

Economic Development Strategic Plan Campbell River 2021-2026

Innovative by Nature

June 2021

ECONOMIC DEVELOPMENT STRATEGIC PLAN

Executive Summary

Over the past five years, economic development has focused on building a solid foundation built on economic development best practices including, business retention and expansion (and recovery), business attraction and workforce development. This foundation has allowed for the strategic planning process to be carried out in house, leveraging the connections within the community to undertake extensive public, sector, and stakeholder consultation.

For community economic development to be done successfully, it requires consistent focus over time on incremental improvements working toward common goals. This economic development strategic plan offers a mix of short-term and longer-term strategies designed to improve economic development's performance in each of these areas which build upon the current foundational activities the department undertakes.

Strategic Economic Development Plan focuses on seven goals.

Goal 1 -- Nurture a Positive Business Climate

Goal 2 -- Integrate an Economic Focus across City Functions

Goal 3 -- Foster a Supportive Environment for Key Sector Industries

Goal 4 -- Build a Future-Ready Workforce

Goal 5 -- Foster a Culture of Innovation

Goal 6 -- Prioritize Open, Transparent and Effective Communication and Marketing Initiatives

Goal 7 -- Build Strong Partnerships

Each goal is accompanied by a series of action items, some that can be accomplished using current resources and additional action items that, with additional resources, could be added to economic development's annual tactical plans.

Regular monitoring of progress toward achieving our strategic goals will keep Economic Development on track. Regular reporting to Council and the community, using our performance measures will ensure transparency, clear communications, accountability, and redirection as needed. Economic Development will develop indicators to show how it will deliver on this strategic plan and attach them to annual tactical plans for Council's review during financial planning.

With continued focus, and as resources allow, we will pursue these initiatives to help the economy grow and support a high quality of life for Campbell River residents.

ECONOMIC DEVELOPMENT STRATEGIC PLAN

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Innovative by Nature – A Vision Story

What does it mean to innovate? Simply put, it's about developing new approaches, products or ideas. It's about improving how things are done—in big ways, and small-but-important ones—for the benefit of both people and planet. And while the tools and technologies with which we innovate are ever evolving, a spirit of innovation has been alive in Campbell River's enterprising and entrepreneurial people since the city's early days. It's always been a place for problem-solvers. And today, innovation is happening everywhere—in our industries and forests and fish farms; in our kitchens and classrooms; in our hospitals and homeless shelters; in our co-working spaces and maker labs. Because innovation is imperative.

Campbell Riverites are proud of where we live and are genuinely invested in its future. Though we're perhaps best known for the spectacular natural environment that surrounds us, it's our warmly authentic, naturally friendly people who make our community what it is. They make Campbell River one of B.C.'s best places to start and grow a family, and to start and grow a business. It's because of them that our increasingly robust innovation ecosystem is something truly special: supportive, collaborative, and creative. And they're the reason our community is bursting with possibilities and opportunities to work together; invest capital, talent or time; build on our community's considerable strengths, and solve its most pressing problems; and continuously co-create a more vibrant and diverse Campbell River that we can all be proud of.

Vision Statement

A diverse and thriving innovation economy, where individuals, enterprises and organizations come together to co-create solutions to pressing economic, environmental, and social problems—for our community and the world; within our region's established industries and its many emerging ones.

- **Naturally resourceful**
- **Naturally collaborative**
- **Naturally balanced**
- **Naturally inclusive**
- **Naturally neighbourly**

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Economic Development Department Overview

Economic Development Officer—Rose Klukas

Economic Development Analyst—Leah Knutson

Destination Marketing Organization (DMO)— Destination Think! (Contractor)



The Plan

Economic development's strategic plan outlines how the City of Campbell River will work to support business growth, innovation, diversity and employment opportunities for citizens of the Campbell River area. Our strategy is built on a framework of economic development best practices, public consultation, and up-to-date analysis of the local economy. Our plan identifies an economic vision, seven key strategic priorities, and the resources and actions that will be required to achieve the goals.

Recent events have emphasized the importance of incorporating resiliency into strategic plans. This allows for rapid pivots to respond to unexpected events such as pandemics, recessions, or natural disasters. We've taken the approach of developing a five-year rolling strategy with annual tactical plans.

