (and drawing on the work done before this project started), we heard **over 200 distinct action ideas** from community members. These included planning and feasibility studies, capital projects, promotional tools and communications initiatives, new programs, training and capacity, and more.

We recognized that we cannot realistically do all the action ideas at the same time. We **did not** want our plan to be a wish list of too many actions. We wanted a **realistic plan** with:

- ▶ Actions we could **achieve** (based on our time, money and skills)
- ▶ Actions laid out in the **proper sequence** to achieve them

To begin narrowing down the list of actions, we asked community members to ‘vote’ on the actions they liked the best, and had in-depth discussions with groups that were knowledgeable about specific topic areas to understand what was realistic.

We then organized the actions into areas of focus (i.e. themes) and worked with the community through a workshop and online survey to prioritize these themes and discuss the actions within each theme. These areas of focus and the actions within them make up our strategy.

### OUR OVERALL STRATEGY

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Our strategy is based on our local values and the reality of our current local economy. The following points provide high-level background information about our overall strategy.

- **Create conditions for business and growth:** This strategy does not aim to start new businesses. It aims to create the conditions where existing businesses can thrive, and new businesses have the support they need to get started. A list of the business ideas put forward as part of this project (including a Finnish school, restaurant, etc.) is included in Appendix 5.
- **No silver bullet:** There will not be one solution that meets all the objectives and ‘saves’ Malcolm Island. Rather, it will take many small actions.
- **Many actions, many actors:** As a community that is mainly run by volunteers, there is no one individual or group that can get all the work done. Rather, it is imperative that everyone recognizes their role in economic development and how they can move the project forward.
- **Planning is the easy part, implementation is the hard part:** Our first and most important action is to determine who will lead our economic development, who will implement actions, and who will support them. Everyone needs to participate and we need to hold ourselves accountable.
- **Local values influence our options:** Malcolm Island has strong local values around environmental and cultural protection. In some ways this limits our economic options (e.g., fish farms) but in other ways, it ensures that we remain an attractive place for tourists and residents in the long run.
- **Tourism as a tool:** Community members identified ‘marketing, promotion and attraction’ as the most important theme for moving forward. Tourism should be viewed as a tool for attracting new residents and entrepreneurs, and is one of the easiest short term strategies for economic development, which can be pursued while longer-term solutions (like lobbying) take hold. There are already several businesses on the island that rely on tourism, and real estate agents confirmed that homebuyers are almost always people who came first as tourists. However, there is a short tourism season on Malcolm Island (and therefore tourism will never be a main industry), and some people do not like the idea of tourism.

- **Some gaps:** There are some known gaps in the strategy. Notably around fishing and logging. While a number of issues in these two industries were raised, there were few solutions that could be implemented at the local level. Some solutions, like lobbying, and marketing to fishing families have been included in the strategy where appropriate. A short-term action is to meet with professionals in these industries to conduct further research into potential actions.

The overall strategy is shown below, in rough order of importance and priority, as chosen by the community. Detailed notes on how it was created, and the actions within it are shown in subsequent sections.

AREA OF FOCUS	DESCRIPTION AND RATIONALE
1. <b>Determine clear roles for Economic Development</b>	This strategy represents significant work by community members and contains a number of strategies that are imperative for 'Growing Malcolm Island'. Clear leadership is required in order to ensure that the actions in this plan are implemented.
2. <b>Marketing, Promotion and Attraction</b>	Malcolm Island is not well known. Introducing the island to a wider audience means communicating all it has to offer. Branding and messaging should build on local assets, like natural beauty, unique history (Finnish and fishing) and arts, culture and healing. Marketing should focus on attracting specific types of people like fishing families, retirees, artists, entrepreneurs etc. “
3. <b>Help local businesses to thrive and add jobs</b>	A vibrant local economy of shops and services is foundational to quality of life and tourism. If we want to maintain this vibrancy we need to support our local businesses, and ensure they have the support they need.
4. <b>Help for job seekers</b>	Many people on island want to work but cannot find appropriate employment. In addition to the work that will be done to help local businesses to add jobs, it is also necessary to ensure that job seekers have the resources they need to find and keep good jobs.
5. <b>Access and Connectivity</b>	Getting people and information to and from Malcolm Island should be as easy as possible. Limited access impacts quality of life and will limit economic development. Any and all opportunities for improved access and connectivity should be identified, examined and pursued.
6. <b>Place-Making and Visitor Experience</b>	When people visit a place they take away an impression that they share with their friends and neighbors. Making that impression as positive as possible can get big returns. Residents benefit from having increased visitors, and directly from an enhanced sense of place.
7. <b>Core Services</b>	Services like health care, credit union, banking, schools, Co-op and the post-office are critical to quality of life for residents, as well for attracting newcomers and visitors. Expanded health care for example, would allow more islanders to age in place. The economic development strategy should include close connections with core service providers to understand their needs and concerns, and to help them expand services if possible.
8. <b>Create Local Networks for Economic Development</b>	We are stronger together. Independent groups and businesses can benefit from collaboration in certain areas.

AREA OF FOCUS	DESCRIPTION AND RATIONALE
9. <b>Local Infrastructure</b>	Economic and community activities depend on the reliability of infrastructure. We can take proactive steps to improve the infrastructure that we have local control over.
10. <b>Food Security (i.e. food self-sufficiency or food stability)</b>	A new group has been formed to look into improved food self-sufficiency on Malcolm Island. Many people on Malcolm Island grow their own food, hunt, fish or gather. This could be expanded and supported. Food self-reliance can improve our household economics (by purchasing less food), improve quality of life, and contribute to climate change mitigation.
11. <b>Establish Partnerships Off-Island</b>	Malcolm Island's economic development is intricately connected to surrounding communities and to efforts of outside groups. Establishing partnerships can be a big help in putting plans into action.
12. <b>Advocate for External Change and Support</b>	Outside organizations and authorities often have a significant impact on shaping Malcolm Island's development. These entities need to be made aware of the island's concerns, and at times pressured to take those concerns into account.

### THE SEQUENCING OF OUR ACTIONS

Based on community input, the actions are organized into:

- **Foundational actions:** Those that must be started first because the success of some other actions depends on them.
- **Quickstarts:** Actions that can be done quickly and easily and can be used to build support and momentum for longer term actions.
- **Short-term actions:** Actions that can be started in the next 1-2 years, once the Quickstart actions are completed.
- **Medium/long term actions:** Actions that are important but not high priority, or those that have lots of prerequisites. These actions would take place after 3-10 years.

The sequencing of any action may change. The implementation of all actions is **dependent on individuals or groups stepping up to complete them**. So while actions are classified into time frames, their actual implementation depends on the community itself. Changing community demographics, resources and needs may also require some changes to the sequencing of actions.

### CONSULTANT'S NOTE ON SEQUENCING

*This is a community-generated strategy. The consulting partners recognize that community members are in the best position to make decisions about their local economy. However, drawing on their experience working with other communities, the project consultants make the following recommendation.*

#### THE IMPORTANCE OF GROUPS AND PARTNERSHIPS

*When asked to identify economic development actions, participants chose a number of activities that would build partnership (on-island and off-island). However, when participants were asked to prioritize the actions in several ways, building partnerships generally came up near the end of the list. Because this is a community-generated strategy, the consultants have left them in this order in this report. However, it is their belief that building partnerships is a key foundational action that should be pursued as soon as a lead group is identified. This is especially true for off-island partnerships, as there are a number of groups that are eager to work with Malcolm Island and gains could likely be made in the short term. These partnerships are described in more detail in Section 6 (page 44)*

### OUR ACTIONS

The following pages show high-level implementation notes for all Foundational, Quickstart and Short-term actions. **Medium and long-term actions do not have implementation notes** because circumstances will likely change by the time they are implemented. When a group is ready to begin working on medium and long-term actions, they should meet to discuss the project in more detail, and can use the worksheet in Appendix 1: Planning Tools as a starting point.

**“We should tap into all the amazing skills that our residents—full and part time—have. What a great resource.”**

- Participant

## 1. Determine clear roles for Economic Development

This strategy represents significant work by community members and contains a number of strategies that are imperative for 'Growing Malcolm Island'. Clear leadership is required in order to ensure that the actions in this plan are implemented.

