

**BEYOND
BUSINESS
AS USUAL**

Lantzville

Economic Development Strategy Final Report

September 2018

District of Lantzville

ench farmhouse

in

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Spurred

Strategy summary

This summary is a ‘snapshot’ of the whole Strategy. Everything on these summary pages is described in more detail in the remainder of the report.

What is our long term economic vision (page 15)

Lantzville, *reinvigorated*: Lantzville is a unique and thriving community with a healthy mix of professionals, prospering local-serving businesses and industrial tenants, and home-based businesses. It is a place where young families, professionals, and retirees come to live a more relaxed life, with diverse housing options, ample green spaces, and outdoor recreational opportunities in the community, along the seaside, and in the forest. The Lantzville Village Core is a thriving place where locals can gather and that attracts people from Upper and Lower Lantzville, daytrippers from around the region, and those driving by on Highway 19 looking for a unique and intriguing reason to pull off the highway..

What we hope to achieve: Our objectives (page 15)

Objectives are more concrete than the vision. They are the reason for doing economic development. The community’s priorities are listed below in order of importance.

- Attract businesses that fit local values and meet local needs
- Support local businesses to thrive
- Revitalize and enhance our Village Core
- Attract younger residents and accommodate aging-in-place
- Increase trust and collaboration among residents, businesses, and governments
- Increase and diversify District revenues
- Retain and enhance “semi-rural charm” (uniqueness and greenness)

What we’ll do: Actions and strategies (page 16)

Lantzville’s Strategy has a number of small and medium sized actions that will collectively improve the local economy, making Lantzville a more vibrant place where residents, businesses, and visitors want to be.

The actions are organized into five ‘pillars’ (or themes), as shown below. The pillars rest on a *foundation* of basic and ongoing actions that underpin the success of the pillars. There are many linkages between the five pillars, and the actions in them build on and support each other in ‘virtuous cycles’.

Within each pillar there are ‘quickstart’ actions (those that can be completed in the first six months), as well as Phase 1 and Phase 2 actions. Quickstarts should be completed first, followed by Phase 1 and then Phase 2, with the understanding that sequencing may be altered to take advantage of opportunities that may arise (e.g., funding). Actions were sequenced based on their priority with the community, the availability of funding or staff time, and (in some cases) if they had other actions that needed to be completed before or after them.

FIGURE: The actions in this Strategy are organized into five ‘pillars’, which rest on a foundation of basic and ongoing actions.



TABLE: Lantzville's actions

	1. VILLAGE CORE REVITALIZATION	2. BUSINESS DEVELOPMENT	3. HOUSING	4. TRANSPORTATION & INFRASTRUCTURE	5. QUALITY OF LIFE & TOURISM
QUICKSTART	<p>1A. Small scale village beautification projects</p> <p>1B. Creative use of vacant retail space</p>	<p>2A. Quickstart business retention and expansion actions</p> <p>2B. Update Lantzville website</p> <p>2C. Update online community profiles and Bizpal.ca</p>	<p>3A. Allow diverse housing types and increased density</p>	<p>4A. Connect to Nanaimo water and implement Water Master Plan</p> <p>4B. Welcome to Lantzville signs on Highway and improved Village Core entrance</p>	<p>5A. Pilot "Village Block Party" event 2018</p>
PHASE 1	<p>1C. Economic incentive programs to support Village Core revitalization</p> <p>1D. Implement policy recommendations and design guidelines from 2014 Village Plan</p> <p>1E. Parking improvements in Village Core</p>	<p>2D. Attract businesses that meet local needs and fit local values</p> <p>2E. Business retention and expansion program</p> <p>2F. Shop Local Campaign</p>	<p>3B. Work with land owners and developers for appropriate housing</p> <p>3C. Attract seniors home development</p>	<p>4C. Link amenities with signage, directions, and safe paths and trails</p> <p>4D. Improve pedestrian realm</p>	<p>5B. More events and activities</p> <p>5C. Promotion campaign</p>
PHASE 2	<p>1F. Create a public plaza area adjacent to Municipal Hall</p> <p>1G. Traffic calming through Village Core</p>			<p>4E. Infrastructure improvements to industrial areas</p> <p>4F. Safe bike lanes</p> <p>4G. Improve transit services</p>	<p>5D. Environmental protection policies</p> <p>5E. Support mountain bike trail development</p> <p>5F. Explore ways to increase tourism accommodation</p> <p>5G. Improve waterfront access and facilities</p>
<p>FOUNDATIONAL ACTIONS</p> <p>QUICKSTART → PHASE 1 →</p> <p>A. Be more business friendly B. Hire an Economic Development Officer or contractor C. Support creation of a Lantzville Business Association D. Regular coordination with neighbouring governments and service providers E. Improved communications with residents F. Review bylaws and planning documents to facilitate implementation of this plan G. Business licensing H. Consider policies to encourage unique independent businesses</p>					

How we will get it done: Implementation (page 57)

We don't want this to be another strategy that sits on a shelf gathering dust. Implementing the actions will take hard work, partnerships, and support from businesses and residents. The implementation plan includes the following elements:

- **Action plans and timelines:** Actions are sequenced, and all quickstart and Phase 1 actions have more detailed action plans (e.g., who, what, how).
- **Dedicated staff time/person:** The Strategy includes more actions than can be realistically achieved with current staffing resources. In other words, implementation of the Strategy in a reasonable timeframe will require additional staff or contractors. There are potential funding sources for staff or contractor resources that are highlighted in this plan, and the District is already starting to apply for grants for an Economic Development Officer.
- **Steering committee/advisory committee:** The Committee that was involved in creating this Strategy is developing a Terms of Reference and structure for a Citizen Committee to oversee implementation.
- **Access to funding:** The Strategy includes potential sources for grant funding and other resources for each action, and a strategy for keeping up-to-date on emerging funding sources through ongoing communications with the Province's Regional Manager for Economic Development and Community Futures.
- **Working with partners and community members:** We will work with partners like Snaw-Naw-As, the Lantzville Business Association (if and when created), Community Futures, Nanaimo, the Regional District of Nanaimo, the Province, Rotary of Lantzville, community members, and others to implement the actions in this Strategy.

Seeing if it's working: Monitoring and evaluation (page 61)

It's crucial that we monitor and evaluate our progress to understand if the Strategy is working and to keep everyone accountable. There are three parts to our monitoring and evaluation (M&E) program:

1. **Process M&E:** are we implementing the Strategy like we said we would?
2. **Outcomes M&E:** are the actions having the desired effect on our objectives? To measure this, we have created 'indicators' for each objective (i.e., something that we can measure to see if progress is being made).
3. **Communicating our progress:** we are committed to regular updates to the community about progress in the Lantzville newsletter and on social media.

This report includes several tools and checklists that can be used to measure progress.

“This is the most positive energy and excitement I've seen in this community in 20 years.”

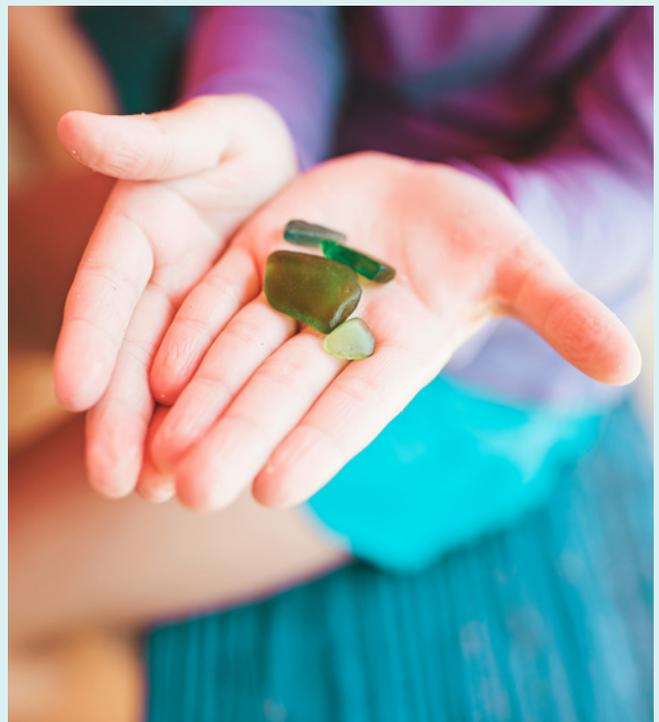
- Resident



LANTZVILLE'S NEW COMMUNITY BRAND

Running parallel to the development of the Economic Development Strategy was the completion of an updated community brand for Lantzville. The brand includes a logo, but is much more than just a logo. The new look, feel, tone and story will be incorporated throughout many of the actions in this Economic Development Strategy, including a refreshed website (action 2b), marketing and promotions (5c) and signage (4b and 4c). The District should also 'roll-out' the brand throughout its operations (e.g., business cards, Municipal Hall signage).

Having a new, consistent and exciting look will help put Lantzville 'on the map', and will increase the effectiveness of our actions to attract businesses, residents and visitors to Lantzville.



Introduction

The economy affects us all. It determines whether we have local jobs, a thriving business community, and a local government with adequate funds to provide services.

In late 2017, Lantzville Council decided to take a proactive approach to Lantzville's economy, by developing this made-in-Lantzville **Economic Action Strategy**. At the same time, the District launched a **Community Branding** process so that we can put Lantzville on the map and attract the kinds of people and businesses that will really thrive here.

These two projects were built on the creativity, values, and ideas of Lantzville residents and businesses. They were carried out by engaging with community members and building on research into the current state of the economy. As a result, the District has developed an understanding of the economic goals of Lantzville, and a concrete set of community-supported actions **to build an economy that works for Lantzville**.

CONTEXT

The District of Lantzville is a community of around 3,605 people situated on the eastern coast of Vancouver Island, British Columbia. It is part of the Regional District of Nanaimo, and its economy is strongly linked to the proximity of the nearby City of Nanaimo.

In some ways, the Lantzville economy is what other communities dream about - relatively high incomes, a diversified workforce and a steady tax base. But scratch a bit deeper and there are things we need to pay attention to: our unemployment rate is rising; our youth population has decreased by 14% in the past 10 years; and businesses in the Village Core struggle to attract employees and customers.

WHAT WE HEARD THROUGH THIS PROCESS

The District engaged with a few hundred community members in the creation of this Strategy, through online methods, workshops, interviews, and social media.

LANTZVILLE BY THE NUMBERS¹:



580 people work in Lantzville (11% of whom work from home, compared to provincial average of 8.5%).



\$93,000 increase in assessed value of average single-family home between 2017 and 2018 (21%). Industrial land values rose 16.5% and commercial 14.5%.



75% of working residents² commute out of Lantzville. Lantzville is a commuter town. There is only 0.3 jobs per working resident, one of the lowest such values in the Province.



\$33,000 median after-tax income, 12% higher than provincial average.

We heard loud and clear that the vast majority of Lantzville residents want to see economic revitalization. People want to have a thriving Village Core that is a joy to visit and provides the services and goods they need for day-to-day life. They want more local jobs. They want to have a place where they can connect with neighbours over coffee, and a place they can bike and walk to safely. People want improved access to the waterfront. Most people want to see more diverse housing types, especially seniors' residences so that Lantzville residents don't have to leave Lantzville to age in place. These sentiments echoed what was heard in the Official Community Plan engagement.

¹ All statistics are from Statistics Canada and more detail can be found in the 2018 Lantzville Economic Snapshot, available on the project website LantzvilleBeyond.com

² 75% of working residents that have a regular place of work.