This approach, with its ongoing planning and goal setting, allows for a strategy that is responsive, adaptable and resilient.

The Research

Public Consultation

Economic development's strategic plan is a plan for the community. Collaboration and relationship building have always been at the heart of what we do, and we valued this opportunity to reach out to residents of Campbell River and area for their perspectives on the local economy. We consulted with stakeholders, partners and citizens of Campbell River. Their feedback and insights helped shape our strategy's frame of reference. On the following pages, we've shared some of what we heard during these discussions.

Economic development held eight virtual open houses in March and April 2021. Four topics were covered. For each topic, two open houses were held at different times on the same day in order to accommodate busy schedules and encourage maximum participation. Local subject-matter experts co-hosted each event. These open houses were an opportunity to gain a sense of Campbell Riverites' current economic priorities. The first three open house sessions covered major pillars of economic development: business retention and expansion (with an emphasis on recovery from COVID-19), workforce development and attraction, and business attraction. The last open house session focused on conducting a strength, weakness, opportunity and threat (SWOT) analysis of Campbell River's current economic situation.

In accordance with COVID-19 pandemic safety protocols, the Economic Development Department offered a choice of online or paper surveys. Online surveys were conducted using the ThoughtExchange® platform; links were posted online after the corresponding open houses concluded and remained open for a week (the SWOT analysis survey was extended to two weeks). The ThoughtExchange® platform uses qualitative data versus the traditional survey methodology that captures mostly quantitative data. This enabled us to have the participants share their candid unbiased answers, or thoughts, on the topics and then they are able to rate the thoughts of others. The thoughts are collected anonymously allowing people to feel confident sharing what they really think on the topic. Through the assistance of artificial intelligence or AI Technology, the thoughts are grouped and themed creating a hierarchy of important issues for our Goals and Action items to be created.

We also invited members of the public to contact us by telephone or email for direct discussions.

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In addition to the open houses and surveys, we held individual interviews and two economic development virtual workshops with key stakeholders. These workshops took place in May 2021, and helped us form our vision statement.

What We Heard: Virtual Public Consultation

Business Recovery—March 3, 2021, at 8 a.m. and noon

Business retention and expansion (BRE) helps existing businesses stay and grow in the community. BRE initiatives help businesses expand into bigger spaces, markets and locations, often resulting in a business increasing their services. Growing businesses create jobs. Professional development and networking programs like the Modern Entrepreneur series support BRE.

Business Retention and Expansion is ongoing and a key function of a diversified economic development department. Success depends on building strong relationships and networks in the business community, working to find solutions to challenges and to support opportunities.

Business recovery has emerged as a key component of a BRE program, demonstrated by the impact COVID-19 has had on economies. Initiatives that will help businesses navigate the challenges of disasters like fire, flood or pandemics, is a core function of BRE.

To inform BRE strategies, Economic Development asked participants “How can the City of Campbell River help business and industry stay and grow in Campbell River?” In this session, 53 participants shared 79 individual thoughts. The shared thoughts garnered 1357 rating responses.

The key themes that surfaced are business development strategies, economic development programming and marketing, revitalization (of the downtown core), amenities (in the community), small business support, technology (continued investment), housing (more diversified options), environment and industry support. Below we have captured a synopsis of the top recurring thoughts that were rated very high amongst the participants of this session.



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53
Participants



79
Thoughts



1,357
Ratings



For detailed information about the outcomes and thoughts captured in the Business Recovery session please check out the interactive virtual report here: <https://my.thoughtexchange.com/report/1385d088af16bcd295fd49a460cbd18c>

Business Attraction—March 10, 2021, at 8 a.m. and noon

Business Attraction initiatives provide a focused approach to generating potential business investment leads across all sectors. Initiatives included targeted marketing strategies increasing awareness to a community’s value proposition. It is a key pillar of economic development, providing opportunity to strengthen the city’s reputation and showcasing its assets.

“What type of new businesses would you like to see in Campbell River?” was asked during the second exchange. During this virtual session, 36 people shared 63 individual thoughts. The shared thoughts garnered 745 rating responses. The key themes that surfaced included revitalization of the downtown core, businesses that support the amenities and lifestyle that Campbell River has, as well as support for innovation within the primary

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industries. Below we have captured a synopsis of the top recurring thoughts that were rated very high amongst the participants of this session.



