



Minutes

Meeting Standing Committee of Business Liaison
Date July 8, 2025
Time 10:00 a.m.
Place Municipal Hall - Council Chambers and by electronic means

Committee Members Councillor Ryan Moore, Committee Chair
 Councillor Brenda Lenahan, Committee Vice Chair by video
 Dan Dahling, Local Business Community Representative
 Linda Jordan, Local Business Community Representative
 Sheryl Roger, Local Business Community Representative
 Amit Sharma, Local Business Community Representative by video

Staff Paige Sawyer, Economic Development Coordinator (Ex Officio) by video
 Janet StDenis, Corporate Services Manager (Ex Officio) by video

Public None.

Call to Order

Councillor Moore called the meeting to order at 10:00 a.m.

Land Acknowledgement

Councillor Moore acknowledged and respected that this Standing Committee of Business Liaison is meeting upon Mowachaht/ Muchalaht territory.

Introduction of Late Items

None.

Approval of the Agenda

Dahling: COW 0072/2025

THAT the agenda for the July 8, 2025, Standing Committee of Business Liaison be adopted as presented.

CARRIED

H. Business Arising

1

Updates to the Village of Tahsis Action Plan for the 2023 Strategic Economic Development Plan and the Strategic Economic Development Plan (Version #3).

Dahling: COW 0073/2025

THAT the Village of Tahsis Action Plan for the 2023 Strategic Economic Development Plan and the Strategic Economic Development Plan (Version 3) be received and discussions from the previous meeting (June 11, 2025) regarding proposed updates continued.

CARRIED

Committee members expressed concern over not tracking the changes in new draft documents. A discussion regarding version #3 of Village of Tahsis Action Plan for the 2023 Strategic Economic Development Plan and the Strategic Economic Development Plan followed.

The committee stressed the importance of public consultation in gathering feedback from the community on the relevance and importance of the proposed updates to the Strategic Economic Development Plan.

The committee discussed gathering community feed back by utilizing an electronic survey platform. The use of "Survey Monkey" or "MS Forms" was debated. After consideration of costs and benefits the committee decided to use "MS Forms"

2 Community Consultation/ Town hall event- follow-up from June 11, 2025 meeting.

Dahling COW 0074/2025

THAT this item be received for follow-up discussion regarding arrangements and date.

CARRIED

The committee discussed the logistics of the community consultation/ town hall event.

Community Consultation/ Town hall event

Date: September 6th and 7th

Location: Rec Centre (meeting room)

Time: During regular Rec Centre hours

Survey

Councillor Lenahan to create the survey using "MS forms". The committee agreed to open the survey window for an extended period of time to ensure maximum participation.

The committee also discussed the following: invitations and public notices of the event; the event format; presentation materials/visuals ; budget for event expenses; survey questions, preparation and implementation; "livestreaming" the event and the organization of work parties between the August and September meetings to prepare for the event. The committee decided against live streaming the event.

Dan: COW 0075/2025

THAT Staff be requested to provide the Standing Committee of Business Liaison the budgeted expense amount for the community consultation/ town hall event for the next meeting.

CARRIED

3 Items to be discussed at the next Standing Committee of Business Liaison Meeting.

Dan: COW 0076/2025

THAT the committee discuss the items to be covered at the next Standing Committee of Business Liaison meeting.

CARRIED

Moore: COW 0077/2025

THAT the Standing Committee of Business Liaison discuss the following at the next meeting:

- * Budget, expenditures, materials
- * Fine tuning presentation material
- * Timelines
- * Establish a work party between August and September
- * Survey questions
- * Invitations and public notifications

CARRIED

Adjournment

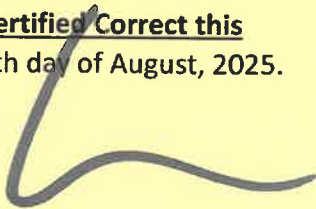
Dan: COW 0078/2025

THAT the Standing Committee of Business Liaison adjourn at 11:15 a.m.

CARRIED

Certified Correct this

5th day of August, 2025.