But there is also some fear; fear that there might be too much development and that the things people love about Lantzville – the greenness, laid back feeling, and space to think – might be lost. This Strategy takes a measured approach to economic development, recognizing that it's not 'all or nothing': we can take actions to create more economic opportunity, but we can monitor trade-offs between things like vibrancy and crowding and modify how much and how fast that activity takes place. There will also be regular opportunities for amending the Strategy if residents and businesses start to feel that things are not aligning with community values in the future.

PURPOSE OF THE STRATEGY

The District of Lantzville does not currently have an economic development strategy in place. During its recent strategic planning process, the District of Lantzville Council identified development of an economic development strategic plan and community branding as strategic priorities.

The purpose of this Strategy is to guide the District of Lantzville and community partners to improve the local economy in the next 5-10 years. This Economic Development Strategy provides:

- Analysis of the current economic situation in the District of Lantzville and surrounding region;
- Community-supported economic development goals and vision, which can guide economic development decision making in the coming years;
- A set of priority actions for economic development in the region that can be undertaken by local governments, organizations, businesses, and community members; and,
- A set of indicators and performance measures to monitor the impact of actions and progress towards desired outcomes.

With this Strategy and accompanying community brand in place, Lantzville will be better positioned to develop a strong, sustainable, and vibrant economy that meets the District's and community's objectives.



COMMUNITY OVERSIGHT THROUGHOUT THE PROCESS

The overall project was guided by a committee of community members, who generously gave their time and expertise throughout the project, during which they recommended consultants, oversaw project work, and contributed insight and ideas about the local economy.

The members of the “Economic Development Strategic Plan and Community Branding Select Committee” included business owners, longtime residents, newer residents, and a diversity of ages and occupations. Members were:

- *Wendy Campbell (Chair)*
- *Darwin Mahlum (Alternate Chair)*
- *Councillor Will Geselbracht (Alternate Councillor Bob Colclough)*
- *Doug English*
- *Councillor Tom Bob (Snaw-Naw-As Council)*
- *Ronnie Jackson*
- *Deb Melenchuk*
- *Sarah Wallbank*

Meetings were open to the public and minutes were posted on the Lantzville website.



PROCESS

This project ran from Winter 2017 to Summer 2018. The planning work was organized around a four-phase strategic planning approach that was designed to answer four guiding questions, below.

1. Where are we now? (Engagement planning, research, and analysis)

What's the current state of the District of Lantzville's economy? Are there issues that need to be addressed? What assets can be built on?

2. Where do we want to go? (Visioning, issues, and objectives)

What is the vision for economic development? What are our objectives, and how can they be measured and prioritized so they can be used to help evaluate economic development opportunities? What kind of economic development do community members want to see, and what do they NOT want to see?

3. How are we going to get there? (Strategy development)

What actions should be undertaken in the short, medium, and long terms? How do we evaluate, prioritize, and sequence these ideas into coherent and forward-looking strategies? Who will implement them and when?

4. Have we arrived? (Implementation, monitoring and evaluation)

Once there is a Strategy in place, how can it be tracked to make sure it's helping achieve the economic development vision and objectives? What performance indicators (based on Strategy objectives) and measures are both meaningful and practical to collect?

PAST REPORTS AND PLANS

This strategy builds on the significant community input that was recently put into the development of the Draft Official Community Plan (OCP). Additionally, a number of past reports, plans, and documents were reviewed in the creation of this Strategy and provided context and direction for this project. Together they provided information and valuable lessons that have been incorporated into this Strategy.

Past main plans and reports that were reviewed included:

- Draft Official Community Plan and various documents relating to the OCP update process, including the OCP Update Backgrounder (2016), survey reports, OCP Update Open House Boards (2017), and Community Input Summaries
- Draft District of Lantzville Village Commercial Core Improvement Strategy (2014)
- Lantzville Tourism Development and Marketing Strategy (2008)
- Economic Development Plans and Strategic Plans of neighbouring governments, including the Snaw-Naw-As Draft Community Economic Development Plan

“Create an attractive downtown core - coffee shops, pub, market garden, art shows, walking paths, bike lanes - a welcoming centre for people!”

– Resident

COMMUNITY ENGAGEMENT

This project was based on extensive community-wide engagement, since community members and stakeholders (e.g., local businesses) have intimate, on-the-ground knowledge of the local economy and are in the best position to identify potential opportunities. They are also critical for Strategy implementation, as small communities tend to have fewer resources for implementation and so must typically rely more on the interest and initiative of community members.

The Project Team worked with the Select Committee to identify stakeholders and partners, and plan for and guide community engagement. Engagement was conducted throughout the project and included the following activities:

- **Community-wide communications:** The Project Team kept community members aware of the project and opportunities to get involved through:
 - Door-to-door mailouts to all households and businesses that allow unaddressed mail
 - Press releases and one story in the Nanaimo News Bulletin
 - Social media updates on Facebook and Twitter
 - Promotional products throughout Lantzville (posters, tri-folds, postcards, etc.)
 - Communications through the Select Committee (see text box on page 7). Committee members shared information on social media, put up posters in their places of work, and talked to people in their networks about the project.
 - Project website, www.lantzvillebeyond.com
- **Project kick-off open house:** About 40 people attended an open house on March 14th at Costin Hall. A report on the open house can be found at LantzvilleBeyond.com/updates.
- **One-on-one interviews:** The Project Team did 'walk by' interviews at the Industrial Park and Village Core on March 14, 2018. The Project Team also attempted to call 20 randomly selected households, but was only able to talk to three (and left messages with the remainder, but no calls were returned).

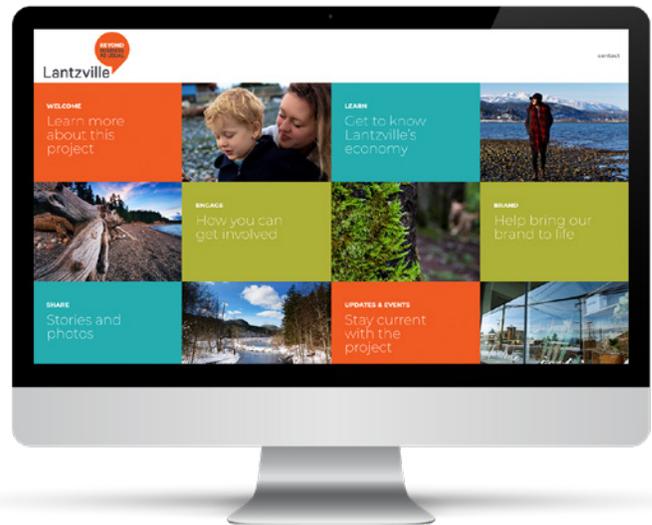


FIGURE: Lantzville, Beyond Business as Usual website



FIGURE: Project communications included this door-to-door mailout



- **Online brainstorm survey:** Community members and businesses were invited to share their ideas for economic development, and to ‘vote’ on other people’s anonymous ideas using an online tool called ThoughtExchange. In this way, ideas ‘rose to the top’ and the Project Team could see themes and popularity of ideas. This activity was chosen in order to reach people who may not be interested or able to attend in-person activities. 125 participants shared about 150 ideas. The average participant ranked 28 ideas of fellow citizens, resulting in a ‘first take’ prioritization of all 150 ideas. A report on the findings from ThoughtExchange can be found at LantzvilleBeyond.com/updates.
 - **Home business survey:** Seven people responded to a survey about home business and working from home. This is an area that requires more discussion and engagement (see text box on the following page). A report on the findings from this mini-survey can be found at LantzvilleBeyond.com/updates.
 - **Selecting economic actions workshop:** About 35 people attended a workshop on May 15th to evaluate and prioritize the emerging economic actions. A report on the findings from this workshop can be found at LantzvilleBeyond.com/updates.
 - **Meetings with neighbouring governments:** The Project Team met with neighbouring governments to understand their economic priorities and opportunities for collaboration. Meetings included Snaw-Naw-As, City of Nanaimo, and the Regional District of Nanaimo.
 - **Meetings with potential implementation partners:** The Project Team met with Community Futures, the Province of British Columbia’s Regional Economic Development Manager, and the Rotary Club of Lantzville.
 - **Presentation to Lantzville Council:** The draft strategy was presented to Council September 17th.
- Input from these events and activities was used to identify community issues and objectives, and to develop and prioritize action ideas.

WORKING FROM HOME AND HOME-BASED BUSINESSES

Lantzville has a high proportion of people who work from home (11% compared to the provincial average of 8.5%). Interviews with stakeholders indicated that there are a high number of home-based businesses, but because there are no business licences in Lantzville, there is no way of tracking the number or types of home-based businesses.

To begin to understand the challenges and opportunities of this 'sector' - and how Lantzville can support additional growth - the Project Team conducted a mini-survey of home-based businesses and people who work from home. The survey was advertised in the Lantzville newsletter and through social media. However, uptake was low (seven participants) so there is more work to be done to understand the ways that Lantzville can support home-based businesses and people who work from home. The results from the survey are shown below.

What do you like about working from home in Lantzville?

- The setting (e.g., peaceful, quiet neighbourhood, small town feel, access to nature in their yard)*
- General benefits of working from home, such as lack of commute, flexibility, tax breaks, and lower overhead*

What do you not like about working from home in Lantzville?

- Some respondents said that there is nothing that they dislike about working from home in Lantzville. Others noted that there is a lack of space to meet people and to work outside of the home (e.g., coffee shops, co-working space). Other dislikes included a lack of a downtown/business core in the community and a lack of direct contact with people.*

What can the District of Lantzville do to support you (and others) in your home-based work?

- Provide local business listings (e.g., on Lantzville website or brochure)*
- Use the Lantzville website to encourage residents to keep their home-based businesses in Lantzville*
- Avoid red tape for home-based businesses and too much regulation, but use some regulation to ensure a level playing field (e.g., through business licences and zoning)*
- Work with the City of Nanaimo Economic Development Group to provide resources for small businesses*
- Mandatory licensing to improve quality of life for the entire community and to ensure safety*

What can the District of Lantzville do to encourage more home-based businesses?

- List all local businesses on the Lantzville website*
- Build out the Village Core to encourage new businesses and shared workspace to open, including coffee shops and restaurants so there are places to meet with clients*
- Offer courses and other opportunities for home-based business*
- Encourage and support a business association*
- Work on making Lantzville as business friendly as possible*

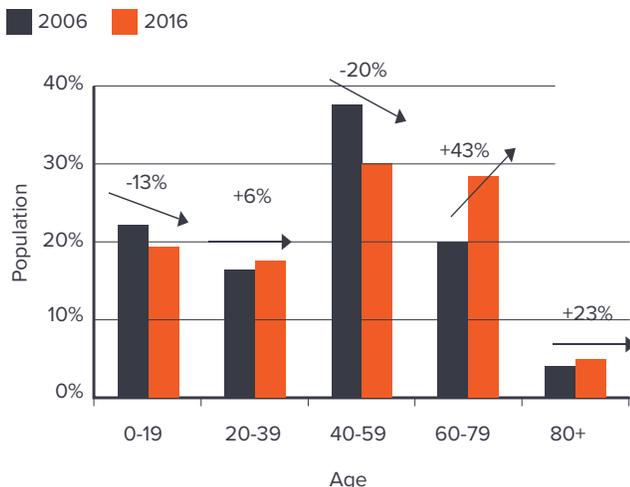


Where are we now: the local economy

In order to plan for the District of Lantzville’s economic future, it’s important to understand where the community is now.