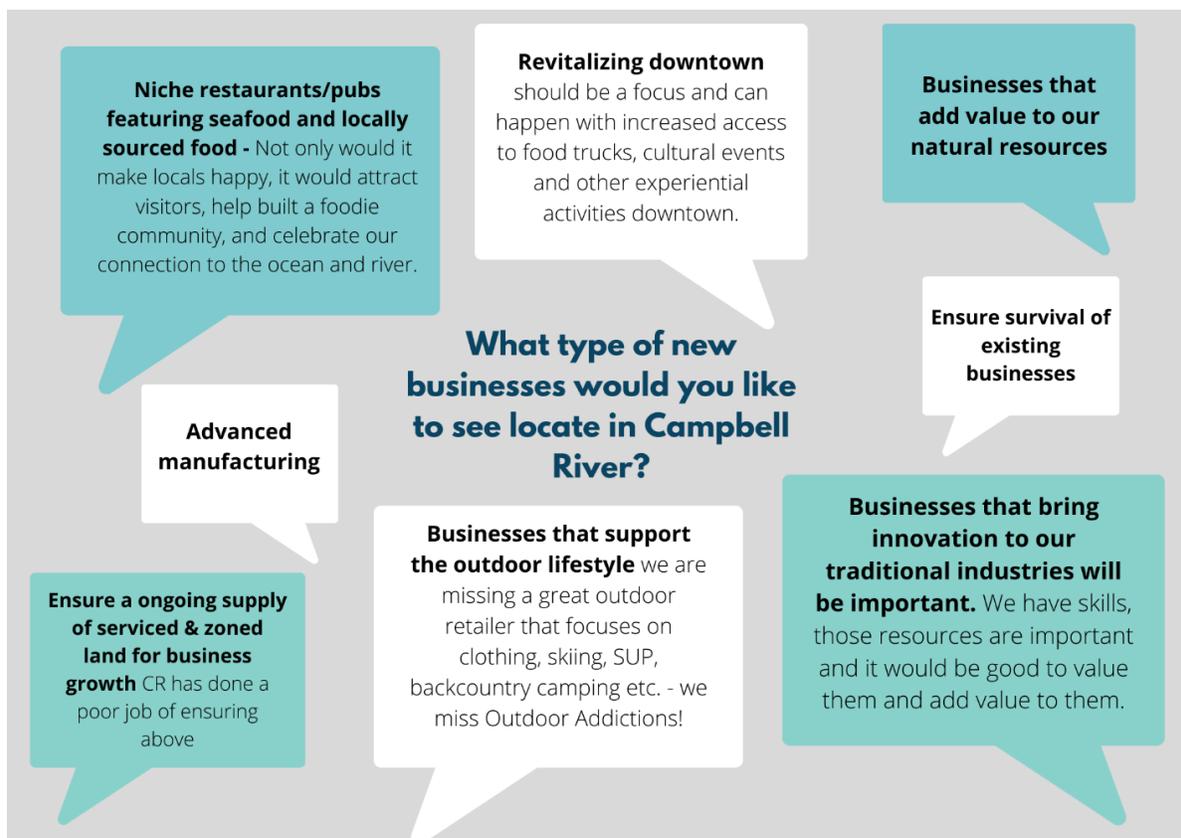
36
Participants



63
Thoughts



745
Ratings



For detailed information about the outcomes and thoughts captured in the Business Attraction session please check out the interactive virtual report

here: <https://my.thoughtexchange.com/report/3e5738dbd120ccac8493026e343ac0f9>

Workforce Development—March 17, 2021, at 8 a.m. and noon

Workforce development is a key component of economic development. Businesses unable to hire and/or retain employees are unable to stay and grow in a community. Workforce development includes strengthening professional development and skills training within the community offering these initiatives to employers, to train their existing workforce, and to provide opportunity for local residents to participate in skills-training making them employment ready.

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The City currently works with several agencies including North Island College to provide training and Spring Activator offering a variety of workforce development training. Economic development’s Modern Entrepreneur series offers many networking and workshop opportunities.

When posed the question “How can the City of Campbell River help business attract and retain skilled labour?” was the question asked during the third session. During this virtual session, 30 participants shared 36 individual thoughts. The shared thoughts garnered 375 rating responses. The key themes that surfaced are housing, increased amenities, downtown core vitality, and training opportunities. Below we have captured a synopsis of the top recurring thoughts that were rated very high amongst the participants of this session.