ACTION #	ACTION IDEA	DESCRIPTION AND RATIONALE	POPULARITY (★ - ★★★)	TIMING/ PRIORITY	WHO WILL LEAD?
1.1	<b>Determine which group will have overall oversight (i.e. a lead agency such as a Champions network)</b>	Many groups will help implement this project, but one group should have overall oversight, be responsible for monitoring progress, and be the 'point person' for economic development partners. The most popular idea was an alliance of groups (Champions Network) which could be an extension of the Growing Malcolm Island project.	Unknown	Foundational (Immediate)	Malcolm Island Grassroots Development Forum
1.2	<b>Determine groups or individuals that want to take on specific actions</b>	All quickstart and short term actions should have an identified lead.	Unknown	Foundational (Immediate)	Champions Network
1.3	<b>Look into funding options for economic development support worker</b>	This action involves researching the viability of a paid economic development position on the island, or other options (such as continuing to relying on Regional District Economic Development Representative). Many people thought that there should be a paid position for economic development. There are summer internship programs that could cover a salary, grants, or other options (like business improvement districts). This person could be responsible for researching and writing grants applications, coordinating workshops, liaising with businesses, beautification, etc.	★★	Foundational (Immediate)	Champions Network



OTHER PARTNERS	NEXT STEPS	RESOURCES REQUIRED	CHALLENGES, RISKS
	<ul style="list-style-type: none"> <li>MIGDF could initially lead while bringing in partners from business, Lions, artists' community, etc. to establish Champions Network</li> <li>Growing Malcolm Island group to discuss whether or not they see the MIGDF as having an ongoing role beyond establishment of the Champions Network</li> <li>Brainstorm other options</li> <li>Select an option, recruit members, develop a Terms of Reference (see Appendix 1: Planning Tools)</li> </ul>	<p>Volunteer time. They may be able to apply for grants to cover some staff time (see Appendix 4)</p>	<ul style="list-style-type: none"> <li>Lack of momentum</li> <li>Volunteer burnout (potential mitigation: pursue grant funding for a part time salary for a coordinator)</li> </ul>
	<ul style="list-style-type: none"> <li>Go through the list of 'actions' and identify actions that do not already have a 'lead', and that are identified as quickstart or short term priorities.</li> <li>Brainstorm who may be interested and have the capacity</li> <li>Approach individuals or groups to participate</li> </ul>	<p>Volunteer time</p>	<p>Some actions have no one interested in implementing them (potential mitigation: wait - once groups complete a first action they may be able to take on others)</p>
	<ul style="list-style-type: none"> <li>Review funding opportunities list in Appendix 4</li> <li>Research other potential funding opportunities, including grants, business improvement areas, etc</li> </ul>	<p>Volunteer time</p>	<p>Lack of funding available for a paid position</p>

**“I feel like every time someone gets successful, someone else tries to shoot them down.”**

*- Participant*

## 2. Marketing, Promotion and Attraction

Malcolm Island is not well known. Introducing the island to a wider audience means communicating all it has to offer. Branding and messaging should build on local assets, like natural beauty, unique history (Finnish and fishing) and arts, culture and healing. Marketing should focus on attracting specific types of people like fishing families, retirees, artists, entrepreneurs etc.

ACTION #	ACTION IDEA	DESCRIPTION AND RATIONALE	POPULARITY (★ - ★★★)	TIMING/ PRIORITY	WHO WILL LEAD?
2.1	<b>Increase visibility and coordination of events</b>	Increase advertisement and 'visitor friendliness' of existing events (some visitors said that they couldn't find where to purchase food at an event, or what time the events were). Explore potential for new events (especially around arts and healing).	★★★	Quickstart	Event organizers (Lions have identified this as something they will work on)
2.2	<b>Encourage local businesses to get involved with Vancouver Island North Tourism</b>	There are many free and subsidized marketing opportunities, as well as networking and training sessions, and the ability to sit on their advisory committee.	Unknown	Quickstart	Champions Network and Vancouver Island North (Joli White)
2.3	<b>Malcolm Island Representative on Vancouver North Island Tourism Advisory Committee</b>	The Advisory Committee meets several times a year to discuss funding allocation, network and problem solve. Apparently there could be funding available for travel to the meetings.	Unknown	Quickstart	?
2.4	<b>Sointula Ripple Articles in the North Island Gazette and elsewhere</b>	Many publications are always looking for content. The content on the Sointula Ripple is of excellent quality and could be easily repackaged for other publications. The North Island Gazette has expressed interest in this already.	Unknown	Quickstart	?
2.5	<b>Changes to Sointula promotional materials and wider distribution</b>	Visitor materials need to be better distributed and could be updated. Apparently this is in progress already at the Resource Centre. Research wider distribution options through Certified Folder Display.	★	Short term	Resource Centre
2.6	<b>Improved off island highway signage</b>	Develop off island signage, potentially including billboards and official Ministry of Transportation signs.	★★	Short term	?
2.7	<b>Improved online presence (consolidating multiple websites, coordinating resources)</b>	The Resource Centre maintains a website at Sointulainfo.ca. Rec also has a website that provides some events (Rec events). Many people have expressed interest in an improved online presence for Malcolm Island, including an online calendar of community events. This action would involve discussions about how to improve the online presence for Malcolm Island, potentially by combining scarce resources to maintain a single, comprehensive website.	★★	Medium term	Resource Centre and potentially Rec



“People just need to come here once - and they fall in love.”

- Participant

OTHER PARTNERS	NEXT STEPS	RESOURCES REQUIRED	CHALLENGES, RISKS
	<ul style="list-style-type: none"> <li>Event organizers can use the checklist tool in Appendix 1 for a starter list of ways to increase event visibility and visitor friendliness</li> <li>Organizers may wish to survey attendees to understand more about their needs and ways to increase the length of their stay or amount spent</li> </ul>	Volunteer time	
	<ul style="list-style-type: none"> <li>Local businesses can contact Joli White at Vancouver North Island Tourism</li> </ul>		
	<ul style="list-style-type: none"> <li>Research potential funding to cover travel costs for a representative (ask the Regional District Representative)</li> <li>Recruit a local tourism business owner to take on the responsibility</li> </ul>		
	<ul style="list-style-type: none"> <li>Contact publications (like the North Island Gazette, BC Ferries Magazine, etc.) to see if there is interest.</li> <li>Work with the Ripple writers to determine which articles would be best suited for wider distribution</li> </ul>		
<ul style="list-style-type: none"> <li>Potentially Lions for funding</li> <li>Potentially Regional District for funding (through the Tourism Action Grant)</li> </ul>	<ul style="list-style-type: none"> <li>Research brochure best practices, pricing for smaller brochures, and distribution options</li> <li>Research potential funding sources</li> </ul>		
Lions may consider funding if another partner takes the lead	<ul style="list-style-type: none"> <li>Review existing signage for Malcolm Island and similar communities (example: Alert Bay signage at Sayward Junction and outside Port McNeill)</li> <li>Research best practices and cost benefit of signage (potentially by talking to Alert Bay and other groups that have existing signage)</li> <li>See initial research in Appendix 3.</li> </ul>	<ul style="list-style-type: none"> <li>Volunteer time for coordinating</li> <li>Possible funding for implementation</li> </ul>	

### 3. Help local businesses to thrive and add jobs

A vibrant local economy of shops and services is foundational to quality of life and tourism. If we want to maintain this vibrancy we need to support our local businesses, and ensure they have the support they need.

ACTION #	ACTION IDEA	DESCRIPTION AND RATIONALE	POPULARITY (★ - ★★★)	TIMING/ PRIORITY	WHO WILL LEAD?
3.1	<b>Bring together fishermen to discuss actions/options</b>	Fishing is still a big part of our local economy, and fishing-related actions are underrepresented in this plan. A group of fishermen met at the beginning of this project to discuss the current context and potential solution, however, very few actions related to fishing were suggested throughout the process. Those that were suggested have been integrated into the plan (marketing to attract fishing families, investigating ways to sell fish on the island, etc.).	★★★	Quickstart	?
3.2	<b>Develop or promote training programs for business owners, boards, etc. (potentially starting with board governance, and business start up training)</b>	Help local businesses access the training they need by linking them with organizations like Community Futures, North Island College, Small Business BC, etc. People have already expressed interest/need for courses in board governance, entrepreneurship, marketing, 'visitor friendliness' social media, enterprising non-profits	★★★	Quickstart	Champions Network
3.3	<b>Discuss possible improvements to opening hours (or alternative ways for people to buy food on Sundays and Mondays)</b>	93% of workshop participants thought this would positively impact economic development. This is the #1 issue that tourists bring up at the Resource Centre. Make it as convenient as possible for both residents and visitors to access shops/food while remaining viable. E.g. coordinate summer hours, staggering hours between businesses, hotel sells canned soup and has a microwave, etc.	★★	Quickstart	?
3.4	<b>Establish a kiosk or other place for fishermen, veggies growers, and craftspeople to sell their goods at the Marina</b>	The Lions have expressed interest in establishing a place for people to set up and sell to tourists or other boaters. This could be the beginnings of a farmers market. Feasibility and logistics need to be discussed more.	★★	Quickstart	Lions
3.5	<b>Promote buying local</b>	Set up a buy local campaign to keep local businesses strong. Understand what barriers people face to buying local (hours, price, selection, etc.).	★★★	Short term	?
3.6	<b>Co-op viability strategy and improved co-op member communications</b>	The Co-op is currently a major service/business on the island therefore a strategy is needed to maintain this major service in the community. Many community members feel uninformed and frustrated, and would like more information about the current status of the co-op. The co-op has identified that they could improve communications of bulk-buying opportunities and look into a weekly 'fresh box' program. Community comments on this issue are included in Appendix 3.	★★★	Short term	Co-op
3.7	<b>Entrepreneurship mentorship program</b>	Link new or potential business owners with more experienced entrepreneurs.	★★	Medium term	?