At the start of the project, the Project Team created a local ‘economic profile’ that described the current state of the local economy, issues and barriers to growth, and opportunities. A few highlights are shown below, but interested readers should check out the profile itself, which is available on the project website LantzvilleBeyond.com/learn.

LANTZVILLE POPULATION CHANGES BY AGE GROUP



Lantzville’s population growth is stagnant. The total population of the District of Lantzville was 3,605 in 2016 and has remained relatively steady since 2006, but at a slower pace than the City

of Nanaimo and the provincial average. The area’s **population is also aging**: the median age of 51 years (in 2016) is well above the provincial average of 43 years, and the number of youth and families is decreasing.

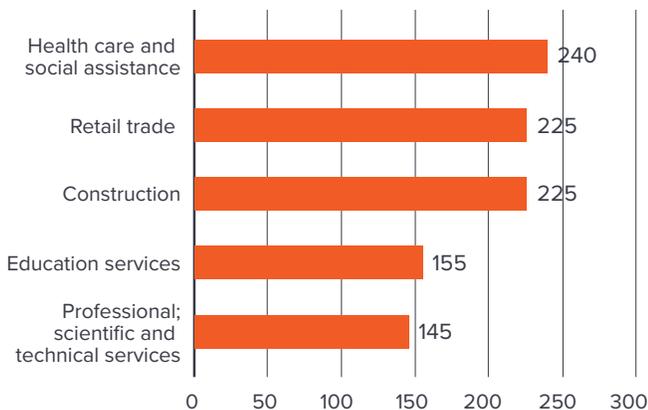
Relatedly, **Lantzville has a declining labour force, and unemployment of Lantzville residents is increasing**: between 2006 and 2016, it rose from 5.6% to 6.9%. This is slightly higher than the provincial average, but lower than the City of Nanaimo.

The three biggest employment industries for Lantzville residents are: Health Care and Social Assistance; Retail Trade; and Construction, shown in the chart on the following page (data is based on where people live, not where they work).

About 10.7% of Lantzville residents work from home, which is higher than the provincial average. Of these, most are in professional, scientific, and technical services.

75% of residents work outside of Lantzville, the majority of whom commute to Nanaimo for work, and **70% of the jobs in Lantzville are filled by people from elsewhere**. For every ‘worker’ in Lantzville, there are only about 0.3 jobs in Lantzville – one of the lowest rates in the

TOP 5: LANTZVILLE RESIDENT EMPLOYMENT BY INDUSTRY, 2016



Province. **Employment on Vancouver Island and the Nanaimo Regional District is expected to grow in the coming years**, so there will likely be opportunity to increase the number of local jobs.

Lantzville has a **higher median income** than Nanaimo and provincial averages. At the same time, **assessed land values are rising quickly**.

Key Context Pieces:

Snaw-Naw-As

Snaw-Naw-As (Nanoose) First Nation is located on 54 hectares of waterfront land that is bordered by the District of Lantzville on three sides. The two governments have indicated a desire to collaborate on economic development. Snaw-Naw-As is currently building a gas station and store at the junction of Highway 19 and Lantzville Road. Snaw-Naw-As also has several forestry agreements with the Province, and runs the Snaw-Naw-As Campground (located on the waterfront on their reserve lands). Visitors to this campground must pass through Lantzville to access it. Snaw-Naw-As are also in the Final Agreement Negotiation Stage of the Te'mexw Treaty, which, when complete, will allow the Nation to pursue a range of new economic development opportunities as an independent and self-governing Nation.

Foothills Development

The Foothills Development, located in Upper Lantzville, is a phased development resulting in

a 730-home, mixed use community with a Village Core area, 900-acre park and estimated 2,000 new residents within 10-15 years. Construction of infrastructure is currently underway, and construction of homes will begin early 2019. Lantzville, with a current population of about 3,600 and about 1450 private dwellings, could be profoundly impacted by this development, and must be proactive in understanding, and planning for, its development.

Economic Integration of Upper and Lower Lantzville

There are approximately 466 private dwellings (houses) in Upper Lantzville (i.e., above the highway), out of a total of 1450 private dwellings in all of Lantzville. Once the Foothills development is completed, more than half of Lantzville's residents will live in Upper Lantzville.

Interviews indicated that most residents of Upper Lantzville (and industrial park business staff) do not shop in Lower Lantzville regularly (especially since the closing of the grocery store) as it is easier to 'turn right' onto Highway 19 and the variety of Nanaimo stores.

Attracting Upper Lantzville residents to shop in Lower Lantzville could be critical for the viability of Village Core businesses: estimated spending by Upper Lantzville residents on goods that could reasonably be purchased locally is over \$15 million dollars³. Diverting even a small percentage of this spending to local purchasing within Lantzville could have a major impact on the viability and vibrancy of the Village Core, supporting new shops and local hiring. For this reason, it's important to improve communications with Upper Lantzville residents – providing information on what's available in local stores, the impact of shopping locally, and hosting more events and activities to get them to come into the Village Core (all of which are included as actions within the Strategy).

³ Using Statistics Canada data accessed via Esri Community Analyst. Calculations were done by looking at the total estimated amount spent by Lantzville residents on food, household furnishings, clothing, personal care, reading materials, and tobacco products and alcohol (and excluding other spending categories like transportation and healthcare that would be difficult to purchase locally). The Project Team then took a percentage of this total based on the proportion of Upper Lantzville households to total Lantzville households (466/1450).

ENVIRONMENTAL SCAN (SWOT)

The overall economic context of Lantzville is summarized in ‘SWOT’ format (Strengths, Weaknesses, Opportunities, Threats) below.

<p style="text-align: center;">STRENGTHS/ASSETS</p> <ul style="list-style-type: none"> • Unique semi-rural feeling (greenspace, charm) and natural setting • Diversified employment of Lantzville residents • Relatively diversified commercial/ industrial activity • Large potential volunteer base due to high median age (i.e., retired individuals) • Vacant retail space and reasonable rent 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Low number of jobs per resident • Lack of smaller lots and seniors housing for aging residents • Lack of local serving retail/commercial • Upper Lantzville and Lower Lantzville not ‘connected’ as an economic or social community due to highway divide • Low population density makes it harder to sustain local serving businesses • Most Lantzville residents work in Nanaimo, and have the opportunity to shop outside of Lantzville easily
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Recent connection to Nanaimo water • Proximity to Nanaimo, a fast growth employment centre • Rosy economic outlook for Vancouver Island (population, tourism, and employment growth) • Relationships between business and local government can only go up from here • Untapped partnership opportunities with neighbouring governments and partners • Outdoor recreation opportunities • Foothills development will bring a 50% increase in residents when fully built out (and an increase in the tax base and the number of potential clients for local businesses) • Lantzville is identified as an urban growth centre in the Regional District of Nanaimo Regional Growth Strategy 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Fast-rising home prices threaten affordability and ability to attract young families • Non-ALR (Agricultural Land Reserve) farm land under increasing pressure to develop as land prices rise (which threatens the ‘rural feeling’ of Lantzville) • Extensive retail competition on the edge of Nanaimo



What we hope to achieve: our vision and objectives

This Strategy aims to create a value-driven local economy that meets the needs and vision of Lantzville residents. Several hundred people put forward their ideas and objectives for economic development, and the kind of future they wanted to see. The resulting ‘vision’ and ‘objectives’ are shown below.

ECONOMIC VISION

Lantzville, *reinvigorated*: Lantzville is a unique and thriving community with a healthy mix of professionals, prospering local-serving businesses and industrial tenants, and home-based businesses. It is a place where young families, professionals, and retirees come to live a more relaxed life, with diverse housing options, ample green spaces, and outdoor recreational opportunities in the community, along the seaside, and in the forest. The Lantzville Village Core is a thriving place where locals can gather and that attracts people from Upper and Lower Lantzville, daytrippers from around the region, and those driving by on Highway 19 looking for a unique and intriguing reason to pull off the highway..

ECONOMIC OBJECTIVES

Our objectives answer the question “*Why* are we doing economic development?” The following objectives were developed by the community and are listed in order of importance.

- Attract businesses that fit local values and meet local needs
- Support local businesses to thrive
- Revitalize and enhance our Village Core

- Attract younger residents and accommodate aging-in-place
- Increase trust and collaboration among residents, businesses, and governments
- Increase and diversify District revenues
- Retain and enhance “semi-rural charm” (uniqueness and greenness)

We used our objectives as a way to evaluate all the potential action ideas, carefully choosing actions that would help meet these specific objectives and move us towards our vision. We also did a ‘gap analysis’ – looking at each of the objectives to see what actions would contribute to meeting each objective (and whether or not there were ‘gaps’ – objectives that did not have sufficient actions contributing to them). The gap analysis is in Appendix 2. The success of this Strategy will be measured in how well we meet these objectives (see page 61 for Monitoring and Evaluation).

What we'll do: actions and strategies

HOW WE CAME UP WITH OUR ACTIONS AND STRATEGIES

We did not want our economic development strategy to be a wish list of too many actions. We wanted a realistic strategy with:

- Actions we could achieve (based on available or obtainable time, money, and skills), and
- Actions laid out in the proper sequence to achieve them.

There were four primary steps involved in developing action ideas and then narrowing down the long list of actions to the final list in this Strategy. Each step is described below.

1. Initial idea generation

The Project Team came up with a very long list of potential actions by talking to Lantzville residents and businesses (through surveys, open houses, and interviews), examining past Lantzville plans, talking with Council and staff, and examining best practices and case studies from elsewhere.

2. Project Team review

To begin narrowing down the list of actions, the Project Team examined the actions to find themes, combine similar actions, and remove those that were completely unfeasible at this time. The Project Team also looked at the size and scope of actions, breaking out large/complex actions from small/simple ones, such that actions could be compared 'apples to apples'. After this initial review, there were about 40 actions remaining.

3. May 15th Selecting Economic Actions Workshop

At this workshop, community members evaluated and prioritized the forty remaining actions in several ways, including:

- A: Analytical – which actions will have the most impact?
- B: Values-Driven – which actions contribute the most to local priorities?
- C: Direct Choice – which actions do people like the best?

By using three evaluation methods, the Project Team could see which actions were rising to the top across all methods of evaluation. There were also some new ideas added at this workshop. At the end of this workshop, there were some clear priorities. A full workshop report is available on the project website, LantzvilleBeyond.com.

4. Committee Strategy Development

The Project Team then worked with the Select Committee to review the analysis from the May 15th workshop and determine which actions should be included in the Strategy. Discussion questions included:

- *Do the priority actions meet the needs of all economic stakeholders of Lantzville (in other words, is there something for everyone – citizens, business owners, industrial park, Village Core, etc.)?*
- *Whose voice is not being heard in these actions?*
- *What actions need to happen together, or in sequence?*
- *Are there community priorities that are not being addressed through these actions? If so, what can we do about it?*
- *Which of these actions should happen in the first six months? Which ones are not priorities in the first two or three years?*
- *Which actions are missing? Are there any that should be removed for any reason?*

New opportunities will inevitably come along after this Strategy is completed. When they do, the District of Lantzville should evaluate them using the same criteria used for evaluating the actions in this Strategy.