Chief Administrative Officer

Strategic Economic
Development Plan

VILLAGE OF
TAHSIS

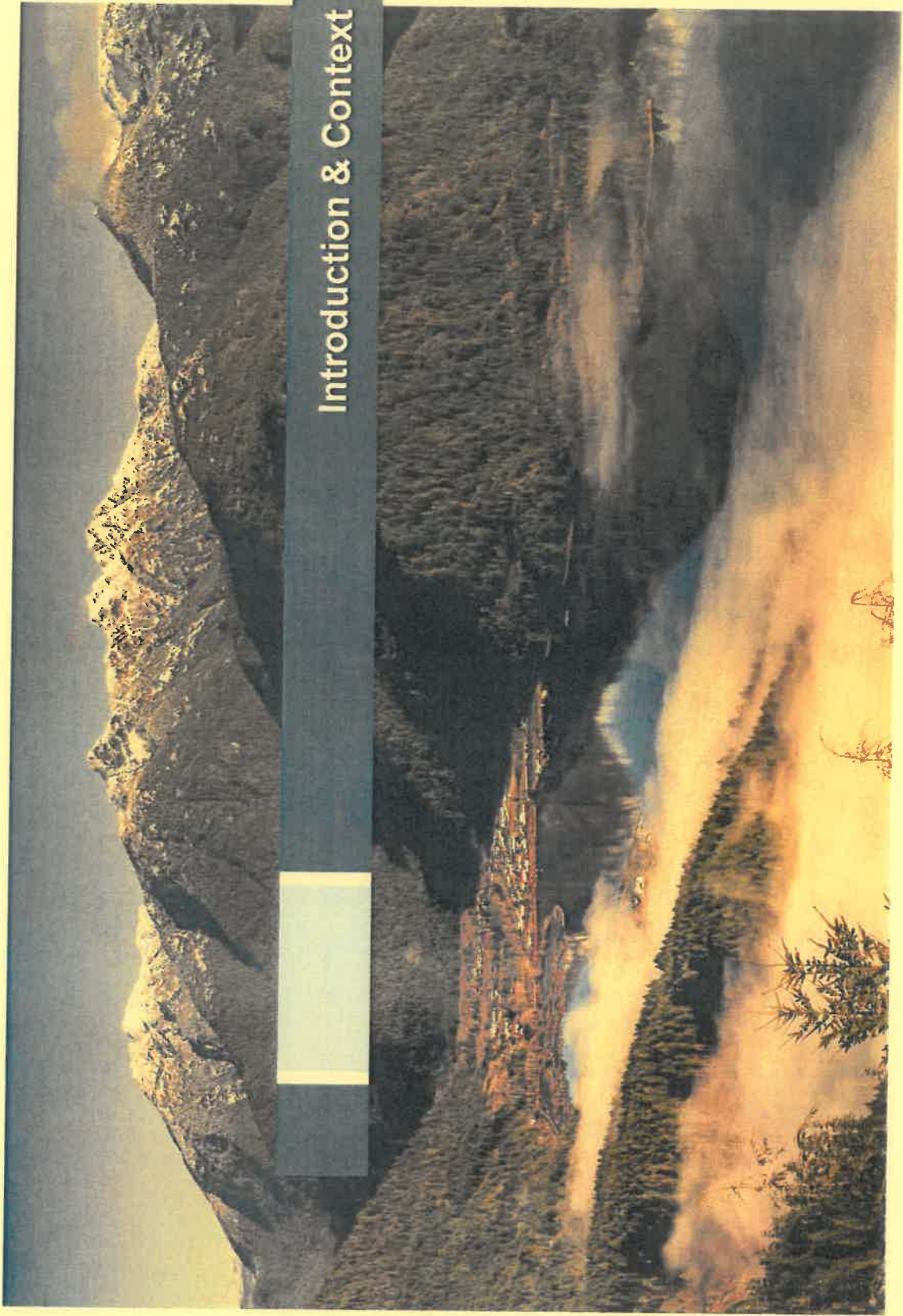
Final
August 2023



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Introduction & Context

Introduction

The Village of Tahsis (Tahsis) is a small community with a big vision.

Tahsis is located within the traditional territory of the Mowachaht/Muchalaht First Nation, and our region has been home to First Nations peoples for over 4,200 years. The word Tahsis means 'doorway', indicating our historic role as a trade route across the island.

At its peak, Tahsis was a bustling community of 2,500, built on a booming local forestry industry around two mills located in the Nootka Sound/Esperanza region. In 2023, that population stands at 400, and the economic sustainability of the community faces pressures from an aging population and neglected infrastructure (particularly housing and core infrastructure).

We have many reasons to be optimistic about our future:

- Our population grew by 100 during the Covid-19 pandemic, one of the fastest rates in BC, as remote working became normal
- Our village is a destination of choice for many seeking a healthier lifestyle or to live out their retirement years
- Our fishing is world class and with our breathtaking natural environment draws a reliable stream of visitors all year
- Our internet will be the same high speed as downtown Vancouver by 2026 through the Connected Coast project
- Our ambitious program of adding and replacing key service infrastructure proactively means we have recently invested in upgrades to water supply, sewage works, flood protection, docks and wharves, and emergency services, among others