“A thriving business core provides jobs, a reason to visit here, a reason to move here, and a positive feeling in the community.”

- Participant



OTHER PARTNERS	NEXT STEPS	RESOURCES REQUIRED	CHALLENGES, RISKS
	<ul style="list-style-type: none"> <li>Convene a meeting of fishing professionals to review this plan and discuss other potential actions (such as community quotas, local processing and marketing, bringing fishing families to this community, etc.)</li> </ul>	Volunteer time	o
Resource centre, Community Future, others	<ul style="list-style-type: none"> <li>Community Futures to gauge interest for entrepreneurship training</li> <li>Gauge interest for other workshops</li> <li>Champions Network to evaluate if 'tourist friendly' training is necessary (see Appendix 3 for information).</li> <li>Discuss training opportunities with Gregory Batt of North Island College Ongoing evaluation of demand for potential training/courses</li> <li>Businesses and other groups to identify own training opportunities where possible, Champions Network to support</li> </ul>	Volunteer time	<ul style="list-style-type: none"> <li>Low uptake</li> <li>Participants do not have money for fees</li> </ul>
	<ul style="list-style-type: none"> <li>Local businesses to meet and discuss summer 2014 hours</li> <li>Business hours (changed or unchanged) should be communicated to Port McNeill visitor centre, the harbour and other venues.</li> </ul>	Staff time at local businesses for discussions	Businesses may not be able to afford more hours, or it may not make sense financially (mitigation: consider shifting hours rather than increasing them, consider summer hours)
Fishers, growers, craftspeople	<ul style="list-style-type: none"> <li>Lions and other interested parties should meet and discuss logistics, feasibility, and specifications</li> </ul>	Volunteer time	<p>There could potentially be regulations around food safety or sales</p> <p>Demand from boaters is unknown</p>
	<ul style="list-style-type: none"> <li>Research options for Buy Local</li> <li>Research underlying issues about the why people buy off-island, and attempt to address them</li> <li>Find funding if necessary (see Appendix 4)</li> <li>Implement strategy</li> </ul>	<ul style="list-style-type: none"> <li>Volunteer time</li> <li>Potentially funding for promotions</li> </ul>	Without changes to underlying issues about why people are not buying local, they may not change behavior
Co-op members	<ul style="list-style-type: none"> <li>Co-op to conduct strategic session (completed)</li> <li>Potential co-op member engagement to discuss current situation and future strategy</li> </ul>	<ul style="list-style-type: none"> <li>Co-op staff and board time</li> <li>Potentially Co-op member time</li> </ul>	Maintaining the status quo and not accepting that this is a major community concern.

## 4. Help for job seekers

Many people on island want to work but cannot find appropriate employment. In addition to the work that will be done to help local businesses to add jobs, it is also necessary to ensure that job seekers have the resources they need to find and keep good jobs.

ACTION #	ACTION IDEA	DESCRIPTION AND RATIONALE	POPULARITY (★ - ★★★)	TIMING/ PRIORITY	WHO WILL LEAD?
4.1	<b>Improve on-island access to North Island Employment's services</b>	NIEFS has been providing information and services to Malcolm Island residents since 1998, however, some residents are unaware of their services. In the short term, this action involves promotion of the services offered by North Island Employment (job board, resume and interview skills coaching, employment planning, etc.) Malcolm Island residents may not be aware of the services they offer. They can offer services by phone, or in person in Port McNeill and Port Hardy (and there are ferry passes available for those who cannot afford to attend in-person). In the longer run, if there was sufficient demand, they could provide services on Malcolm Island.	Unknown	Quickstart	North Island Employment Foundation Society
4.2	<b>Work with North Island College to improve Malcolm Island students' ability to learn valuable skills</b>	North Island College was started on Malcolm Island but no longer maintains a campus here. They are actively looking for ways to help rural learners (like those from Malcolm Island) to be able to attend or teach classes. This action would involve building relationships with the College and moving forward with actions to improve our ability to access their services.	Unknown	Short term	?



OTHER PARTNERS	NEXT STEPS	RESOURCES REQUIRED	CHALLENGES, RISKS
	<ul style="list-style-type: none"> <li>North Island Employment Foundation Society</li> <li>David Mitchell (Community Futures) 250 956 2220</li> </ul>	None	
	<ul style="list-style-type: none"> <li>Contact Gregory Batt of NIC (Greg.Batt@nic.bc.ca)</li> </ul>	Time	

**“All of the strategies are important and they are all part of the whole strategy to help the economic development of the island.”**

*- Participant*

## 5. Access and Connectivity

Getting people and information to and from Malcolm Island should be as easy as possible. Limited access impacts quality of life and will limit economic development. Any and all opportunities for improved access and connectivity should be identified, examined and pursued.

ACTION #	ACTION IDEA	DESCRIPTION AND RATIONALE	POPULARITY (★ - ★★★)	TIMING/ PRIORITY	WHO WILL LEAD?
5.1	<b>Improve communications infrastructure (cell and internet)</b>	Support efforts underway to get better high speed internet and cell coverage.	★★	Short term	Regional District
5.2	<b>Improve access to the village centre</b>	Investigate the possibility of a new float dock and better linking the marina to the town. Marina could have more information on the attractions on the island and signage to town.	★	Short term	?
5.3	<b>Continue pursuing early ferry</b>	Create alliances as needed to identify and remove barriers to an early ferry, create proposals and lobby in support of a solution. See Appendix 3 for more information on this action. A local group, the Early Ferry Action Group, has been working on this issue for several years, and have secured the support of a number of organizations (Community Futures of Mount Waddington, North Island College, VIHA, etc.). Additionally, BC Ferries now supports the concept and is looking for proposals that may be suitable.	★★★	Short term (+ ongoing)	Early Ferry Action Committee (EFAG)
5.4	<b>Improve air access</b>	Investigate feasibility of airstrip, helipad, or more float planes. The ball field can already function as a heli-landing pad for emergencies.	★★	Long term	?

**“It’s the only answer that means bringing new dollars here and if there’s new dollars then there will become new businesses and services needed.”**

*- Participant*



OTHER PARTNERS	NEXT STEPS	RESOURCES REQUIRED	CHALLENGES, RISKS
	<ul style="list-style-type: none"> <li>Regional District to continue pursuing improved internet coverage</li> <li>Regional District should provide regular updates to Malcolm Island on progress</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing delays</li> <li>Service could be costly</li> </ul>
<ul style="list-style-type: none"> <li>Lions could potentially assist with signage at the harbour</li> </ul>	<ul style="list-style-type: none"> <li>Research options for float at town centre (see Appendix 3 for initial research)</li> <li>Evaluate existing linkages between harbour and town and see how these could be improved (signage, etc.)</li> <li>Find funding and implement actions</li> </ul>	<ul style="list-style-type: none"> <li>Volunteer time</li> <li>Potentially funding for specific actions</li> </ul>	<ul style="list-style-type: none"> <li>Wharf may prove too costly</li> </ul>
	<ul style="list-style-type: none"> <li>EFAG and others to investigate options and put forward proposals</li> <li>EFAG and Champions Network to work together to coordinate strong and effective lobbying</li> <li>Contact BC Ferries to understand new ferry size and take this into consideration in future proposals</li> </ul>	<ul style="list-style-type: none"> <li>Volunteer time</li> </ul>	<ul style="list-style-type: none"> <li>Has been underway for 7 years: could be a 'long game'</li> <li>Community members have expressed interest in alternatives. EFAG has already reviewed several options - Community members can discuss options with them.</li> <li>Requires action by external body</li> </ul>
	<ul style="list-style-type: none"> <li>See Appendix 3 for initial research</li> <li>Reach out to places that have taken this step (including Namgis) to understand the benefits/drawbacks that they see</li> <li>Conduct site suitability study, feasibility study, funding applications etc.</li> </ul>	<ul style="list-style-type: none"> <li>Financial resources to contract feasibility studies</li> <li>Land, money for implementation and maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Difficulty of obtaining suitable land</li> <li>No available funding</li> </ul>

**“As a Realtor the biggest hurdle to people potentially moving here is the ferry costs.”**

*- Participant*

## 6. Place-Making and Visitor Experience

When people visit a place they take away an impression that they share with their friends and neighbors. Making that impression as positive as possible can get big returns. Residents benefit from having increased visitors, and directly from an enhanced sense of place.