Larger Actions (part 1)	GOALS										
	Vibrant Village Core	Attract younger residents	Increase local jobs	Increase trust and collaboration	Increase District Revenues	Semi-rural charm	other?	other?			TOTAL ACTION SCORES
Create a public plaza area	Yellow	Pink	Pink	Green	Pink	Green					
Parking improvements in	Yellow	Pink	Pink	Pink	Yellow	Green					

ACTIONS AND STRATEGIES

Strategy overview description

Lantzville’s Strategy has a number of small- and medium-sized actions that will collectively improve the local economy, making Lantzville a more vibrant place where residents, businesses, and visitors want to be.

The actions are organized into five ‘pillars’ (or themes), as shown below. The pillars rest on a *foundation* of basic and ongoing actions that underpin the success of the pillars.

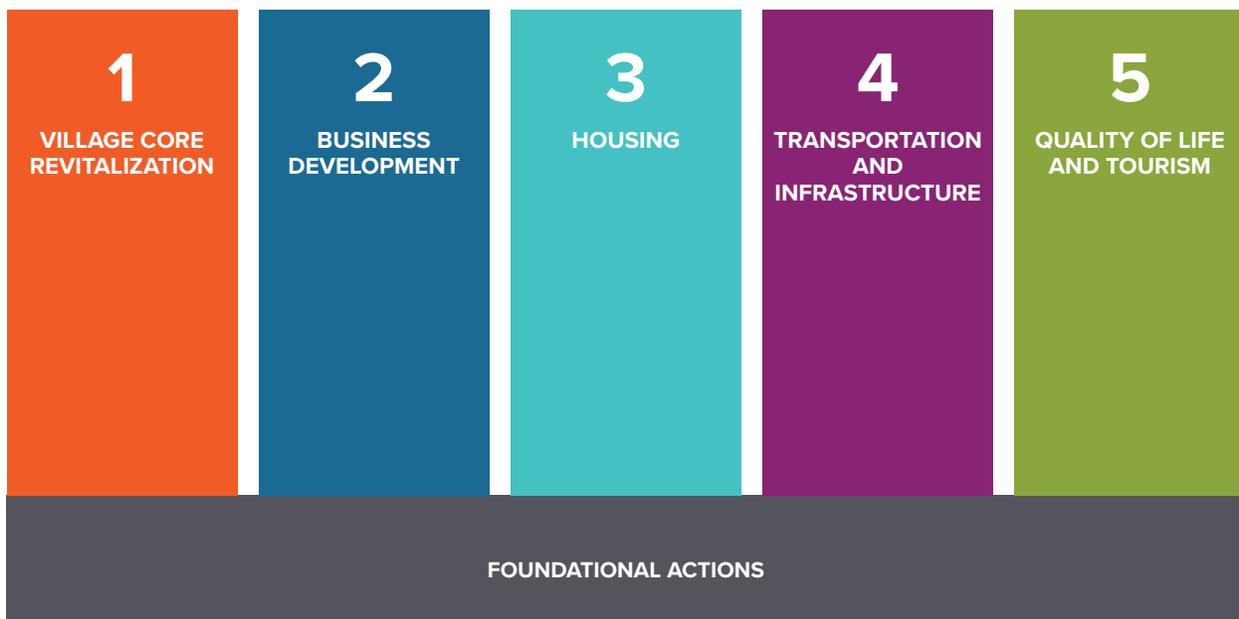
There are many linkages between the five pillars, and the actions in them build on and support each other in ‘virtuous cycles’. For example,

- The actions in Village Core Revitalization (Pillar 1) will make some progress towards making

the Village Core a more inviting place for businesses, people, and visitors. However, ultimately, the Village Core will be more likely to thrive if there are more residents (Pillar 3), visitors (Pillar 5), and support for businesses (Pillar 2).

- The ability to attract businesses (Pillar 2) will be greatly improved if Lantzville adopts a more business friendly and consistent attitude (Foundational Actions).
- Actions like ‘improve transit service’ will be much more viable if there are more people living in Lantzville (Pillar 3). Currently, Lantzville does not have the density to support improved transit service.

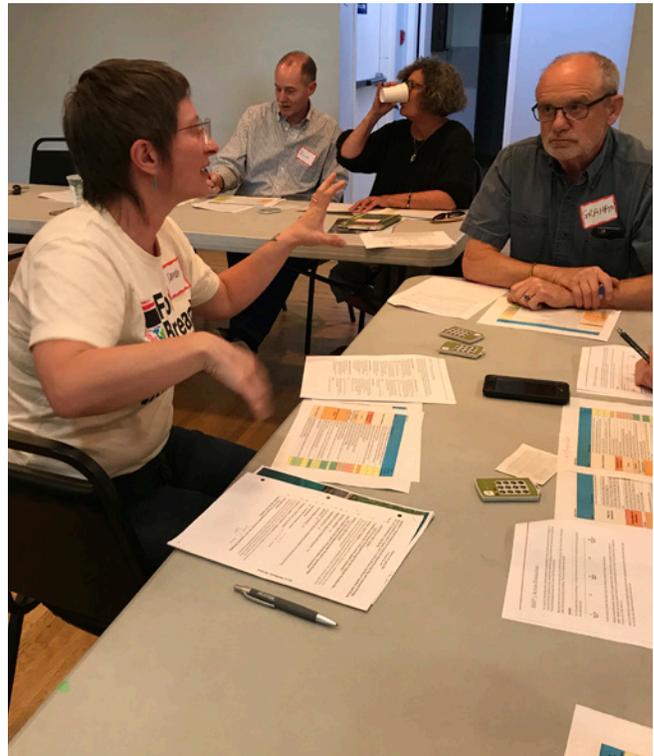
FIGURE: The actions in this Strategy are organized into five ‘pillars’, which rest on a foundation of basic and ongoing actions.



Timing

Within each pillar there are ‘quickstart’ actions (those that can be completed in the first six months), as well as Phase 1 and Phase 2 actions. Quickstarts should be completed first, followed by Phase 1 and then Phase 2, with the understanding that sequencing may be altered to take advantage of opportunities that may arise (e.g., funding). Actions were sequenced based on their priority with the community, the availability of funding or staff time, and (in some cases) if they had other actions that needed to be completed before or after them.

The District of Lantzville has not put specific timelines for actions in Phase 1 and Phase 2 (e.g., 1-2 years, 3-5 years) because the timing of implementation will vary based on a number of factors, most notably, whether the District can obtain grant funding for an Economic Development Officer to implement the actions.



KEY POINTS ABOUT THE STRATEGY

- 1. Economic development isn't “all or nothing”, it's a spectrum (and we have the tools to choose where we want to be on the spectrum).** *Being open to some revitalization and change doesn't mean throwing the gates open to everything and losing what we love about Lantzville. This plan includes a number of small, incremental actions that will bring gradual change. Lantzville also has the ‘tools’ to put on the brakes if change is happening too quickly.*
- 2. Lantzville is in an excellent position to realize its goals for economic development.** *Population, jobs, and tourism growth on Vancouver Island is strong and expected to continue. Proximity to Nanaimo means a large and growing job market for Lantzville residents. Lantzville's Village Core is well set-up to be a unique destination shopping alternative in a world of big box retail.*
- 3. There's a role for government, and others:** *Local governments don't create jobs and a thriving business scene, people and businesses do. Local government can create an environment where businesses and people want to be, and make it easier for them to succeed. Implementation of this plan will require local government to use the tools that it has available, as well as the efforts of businesses, organizations, and community members.*
- 4. It's multi-pronged:** *There is no “silver bullet,” so Lantzville will need to deploy multiple actions.*
- 5. It requires additional resources:** *The District of Lantzville can implement some of the actions using existing resources, but many actions will require partnerships or grant funding to make them a reality.*

FOUNDATIONAL ACTIONS

DESCRIPTION:

Foundational actions are those that underpin or support the other actions in the Strategy. They are the ‘behind the scenes’ aspects of economic development like policy, communications, and staffing. The actions in this section should create a more business friendly environment with improved communications between government, business and residents, and a greater understanding of the importance of economic development for community well-being.

ACTIONS:

Quickstart (first six months)

- **Foundation A:** Be more business friendly
- **Foundation B:** Hire an Economic Development Officer or contractor
- **Foundation C:** Support creation of a Lantzville Business Association
- **Foundation D:** Regular coordination with neighbouring governments and service providers
- **Foundation E:** Improved communications with residents

Phase 1

- **Foundation F:** Review bylaws and planning documents to facilitate implementation of this plan
- **Foundation G:** Business licensing
- **Foundation H:** Consider policies to encourage unique independent businesses

Foundation A: Be more business friendly

PURPOSE

- To ensure that the District is supportive of existing businesses and welcoming of new ones.

DESCRIPTION

- In order to attract and retain the types of businesses that Lantzville residents want to see (local serving retail, more jobs, seniors home, etc.), Lantzville local government will need to improve its openness to new business.
- Improve consistency of decision making, so that businesses have more certainty about investing and growing in Lantzville.

LEAD/PARTNERS

- District of Lantzville Council
- District of Lantzville staff
- Lantzville Business Association (TBD – See Foundation Action C)

IDEAS

- Provide information to Council and community on the benefits of local businesses and a stronger economy.
- Adopt an ‘open for business’ attitude and work with businesses (or potential businesses) that meet local values to creatively overcome obstacles.
- Review tax rates, regulations and policies to ensure that Lantzville is business friendly.
- Regular communications with businesses to understand any challenges to doing business in Lantzville, and taking their feedback into consideration with regards to regulations and policies.

- Improved communications could take place through:
 - Regular meetings with business association(s)
 - Mayor’s breakfast with business (e.g. monthly, quarterly)
 - Annual “Business Walks” or survey
 - Attending business events (e.g., business association meetings)

INPUTS/BUDGET

- Ongoing staff/Council time

POTENTIAL FUNDING SOURCES

- NA

METRIC

- Number of interactions with business
- Business satisfaction survey (part of Action 2a and 2e)

RELATED OBJECTIVES

- Attract businesses that fit local values and meet local needs
- Support local businesses to thrive
- Revitalize and enhance our Village Core
- Increase trust and collaboration among residents, businesses, and governments
- Increase and diversify District revenues

Foundation B: Hire an Economic Development Officer or contractor

PURPOSE

- To ensure that the other actions in this strategy are carried out; and
- To ensure that new and existing businesses in Lantzville are supported.

DESCRIPTION

- Hire a dedicated staff person or contractor who is responsible for implementing the actions in this strategy and providing general economic development functions (e.g., liaising with new and existing businesses, linking businesses with support services and allies, welcoming new businesses and hearing why they chose Lantzville and what support they need).
- Funding for this position will need to come from grants or other new funding sources. The District of Lantzville is currently applying for funding.

LEAD/PARTNERS

- District of Lantzville
- Funding partners

INPUTS/BUDGET

- 50-100 hours of staff time for grant writing, training, supervision

POTENTIAL FUNDING SOURCES

- BC Rural Dividend Fund

METRIC

- Hiring of an Economic Development Officer or contractor
- # of actions they implement successfully

RELATED OBJECTIVES

- Attract businesses that fit local values and meet local needs
- Support local businesses to thrive
- Revitalize and enhance our Village Core
- Attract younger residents and accommodate aging-in-place
- Increase trust and collaboration among residents, businesses, and governments
- Increase and diversify District revenues
- Retain and enhance “semi-rural charm” (uniqueness and greenness)

Foundation C: Support creation of a Lantzville Business Association

PURPOSE

- To strengthen the local business sector through networking, promotions, services, and advocacy by and for business; and
- To improve communications between Lantzville local government and businesses.