How can the City of Campbell River help businesses attract and retain skilled labour?

- Make the downtown - downtown.** Develop the entire downtown area like other communities do - not just the area east of Dogwood The downtown needs a plan that includes the entire downtown area, has input from business owners as well as building owners. Follow other cities.
- Support the local housing market.** Without affordable housing, it does not matter how many jobs there are to fill if there is no where for workers to live.
- Improve cultural, entertainment & recreation** The city is boring in the evening 10 months of the year. Make our city fun-offer low cost venues for cultural events
- Partner with NIC to help secure grants for retraining** the DEEP program is very valuable in helping transition to a remote work opportunity
- All residential (own&rent) developments need to allow for appropriate commercial/retail/business development.** We need to follow other cities leads. Competition breeds development and that breeds growth. CR is the perfect place to start or expand a business . More jobs draws more skilled workers.
- We have a trade school that trains people in the trades who then cannot get apprenticeships to the industry they have chosen.** So many people have to Industry needs skilled trades but do not offer Apprenticeships. So many people have to work away to earn a living.

For detailed information about the outcomes and thoughts captured in the Workforce Development session, please check out the interactive virtual report here: <https://my.thoughtexchange.com/report/7c322807399b8f61a2b9dd630e311655>

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SWOT Analysis—April 7, 2021, at 8 a.m. and noon

The Strengths, Weaknesses, Opportunities and Threats virtual session allowed participants to share thoughts about Campbell River’s strength and weaknesses and share thoughts on opportunities that could strengthen the local economy as well as threats to the local economy.

During this virtual session 45 participants shared 134 individual thoughts. The thoughts garnered 1361 ratings. The top themes that emerged were in the strengths category. To provide an overall synopsis, the graphic below captures the top thoughts that in all categories of the SWOT, strengths weaknesses, opportunities and threats.



What do you feel are Campbell River's current strengths, weaknesses, opportunities and threats for the local economy?

- Opportunity - Technology and Innovation within industry**
Technology and innovation are imperative to the community growth and diversification
- Strength... geographic location..** abundant fast growing quality forest, direct access to all things ocean.. extensive recreational/tourism
- Strength - fantastic outdoor lifestyle.**
Makes recruiting talent to the area easier.
- Threats - Urban decision making**
Decisions impacting resource industries are often made without consultation and in urban centres.
- Strength: Local Economic Development team is inspiring and makes one feel like your business is wanted here!** Collaboration with other businesses. It creates synergy and strength knowing that CR city wants new and experienced businesses to re-locate and stay here.
- Opportunity - Growing tech and investment community**
Individuals are connecting and investing in new and innovative ways. Would be good to continue building the network of investors and opportunities.
- Weakness - Housing**
There is a need for more diversified housing stock that reflects the needs of the population.
- Rental availability is a weakness -**
nowhere to rent makes it hard to keep the workforce in the area

For detailed information about the outcomes and thoughts captured in SWOT Analysis session please check out the interactive virtual report

here: <https://my.thoughtexchange.com/report/0e1771923657c6b42a989f2e050060ad>

Economic Analysis

A key piece of research behind our economic strategy is the detailed economic analysis that Meyers Norris Penny (MNP) prepared for the City in spring 2021. This State of Campbell River report uses statistical data and economic indicators to gauge the current state of the local economy and offer a short-term economic outlook.

The report is divided into five main sections:

1. Overview

BC's economy was projected to grow by 2% due to continued population growth, stability in the housing market, and substantial investments in infrastructure projects.¹ In March 2020, the global COVID-19 pandemic spread to BC causing economic turmoil, as restrictions led to severe declines in business activity.

In Campbell River, and much of the rest of Vancouver Island, the housing market and construction sectors had strong years in 2020. Housing prices moved to record levels while building permit values and housing starts saw large year-over-year increases, driven by migration to Vancouver Island.

2. Key Sectors

Campbell River is situated within the Campbell River Natural Resources District. There are 150 logging businesses registered in the City of Campbell River while the surrounding area is home to six small-scale sawmills and seven speciality mills, including shake and shingle, chip, and pole/post mills.