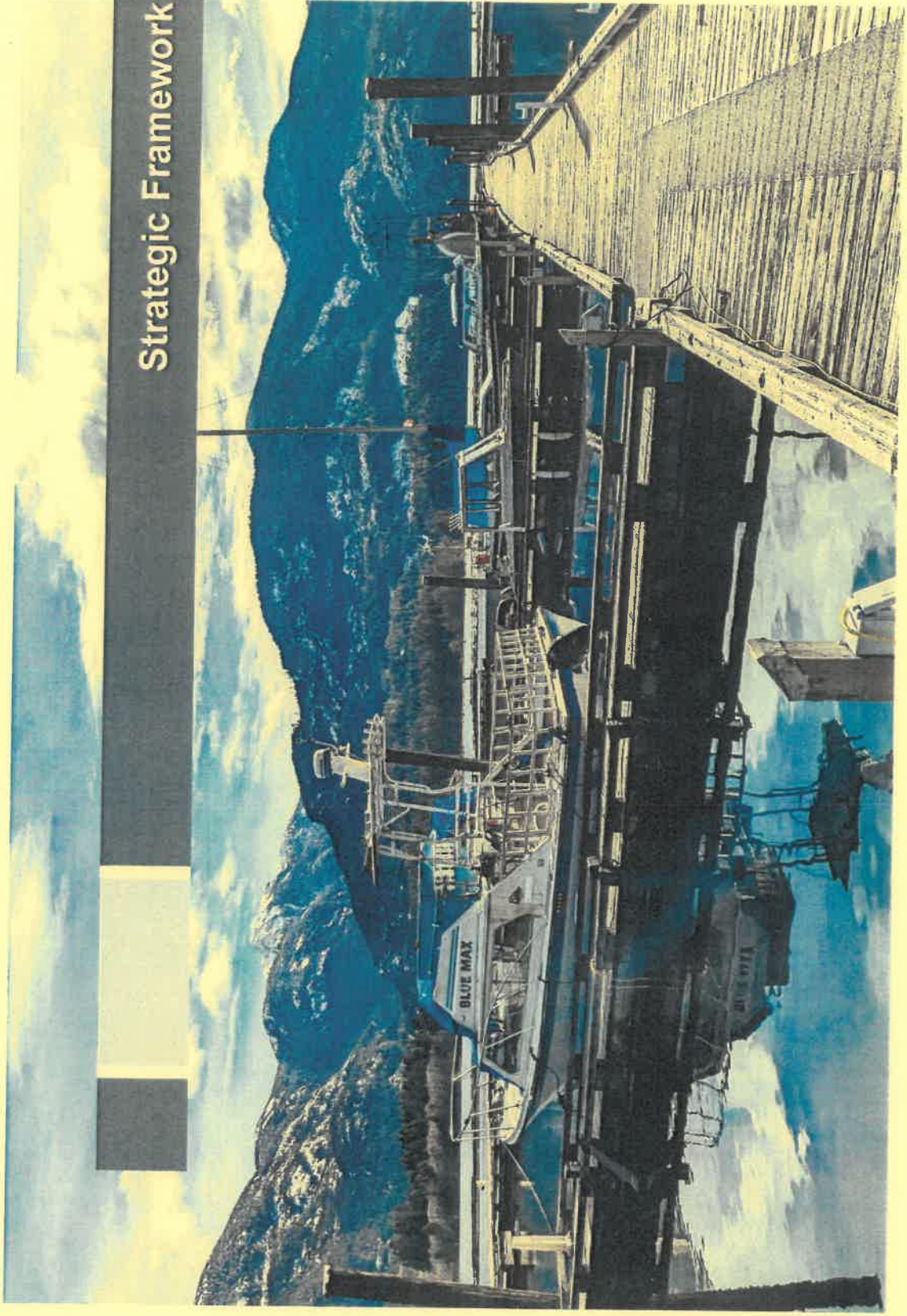
This document sets out a 10-year Strategic Economic Development Plan that has the potential to both provide a sustainable and progressive long-term community for future generations and transform our economy.

It is a bold vision, but one that we are committed to delivering to ensure a bright future for the place we are fortunate to call our home.

"Tahsis is a healthy, thriving community that showcases its spectacular natural environment, recreation opportunities, and indigenous culture, where residents have pride in their community, access to safe, affordable housing, reliable health care, nutritious food, and facilities and services that support all stages of life."

Tahsis Vision Statement: Official Community Plan 2019

Strategic Framework



Strategic Framework

Context

Economic development for Tahsis involves several initiatives linked by a focused strategy for immediate implementation accompanied by medium- and long-term objectives and actions.

Our strategy is based on the following three strategic priorities:

1. Bringing in people and investment.
2. Creating employment opportunities.
3. Developing critical infrastructure.

Our plan cannot be developed in a silo. We are a small community and are reliant on the support of our wider stakeholders to help us achieve our vision. We are committed to embracing a creative and flexible mindset to help us achieve this plan and our goals.

Purpose

The purpose of this Strategic Economic Development Plan is to set out a coherent strategy for developing the village that can be enacted over time by the Council and community.

The document is written both for our existing and future community, as well as other stakeholders with an interest in our economy, including the Mowachaht/Muchalaht First Nation, whose traditional, ancestral, and unceded territory we gratefully call home.

It sets out a vision for the future, the things that we value and that inform that vision, and a structured planning approach that derives a series of actions that we will undertake to achieve our vision.

Strategic Framework At-A-Glance

Mission

Why we exist. This is our purpose.

Vision

What we want to create for our future.

Our Values – How we will work towards our Mission & Vision

Our Audience - Who this plan is for

Strategic priorities

These are the top and high-level priorities that can help us realize our vision and deliver our mission.

People and Investment

Employment Opportunities

Infrastructure

Strategic goals

These are the goals that will support the strategic priorities and set the framework for delivery of specific activities and actions.

Activities and actions

Activities and actions that directly support the achievement of the strategic priorities and goals, with measurable and achievable outcomes.

Mission

We exist to serve the residents of Tahsis and preserve our beautiful way of life, ensuring that the needs of our community can continue to be met and evolve sustainably for future generations.

Vision

Our vision is to create a vibrant, self-sustaining economy, which can continue to provide the very best lifestyle both to our current population and future residents.

Guiding Values

Our Values will guide us in the application of our Mission and Vision:

Commitment: We are committed to each other and collectively protecting the culture, economic development, and best interests of all the residents of Tahsis.

Accountability: We do what we say we are going to do and will be accountable for the results.

Advocacy: We will advocate hard on behalf of our community with respect to funding and services owed to us by the Provincial and Federal Governments.

Communication: We will transparently report progress to our community twice a year or more where necessary.

Funding: We will both fund and share opportunity in a fair and transparent way.

Partnerships: We will be creative in establishing strategic partnerships with our stakeholders to help us enact this plan in the interests of Tahsis residents.