DESCRIPTION

- Support the creation of one or more groups of businesses (e.g., Village Core, home-based business, Industrial park as one or separate).
- Due to limited engagement with home-based businesses in the development of this Strategy, particular attention should be paid to ensuring that their voices are heard.
- While a business group could have many functions (e.g., networking, projects, promotions), a key function in Lantzville will be as a method for two-way communications between business and local government.
- Could take several forms, including informal business networking groups (e.g., coffee shop or pub meetings), a more formal Chamber of Commerce or Business Improvement Area, a yearly business summit (to start), or other options.

LEAD/PARTNERS

- District of Lantzville
- Business owners who are interested in starting a business association or networking group

IDEAS

- Meet with Community Futures and the Provincial Regional Manager for Economic Development to discuss potential structures, the pros and cons of each, and what might work best in Lantzville.
- Once a group is established, consider ways to link businesses with service providers (such as Small Business BC, Innovation Island, Community Futures), perhaps through presentations at Business Association meetings.

INPUTS/BUDGET

- 10-20 hours of staff time for start-up, more if a formal Business Improvement Association is pursued

POTENTIAL FUNDING SOURCES

- NA

METRIC

- Business Association(s) in place
- Regular communications scheduled between District of Lantzville and Business Association(s)

RELATED OBJECTIVES

- Attract businesses that fit local values and meet local needs
- Support local businesses to thrive
- Revitalize and enhance our Village Core
- Increase trust and collaboration among residents, businesses, and governments

Foundation D: Regular coordination with neighbouring governments and service providers

PURPOSE

- To improve economic development across the region, through regular communications about projects, challenges, and opportunities.

DESCRIPTION

- Ongoing, frequent communication with neighbouring governments to discuss economic strategies and projects, and look for shared challenges and opportunities for collaboration.
- Ongoing, frequent communications with economic development ‘service providers’ like Community Futures, the Province’s Regional Manager for Economic Development, and funders to discuss implementation and funding opportunities.

LEAD/PARTNERS

- District of Lantzville
- Neighbouring and regional governments like Snaw-Naw-As, Nanaimo, Regional District of Nanaimo and others

ACTION IDEAS

- Consider a ‘Community to Community’ forum (funded through UBCM) with Snaw-Naw-As and Lantzville Councils to kick-off economic discussions and collaboration (closing date for funding applications is October 19, 2018).
- Send several community members / staff / businesses / Council members to Vancouver Island Economic Summit (October 2018). Bursaries are available from Island Coastal Economic Trust.
- Participate in existing regional economic development meetings and organizations, such as the Vancouver Island Coast Economic Development Association (VICEDA), Nanaimo’s economic roundtables, Vancouver Island Economic Alliance.

- Participate in the Regional District of Nanaimo’s regional economic development meetings (likely starting early 2019).
- Support regular meetings with Snaw-Naw-As (e.g., bi-monthly).
- Regular ongoing communications with all neighbours and service providers.

INPUTS/BUDGET

- 25-50 hours to organize a Community to Community Forum
- 5-10 hours of staff time per month for ongoing meetings and communications

POTENTIAL FUNDING SOURCES

- UBCM Community to Community Forum funding (for one-off meetings between Councils of First Nations and local governments. This could be used to ‘kick-off’ ongoing collaboration with Snaw-Naw-As). Closes October 19, 2018.
- Island Coastal Economic Trust
- If Lantzville and Snaw-Naw-As (or other neighbours) move forward with collaboration, they may be able to access funding from the ‘Regional Collaboration or Marketing Strategies’ funding stream (up to \$30,000). This could be used for tourism marketing, for example.
- Bursaries for sending community members to Vancouver Island Economic Summit.

METRIC

- Regular communications in place (e.g., regularly scheduled meetings)
- # of projects being jointly worked on

RELATED OBJECTIVES

- Increase trust and collaboration among residents, businesses, and governments

Foundation E: Improved communications with residents

PURPOSE

- To maintain community buy-in for economic development;
- To increase local purchasing, pride, and community involvement; and
- To build a stronger sense of community.

DESCRIPTION

- Ongoing, frequent communications with residents about the implementation of this plan, local business more generally, and events and activities in Lantzville.
- Use multiple channels, as not all residents are on any one channel (Lantzville newsletter, Constant Contact email list, Facebook, Twitter, other).
- Ensure that communications are reaching Upper and Lower Lantzville residents.

LEAD/PARTNERS

- District of Lantzville

CONTENT IDEAS

- Begin with communications about water use agreement with Nanaimo, explain potential positive implications for economic development and community well-being.
- Implementation progress (what projects were started, underway, completed).
- Results from Monitoring and Evaluation.
- Highlight local businesses (new businesses, anniversaries, growth, etc.).
- Advertise volunteer opportunities (for strategy implementation and other opportunities).
- Events and activities.

INPUTS/BUDGET

- 5-10 hours per month

POTENTIAL FUNDING SOURCES

- NA

METRIC

- Communications at regular intervals completed

RELATED OBJECTIVES

- Increase trust and collaboration among residents, businesses, and governments

Foundation F: Review bylaws and planning documents to facilitate implementation of this plan

PURPOSE

- To minimize unnecessary barriers to economic development and ensure alignment between District plans and policies.

DESCRIPTION

- Comprehensive bylaw and policy review to identify ‘red tape’, and opportunities for streamlining and aligning with the Economic Development Strategy.

LEAD/PARTNERS

- District of Lantzville Community Planner

IDEAS

- Policies that relate to increased housing supply, business competitiveness, parking requirements, amenity contributions that support economic development, etc.
- Several community members suggested support in planning and bylaw terms to greenhouses and coop gardens or mixed farms.

INPUTS/BUDGET

- 100-150 hours of staff time

POTENTIAL FUNDING SOURCES

- NA

METRIC

- Completion of bylaw and planning document amendments
- Survey of business satisfaction (as part of Actions 2a and 2e) (asking specific questions about ease of doing business in Lantzville)

RELATED OBJECTIVES

- Attract businesses that fit local values and meet local needs
- Support local businesses to thrive
- Revitalize and enhance our Village Core
- Attract younger residents and accommodate aging-in-place
- Increase trust and collaboration among residents, businesses, and governments
- Increase and diversify District revenues
- Retain and enhance ‘semi-rural charm’ (uniqueness and greenness)

Foundation G: Business licensing

PURPOSE

- To allow Lantzville to have a better understanding of its business community, and methods of communicating with them; and
- To ensure public safety.

DESCRIPTION

- Implement business licensing program.

LEAD/PARTNERS

- District of Lantzville
- Lantzville Business Association (TBD – See Foundation Action C)

IDEAS

- Participate in the central island Mobile Business Licence agreement.
- Ensure that there are benefits for businesses (e.g., website listing, advertisement in newsletter).

INPUTS/BUDGET

- 50-100 hours of staff time to set up, ongoing staff time for yearly operations

POTENTIAL FUNDING SOURCES

- Business licence fees for ongoing operations

METRIC

- Business licensing program in place

RELATED OBJECTIVES

- Increase trust and collaboration among residents, businesses, and governments

Foundation H: Consider policies to encourage unique independent businesses

PURPOSE

- To maintain Village charm and encourage visitation by those seeking an alternative to chain and big box stores.

DESCRIPTION

- A unique characteristic of Lantzville is its independent businesses, which can be a driver for visitation.
- Consider amending OCP and other policy documents to encourage unique independent businesses and discourage chain or big box stores.
- This was put forward by several community members, but requires more engagement to understand whether there is sufficient support, as well as research to understand the potential impacts.
- These types of policies are not ‘all or nothing’, some jurisdictions set target thresholds for chain vs. independent businesses.

LEAD/PARTNERS

- District of Lantzville

ACTIONS

- Additional public and stakeholder outreach
- Review “formula retail” and other similar policies from other jurisdictions
- Research potential impacts
- Promote Lantzville’s uniqueness as a point of differentiation in marketing materials

INPUTS/BUDGET

- 100-200 hours staff time

POTENTIAL FUNDING SOURCES

- NA

METRIC

- Additional outreach and research conducted, decision made
- Amendment of policies, if a decision is made to proceed

RELATED OBJECTIVES

- Attract businesses that fit local values and meet local needs
- Revitalize and enhance our Village Core
- Retain and enhance “semi-rural charm” (uniqueness and greenness)

PILLAR 1: VILLAGE CORE REVITALIZATION

DESCRIPTION:

Despite proximity to the big box stores of Nanaimo (and perhaps in response to it), most Lantzville residents yearn for a vibrant Village Core with unique shops that meet local needs.

The actions in this section are meant to kick-start a virtuous cycle of village pride and attractiveness, leading to more visitors and thriving businesses. However, other actions in this strategy will be necessary for creating a truly thriving Village (most notably by attracting more residents and visitors and supporting businesses to grow).

ACTIONS:

Quickstart (first six months)

- **1a:** Small scale village beautification projects
- **1b:** Creative use of vacant retail space

Phase 1

- **1c:** Economic incentive programs to support Village Core revitalization
- **1d:** Implement policy recommendations and design guidelines from 2014 Village Plan
- **1e:** Parking improvements in Village Core

Phase 2

- **1f:** Create a public plaza area adjacent to Municipal Hall
- **1g:** Traffic calming through Village Core

WHAT ABOUT THE 2014 DRAFT VILLAGE COMMERCIAL CORE IMPROVEMENT PLAN?

The 2014 Draft Village Commercial Core Improvement Plan (VCCIP) has analysis, conceptual plans, and policy recommendations for strengthening the Village Core. This plan is still very much relevant and should be referred to, adopted, and implemented if possible.

Of the Lantzville residents and businesses engaged as part of the development of the Economic Development Strategy, the vast majority were in favour of the actions in the VCCIP.

Many of the actions in this section of the Economic Development Strategy were drawn from the VCCIP.

This Economic Development Strategy recommends adopting the policies and design guidelines in the VCCIP, and specifically highlights some of the actions in the VCCIP that are most critical for economic development (e.g., small scale beautification, parking, public plaza). Over time, however, the District should continue to refer to the VCCIP and implement the remainder of the actions in their 'Implementation and Action Plan'.

1a: Small-scale village beautification projects

PURPOSE

- To increase the attractiveness of the Village Core to enhance community pride, visitation, business attraction, and tourism experience.

DESCRIPTION

- A series of small-scale visual and functional improvements to the public spaces in the Village Core.
- All small-scale improvements should also include plans for ongoing maintenance.
- Community members and groups have expressed interest in helping with this action, and they should be involved in implementation.

LEAD/PARTNERS

- District of Lantzville
- Rotary Club of Lantzville (initial conversations with Rotary Club of Lantzville indicated that they might be interested in Village Core beautification projects, and that someone from the District should present this Strategy to them and potential opportunities for their involvement)
- Gardening interest groups, such as the Nanaimo Rhododendron Society and the Mid Island Rose Society
- Lantzville Business Association (TBD – See Foundation Action C)
- Community members

“How about a community contest to design banners for street poles. We have lots of wonderful artists here”.