ACTION #	ACTION IDEA	DESCRIPTION AND RATIONALE	POPULARITY (★ - ★★★)	TIMING/ PRIORITY	WHO WILL LEAD?
6.1	Art around town	Community art should be placed in prominent locations.	★★	Quickstart	Artists group if one forms
6.2	Heritage in and around town (starting with the Sturgeon 1)	The island's heritage should be showcased in prominent locations with strategies to maintain and highlight uniqueness e.g. boat sheds, fish boats (Sturgeon 1), etc.	★★	Short term	?
6.3	Improving public spaces	Undertake small projects to make downtown more welcoming (benches, tables, bike shelters etc.).	★	Short term	<ul style="list-style-type: none"> <li>• Lions (already doing this)</li> <li>• Others?</li> </ul>
6.4	Bere Point upgrades for whale-viewing tourism	Improved signage at the Bere Point parking lot to alert visitors to whale-viewing protocol. The issue of the boat ramp should also be discussed.	★	Medium term	Troy Bright (Friends of the Wild Side)
6.5	Improved way-finding signage	Signage that lets visitors know about the island's attractions and how to reach them (museum, Bere Point, etc.)	★	Medium term	?
6.6	Trail upgrading	Trail upgrades at Bere Point, Mateo and Kleva Bay for improved visitor access and overall tourism experience.	★	Medium term	REC already working on this with BC Parks

**“If we are quaint and attractive to visitors - they will tell others. Right now, we aren't very attractive. Old cars and garbage abound.”**

- Participant



OTHER PARTNERS	NEXT STEPS	RESOURCES REQUIRED	CHALLENGES, RISKS
Potentially Lions for funding	<ul style="list-style-type: none"> <li>Identify local artists who are interested in placing their art in prominent outdoor locations (ideally by donation)</li> <li>Identify a method for identifying the artist and how to reach them (small placards, for example)</li> </ul>	<ul style="list-style-type: none"> <li>Art by local artists</li> <li>Volunteer time</li> </ul>	None
Potentially Lions for funding	<ul style="list-style-type: none"> <li>Determine a location for the Sturgeon 1</li> <li>Conduct an evaluation of the prominence of other heritage information around town</li> <li>Improve signage and promotion of the museum</li> </ul>		
Potentially Lions for funding of other projects	<ul style="list-style-type: none"> <li>Continue to monitor how public spaces could be improved (i.e. more gathering spaces, places for people to sit, etc.).</li> </ul>		
<ul style="list-style-type: none"> <li>Potentially Lions for funding</li> <li>Potentially Regional District for funding</li> </ul>	<ul style="list-style-type: none"> <li>Friends of the Wild Side and Regional District should meet to discuss common interests and concerns</li> <li>Eventually, groups should work together to identify signage needs (fixed signs, brochures, etc.) and other upgrades or management changes</li> </ul>	<ul style="list-style-type: none"> <li>Funding for upgrades</li> <li>Volunteer time</li> </ul>	Lack of consensus on what is needed or wanted at Bere Point in terms of tourism volume, access, etc.
Potentially Lions for funding	<ul style="list-style-type: none"> <li>Review list of tourist enquiries from the resource centre and use these to guide signage (2012 list in Appendix 2).</li> <li>Find funding (see Appendix 4)</li> </ul>		

**“I believe we need a year of pride building, unifying ourselves, and making our village attractive.”**

*- Participant*

## 7. Core Services

Services like health care, banking, schools, Co-op and the post-office are critical to quality of life for residents, as well for attracting newcomers and visitors. Expanded health care for example, would allow more islanders to age in place. The economic development strategy should include close connections with core service providers to understand their needs and concerns, and to help them expand services if possible.

ACTION #	ACTION IDEA	DESCRIPTION AND RATIONALE	POPULARITY (★ - ★★★)	TIMING/ PRIORITY	WHO WILL LEAD?
7.1	<b>Continue working to expand on-island health care (including care for seniors)</b>	Prepare for changing demands (i.e. seniors care), and include an assisted living or extended care facility. Ensure families feel that they have adequate emergency access to health care (could be a barriers to families living on the island)	★★★	Short term (+ ongoing)	Existing health care advocates
7.2	<b>Retain and expand existing services such as the Co-op, health care services, bank services, library, etc. (and lobby for those that may be leaving (credit union))</b>	Encourage locals to start needed 'core' service businesses (restaurant, daycare, mechanic, lawyer), and advertise for newcomers to do the same.	★★	Short term (+ ongoing)	?
7.3	<b>Retain and expand existing services such as the Co-op, health care services, bank services, library, etc.</b>	Encourage locals to start needed 'core' service businesses (i.e. those that we need but don't have, or where the owner will be retiring soon): restaurant, daycare, auto mechanic, marine mechanic, lawyer. Consider how to advertise these vacancies off-island.	★★	Medium term (+ ongoing)	?



OTHER PARTNERS	NEXT STEPS	RESOURCES REQUIRED	CHALLENGES, RISKS
Government health agencies	<ul style="list-style-type: none"> <li>Continue discussions about long term care facilities</li> <li>Continue discussions about the Wheels to Wellness schedule changes</li> <li>Confirm that the new health nurse is meeting the needs of community members; if not, continue discussions with VIHA to ensure that additional required services can be met</li> </ul>	<ul style="list-style-type: none"> <li>Volunteer time</li> <li>Funding for implementation</li> </ul>	Lack of funding or support for rural health services
	<ul style="list-style-type: none"> <li>Set up meetings with core service providers</li> <li>Discuss their current operations, if services are in danger, and if they could be expanded</li> </ul>	<ul style="list-style-type: none"> <li>Volunteer time</li> </ul>	Further retraction of rural services (Post office, etc.)
Core service providers			

**“If we have no local business, ie store, we would have no choice but to leave.”**

*- Participant*

## 8. Create Local Business Network(s)

We are stronger together. Independent groups and businesses can benefit from collaboration in certain areas.

ACTION #	ACTION IDEA	DESCRIPTION AND RATIONALE	POPULARITY (★ - ★★★)	TIMING/ PRIORITY	WHO WILL LEAD?
8.1	<b>Encourage the creation or growth of local business groups in specific industries (hospitality, arts, healing, etc.)</b>	Industry groups can discuss common problems and solutions, potential collaborations and marketing. Learning and sharing. The recently created Malcolm Island Arts Society (started by Carmen Burrows) could act as a catalyst for the arts group.	★★	Quickstart	Champion for each group (potentially the Malcolm Island Arts Society for Arts, other groups not yet identified)
8.2	<b>Chamber of Commerce</b>	Local businesses could create a group to work together to achieve common goals, conduct promotions and problem solve.	★	Short term	Champion (NOT YET IDENTIFIED)
8.3	<b>Cross-promotion of local products and services</b>	Businesses should work together to sell/promote each other's products and services.	★★	Medium term	?



OTHER PARTNERS	NEXT STEPS	RESOURCES REQUIRED	CHALLENGES, RISKS
People that expressed interest in specific groups:  Arts: Robin Smith, Sheila Roote, Carmen Burrows  Hospitality: Robin and Ray Smith	<ul style="list-style-type: none"> <li>Champions must self-identify</li> <li>Champions can gauge interest of other businesses</li> <li>Set up networking group with realistic time commitments and goals and a Terms of Reference (see Appendix 1 Planning Tools for a worksheet to create a Terms of Reference)</li> </ul>	Volunteer time	Lack of interest in a formal group (potential mitigation: individuals that are interested can start a smaller informal group and build over time)
David Mitchell, President, Port McNeill Chamber of Commerce	<ul style="list-style-type: none"> <li>Champions(s) must self-identify</li> <li>Champion can gauge interest of other businesses</li> <li>Discuss Terms of the group (including potential membership dues for promotions and other activities). The group can use the sample Term of Reference in Appendix 1.</li> </ul>	Volunteer time	Lack of interest in a formal group (potential mitigation: individuals that are interested can start a smaller informal group and build over time)

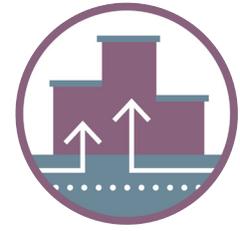
**“A champions network - seems like a more approachable group if one is coming to Malcolm Island and does not already know who to go to for what they may need or want to know. They could also act as a general clearing house so that there are not redundant efforts being made.”**

*- Participant*

## 9. Local Infrastructure

Economic and community activities depend on the reliability of infrastructure. We can take proactive steps to improve the infrastructure that we have local control over.