Aquaculture is a key industry in Campbell River, and major employer in the region. Campbell River is home to the headquarters of the BC operations of three large farmed-salmon producers: Cermaq Canada, Mowi Canada West and Grieg Seafood BC.

After a year of stability in 2019, 2020 was a challenging year for the tourism sector, as COVID-19-related travel restrictions and border closures reduced travel. There are indications that Campbell River's tourism sector fared better than that of many other communities in BC. The average daily room rate for 2020 declined by 13% year-over-year (see Figure 4), a much lower rate of decline than for hotels in Vancouver (30%-45% declines) and Victoria (37% decline).

3. Population Trends

The City of Campbell River's population grew to 36,167 in 2020. Its year-over-year growth rate (1.5%) is above both BC as a whole (1.1%) and Vancouver Island (1.2%). Over the past five years, the Strathcona Regional District has been among the fastest growing regions on Vancouver Island, along with the Comox Regional District and Nanaimo Regional District.

4. Overall Economic Conditions

Stability in key industries such as forestry, combined with an improved outlook for tourism in the second half of 2021, and indications that future-forward industries are growing in the area suggest that Campbell River is well-positioned to recover from the pandemic. However, the uncertainty with respect to the future of aquaculture in the region is a key risk factor for the regional economy.

5. Affordability

Throughout the second half of 2020 and into 2021, the Campbell River real estate market experienced strong growth. All segments of the market (single-family, townhome, apartment) experienced double-digit year-over-year gains in March 2021.

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The State of Campbell River report is intended to become an annual publication. A copy of the 2021 State of Campbell River report is included as an addendum to this document.

How are we going to get there?

In 2016, the City decided to bring economic development in-house. This was a new function. Over the past five years, economic development built a foundation of services and programs, marketing tools and a stronger web presence. Over the coming years, the City will have the opportunity to build on this foundation. Economic development’s activities between now and 2026 will be guided by seven overarching goals, aimed at supporting the development of a diverse local economy that, in turn, supports a high quality of life for residents.

The following pages present these seven goals and corresponding action items. Taking the approach of creating a five-year rolling strategy—which will be supplemented with one-year tactical plans—builds flexibility and resiliency into our planning process to serve the needs of the community, respond to economic events and adjust to changes in available resources. The action items we’ve presented in this plan are divided into two categories: above-the-line budget items and below-the-line budget items. Action items that are above-the-line are ones that can be achieved with the resources that are currently available to the department. Items that are below-the-line are ones that will require additional resources. The red font indicates below the line items.

There is a corresponding chart that demonstrate the resources that are required to move the below-the-line action items into above-the-line priority as well as the one year tactical plan for the remainder of 2021 and draft plan for 2022 and beyond in the appendices.



Goal 1—Nurture a Positive Business Climate

Nurture and expand a positive business culture that crosses community boundaries and is aligned with Council’s strategic goals. This will lead to an increased ability for the City, local businesses, organizations, and region to work together to support business growth.

1. Provide business development, professional development and networking opportunities. Create programming that provides direct and relevant support to businesses, including:
 - a. Modern Entrepreneur Series
 - b. CR Grant Assist
 - c. CR Business Resilience/Disaster recovery planning
 - d. Island Good Licensing
 - e. Mentorship programs
 - f. Restaurant Support and Mentorship Program

2. Create and support shop local initiatives
 - a. Support the creation of a Campbell River page in Small Business BC’s marketplace
 - b. Build on naturally, Campbell River shop local campaigns
 - c. Develop ongoing, strategic shop local marketing initiatives

3. Use a customer relationship management tool (CRM)
 - a. CRMs strengthen customer relationships and anticipate significant market trends and will allow for better recording of key performance indicators.
 - b. Establish regular outreach to businesses
 - c. Allows tracking of key performance indicators

4. Conduct outreach to absentee property owners to identify specific barriers to activating their vacant or underutilized properties.
 - a. An audit can provide key information about why a property/unit is empty and how to fill the space.