– Community member

IDEAS

- Banners
- Landscaping, street trees
- Painting utility poles, fire hydrants (with local artists)
- Hanging flowers
- Benches
- Planters
- Bike racks
- Unique cross walks, like Tofino (waves)
- ‘Wraps’ of hydro boxes
- Ornamental street lighting
- All other ‘small scale’ projects from the Draft 2014 Village Commercial Core Improvement Plan

INPUTS/BUDGET

- Varies, small time/budget for each activity

POTENTIAL FUNDING SOURCES

- Island Coastal Economic Trust Quickstart Implementation Funding or Sectoral Development Strategies

METRIC

- Small scale improvements in place
- Improved aesthetics in Village Core (subjective, based on discussions or survey with businesses and residents)

RELATED OBJECTIVES

- Attract businesses that fit local values and meet local needs
- Support local businesses to thrive
- Revitalize and enhance our Village Core
- Retain and enhance “semi-rural charm” (uniqueness and greenness)

1b: Creative use of vacant retail spaces

PURPOSE

- To maintain a lively feel in the Village Core, support local businesses and artists, and improve the chances of long-term tenancy for vacant spaces.

DESCRIPTION

- Work with landlords to use vacant retail spaces in productive ways that contribute to village vibrancy.

LEAD/PARTNERS

- District of Lantzville

IDEAS

- Pop-up shops (temporary, short term leases)
- Window-front displays of local art, with purchase information displayed
- Encourage businesses and shopfronts that are for sale or lease to list on Spacelist.com or Venture Connect (in order to show up on britishcolumbia.ca)

ACTIONS

- Meet with landlords to discuss options, support needed, etc.

INPUTS/BUDGET

- 25-50 hours

POTENTIAL FUNDING SOURCES

- NA

METRIC

- Proportion of vacant retail spaces that are ‘lively’ and ‘activated’ vs. unused

RELATED OBJECTIVES

- Revitalize and enhance our Village Core
- Retain and enhance “semi-rural charm” (uniqueness and greenness)

1c: Economic incentive programs to support Village Core revitalization

PURPOSE

- To encourage businesses to locate in the Village Core; and
- To encourage business in the Village Core to grow.

DESCRIPTION

- Economic incentives could be explored to support revitalization in the commercial core. This could take the form of a Revitalization Program Bylaw or the use of policy options such as a façade improvement program (i.e., facades, signage, murals, architectural features, siding, lighting and awnings).

LEAD/PARTNERS

- District of Lantzville
- Lantzville businesses and Business Association (TBD – See Foundation Action C)

IDEAS

- Review 2014 Draft Village Commercial Core Improvement Plan for ideas
- Façade program
- Typically done as matched funding with businesses' investment
- Could provide a small amount of architect time to help businesses understand options (this has been helpful with uptake in other communities)
- Consistent themes throughout Lantzville. NOTE: There may be a need to complete Village Core Streetscape Design Guidelines (Action 1d) prior to commencing a façade improvement plan

INPUTS/BUDGET

- 50-100 hours of staff time for research, policy drafting, marketing, etc.
- Façade improvement: Many façade improvement programs offer matching grants of \$5,000-\$10,000 per business

POTENTIAL FUNDING SOURCES

- Façade improvement: Island Coastal Economic Trust - Quickstart Implementation Funding or Sectoral Development Strategies

METRIC

- Incentive programs in place, number of businesses taking advantage of them

RELATED OBJECTIVES

- Attract businesses that fit local values and meet local needs
- Support local businesses to thrive
- Revitalize and enhance our Village Core
- Retain and enhance “semi-rural charm” (uniqueness and greenness)

1d: Implement policy recommendations and design guidelines from 2014 Village Plan

PURPOSE

- To use policy tools to create a charming, safe, and economically thriving Village Core.

DESCRIPTION

- Adopt the policy recommendations from the Draft Village Commercial Core Improvement Plan (VCCIP) plan to shape development in the longer term.
- Develop official design guidelines based on the design principles/concept in the Draft VCCIP.

LEAD/PARTNERS

- District of Lantzville
- Lantzville businesses and Business Association (TBD – See Foundation Action C)

IDEAS

- Starting with the policy and design recommendations in the VCCIP, work with Lantzville businesses (ideally through a soon-to-be-formed Lantzville Business Association – Action Foundation C) and residents to refine and develop policy and design guidelines for Lantzville.

INPUTS/BUDGET

- 100-200 hours of staff time

POTENTIAL FUNDING SOURCES

- NA

METRIC

- Policies adopted
- Design guidelines in place

RELATED OBJECTIVES

- Attract businesses that fit local values and meet local needs
- Support local businesses to thrive
- Revitalize and enhance our Village Core
- Retain and enhance “semi-rural charm” (uniqueness and greenness)

1e: Parking improvements in Village Core

PURPOSE

- To create a safer Village Core for pedestrians, vehicles and bikes, through improved parking.

DESCRIPTION

- Currently, parking in the Village Core is not consistently organized, and is dangerous for drivers, pedestrians and cyclists. Parking is often partially in the public right-of-way, or located in a way to prevent on-street parking. The current configuration requires cars to back out into traffic, creating a dangerous situation for everyone. The 2014 Village Commercial Core Improvement Plan found that there is sufficient parking space, but the current disorganization often leads to a lack of spaces at any given time. Better organization would improve parking availability and safety for all.
- This action is to carry out the recommended parking improvements from the 2014 Draft Village Commercial Core Improvement Plan, including small improvements like enhanced signage, and larger projects like reorganization of on-street parking over time.

LEAD/PARTNERS

- District of Lantzville
- Village Core businesses

ACTIONS

- Install parking signage directing drivers to on-street and off-street parking including the District owned parking lot on the tennis court property for overflow parking.
- Develop a detailed design plan for parking, based on the recommendations in the 2014 VCCIP (a mix of angled and parallel parking).

INPUTS/BUDGET

- 50-100 hours of staff time

POTENTIAL FUNDING SOURCES

- Island Coastal Economic Trust – Economic Infrastructure or Sectoral Development Strategies

METRIC

- Improved parking signage in place
- Parking design guidelines completed
- Parking improvements made

RELATED OBJECTIVES

- Support local businesses to thrive
- Revitalize and enhance our Village Core
- Retain and enhance “semi-rural charm” (uniqueness and greenness)

Phase 2 Actions for Village Core Revitalization

Phase 2 actions for Village Core revitalization (Pillar 1) are described below.

- **1f: Create a public plaza area adjacent to Municipal Hall.** The Village Core would be strengthened by an increase in places for people to sit, linger, and gather. See details in 2014 Village Commercial Core Improvement Plan.
- **1g: Traffic calming through Village Core.** This action would involve measures to slow traffic through the Village Core (e.g., curb extensions, raised medians, raised sidewalks, chicanes). In tandem with pedestrian safety improvements (Action 4d) and bike safety improvements (Action 4f), this action would create a safer village for all ages, where people, cars, and bikes can coexist safely in a vibrant feeling village.

PILLAR 2: BUSINESS DEVELOPMENT

DESCRIPTION:

This pillar relates to supporting Lantzville's existing businesses to grow, and creating an economic 'environment' that is conducive to new businesses creation or business relocation.

ACTIONS:

Quickstart (first six months)

- **2a:** Quickstart business retention and expansion actions
- **2b:** Update Lantzville website
- **2c:** Update online community profiles and Bizpal.ca

Phase 1

- **2d:** Attract businesses that meet local needs and fit local values
- **2e:** Business retention and attraction program
- **2f:** Shop local campaign

2a: Quickstart business retention and expansion actions

PURPOSE

- To start the process of retaining and growing existing business in Lantzville, and making Lantzville a more ‘business friendly’ place in general; and
- To demonstrate to business that Lantzville is becoming more business friendly.

DESCRIPTION

- It is significantly less expensive to keep and grow existing companies than to attract new ones. For this reason, Lantzville should develop a Business Retention and Expansion (BRE) program that includes regular communications and support for businesses in all phases of their businesses (early stage, growth, succession planning).
- In the first six months, the District can take small steps towards developing a robust Business Retention and Expansion program, starting with improved communications between business through a ‘business walks’ or survey program, as well as interviews and one-on-one relationship building and problem solving.

LEAD/PARTNERS

- District of Lantzville
- Community Futures (can assist with business walks)
- Province of British Columbia’s Regional Manager for Economic Development (can assist with business walks)

IDEAS

- Initiate business walks and/or survey of business satisfaction and ideas for improvement (including home-based business, industrial park, Village Core and others) and follow up on actionable items.

- Mayor’s breakfast with business (e.g. monthly, quarterly).
- Regular meetings with soon-to-be-formed Lantzville Business Association (Action Foundation C).
- Staff/Council can attend business events (e.g., business association meetings) and listen to concerns.
- Conduct research and analysis for businesses where appropriate (e.g., providing information on Lantzville demographics or economic information).
- Link businesses with relevant support services (e.g., funders, education and training providers, other businesses facing similar challenges).

INPUTS/BUDGET

- 50-100 hours

POTENTIAL FUNDING SOURCES

- Island Coastal Economic Trust - Quickstart Implementation Funding

METRIC

- Business satisfaction survey results

RELATED OBJECTIVES

- Attract businesses that fit local values and meet local needs
- Support local businesses to thrive
- Revitalize and enhance our Village Core
- Increase trust and collaboration among residents, businesses, and governments
- Increase and diversify District revenues

2b: Update Lantzville website

PURPOSE

- To ensure that Lantzville’s website is attractive and useful to potential and current businesses, residents and visitors (tourists).

DESCRIPTION

- Lantzville’s current website is visually outdated and has limited information for businesses (potential and current) and tourists.
- The website should be updated using the new community brand, with vivid visuals and clear and useful information that markets the community to businesses, residents, and visitors, while providing information to existing residents and businesses.
- From a business attraction perspective, the website could be enhanced to include information on economic opportunities and community information, easy access to relevant policy and regulatory information, and listings of current businesses.
- From a visitor and resident attraction perspective, the website should include compelling imagery, vivid descriptions, and information on things-to-do and businesses to visit, an events calendar, etc.

LEAD/PARTNERS

- District of Lantzville

IDEAS

- Work with a web development firm that specializes in community websites
- Use the new community brand
- Employ search engine optimization

INPUTS/BUDGET

- \$15-30,000 depending on scope

POTENTIAL FUNDING SOURCES

- Island Coastal Economic Trust - Quickstart Implementation Funding or Investment Attraction Funding
- Invest Canada – Community Initiatives Fund
- District of Lantzville 2018 Budget

METRIC

- Business satisfaction survey results
- Website metrics (number of pages visited)

RELATED OBJECTIVES

- Attract businesses that fit local values and meet local needs
- Attract younger residents and accommodate aging-in-place
- Increase trust and collaboration among residents, businesses, and governments
- Increase and diversify District revenues

2c: Update Lantzville online presence and Bizpal.ca

PURPOSE

- To ensure that prospective businesses have access to up-to-date information about Lantzville and the requirements of doing business in Lantzville.

DESCRIPTION

- Update community profiles on Trade and Invest BC (britishcolumbia.ca) to include more compelling and up to date information on the benefits of doing business in Lantzville, and economic opportunities.
- Create community profile on Vancouver Island Economic Alliance (VIEA).
- Register Lantzville for BizPal, so that prospective businesses can easily find out the requirements of doing business in Lantzville. This is a very simple process for the District, beginning with signing an LOI with the province⁴.

LEAD/PARTNERS

- District of Lantzville

INPUTS/BUDGET

- 25-50 hours of staff time
- Federal/provincial governments cover all other costs

POTENTIAL FUNDING SOURCES

- NA

METRIC

- Updated profile on Trade and Invest BC and VIEA
- BizPal for Lantzville available online

RELATED OBJECTIVES

- Attract businesses that fit local values and meet local needs
- Increase and diversify District revenues

⁴ After LOI signing, the province will review Lantzville's website for permits and licences, and provide a summary spreadsheet to Lantzville for review. Upon approval, the province will upload the information to Bizpal, provide a 'soft launch' version for Lantzville's approval, and write and distribute new releases.