ACTION #	ACTION IDEA	DESCRIPTION AND RATIONALE	POPULARITY (★ - ★★★)	TIMING/ PRIORITY	WHO WILL LEAD?
9.1	<b>Water upgrades as needed</b>	Upgrade water lines to assure fire protection and to accommodate increases in demand.	★	Medium term	Water board
9.2	<b>Research and implement alternative energy</b>	Investigate small scale alternative energy generation (for home/business use), and share knowledge and experience.	★★★	Medium term	Homeowners and business owners



OTHER PARTNERS	NEXT STEPS	RESOURCES REQUIRED	CHALLENGES, RISKS
Lions have experience with solar panels they could share			

**“When people want to buy a house, it’s because they came here as tourists. They came for a few days and fell in love.”**

*- Participant*

## 10. Food Security (i.e. food self-sufficiency or food stability)

A new group has been formed to look into improved food self-sufficiency on Malcolm Island. Many people on Malcolm Island grow their own food, hunt, fish or gather. This could be expanded and supported. Food self-reliance can improve our household economics (by purchasing less food), improve quality of life, and contribute to climate change mitigation.

ACTION #	ACTION IDEA	DESCRIPTION AND RATIONALE	POPULARITY (★ - ★★★)	TIMING/ PRIORITY	WHO WILL LEAD?
10.1	<b>Workshops on food self-sufficiency</b>	Hold workshops on hunting, gathering, fishing, etc.	★	Quickstart (+ ongoing)	Food security committee
10.2	<b>Investigate ways for local growers/ hunters/egg raisers to sell their food</b>	Research models for selling foods locally, including Community Support Agriculture (CSA), farmers markets, selling to local businesses, etc..	★★★	Short term	Food security committee
10.3	<b>Investigate how to use existing greenhouses</b>	Look into the existing greenhouses and how they could be used (if at all)	★★	Short term	Food security committee
10.4	<b>Improve access to ocean resources</b>	Ensure that residents have access to fishing for personal consumption and to sell to other islanders. Commercial fishermen should be able to easily sell some of their catch on the island. One option could be a community support fish and seafood program (like a CSA)	★★	Medium term	Food security committee
10.5	<b>Establish a community kitchen</b>	Establish a community kitchen program for small scale commercial processing	★	Medium term	Food security committee
10.6	<b>Create, review and/or update land inventory</b>	There may already be a land inventory of existing land that could be used for agriculture. This action would be to obtain this study, and determine if it needs updating or can be used immediately.	★	Medium term	Food security committee



OTHER PARTNERS	NEXT STEPS	RESOURCES REQUIRED	CHALLENGES, RISKS
	<ul style="list-style-type: none"> <li>• Research which course has the most community interest and what people would be willing to pay</li> <li>• Put on courses, evaluate success</li> </ul>	<ul style="list-style-type: none"> <li>• Volunteer time</li> <li>• Potentially funding for courses</li> </ul>	
	<ul style="list-style-type: none"> <li>• Conduct research</li> <li>• Understand the legalities around selling food</li> <li>• Communicate this research to potentially food growers</li> </ul>	Volunteer time	
	<ul style="list-style-type: none"> <li>• Meet with owners of greenhouses (Maria Lansdowne) and discuss options for re-opening the greenhouse (leasing etc.)</li> <li>• Determine who/how would operate the greenhouse</li> </ul>	Volunteer time	

**“Eggs! Somebody please do eggs!”**

*- Participant*

## 11. Establish Partnerships Off-Island

Malcolm Island's economic development is intricately connected to surrounding communities and to efforts of outside groups. Establishing partnerships can be a big help in putting plans into action.

ACTION #	ACTION IDEA	DESCRIPTION AND RATIONALE	POPULARITY (★ - ★★★)	TIMING/ PRIORITY	WHO WILL LEAD?
11.1	<b>Coordinate economic development with neighbouring communities, starting with tourism and through the coordination of harbour authorities</b>	Namgis, Alert Bay, and other local communities are developing tourism strategies. Work together to promote tri-island tourism opportunities (hiking, biking, museums etc.). Promote the fact that it is free to go between Malcolm and Cormorant Island, and that people with good mobility can leave their car in Port McNeill.	★★★	Quickstart (+ ongoing)	<ul style="list-style-type: none"> <li>Lions for harbour relations</li> <li>Need to identify other individuals/ groups</li> </ul>
11.2	<b>Maintain regular contact with local tourism agencies</b>	Maintain regular contact with the Port McNeill Visitor Centre and North Island Tourism (and other organizations identified over time) to discuss events, opportunities, etc.	★	Short term (+ ongoing)	Hospitality industry group?
11.3	<b>Consider a region-wide economic strategy</b>	Work with the Regional District and other communities to ensure that economic development plans support each other. Look for opportunities for collaboration and regional planning.	★★	Long term	?



OTHER PARTNERS	NEXT STEPS	RESOURCES REQUIRED	CHALLENGES, RISKS
Resource Centre?	<ul style="list-style-type: none"> <li>Lions to direct harbour staff to work more with Port McNeill harbour staff</li> <li>Harbour committee to meet and discuss how to improve coordination between harbours (each should direct boaters and tourists to the other harbours)</li> <li>Reach out to 'Namgis, Alert Bay and other communities to discuss opportunities</li> </ul>	Volunteer time	
	<ul style="list-style-type: none"> <li>Create a schedule for regular update calls or a process for alerting agencies to events/activities on Malcolm Island</li> </ul>	Volunteer time	

**“We need to open up new business opportunities by communicating with existing off island businesses”**

*- Participant*

## 12. Advocate for External Change and Support

Outside organizations and authorities often have a significant impact on shaping Malcolm Island's development. These entities need to be made aware of the island's concerns, and at times pressured to take those concerns into account.

ACTION #	ACTION IDEA	DESCRIPTION AND RATIONALE	POPULARITY (★ - ★★★)	TIMING/ PRIORITY	WHO WILL LEAD?
12.1	<b>Lobby the Department of Fisheries and Oceans</b>	Make the Department of Fisheries and Oceans aware of local concerns and commercial fishing potential.	★★	Short term (+ ongoing)	?
12.2	<b>Lobby BC Ferries (re: ferry prices, early ferry options and other issues)</b>	Lobby BC Ferries to keep prices as low as possible (in conjunction with other BC communities) and to build support for an early ferry.	★★	Long term (+ ongoing)	<ul style="list-style-type: none"> <li>• Early Ferry Action Group</li> <li>• Others?</li> </ul>
12.3	<b>Lobby for improved Infrastructure</b>	Communicate infrastructure issues to BC Hydro, Ministry of Transportation (roads) and other appropriate agencies.	★	Long term (+ ongoing)	?
12.4	<b>Lobby for lumber/forestry practice changes</b>	Advocate against log exporting policies of lumber companies that are hurting local mills.	★	Long term (+ ongoing)	?



OTHER PARTNERS	NEXT STEPS	RESOURCES REQUIRED	CHALLENGES, RISKS
Living Oceans for research	Bring together fishermen and other interested groups to understand concerns and determine next steps	Volunteer time	Lack of time or momentum for lobbying

**“We would be a very small voice. Unless we partner with other island communities with the same issues as us I think it is a waste of time.”**

*- Participant*



# Implementation

Many economic development strategies are run by the local government. Because we don't have a traditional 'local government' (though we do have a local representative), we need to get creative when it comes to implementing our actions and strategies.