5. **Establish a Business Advisory Team to find ways to remove barriers and enable different segments of local businesses to thrive. Established after existing models (e.g. City of Calgary), the Business Advisory Team could:**
 - a. **Include 3 to 4 members, comprising 1 to 2 Councillors, 1 Economic Development representative, 1 Development Services representative**
 - b. **Meet regularly with sector representatives to hear what challenges sectors are facing and brainstorm solutions**
 - c. **Determine if concerns are related to policy, by-law or process issues**
 - d. **Work with relevant departments to determine appropriate solutions**

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- 6. **Develop and implement a business centre.**
 - a. **The business centre would be an accessible, welcoming, and collaborative first point of contact for existing businesses and start-ups, investors, and others interested in doing business in Campbell River. The main goal of the business centre would be to provide one-on-one help navigating City processes and provide information about City services and programs that support businesses, including the economic development office. The location could be at City Hall/Enterprise Centre, or at pop up locations downtown. Hours of operation would be dependent on available resources.**

- 7. **Undertake a retail gap analysis to identify strengths and opportunities in the retail market.**
 - a. **Identifying supply and demand allows economic development to target appropriate retailers for the community. It is also useful to retailers already located in a community because it can provide guidance on tapping new markets with expanded or improved product offerings.**

- 8. **In collaboration with other departments and stakeholders, proactively develop initiatives that support downtown revitalization, promotion of experiences/initiatives that will bring people to downtown**
 - a. **Work with other City departments and community stakeholders and use existing resources such as the City's refresh downtown strategy**



Goal 2—Integrate an Economic Focus across City Functions

There are many factors that influence an economy and impact economic growth. Economic Development’s interests and activities intersect with those of other City departments and services. Emphasis will be placed on coordinating unified marketing and communication strategies, sharing resources and working collaboratively to support other departments, committees and organizations.

1. Provide economic development support and consultation to other City initiatives, projects and processes that enhance Campbell River’s economic ecosystem.
2. Consider unified marketing initiatives for relevant projects.
3. Participate on committees focused on downtown safety and revitalization, as this directly impacts the business community.
4. Manage the City’s contract with the City’s Destination Marketing Organization.
5. Look for opportunities, together with City’s Destination Marketing Organization, to support local businesses and expand tourism opportunities in Campbell River.
7. Consider and promote economic development opportunities for 3.5 acres.
- 8. Promote façade improvement, signage grants and other incentive programs.**
- 9. Manage airport business development opportunities.**
- 10. Explore opportunities to use the City’s business license collection to collect additional data to help inform economic development initiatives.**
- 11. Convey the importance of Social procurement to the local economy and educate businesses about the City’s policies pertaining to social procurement.**



Goal 3—Foster a Supportive Environment for Key Sector Industries

Campbell River has a long history in forestry, aquaculture, manufacturing industries and growing tourism and service sectors. These sectors create employment, support other businesses through local supply chain purchases and contribute to the municipal tax base. A diversified blend of traditional and emerging industries helps create stronger, more resilient economies that are fortified against boom-and-bust cycles and other challenges.

1. Participate in industry stakeholder liaison committees.
3. Regularly update sector profiles, and widely distribute sector profile information as an educational and marketing tool.
5. Seek opportunities to partner with City’s DMO to advance tourism in Campbell River.
6. Explore opportunities for growth in emerging sessions, including agri-food, clean tech, digital industries, and health and biosciences.
7. Build relationships with the British Columbia Provincial Government and Federal Government international investment and trade staff.
8. **Promote the Campbell River Airport to ensure its viability. The airport is a valuable asset for existing primary industries and is an asset to help attract new industry to Campbell River.**
9. **Undertake a target industry analysis to identify a list of potential industries. The analysis would involve taking into account community values and desires; existing industry base; regional resources and assets; area economic trends; and forecasted industry trends to build a clear roadmap to specific opportunities that hold the greatest promise for success.**
 - **Industries currently in Campbell River and their local impact**
 - **Industries in competing locations and an overview of their relationship to local economy**
 - **Identify industries that are emerging in competing locations**
 - **Identify industries that could emerge due to ongoing or proposed projects within Campbell River’s existing key sectors.**
10. **Develop an investment attraction strategy and marketing campaign.**

Goal 4—Build a Future-Ready Workforce

Technology, workplaces, and the ways we do business are constantly changing. A future-ready workforce will be equipped with the skills, abilities and knowledge needed to adapt to changes now and in the future. Emphasis will be placed on identifying gaps, needs and trends in the labour market; creating opportunities for professional development and upskilling; and attracting and retaining workers with skills that are in-demand by local employers. Actions will focus on growing a future-ready, skilled workforce through immigration, skill-enhancing programs and initiatives, and strategic partnerships.