Our Audience: 4 groups interested in the success of this plan

1. Those primarily responsible for the success of this framework and driving the strategic priorities to achieve the vision

- Village of Tahsis Council

2. Those who will benefit from the outcomes of this framework

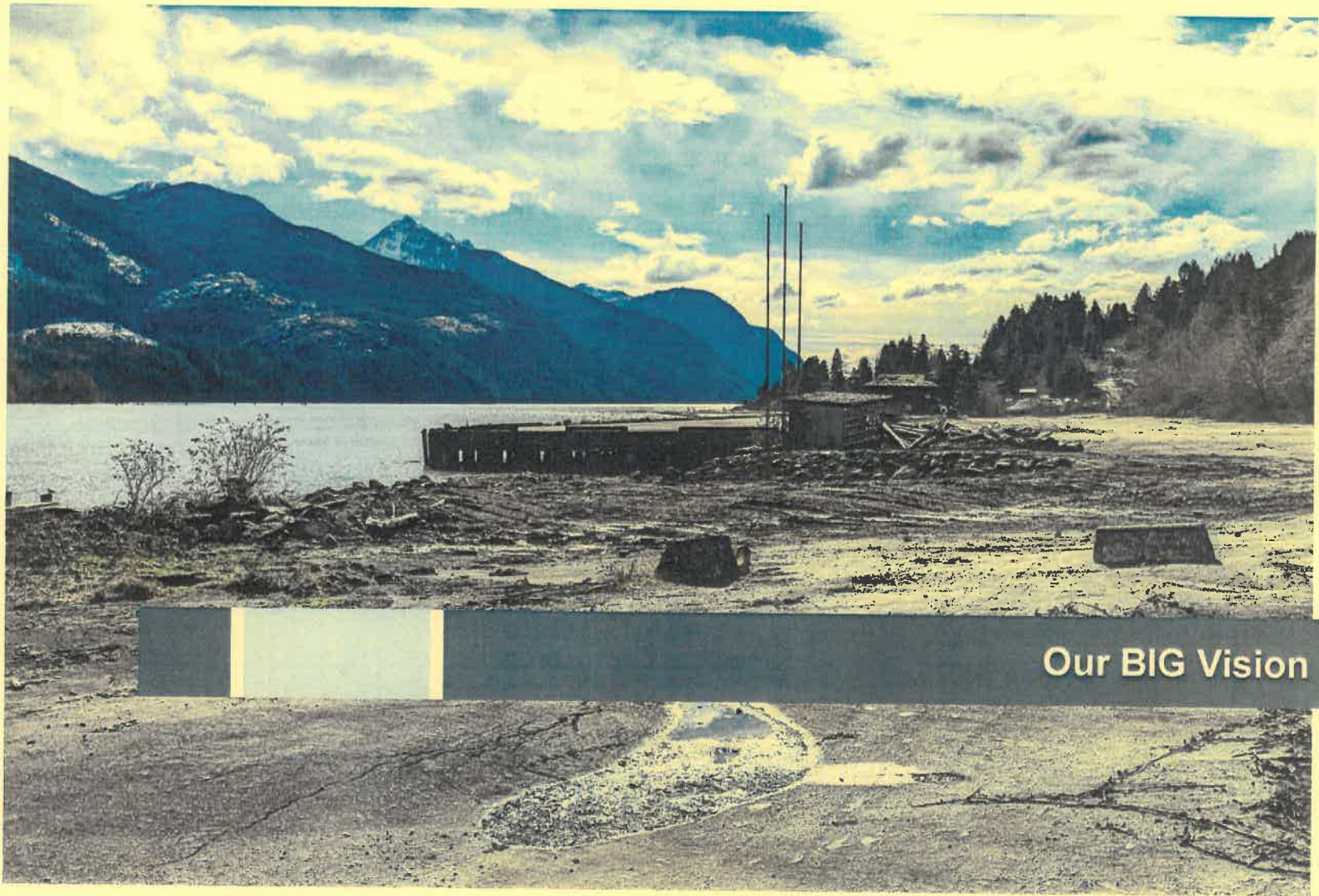
- The village of Tahsis
- All current and future members of our community
- Visitors to our village
- The communities of Gold River and Zeballos, their leadership and all community members, present and future
- All business and employers in the region
- The communities of Mowachaht/Muchalaht First Nation (MMFN) and Ehattesaht/Chinehkint First Nation, their leadership and all members, present and future
- Current and future residents of the wider region
- All natural ecosystems in the region and everything that lives in them

3. Those who need to interact with this framework and in productive and beneficial relationships with us

- Provincial Government of British Columbia, including:
 - BC Ministry of Finance
 - BC Ministry of Forests
 - BC Ministry of Transportation and Infrastructure
 - BC Ministry of Jobs, Economic Development and Innovation
- Federal Government of Canada
- Western Forest Products (WFP)
- Any other large, medium and small businesses with operations in our community and wider region
- The community of MMFN

4. Those who will be responsible for paying for the delivery of this plan

- Province of British Columbia and associated Ministries
- The Federal Government of Canada
- Grant funding bodies such as ICET (Island Coastal Economic Trust)
- Strategic partners looking to making investments in our community
- Local business partners
- Community taxation (through property taxes of local businesses and residents)



Our BIG Vision

Our BIG Vision

New housing
Forestry economy

Become a 'destination'

Tourism infrastructure

Paved Head Bay Road Recreational economy



Strategic partnerships

Increased population
Employment opportunities
Investment
Infrastructure
Sustainable economy

THE COMMUNITY VITALITY WHEEL

1. VISIT

If you built a place where people want to visit, then you have built a place where people want to live.