Many ideas were put forward during the course of this project, and it appears that there are three groups of actors that we will need in order to implement these projects. These three groups are not mutually exclusive, as one individual or group could play a role in all three levels

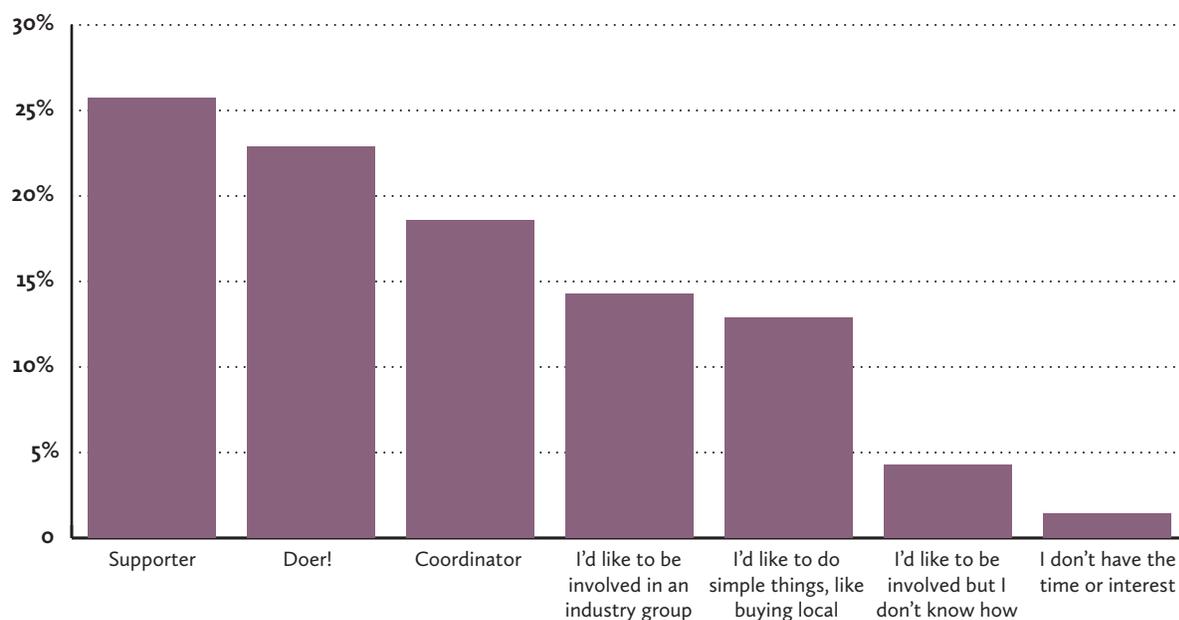
1. **Doers:** Groups and individuals to carry out specific actions. Some actions already have groups/ individuals associated with them, but many do not.
2. **Supporters:** Groups and individuals to SUPPORT implementation (financially, or through technical (i.e. skills) assistance. One idea that was put forward was to reach out to part time or new residents (or all residents!) to understand what skills they bring and how they could support economic development. A few of the many groups that could help are listed below, and, and a longer list of funding sources is listed in Appendix 4: Financial and Technical Support.
3. **Coordinators:** A group to oversee all economic development actions. This group would coordinate and provide monitoring of the plan. They could also maintain the list of actions and solicit individuals/groups to carry out specific tasks.

The most popular suggestion for the 'form' of this group so far is a kind of 'Champions Network' or Alliance, consisting of representatives from existing groups, and others that are interested in economic development. This group could be a committee, an NGO or other structure. Another popular idea is a Chamber of Commerce. Both of these would require one or more people to step up and organize the group. Several other ideas were discussed and discarded, including a co-op structure, and Business Improvement Area (which would require a local tax).

Quite a few people also suggested that the island already has all the leadership and governance that it needs, and that this plan should be led by the Regional District Representative, or the Resource Centre, or Lions.

Of the participants that attended the April 13th 2014 meeting, it appears that there are a large number of 'supporters' but a need for more 'doers'.

**Question from April 13th 2014 event: What role could you play? (pick as many as you need)**



## SUPPORTERS AND PARTNERS

Various groups from on and off-island that could be involved in implementation were invited to the April 13th 2014 community event and asked to prepare a short presentation about the support they could provide for Malcolm Island and/or how their projects and activities tie in with economic development on Malcolm Island. The groups that presented are listed below with brief highlights of their presentation. Individuals and groups involved in economic development on Malcolm Island are encouraged to reach out to these groups for support.

### Community futures

- Community futures provides funding and technical services for local businesses to start or grow (alternative to the bank)
- CF can offer a number of training programs, as well as strategic planning, business planning, board governance planning, and other courses (in person and via webinar).
- Business start up such as getting started, planning, finances and making it happen.

- David Mitchell is president of the Port McNeill Chamber of Commerce (CoC) and can organize a group from the CoC to come meet with Malcolm Islanders who are interested in setting up their own CoC.

### *Vancouver Island North Tourism*

- Vancouver Island North Tourism has a number of programs and services that would be of interest to hospitality businesses on Malcolm Island. These include free online listings, events calendar, networking events, and participation on their advisory committee.

### *North Island College*

- NIC is actively looking to increase their presence in rural areas like Malcolm Island within the constraints of the ferry service, as they want to increase enrollment to avoid losing this service. There are a number of ways this could happen, including satellite learning, residents teaching courses on-island, and 'destination learning' where people would come to the region to learn specific locally relevant skills. They would like to have further discussions about possibilities (note: this will be added as an action item to the strategy) such as school transition, community development succession planning, destination learning, campaigning, wild crafters, etc.

### *North Island Employment Foundation Society*

- NIEFS offers job skills training in Port Hardy and Port McNeill (as well as remotely by phone). They offer a number of services including coaching, resumes help, job board, interview skills, self-employment, etc. They have been advertising these services to Malcolm Island since 1998, thought some people may still be unaware of them.

### *Malcolm Island Lions*

- The Malcolm Island Lions are already undertaking a number of economic development projects, including a kiosk at the harbour for entrepreneurs to sell their goods, moving into a new harbourmaster building, working with the Regional district on trails and signage, and working on an assisted living housing project over the next 2-3 years and other projects. They support economic development on the island and will be a key part of moving the community towards its vision.

### *Resource Centre*

- The Resource Centre plays a central role in local economic development, as they are the de facto tourism info centre (as well as the link for residents to job and skills training, computer access, etc.). Stephanie Rockman explained how there have been changes in the board and they are actively looking to understand how they can improve their services and role on the island and want to hear from people on their suggestions

### *REC*

- REC contributes to local economic development in a number of ways, and is able to provide support for groups that need a non-profit partner to apply for grants. They have done this for many groups already and are familiar with the process. Partnering on the place-making project regarding signs and trails.

### Early Ferry Action Group

- “Early ferry is to economic development like food is to hunger”

### Regional District

- The regional district is a source of coordination and funding (funding for projects, not for private businesses). Currently working with REC and Lions regarding the place-making project with an application to ICET for signage and trails. Partnerships are key and the community strategic plan will form a foundation from which to gain access to future funding.

### POTENTIAL ISSUES:

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At the April 13th 2014 event, participants were asked to envision what could go wrong with implementing this plan, and ways that these issues could be prevented.

The main two issues that came up were:

- Inability to work together (‘infighting’, ‘us vs. them’, etc.)
- Lack of leadership and volunteers to help out (volunteer ‘burnout’)

These are both very valid issues that need to be addressed. Suggestions that were put forward at the event to overcome these challenges are shown below.

- *Just do it. Stay positive and open-minded. Believe in what you have to offer!*
- *Knowing we are stronger together.*
- *Form a champions network and work together.*
- *Actively recruit people with specific requests (roles, responsibilities, timelines). This will seem more manageable to them than a general request to volunteer.*
- *‘Loud and Proud’ about accomplishments.*
- *Regular new recruits with diversity.*
- *Step up! Overall coordination needed, champions needed.*
- *Build up community spirit. Start in small ways so people feel some success and ‘may’ jump in.*
- *Do it!*
- *Good leadership.*
- *Let people know where to go if they have ideas or need support.*
- *Work together and move this plan forward.*

## WHAT IS NEXT?

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The Malcolm Island Grassroots Development Forum (MIGDF) has volunteered to take the lead in creating the ‘coordinators’ group. That is not to say that the MIGDF will become the group that oversees this project, but they will help set up the group that eventually takes the lead. Drawing on individuals that expressed interest during the course of this planning project, the MIGDF will convene a meeting to discuss options and seek support.

Individuals or groups that volunteered to take on specific actions should also begin moving them forward.

The Regional District economic development representative (250-956-3301) can direct people to the coordinating group once it is established.

### SO YOU WANT TO GET INVOLVED?

*We need everyone to step up and help out. There are lots of ways to get involved:*

*Sign up to take on a specific action:*

- 1. Review the list of actions in this report, find one you like, and let someone from the ‘Champions Network’ know that you want to take it on.*
- 2. Check out the Appendices to this report to find additional information about some actions, and information about potential funding or technical resources (i.e. help!)*

*Sign up to participate in an industry networking group. We are better together. By meeting with others in your industry, you can pool resources for promotions, discuss common issues and look at ways to cross promote or partner – everyone can win.*

*Sign up to be a part of the Champions Network. This is the group that will coordinate economic development.*

*Help out however you can:*

- Shop local (and if you don’t shop local because of price or other factors, tell local shopkeepers this – they need your feedback!)*
- Market your business off-island*
- Sign up to take a course*
- Pick up trash, beautify the town*
- Or many other small actions that can collectively*

### IT TAKES A VILLAGE...

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Economic development is, to a degree, everyone's responsibility. Change won't happen by one big project, but rather by everyone making small changes. As part of this project, we asked people how THEY could contribute to economic development on the island. There were dozens of personal 'commitments', a few of which are shown below.