2d: Attract businesses that meet local needs and fit local values

PURPOSE

- To increase quality of life for Lantzville residents by ensuring they have access to goods and services; and
- To attract more visitors to Lantzville.

DESCRIPTION

- Lantzville residents have identified several businesses that would greatly enhance quality of life and drive visitation to the Village Core. Primarily, these are a coffee shop and corner store/grocery store. Of secondary importance, but still popular, were ideas like gift shops, banks, coworking spaces, a bakery, and an ice cream shop.
- Independent, unique businesses can meet local needs and encourage visitation (tourism) by people from outside Lantzville.
- This action would be to actively attempt to recruit businesses to fill community needs, and add vibrancy to the Village Core.

LEAD/PARTNERS

- District of Lantzville
- Lantzville Business Association (TBD – See Foundation Action C)
- Village Core landlords

IDEAS

- Work with landlords of vacant retail space to support them in filling vacancies (e.g., support with advertising opportunities on District of Lantzville or Business Association websites and/or newsletter, empty buildings tour, listing spaces on spacelist.ca so they show up on Lantzville’s community profile on BritishColumbia.ca, understanding if there have been roadblocks to leasing that the District could address, such as parking requirements).

- Approach existing Lantzville businesses about branching out into much needed service areas (e.g., serving coffee within their existing business or selling food items).
- Approach successful Nanaimo or other regional businesses about setting up a second location in Lantzville, providing them with information on potential sites and costs, demographics and customer information, and being flexible and creative (e.g., pop-up locations for them to try out different concepts). Local chains could also be approached.

INPUTS/BUDGET

- Ongoing, 10 hours per month

METRIC

- The presence of local services like coffee shop and food store
- # of vacant storefronts

RELATED OBJECTIVES

- Attract businesses that fit local values and meet local needs
- Support local businesses to thrive
- Revitalize and enhance our Village Core
- Increase and diversify District revenues
- Retain and enhance “semi-rural charm” (uniqueness and greenness)

A CAPTIVE AUDIENCE?

There are several businesses/organizations in Village Core where people drop off children, and parents are left to find something to do for an hour or so (e.g., music lessons, art lessons, school). Many people (including parents) indicated that these parents are looking for coffee, food, and things to do to fill these short windows of time.

2e: Business retention and expansion program (BRE)

PURPOSE

- To retain and grow existing business in Lantzville, and make Lantzville a more ‘business friendly’ place in general (for existing and new business).

DESCRIPTION

- An effective BRE program is based on ongoing communications with the business community, and taking action to support them based on their stated needs.

LEAD/PARTNERS

- District of Lantzville
- Lantzville Business Association (TBD – See Foundation Action C)
- Community Futures
- Provincial Regional Manager for Economic Development

IDEAS

- Ideas from Action 2a (Quickstart BRE actions), plus:
- Ongoing, yearly business communications through business walks or interviews, and supplementary surveys. Use best practice materials from the BC Economic Developers Association and others.
- Taking action based on the findings of communications with businesses (e.g., reducing red tape, succession planning support, site selection support, support with provincial permitting processes, etc.)
- Link businesses facing issues with appropriate advice and support services (e.g., Community Futures, Innovation Island, Venture Connect, Small Business BC and many others. Lantzville can work with the Province’s Regional Manager

for Economic Development on a case-by-case basis to understand programs and services that could benefit businesses facing particular issues.)

- Ensure home-based businesses are included in program.

INPUTS/BUDGET

- Ongoing staff time, can be time intensive

POTENTIAL FUNDING SOURCES

- Island Coastal Economic Trust - Quickstart Implementation Funding

METRIC

- Presence of a BRE program
- Results from surveys/business walks indicated satisfaction with doing business in Lantzville

RELATED OBJECTIVES

- Attract businesses that fit local values and meet local needs
- Support local businesses to thrive
- Revitalize and enhance our Village Core
- Increase trust and collaboration among residents, businesses, and governments
- Increase and diversify District revenues

2f: Shop local campaign

PURPOSE

- To increase local spending within Lantzville leading to increased viability of local businesses, more local jobs, and a more vibrant Village Core.

DESCRIPTION

- Promote local businesses to residents
- Promote the community benefits of spending money locally

LEAD/PARTNERS

- District of Lantzville
- Lantzville Business Association (TBD – See Foundation Action C)

IDEAS

- Work with Lantzville businesses to understand their needs, desires, and ideas with regards to a shop local campaign.
- Use LOCO BC's materials (at least for the first few years). These off-the-shelf materials are used by communities across BC as a fast and easy way to launch a shop local campaign.
- Participate in BC Buy Local Week.
- List and highlight Lantzville businesses on Lantzville.ca and other channels (e.g., brochure, social media).
- Highlight local businesses in the Lantzville newsletter.
- Provide education on the impact of shopping locally (e.g., the impact of shifting a percentage of local purchasing).

INPUTS/BUDGET

- 10-25 hours

METRIC

- Business satisfaction survey results

RELATED OBJECTIVES

- Support local businesses to thrive

PILLAR 3: HOUSING

DESCRIPTION:

Echoing the results of public engagement from the Official Community Plan process, the majority of residents that participated in the creation of this Economic Development Strategy are in favour of more diverse housing and slightly more density in Lantzville, especially around the Village Core. There was a general recognition that this would allow seniors to age within Lantzville, and that more density would be required to sustain a vibrant Village Core, improved transit services, and provide more community services due to higher tax revenues.

ACTIONS:

Quickstart (first six months)

- **3a:** Allow diverse housing types and increased density

Phase 1

- **3b:** Work with land owners and developers for appropriate housing
- **3c:** Attract seniors home development

3a: Allow diverse housing types and increased density

PURPOSE

- An increase in residents will allow for a more vibrant Village Core, increased tax revenues to provide services, and the densities required for public transportation improvements. A diversity of housing types will ensure that Lantzville is a place for all ages – where seniors can age in place in smaller homes or seniors residences, while young families or couples just starting out have smaller, more affordable options.

DESCRIPTION

- Ensure that the Official Community Plan allows for some increased density and diversity of housing types, in line with community values.

LEAD/PARTNERS

- District of Lantzville

POTENTIAL FUNDING SOURCES

- NA

METRIC

- Whether or not there is an increased density and diversity of housing options

RELATED OBJECTIVES

- Support local businesses to thrive
- Revitalize and enhance our Village Core
- Attract younger residents and accommodate aging-in-place
- Increase and diversify District revenues
- Retain and enhance “semi-rural charm” (uniqueness and greenness)

3b: Work with land owners and property developers for appropriate housing

PURPOSE

- To increase the supply and diversity of housing in Lantzville, in order to meet community needs and values (refer to draft Official Community Plan).

DESCRIPTION

- Work with existing land owners in Lantzville to build appropriate housing, as envisioned by the Official Community Plan.
- Encourage new development envisioned by the Official Community Plan and supported by the public engagement from this project.
- If rezoning is required, ensure that Lantzville benefits through Community Amenity Contributions that enhance Village vibrancy and economic development, as outlined in the Official Community Plan and this Economic Development Strategy.
- Housing should recognize the community's preference for green space, walkability, and housing variety, and should fit with existing form as per Official Community Plan guidelines.

LEAD/PARTNERS

- District of Lantzville
- Existing land owners and developers in Lantzville

IDEAS

- Ensure an up-to-date land inventory with information on servicing, zoning and other features
- Actively market the community to developers
- Work in good faith with new and existing developers to complete projects

INPUTS/BUDGET

- 100-200 hours up front for initial research and marketing, plus ongoing time as projects are developed

POTENTIAL FUNDING SOURCES

- NA

METRIC

- Number of private dwellings in Lantzville
- Proportion of single detached houses to total number of private dwellings (in Census Canada Profile): Currently 94.4% single detached houses as of 2016⁵.

RELATED OBJECTIVES

- Support local businesses to thrive
- Revitalize and enhance our Village Core
- Attract younger residents and accommodate aging-in-place
- Increase and diversify District revenues
- Retain and enhance “semi-rural charm” (uniqueness and greenness)

⁵ According to the Census, the remaining 5.6% is a combination of semi-detached houses, duplexes, apartments in buildings under five stories, and mobile dwellings.

3c: Attract seniors home development

PURPOSE

- Lantzville is an older community – the median age is 51, well above the provincial average of 43. With large lot sizes the norm in Lantzville, there is little opportunity for seniors to stay in the community once they do not want to care for a large lot or home. The existence of a seniors home facility would allow current Lantzville residents to age in place, as well as bring new residents, new jobs, an expanded tax base, and new visitors to the community. Seniors home residents could support local businesses like doctors, pharmacists, coffee shops, and the like.

DESCRIPTION

- Actively recruit seniors home developers to Lantzville (either private or on-profit), by identifying appropriately zoned and serviced land, proactively marketing the community to developers, and working with them to problem-solve and overcome obstacles to making the project a reality.

LEAD/PARTNERS

- District of Lantzville
- Potentially community organizations like the Legion
- Seniors home developers

IDEAS

- Approach the Legion, who have expressed interest in developing a senior's home.
- Approach developers like Berwick, Tapestry, Amica and others.
- Provide information on available sites, seniors demographics in the region, income levels, and other information that may be relevant.
- Several locations were put forward, including the corner of Lantzville Road and School Road, and the East end of Lantzville Road.

INPUTS/BUDGET

- 100-200 hours up front for initial research and marketing, plus ongoing time as a project is developed

POTENTIAL FUNDING SOURCES

- NA

METRIC

- Presence of a seniors community

RELATED OBJECTIVES

- Support local businesses to thrive
- Revitalize and enhance our Village Core
- Increase and diversify District revenues
- Attract younger residents and accommodate aging-in-place

PILLAR 4: TRANSPORTATION AND INFRASTRUCTURE

DESCRIPTION:

A thriving economy requires basic transportation and infrastructure services to ensure that goods and information can move efficiently, and that people can easily and safely access commercial services. Good condition roads, high speed internet availability and easy access to the highway are already in place in Lantzville, but there are other areas where transportation and infrastructure in Lantzville can be improved to enhance economic development.

ACTIONS:

Quickstart (first six months)

- **4a:** Connect to Nanaimo water and implement Water Master Plan
- **4b:** Welcome to Lantzville signs on highway and improved Village Core entrance

Phase 1

- **4c:** Link amenities with signage, directions, maps and safe paths
- **4d:** Improve pedestrian realm

Phase 2

- **4e:** Infrastructure improvements to industrial areas
- **4f:** Safe bike lanes
- **4g:** Improve transit services

4a: Connect to Nanaimo water and implement Water Master Plan

PURPOSE

- To ensure that Lantzville residents have access to appropriate water, and to enable new development and growth in Lantzville.

DESCRIPTION

- Carry out the Nanaimo water agreement (in progress).

LEAD/PARTNERS

- District of Lantzville
- City of Nanaimo

INPUTS/BUDGET

- As per Lantzville/Nanaimo water agreement and Water Master Plan

METRIC

- # of new hookups per year

RELATED OBJECTIVES

- Attract businesses that fit local values and meet local needs
- Revitalize and enhance our Village Core
- Attract younger residents and accommodate aging-in-place
- Increase and diversify District revenues

4b: Welcome to Lantzville signs on highway and improved Village Core entrance

PURPOSE

- To put Lantzville ‘on the map’ and get more people to check out Lantzville businesses and amenities.