1. Participate in federal and provincial immigration programs, such as the Provincial Nominee Regional Entrepreneur Program.
2. Partner with North Island College (NIC) to take advantage of training grant opportunities to offer skills-based training programs.
3. Partner with North Island Employment Foundations Society (NIEFS) on workforce training strategies.
4. Support businesses that are experiencing recruitment and retention challenges due to limited Human Resources capacity, lack of knowledge regarding the tools and resources available to them, and employment related trends.
5. In partnership with stakeholders, develop a series of workforce development hack-a-thons involving youth and young adults; these hack-a-thons would be aimed at growing new businesses, while also growing the local workforce.
6. **Partner with stakeholders for a labour market study to identify the workforce demands in Campbell River and understand emerging trends. Labour market information (LMI) provides information that provides guidance for employers and investors and helps identify the skills that business need, and how those skills can be developed. LMI is critical for matching workers with jobs (and vice versa), and highlighting gaps between the skills that are available and those in need now and in the future.**



Goal 5—Foster a Culture of Innovation

Innovation is about developing new ideas, finding constructive solutions, and exploring new ways of doing things. It may involve high technology, low technology or it may not involve technology at all. Innovation stimulates economies, helping them remain competitive and fueling growth. It addresses industry challenges and helps businesses modernize and adapt. Actions focus on nurturing strategic partnerships; encouraging the development of clean and sustainable technology; exploring emerging trends and opportunities; championing infrastructure and initiatives to facilitate innovation; and promoting Campbell River as a forward-thinking, investment-ready community.

1. Create ecosystem development activities, including:
 - Create opportunities for access to capital
 - Increase local & regional partnerships with academic institutions and other levels of government
 - Increase marketing of Campbell River’s value propositions, including CRadvantage
 - Focus on workforce attraction initiatives.
2. Support NexStream Tech Competition
3. Offer food incubator program
4. Support creation of hack-a-thons
5. Market to attract investors, businesses and an innovation-focused workforce.
6. **Establish an active group/roundtable of local innovators/entrepreneurs, and facilitate communication within that group through events such as: monthly meetings, online forums/discussions, guest speakers, and other activities.**
7. **Support the development of co-working spaces and makerspaces.**
8. **Update the City’s 2013 agriculture report, including opportunities in agri-tech.**
9. **Update the City’s food map.**



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Goal 6—Prioritize Open, Transparent and Effective Communication and Marketing Initiatives

Communication creates connections. It is a way to inform, persuade and learn. Economic Development undertakes marketing activities for a number of purposes, addressing a variety of audiences. Two key objectives for the department’s marketing communications are to promote and inform. Economic Development promotes Campbell River and the local business community; it shares information about programs, services, and resources. Emphasis will be placed on communication and marketing initiatives that are clear and consistent, responsive, efficient and aligned with the messages and strategies of other City departments.

1. Develop and implement a comprehensive marketing plan to promote the City to potential investors. This would include developing and distributing marketing materials.
2. Support other departments’ communication efforts, related to economic development.
2. Promote value proposition—quality of life.
3. Provide Council with quarterly update reports.
4. Produce an annual State of Campbell River report.
5. Use crowdsourcing platforms like ThoughtExchange as tools for community consultation.
7. Regularly update economic development’s investment portal and TECHatchery site.
8. Keep economic development information on the City website up-to-date.
9. **Airport lands investment attraction marketing initiatives**
10. **New marketing photos depicting current and emerging business and industries.**
11. **Creation and distribution of economic development newsletters.**



Goal 7—Build Strong Partnerships

Collaboration and relationship-building are fundamental to a successful economic development strategy. Many stakeholders have a vested interest in—and advocate for—Campbell River’s economy, acting on behalf of its businesses and citizens. Emphasis will be placed on cultivating constructive, productive relationships that advance economic development in Campbell River by facilitating the exchange of ideas and information, connecting people with resources and opportunities, and enabling delivery of robust programs and other initiatives.