- *"I can buy local"*
- *"Open our artists studio to visits during visitor season and busy weekends and Winterfest"*
- *"Work with museum for heritage signage"*
- *"Start a business and organize events that will bring visitors to Malcolm Island."*
- *"Participate in group discussions (industry, general public)"*
- *"Network with the arts community to make it more visible to off-islanders."*
- *"If I knew where to go with an idea that I was interested in implementing (like repainting the mural below 9th Ave) it would seem much more feasible to me to initiate this idea. " (Note: check out Appendix 3 on technical and funding support)*
- *"Until the community can work together pull together and get over all the petty politics...Nothing!!"*
- *"Take a workshop on marketing my business online"*
- *"To continue to support the arts on Malcolm Island thru festival expansion by forming the Malcolm Island Arts Society as an entity to apply for grants to help achieve this."*
- *"Collaborate with others to beautify the town (I'm already doing this)"*
- *"I am interested in being involved in community building events like farmers markets."*

**“ We need to think of economic development like a ship. While we can all be down below deck rowing and moving us forward, every now and then we need to go up to the crow’s nest and see where we are going, and make a plan for how to get there.”**

***- Malcolm Island Resident***



# 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 our strategy. Having proof of project successes will also be useful when applying for funds, to prove that the group is capable of carrying out projects successfully.

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

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

We will have to monitor and evaluate two things, each of which is described in more detail below.

- 1 **Our process:** Are our **actions** actually **being implemented**, or do we need to make any changes?
- 2 **The outcomes:** Are our **actions** **having the desired effect and outcome**, 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 1: Planning Tools.

**“Let’s all support each other and share our knowledge.”**

*- Participant*

## 1 MONITORING THE PROCESS

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**What?** Monitoring whether or not the actions are being carried out as planned (i.e. are groups and individuals doing what they agreed to do? Why or why not?)

**Who is responsible?** The **coordinating** group will be responsible for monitoring the process. Of course, individuals and groups that are implementing actions should be responsible for doing what agreed to do.

**When?** M&E of the overall process should take place quarterly (every 3 months).

**How?** The coordinating group should use the process monitoring and evaluation tool included in Appendix 1: Planning Tools.

## 2 MONITORING THE OUTCOMES

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**What?** Outcome monitoring helps us make sure our actions are **having the desired effect on our objectives** (objectives are shown on page 17 and include things like increasing the number and diversity of residents). 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 coordinating group will be responsible for monitoring the project outcomes. As a first step, the group should discuss the indicators that could be used for each objective. A list of potential indicators is shown below, though it is unknown if these are available or relevant

**When?** Outcome monitoring should take place yearly.

**How?** To measure our progress, we have developed simple indicators (shown below) for each of our six community objectives. These can be tracked by the coordinating group using the outcome-monitoring tool included in Appendix 1: Planning Tools. Over time, as the actions are implemented, the indicators will help to show if the actions are making the positive impacts we had expected.

### Indicators for measuring outcomes

(Please note that these are merely examples and should be developed further by the coordinating group):

OBJECTIVE	POTENTIAL INDICATORS	POTENTIAL SOURCE
Retain and expand local businesses	# of businesses licences	Regional District?
	Employment figures	Regional District?
	Sector diversity (could create a checklist for a rough estimate)	Collective knowledge of planning team
Promote/develop partnerships and networks on and off island	# of partnerships (could develop a checklist)	Collective knowledge of planning team
Increase the number and diversity of residents	# of residents	Census, other counts?
	# of children in the school	School
Attract new business and investment	# of new business licenses on Malcolm Island	Regional District?
Increase food security	?	
Protect our environment and culture	# of whale rubbing encounters at Bere Point (?)	Friends of the Wild Side
Other relevant indicators	BC Ferries ridership data	BC Ferries
	Tourism numbers from resource centre	Resource Centre
	Survey of tourists?	?

### EVALUATION:

Evaluation involves reviewing the results from monitoring and determining if any changes need to be made. The purpose of evaluation will be to identify:

- Organizational issues or challenges to implementing the actions.
- What actions need to be **refined or changed**?
- Do we need to **add new actions** or **remove some** that aren't working?
- Do the timelines **need to be changed or expanded** (e.g., moving a Medium-term Action up to a Short-term Action)?
- Do resources need to be reallocated in order to help achieve actions (i.e. do we need to apply for funding in order to complete the action?)?

Evaluation of our economic development plan will take place in three time frames:

1. **Ongoing:** The monitoring tools mentioned above (see Appendix 1: Planning Tools) include space for evaluation notes. Using these tools, evaluation will take place on an ongoing basis (every three months) and changes can be made at this time.
2. **Yearly:** All parties interested in economic development ('Champions Network', chamber of commerce, etc.) should meet yearly to discuss the overall plan progress and results. A Tool for conducting this yearly review is included in Appendix 1: Planning Tools.
3. **Every 5 years:** The entire economic development plan should be re-evaluated every five years. This process should include community engagement to ensure that the vision, objectives and actions still meet community needs.

### COMMUNICATING OUR PROGRESS

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The results from Monitoring and Evaluation (successes AND challenges) should be communicated to the community on a regular basis. In addition to maintaining momentum for the project, this will also be an opportunity to solicit community members and groups to get involved with implementation.

Communications activities that should take place include:

- Economic development updates at regular intervals (e.g. 6 months) should be made through a variety of channels, potentially including: Sointula Ripple, Facebook, website, newsletter list.

**“Be ‘Loud and Proud’ about accomplishments.”**

*- Participant*

**“The community as a whole needs to see quick and early wins!”**

*- Participant*



# Appendices

## Appendix 1: Planning Tools

This section provides planning tools that should be used by groups/individuals in order to assist with implementing the economic development strategy. 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: Terms of Reference Template
- Tool 3: Checklist for Event Organizers
- Tool 4: “Process” Monitoring and Evaluation Tool
- Tool 5: “Outcome” Monitoring and Evaluation Tool
- Tool 6: Annual Review Worksheet

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

Medium and long-term projects will take place after foundational, quickstart and short-term projects are completed (or underway). The following worksheet provides a starting point for planning the implementation process for these projects. Groups can use this tool to discuss some of the key success factors for each project.

KEY QUESTIONS	NOTES
<b>Action name</b>	
<b>Who should lead the effort and why?</b>  <b>How much time will they be expected to put into it?</b>	
<b>Who else needs to be involved in getting the process going?</b> <ul style="list-style-type: none"> <li>• Who are key community figures that can help drive the process?</li> <li>• Can community groups like the Lion's help with funding?</li> <li>• What about other communities?</li> <li>• Are there community resources that could be tapped (e.g., schools, community groups)?</li> </ul>	
<b>What resources will be needed – staff time/effort/skills, administrative resources, money?</b>	
<b>What are the risks, and how will you prepare for them (and overcome them if necessary)?</b>	
<b>What is the timeframe?</b>	

KEY QUESTIONS	NOTES
<p><b>Are there any preconditions to starting this task?</b></p>	
<p><b>How will this action contribute to the community's goals?</b></p> <ul style="list-style-type: none"><li>• Will it help meet any of the objectives?</li><li>• What indicators might it impact?</li></ul>	
<p><b>What tasks must be accomplished in the first THREE months?</b></p>	

## TOOL 2: SAMPLE TERMS OF REFERENCE (TOR) FOR AN INDUSTRY NETWORKING GROUP OR CHAMBER OF COMMERCE

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*Purpose:*

This tool can be used to develop the 'ground rules' for a group. A TOR ensures that everyone is on the same page in terms of time commitment, responsibilities, and roles, and can help avoid problems later on.

*Suggested time required:*

1 hour

*Procedure:*

- Use the following template as a guide for discussion with the group. You may wish to add or remove questions.
  - Once the TOR has been created, each member should sign a copy.
- 

1. ***What is the purpose of this group?***
2. ***What are the roles and responsibilities of participants?***
3. ***What resources (if any) are needed for this group, and how will they be provided?***
4. ***Is there a membership fee? Is it mandatory or voluntary?***
5. ***What are the decision-making methods (e.g. majority vote, consensus) if decisions will be made?***
6. ***What is the dispute resolution process?***
7. ***Is this an ongoing group, or a time-limited committee based on achieving certain goals?***
8. ***What is the protocol for letting new members into, and out of, the group?***
9. ***What are the basic tasks of scheduling meetings (i.e. writing agendas, organizing members, taking notes, sending out notes) and who will do this?***

***Signature:*** .....

***Date:*** .....

### TOOL 3: CHECKLIST FOR EVENT ORGANIZERS

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This tool could be used by event organizers to help ensure that their events are visible and visitor friendly. Events are a gateway to tourism and residency, so the more people attend and the better their experiences, the better.