2. LIVE

And if you built a place where people want to live, then you have built a place where people want to work.

3. WORK

And if you built a place where people want to work, then you have built a place where business and residents will invest.

4. INVEST

And if you built a place where business and residents will invest, then you have built a place where people will want to visit.

It Starts With a Visit

That Is the Work of a
Destination Organization

From Visit, to Live,
to Work, to Invest

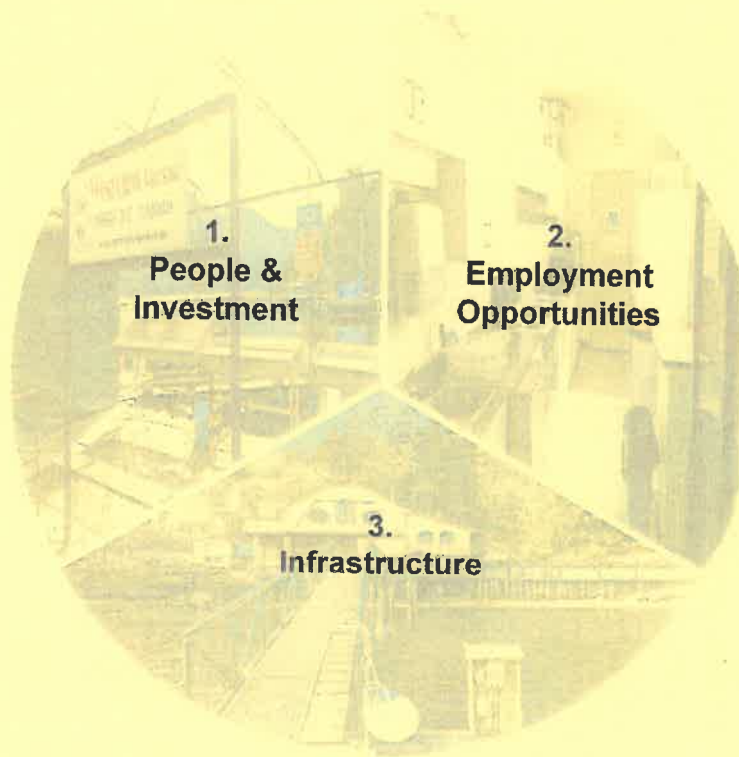
You Need to Keep the Wheel
Turning and Manage Its Speed





Strategic Direction 2023-2033

Strategic Economic Priorities



Our three Strategic Economic Priorities reflect the needs of the community we serve and consider the audience described above.

The circle of priorities reflects that each of these pillars are key to the success of the whole. One pillar alone will not be sufficient to rejuvenate the village economy.

The Strategic Priorities are set out over the following pages, along with the associated goals and actions needed to deliver the priorities.

Strategic Industries

Forestry

- Community forest
- Partner with MMFN



Aquaculture

- Shellfish production tenure
- Partner with MMFN



Tourism

- Key infrastructure
- Marketing plan
- Partner with MMFN



Real Estate

- Visitor to resident
- New housing



IT

- Build a digital identity



The Official Community Plan identifies policy directions relating to specific strategic industries which are core to our broader long-term vision.

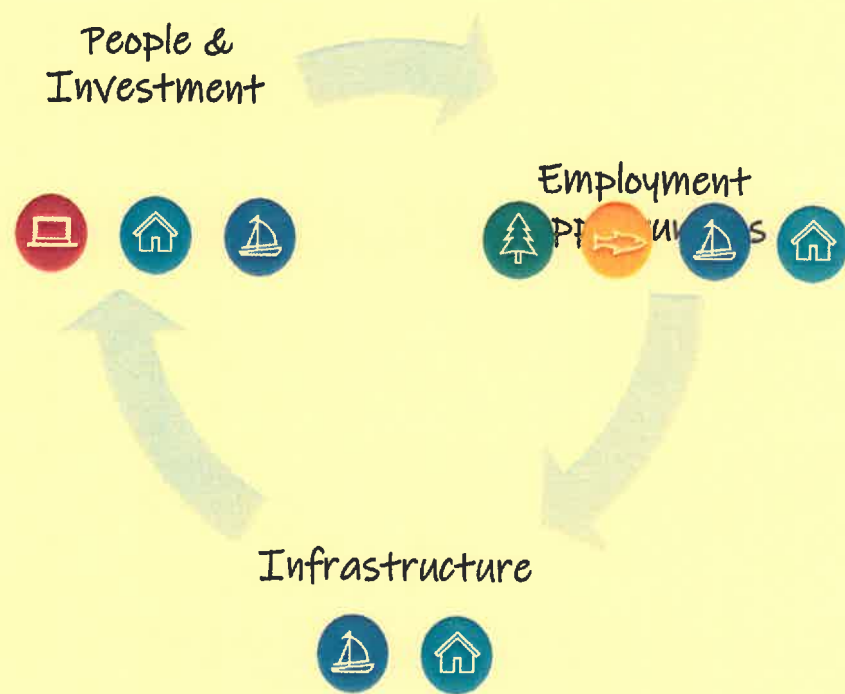
These industries are all important to the economic development plan as they represent the mechanisms through which the Strategic Economic Priorities will be delivered.

The color-coded icons are included next to the goals and actions set out over the following pages to show how these relate to the strategic industries listed here.