Foster and maintain strong relationships with:

- Campbell River Area Angel Group (CRAAG)
- Business community leaders and developers
- Vancouver Island Coast Economic Developers Association (VICEDA)
- Vancouver Island Economic Alliance (VIEA)
- Campbell River & District Chamber of Commerce
- Island North Film Commission (INFilm) Business Improvement Associations (BIAs) (downtown, Willowpoint, and Pier Street) and Campbellton Neighbourhood Association
- Campbell River Creative Industries Council
- **Educational institutions, including North Island College**
- **North Island Employment Foundations Society (NIEFS)**
- **Provincial, Federal and Indigenous governments**



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Commitment to Metrics–Implementation Plan

Metrics are essential for understanding the City’s business climate as well as the impact of our programs and initiatives. The Economic Development Department is committed to making metrics an integral part of this plan and a key component of its ongoing work. Our metrics will be organized around three areas: activity, effectiveness and the economy.

Activity metrics track the outputs of economic development and provide insight into what the department is doing to support its goals.

Effectiveness metrics track the results of the department’s activities and provide insight into how well the economic development team is achieving its goals.

Economic indicators are high-level metrics that provide some insight into the local economy. They may be assessed through an annual State of Campbell River report.

Specific key performance indicators will be attached to economic development’s annual tactical plan. Regular reporting to the Mayor and Council is recommended as a way to promote accountability and improve decision-making on key priorities.



Appendices

1.0 Acknowledgements

2.0 Resource Partners

3.0 Required Resources

4.0 Annual Tactical Plan

5.0 State of Campbell River Report – MNP

6.0 CR Business Recovery Task Force – City Update June 3, 2021

1.0 Acknowledgements

Throughout the Strategic Planning process, we have had many community members, business owners, organizations and industry leaders provide insight into the past, present and future states of Campbell River’s economy. We gratefully acknowledge the many community members, business owners, organizations and industry leaders who provided their perspectives on Campbell River’s economy during the strategic planning process. Their feedback and insights helped us craft a strategy that reflects the economic goals, concerns and needs of our community.

Open House and Survey Participants

Thank you to everyone who joined the conversation by attending the open houses and completing the surveys. We truly appreciate your contributions.

Open House Hosts:

Leah Tremain—Creative Industries Council

Jay Havelaar—Creative Industries Council

Heather Clark —Poseidon Ocean Systems

Shannon Baikie—North Island Employment Foundations Society

Rachel Segal—Briteweb

General consultation:

Chris Roberts—Wei Wai Kum First Nation

Stephen Conway—Wei Wai Kai First Nation

Vision Statement Participants:

Jim Dobinson—Far North Contracting Ltd

Allen Wakita—Wacor Holdings Ltd

Matthew Fox—Strategic Natural Resource Consultants Inc

Daniel Samson—RE/MAX Check Realty

Brian Stamp—Retired Attorney

Leah Tremain—Tremain Media

Marilyn Hutchinson—Grieg Seafood BC Ltd

Christine Lilyholm—Stonehouse Tea

Shannon Baikie— North Island Employment Foundations Society

Kirsten Soder—Destination Campbell River

Mary Ruth Snyder—Campbell River & District Chamber of Commerce

Rick Segal—Campbell River Area Angel Group

Susan Sinnott—Susan Sinnott Law Office

Andreas Hagen—Study Build and Campbell River Area Angel Group

Heather Gordon Murphy—Raincoast School of Musical Theatre and Downtown Campbell River BIA

Lisa Domae—North Island College

2.0 Resource Partners

Campbell River and Area Angel Group (CRAAG)

North Island College (NIC)
SPRING Activator

North Island Employment Foundation Society (NIEFS)

Campbell River and District Chamber of Commerce

Young Entrepreneurs of Campbell River

Creative Industries Council

Willow Point BIA
Pier Street BIA
Downtown BIA
Campbellton Neighborhood Association

Community Futures Strathcona District
Island Coastal Economic Trust (ICET)
Development Bank of Canada (DBC)
Salmon Capital Holdings

Women's Enterprise Centre
Small Business BC
Export Navigator

Vancouver Island Economic Alliance (VIEA)
Innovation Island
Vancouver Island Coast Economic Developers Association (VICEDA)
BC Economic Development Association (BCEDA)
Economic Development Association of Canada (EDAC)

Salmon Farmers Association
BC Truck Loggers Association
Vancouver Island Health Authority (VIHA)