- Have you advertised the event?***
  - Through the Resource Centre (by emailing them to include in their calendar email, Facebook page, etc.)*
  - Through the North Island Gazette online calendar? (free to list)*
  - Through North Island Tourism's event page? (free to list)*
  - Through Hello BC Events listing? (free to list)*
  - By calling the Port McNeill visitor centre?*
  
- Is there adequate signage for people coming off the ferry or from the harbour?***
  
- Is it clear where to purchase food? (i.e., signage)***
  
- Is it clear where to purchase other goods/services (i.e. signage)***
  
- If appropriate, are there opportunities for local commercial activities? A village market area where artists and others can set up tables and advertise/sell their goods?***

### TOOL 4: “PROCESS” MONITORING AND EVALUATION TOOL

This tool should be used quarterly (every three months) by the ‘Champions Network’ or other lead group to monitor and evaluate implementation progress.

ACTION #	ACTION IDEA	TIMING/PRIORITY	WHO WILL LEAD?	PROGRESS (%)	BRIEF PROGRESS UPDATE AND COMMENTS
1.1	Determine which group will have overall oversight (i.e. a lead agency such as a Champions network)	Foundational (Immediate)	Malcolm Island Grassroots Development Forum		
1.2	Determine groups or individuals that want to take on specific actions	Foundational (Immediate)	Champions Network		
1.3	Look into funding options for economic development support worker	Foundational (Immediate)	Champions Network		
2.1	Increase visibility and coordination of events	Quickstart	Event organizers (Lions have identified this as something they will work on)		
2.2	Encourage local businesses to get involved with Vancouver Island North Tourism	Quickstart	Champions Network and Vancouver Island North (Joli White)		
2.3	Malcolm Island Representative on Vancouver North Island Tourism Advisory Committee	Quickstart	?		
2.4	Sointula Ripple Articles in the North Island Gazette and elsewhere	Quickstart	?		
3.1	Bring together fishermen to discuss actions/options	Quickstart	?		
3.2	Develop or promote training programs for business owners, boards, etc. (potentially starting with board governance, and business start up training)	Quickstart	Champions Network		
3.3	Discuss possible improvements to opening hours (or alternative ways for people to buy food on Sundays and Mondays)	Quickstart	?		
3.4	Establish a kiosk or other place for fishermen, veggies growers, and craftspeople to sell their goods at the Marina	Quickstart	Lions		

ACTION #	ACTION IDEA	TIMING/PRIORITY	WHO WILL LEAD?	PROGRESS (%)	BRIEF PROGRESS UPDATE AND COMMENTS
4.1	Improve on-island access to North Island Employment's services	Quickstart	North Island Employment Foundation Society David Mitchell (Community Futures) 250 956 2220		
6.1	Art around town	Quickstart	Artists group if one forms		
8.1	Encourage the creation or growth of local business groups in specific industries (hospitality, arts, healing, etc.)	Quickstart	Champion for each group (potentially the Malcolm Island Arts Society for Arts, other groups not yet identified)		
10.1	Workshops on food self-sufficiency	Quickstart (+ ongoing)	Food security committee		
11.1	Coordinate economic development with neighbouring communities, starting with tourism and through the coordination of harbour authorities	Quickstart (+ ongoing)	<ul style="list-style-type: none"> <li>Lions for harbour relations</li> <li>Need to identify other individuals/groups</li> </ul>		
2.5	Changes to Sointula promotional materials and wider distribution	Short term	Resource Centre		
2.6	Improved off island highway signage	Short term	?		
3.5	Promote buying local	Short term	?		
3.6	Co-op viability strategy and improved co-op member communications	Short term	Co-op		
4.2	Work with North Island College to improve Malcolm Island students' ability to learn valuable skills	Short term	?		
5.1	Improve communications infrastructure (cell and internet)	Short term	Regional District		

ACTION #	ACTION IDEA	TIMING/PRIORITY	WHO WILL LEAD?	PROGRESS (%)	BRIEF PROGRESS UPDATE AND COMMENTS
5.2	Improve access to the village centre	Short term	?		
6.2	Heritage in and around town (starting with the Sturgeon 1)	Short term	?		
6.3	Improving public spaces	Short term	<ul style="list-style-type: none"> <li>• Lions (already doing this)</li> <li>• Others?</li> </ul>		
7.3	Nurture/attract core service businesses	Short term	?		
8.2	Chamber of Commerce	Short term	Champion (NOT YET IDENTIFIED)		
10.2	Investigate ways for local growers/hunters/egg raisers to sell their food	Short term	Food security committee		
10.3	Investigate how to use existing greenhouses	Short term	Food security committee		
5.3	Continue pursuing early ferry	Short term (+ ongoing)	Early Ferry Action Committee		
7.1	Continue working to expand on-island health care (including care for seniors)	Short term (+ ongoing)	Existing health care advocates		
7.2	Retain and expand existing services such as the Co-op, health care services, bank services, library, etc. (and lobby for those that may be leaving (credit union))	Short term (+ ongoing)	?		
11.2	Maintain regular contact with local tourism agencies	Short term (+ ongoing)	Hospitality industry group?		
12.1	Lobby the Department of Fisheries and Oceans	Short term (+ ongoing)	?		
2.7	Improved online presence (consolidating multiple websites, coordinating resources)	Medium term	Resource Centre and potentially Rec		
3.7	Entrepreneurship mentorship program	Medium term	?		

ACTION #	ACTION IDEA	TIMING/PRIORITY	WHO WILL LEAD?	PROGRESS (%)	BRIEF PROGRESS UPDATE AND COMMENTS
6.4	Bere Point upgrades for whale-viewing tourism	Medium term	Friends of the Wild Side and/or Regional District?		
6.5	Improved way-finding signage	Medium term	?		
6.6	Trail upgrading	Medium term	REC already working on this with BC Parks		
8.3	Cross-promotion of local products and services	Medium term	?		
9.1	Water upgrades as needed	Medium term	Water board		
9.2	Research and implement alternative energy	Medium term	Homeowners and business owners		
10.4	Improve access to ocean resources	Medium term	Food security committee		
10.5	Establish a community kitchen	Medium term	Food security committee		
10.6	Create, review and/or update land inventory	Medium term	Food security committee		
5.4	Improve air access	Long term	?		
11.3	Consider a region-wide economic strategy	Long term	?		
12.2	Lobby BC Ferries (re: ferry prices, early ferry options and other issues)	Long term (+ ongoing)	<ul style="list-style-type: none"> <li>• Early Ferry Action Group</li> <li>• Others?</li> </ul>		
12.3	Lobby for improved Infrastructure	Long term (+ ongoing)	?		
12.4	Lobby for lumber/forestry practice changes	Long term (+ ongoing)	?		

## TOOL 5: “OUTCOME” MONITORING AND EVALUATION TOOL

This tool should be used yearly to monitor progress towards the community’s objectives. This tool should be used yearly to monitor progress towards the community’s objectives. The indicators will need to be discussed and developed by the coordinating group. For now, these are merely examples.

OBJECTIVE	POTENTIAL INDICATORS	POTENTIAL SOURCE	BASELINE (2014)	2015	2016	2017
Retain and expand local businesses	"# of businesses licenses	Regional District?				
	Employment figures	Regional District?				
Promote/develop partnerships and networks on and off island	Sector diversity (could create a checklist for a rough estimate)	Collective knowledge of planning team				
	# of partnerships (could develop a checklist)	Collective knowledge of planning team				
Increase the number and diversity of residents	# of residents	Census, other counts?				
	# of children in the school	School				
Attract new business and investment	# of new business licenses on Malcolm Island	Regional District?				
Increase food security	?					
Protect our environment and culture	# of whale rubbing encounters at Bere Point (?)	Friends of the Wild Side				
Other relevant indicators	BC Ferries ridership data	BC Ferries				
	Tourism numbers from resource centre	Resource Centre				
	Survey of tourists?	?				

## TOOL 6: ANNUAL REVIEW WORKSHEET

Once per year, the lead group (and other interested parties) should meet to evaluate overall plan progress. The M&E tools above should be reviewed and discussed. In addition, the following questions should be discussed:

KEY QUESTIONS	NOTES
<p><b>Overall, have groups and individuals been implementing the plan as expected? (Review the <i>process</i> 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 <i>outcome</i> 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 document for the community?</b></p> <ul style="list-style-type: none"> <li><i>Why or why not?</i></li> </ul>	