Circle of Development

The three Strategic Priorities or 'pillars' of this plan link to the Strategic Industries as illustrated here.

It is important to recognize that the process of development is circular, with improvements in each pillar creating demand for the others.



Strategic Priority #1: People & Investment

People & Investment means:

Attracting new people and investment to the village to provide critical mass in the community, both to support existing local businesses and provide a catalyst to organic future economic growth.

Strategic Goals

The following strategic goals will help us deliver this strategic direction:

1. Build on our reputation for front row access to world class fishing and outdoor recreation by developing trails, camping options, and outdoor gathering spaces that benefit both residents and visitors.
2. Market Tahsis to the world through strategic partnerships.
3. Prioritize maintenance and beautification of the village and building assets in order to make the village physically attractive.
4. Develop community cohesion and make Tahsis more socially attractive through community programming and events.
5. Create a business/co-working hub to support a sub-community of remote workers. both existing and future
6. Establish a municipal social enterprise entity through which to promote economic development and provide opportunity for strategic partnerships

Strategic Priority #2: Employment Opportunities

Employment Opportunities means:

Create attractive employment opportunities for existing residents and encourage people to move to Tahsis to support the existing economy and aging population.

Strategic Goals

The following strategic goals will help us deliver this strategic direction:

1. Create attractive Village of Tahsis employment opportunities for residents and people interested in relocating to Tahsis.
2. Support the recruitment and retention of professionals to meet village service delivery needs (ie- teachers, nurses, paramedics, public works and VOT administration)
3. Implement the Aquaculture strategy to create jobs in community and with local partners, MMFN and Gold River.
4. Continue discussions with MMFN to see if there is interest in Community Forest partnerships in the Tahsis area.

Strategic Priority #3: Infrastructure

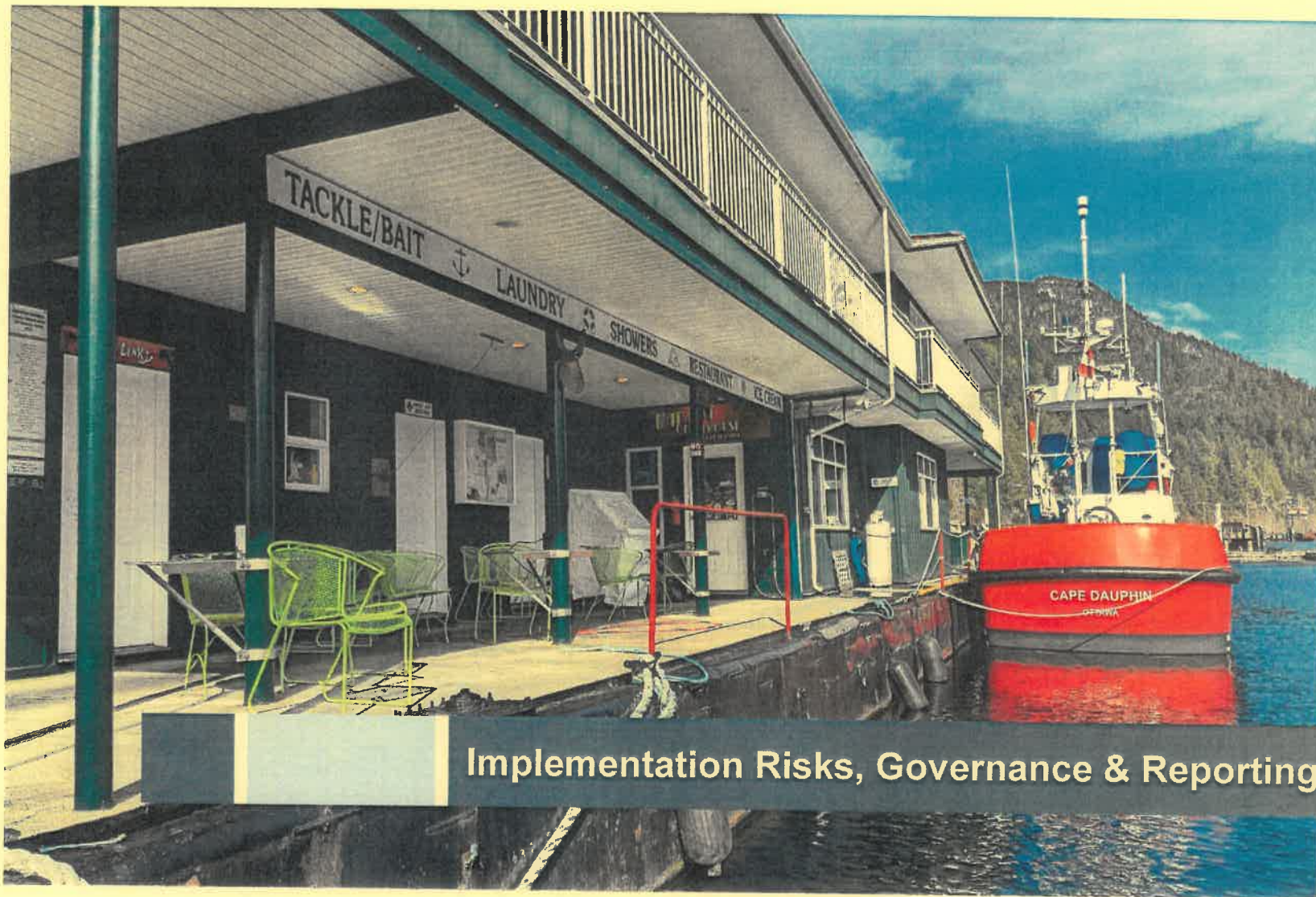
Infrastructure means:

Investing in critical infrastructure both within the community and to allow connectivity to the rest of Vancouver Island, which is considered fundamental to being able to achieve the other strategic priorities.

Strategic Goals

The following strategic goals will help us deliver this strategic direction:

1. Continue to advocate for an increased number of kilometres of seal coat and for continuous maintenance and improvements to Head Bay Road, connecting Tahsis to the rest of Vancouver Island
2. Invest in maintenance and renewal of key assets (ie Library, Recreation Centre, Municipal Office) that make Tahsis attractive as a visitor and resident.
3. Explore opportunities to provide additional housing options that will help support current and future community housing needs.
4. Support the need for renewal and renovation of existing housing stock.



Implementation Risks, Governance & Reporting

Implementation Risks

Risk

Capacity and capability to run the economic development program

What's the issue?

If we don't dedicate enough time to actioning the plan, no change will happen

Mitigation

We may need to invest in additional resources, either internally or through external advice, to provide the required bandwidth

Limited financial resources

If we don't dedicate enough funds to actioning the plan, no change will happen.

We will source as many new funds through grant processes as possible as well as maximize our use of existing grant funds where there are mutual benefits (e.g. recreation centre upgrades)

Economic development is important because it increases our ability to source new income to sustain our economy and meet future resource needs

Our plan includes thinking creatively about the strategic partnerships that will serve us and bring in external investment

Lack of coordinated effort between regional strategic parties

Scattered approaches across neighbouring communities are likely to be less effective than a coordinated effort in terms of pooling resource, energy and putting pressure on government

Working with our regional partners will be a core component of our governance strategy for actioning the plan, and collective meetings are already ongoing to identify areas of common interest

Governance

We are committed to implementing this Strategic Economic Development Plan, which will be used and updated as a living document, and formally reviewed annually by the Council.

We will take the following steps to ensure this commitment can be met:

Capacity

1. Action: Undertake to bring in specific economic development capacity to support implementation.
2. Action: Apply to applicable grant funding programs to source additional funds for capacity development.

Strategic partnerships

1. Action: Work with Mowachaht /Muchalaht First Nation and Gold River to form a regional economic development committee once the strategies of all three have been defined and articulated
2. Action: Identify partnership opportunities with Gold River and Mowachaht/Muchalaht First Nation for specific projects and apply for joint grant funding resources.

Detailed planning

1. Action: The Economic Development program lead and the Business Liason Committee will provide updates on the detailed action plan, including any updates for new actions, every six months. All updates will be reviewed for approval by council on an annual basis.

Reporting

Progress on the implementation of this plan will be reported to residents every six months and residents will have an opportunity every 18 months to provide input and feedback at community open houses. In addition, each annual report will include a more formal and measured update on progress.



Village of Tahsis – Action Plan for the 2023 Strategic Economic Development Plan – DRAFT Update Spring 2025

This action plan is for use as an internal document to track delivery of the agreed actions that assist in the delivery of the Strategic Economic Development Plan.

The proposed actions also meet several priorities identified through various processes over the past several years. The documents referenced for this update include:

- 2019 Village of Tahsis - Community Survey
- Age Friendly Community Action Plan
- Village of Tahsis - Official Community Plan
- Village of Tahsis - Housing Needs Assessment

The Action Plan is set out in detail below:

Strategic Priority/Goal	#	Action	Responsible Officer	By When	Measurement
Strategic Priority #1: People and Investment					
<p>Goal #1: Build on our reputation for front row access to world class fishing and outdoor recreation by developing tourism infrastructure including: trails, camping options, and outdoor gathering spaces that benefit both residents and visitors.</p>		<p>Develop a more formal Tourism Development Plan.</p> <p>Create a development & maintenance plan for existing local trails.</p> <p>Make the Leiner Trail a destination: improve to an accessible standard with plant, animal and historical interpretive signs, and other appropriate infrastructure.</p> <p>Apply for an Active Transportation Planning Grant in partnership with MMFN to create a village network for wayfinding and safe travel (walking, biking) to all parts of the village including connecting to IR11 and the newly funded Grease Trail project.</p>			
		<p>Create a development plan for the Waterfront Park including sheltered gathering space, washrooms, parking, and garbage disposal. Alternately consider other waterfront VOT properties for development.</p> <p>Create a development plan for washrooms, parking and signage at the boat launch.</p> <p>Create a development plan for Pete's Farm (with the potential to include</p>			

	<p>tent camping sites).</p> <p>Add poles at the waterfront to support seasonal flags and light displays</p> <p>Make it easier for visitors to navigate the village by improving road signs and adding wayfinding signs.</p> <p>Move benches and shelters to more useful and scenic locations. Ensure they are installed with accessibility in mind.</p> <p>Purchase accessible picnic benches and locate them throughout the village in appropriate locations.</p> <p>Continue the 'red chair' project by adding two chairs every year.</p>			
<p>Goal #3: Prioritize maintenance and beautification of the village and building assets in order to make the village physically attractive.</p>	<p>Make an annual calendar to prioritize seasonal efforts to keep the village looking its best.</p> <p>Buy concrete flower planter blocks to beautify the flood wall.</p>			

	<p>Invest in targeted annual budgets specific to beautification, for hanging baskets on all municipal buildings, new planters and other similar beautification efforts.</p> <p>Create small municipal Neighborhood Beautification grants that are awarded annually.</p> <p>Work with Western to build a new fence along the sidewalk/ mill site interface.</p> <p>Apply for the provincial invasive species grant to tackle the growing broom issue in the village.</p> <p>Look at capital costs to ensure we have the tools we need for maintenance (ie: street cleaner)</p>			
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Strategic Priority/Goal	#	Action	Responsible Officer	By When	Measurement
Strategic Priority #1: People and Investment (continued)					
Goal #2: Market Tahsis to the world through strategic partnerships		Consider the creation of a regional Destination Marketing Organization.			
		Interact with 4VI (Tourism Association of Vancouver Island), Destination Campbell River and other North Island tourism initiatives, as well as the Destination Marketing efforts of the Mowachaht- Muchalaht First Nation and develop co-strategies where possible.			
		<p>Create branding and a village theme to create cohesive colour and form across the built environment and digital presence.</p> <p>Build a new VOT website with strong branding, visuals and easy navigation.</p> <p>Develop a more formal Tourism Marketing Plan.</p>			
Goal #4 Develop community cohesion and make Tahsis more socially attractive through community programming and events.		<p>Improve VOT consultation with residents and visitors to help guide a community centred approach to future planning.</p> <p>Launch a survey specific to Recreation Centre programming and hours to inform local services.</p> <p>Create an annual Tahsis events</p>			

	<p>calendar and strategy.</p> <p>Launch a regular newsletter through the VOT website to keep both residents and visitors looped in to everything going on in our community.</p> <p>Actively work to improve accessibility in the village including the built environment and service delivery (ie: library, trails, recreation centre, parking, programming and events) to support full participation and an inclusive community.</p> <p>Apply for grants to renew all municipal playgrounds- including in the Townsite, Recreation Centre & Trailer Park</p>			
<p>Goal #5 Create a business/co-working hub to support a sub-community of remote workers. both existing and future</p> <p>Goal #6 Establish a municipal social enterprise entity through which to promote economic development and provide opportunity for strategic partnerships</p>	<p>Create a small business/ coworking hub in the Tahsis Recreation Centre to support the needs of budding entrepreneurs and remote workers who may need a different space to work or resources such as a printer or fax.</p> <p>**Has this been explored?</p>			

Strategic Priority/Goal	#	Action	Responsible Officer	By When	Measurement
Strategic Priority #2: Employment Opportunities					
Goal #1: Create attractive entry level Village of Tahsis employment opportunities for residents and people interested in relocating to Tahsis.		Consider the opportunity for the VOT to join the living wage movement and if successful, encourage local businesses to do the same. **look at metrics			
		Look for opportunities to increase Village of Tahsis employment opportunities while also supporting economic development, by extending the hours of operation of the Tahsis Recreation Centre and the Museum and Tourist Information Centre			
Goal #2: Support the recruitment and retention of professionals to meet village service delivery needs (ie- teachers, nurses, paramedics, public works and VOT administration)		Conduct exit interviews with VOT staff when they either resign from their position or the term of their employment ends. Encourage local businesses to apply similar practices. Work with local partners to identify barriers to recruitment and retention.			

Strategic Priority/Goal	#	Action	Responsible Officer	By When	Measurement
Strategic Priority #2: Employment Opportunities (continued)					
Goal #3: Implement the Aquaculture strategy to create jobs in community and with local partners, MMFN and Gold River. Goal #4: Approach MMFN to see if there is interest in Community Forest partnerships in the Tahsis area.					
Strategic Priority #3: Infrastructure					
Goal #1: Continue to advocate for an increased number of kilometres of seal coat and		Continue Head Bay Road working group discussions and report to residents every six months or less			

for continuous maintenance and improvements to Head Bay Road, connecting Tahsis to the rest of Vancouver Island

Consider ways to better communicate current road conditions to residents and visitors (ie: on the Village of Tahsis website or by providing a link to the road conditions FB page or by setting up a webcam at the Bull Lake Summit)

Use the tagline "Road to Adventure" as a way to provide a spin on the experience of getting to Tahsis

Strategic Priority/Goal	#	Action	Responsible Officer	By When	Measurement
Strategic Priority #3: Infrastructure					
Goal #2 Invest in maintenance and renewal of key assets (ie Recreation Centre, Municipal Office) that make Tahsis attractive as a visitor and resident.		Apply for grants to renovate the Recreation Centre including the exterior façade, accessibility, and any other updates required.			
		Identify and act on priorities in the Asset Management Plan that also benefit Economic Development.			
Goal #3: Explore opportunities to provide additional housing options that will support current and future community housing needs.		Identify suitable VOT lands for a multi-unit, accessible and affordable housing development. Identify non-profit partners for a housing project and approach BC Housing to explore the opportunity			

<p>Goal #4: Explore and support the need for renewal and renovation of existing housing stock.</p>		<p>Build an information resource that will help residents find renovation and retrofitting grants and trusted contractors that are willing to travel to Tahsis.</p>			
<p>Goal #5: Explore and support the need for transportation services for goods and people including locals and visitors.</p>		<p>Continue to explore opportunities for both public and private transportation partnerships with the Strathcona Regional District and the Mowachaht-Muchalaht First Nation.</p>			