DESCRIPTION

- ‘Welcome to Lantzville’ sign on Highway 19 that aligns with new Lantzville brand, and entices visitors to pull off into Lantzville.
- Signage at the Village Core entrance.

LEAD/PARTNERS

- District of Lantzville
- Snaw-Naw-As

IDEAS

- New Lantzville branding on all signage
- Work with Snaw-Naw-As
- Refer to 2014 Village Commercial Core Improvement Plan for more details and design ideas

INPUTS/BUDGET

- 50-75 hours of staff time

POTENTIAL FUNDING SOURCES

- Island Coastal Economic Trust

METRIC

- Sign(s) in place on Highway
- Sign(s) in place at Village Core entrance

RELATED OBJECTIVES

- Revitalize and enhance our Village Core

4c: Link amenities with signage, directions, maps, and safe paths

PURPOSE

- To ensure the visitors and residents are aware of the many shops and amenities in Lantzville, and how to access them; and
- To increase the length of time visitors stay in the community.

DESCRIPTION

- Lantzville has many amenities that residents and visitors can enjoy – beaches, the Village Core, parks, trails. However, there are limited ‘linkages’ between them, nor signage letting people know what else exists and how to access it. Visitors are more likely to stay longer if there is more to do in a community, so it’s critical that Lantzville markets the full spectrum of its assets.
- In the shorter term, this action includes signage and/or maps to alert people to Lantzville’s amenities and how to access them, and the eventual build-out of trails or safe walking and biking paths between them (where they do not already exist).

LEAD/PARTNERS

- District of Lantzville
- The Lantzville Rotary Club may be interested in supporting signage or trail development

IDEAS

- Use new Lantzville brand on wayfinding signage and maps.
- Work with Rotary Club, volunteer groups, school and others on trail building.

INPUTS/BUDGET

- Staff time for signage and map development and installation
- Design consulting fees, fabrication costs
- Trail or walkway building expenses

POTENTIAL FUNDING SOURCES

- Island Coastal Economic Trust
- Volunteer time via Rotary Club or other community groups

METRIC

- Improved wayfinding signage and/or maps in place

RELATED OBJECTIVES

- Revitalize and enhance our Village Core

4d: Improve pedestrian realm

PURPOSE

- To increase the walkability of Lantzville, allowing residents and visitors to move safely by foot to and from commercial areas, outdoor amenities, schools and homes; and
- To increase visits to the Village Core.

DESCRIPTION

- Currently, the Village Core lacks sidewalks and visitors, residents, school children, seniors, and others must walk next to moving traffic and behind parked cars, both of which are dangerous situations. This action is to create safer, more inviting pedestrian infrastructure in the Village Core to start, and further afield in the longer run. This action will be closely linked to action 1g: Traffic calming through Village Core.

LEAD/PARTNERS

- District of Lantzville

IDEAS

- Sidewalks in Village Core (this was a very popular idea with the community), or other ways of protection and delineating pedestrian areas (barriers, planters)
- Chip paths or trails in other areas
- Better delineation of cross walks, especially near schools (consider raised sidewalks, different paving options like faux bricks, creative or colourful crosswalks)

INPUTS/BUDGET

- Staff time for design
- Consulting time for design
- Installation costs

POTENTIAL FUNDING SOURCES

- Island Coastal Economic Trust – Economic Infrastructure and Innovation Program

METRIC

- Improved pedestrian infrastructure in place

RELATED OBJECTIVES

- Revitalize and enhance our Village Core
- Retain and enhance “semi-rural charm” (uniqueness and greenness)

Phase 2 Actions for Transportation and Infrastructure

Phase 2 actions for Transportation and Infrastructure (Pillar 4) are described below.

- **4e: Infrastructure improvements to industrial areas.** Industrial businesses indicated a need for improved lighting (for safety and security) and water. Sewer is already in progress. There may also be opportunities for improved signage.
- **4f: Safe bike lanes.**
- **4g: Improve transit services.** This is unlikely without increased density in Lantzville, as the current population cannot sustain increased transit service. However, it was a priority to a segment of the community, and should be pursued at a later date if density increases.

PILLAR 5: QUALITY OF LIFE AND TOURISM

DESCRIPTION:

The District of Lantzville has an important role to play in ensuring that Lantzville is a place where people want to live, work, and play. The actions in this Pillar will ensure that the quality of life in Lantzville remains high, with access to outdoor recreation and green space, safety, and things to do for all ages. At present there are limited amenities for tourists (and limited tourists) but this should change over time as the Village Core becomes more vibrant and more of a draw to visitors. Tourism in Lantzville will be primarily daytrippers checking out the Village Core, beaches, and other outdoor amenities (at least in the short term).

ACTIONS:

Quickstart (first six months)

- **5a:** Pilot “Village Block Party” event 2018

Phase 1

- **5b:** More events and activities
- **5c:** Promotion campaign

Phase 2

- **5d:** Environmental protection policies
- **5e:** Support mountain bike trail development in the Foothills area
- **5f:** Explore ways to increase tourism accommodation
- **5g:** Improve waterfront access and facilities

5a: Pilot “Village Block Party” event 2018

PURPOSE

- To encourage people to visit the Village Core and bring people together from across Lantzville. Over time, to create a more vibrant sense of community that attracts and retains residents.

DESCRIPTION

- Pilot a small, village-centred community event in Fall 2018, in conjunction with local businesses.

LEAD/POTENTIAL PARTNERS

- District of Lantzville
- Local businesses (potentially the Lantzville Business Association (TBD – See Foundation Action C))
- Potentially Rotary, Legion, the School, other community groups
- Community members

IDEAS

- Similar to street parties in other areas, local businesses could have stands outside their businesses to liven up the Village Core. Ideas could include sales items, popcorn machine, face painting, food specials, or contests.
- Music.
- Food trucks, Rotary hot dog stand.
- Places to sit, sidewalk chalk, things to do.
- Start small, build on it each year.

INPUTS/BUDGET

- 25-50 hours of staff time

POTENTIAL FUNDING SOURCES

- Island Coastal Economic Trust – Quickstart
- Nanaimo Fund (Lantzville falls within their granting boundaries, but it is unclear if community events are eligible for funding)

METRIC

- Pilot event hosted

RELATED OBJECTIVES

- Support local businesses to thrive | Revitalize and enhance our Village Core

NEIGHBOUR DAY OR BLOCK PARTY SUPPORT

More and more places are starting to designate one day of the year as ‘Neighbour Day’, when neighbourhoods are encouraged to have block parties, picnics, potlucks or other ways of getting to know the people on their street. It’s May 6th in the Capital Regional District, and September 28th in the United States.

Some places, like Whistler, provide a small grant to have a block party, and they help by blocking off the street.

Many Lantzville residents expressed a wish for more interaction among Lantzvillagers, and this is something that could be considered: Supporting block parties and/or designating an official Lantzville Neighbour Day!

5b: More events and activities

PURPOSE

- To encourage people to visit the Village Core and bring people together from across Lantzville; and
- To create a more vibrant sense of community that attracts and retains residents.

DESCRIPTION

- Lantzvillagers expressed a strong desire for more events and activities. This action would ultimately need to be led by community members or organizations, but could be supported by the District in many ways, especially at the outset. Support from the District could include: advertising for community members interested in organizing events, convening initial meetings, providing grant writing support, providing meeting space, advertising events or other forms of support. Snaw-Naw-As has also expressed an interest in more events, so there are potential opportunities for partnerships.

LEAD/PARTNERS

- District of Lantzville
- Community groups
- Snaw-Naw-As
- Lantzville Business Association (TBD – See Foundation Action C)
- Community members

IDEAS

- Music festival;
- “First Saturdays” concept (monthly street festivals);
- Beach days;
- Ensure events are listed on regional calendars like Tourism Vancouver Island events calendar and others; and
- Meet with Tourism Vancouver Island, who can provide guidance on event organization and optimizing for tourist participation.

INPUTS/BUDGET

- 25-50 hours of staff time

POTENTIAL FUNDING SOURCES

- Funding sources vary depending on the event type: <https://www2.gov.bc.ca/gov/content/sports-culture/events-hosting/event-funding>

METRIC

- # of community events each year

RELATED OBJECTIVES

- Revitalize and enhance our Village Core
- Attract younger residents and accommodate aging-in-place
- Increase trust and collaboration among residents, businesses, and governments

5c: Promotion campaign

PURPOSE

- To increase awareness of Lantzville as a place to live, shop, do business, and visit; and
- To increase the number of visitors, people wanting to move to Lantzville, and do business in Lantzville.

DESCRIPTION

- Lantzville has recently completed a community branding process, which goes well beyond a logo, including key differentiating points about Lantzville, target audiences for Lantzville residents and visitors, and ideas for messaging.
- This action is to conduct a variety of small marketing and promotions activities aimed at potential visitors, potential residents and potential business, using Lantzville's new community brand.

LEAD/PARTNERS

- District of Lantzville

IDEAS

- Visitor attraction or resident attraction marketing.
- Work with Tourism Vancouver Island, who can provide tourism data and guidance on messaging.
- Partnering on marketing 'themed' activities regionally (e.g., mountain biking in partnership with Tourism Nanaimo, amazing beaches in partnership with Snaw-Naw-As, small-town pub tour of the mid-island).
- A space in the Lantzville newsletter for local businesses to advertise (could be free as a benefit of getting a business licence).
- Billboard on Snaw-Naw-As land on Highway 19 outside of Lantzville.

- Information on Lantzville at the soon-to-be completed gas station at Lantzville Road and Highway 19.
- Marketing to small professional services firms and other companies about the benefits of locating in forested, laid-back Lantzville (instead of a strip mall).
- Pitch articles about Lantzville to local magazines (e.g., travel, parenting, lifestyle).

INPUTS/BUDGET

- Staff time
- Promotions design
- Ads

POTENTIAL FUNDING SOURCES

- For partnership marketing: Island Coastal Economic Trust: 'Regional Collaboration or Marketing Strategies' funding stream

METRIC

- Marketing conducted
- If resources exist at a later date, a visitor perception survey about Lantzville

RELATED OBJECTIVES

- Attract businesses that fit local values and meet local needs
- Support local businesses to thrive
- Revitalize and enhance our Village Core
- Attract younger residents and accommodate aging-in-place
- Increase and diversify District revenues

Phase 2 Actions for Quality of Life and Tourism

Phase 2 actions for Quality of Life and Tourism (Pillar 5) are described below.

- **5d: Environmental protection policies.** Many residents wanted to see tree bylaws and other measures to protect trees and forests, and policies to minimize hardscaping on the waterfront. Several residents wanted to see the District leading education and community dialogue about ‘what is green?’, and the interplay between greenery, lot size, and sustainability.
- **5e: Support mountain bike trail development in the Foothills area.** Mountain bike tourism is growing across British Columbia, with increases in visitation and spending from domestic and international tourists. Mountain biking could also be important for attracting younger residents. The Foothills area has some existing trails and the potential for many more. Trail development is typically done by volunteers, but the District of Lantzville can choose to be supportive and see it as a priority. When trails are developed, Lantzville should ensure that bikers are made aware of the amenities and businesses in Lantzville, in order to capture some of the benefits of their visitation.
- **5f: Explore ways to increase tourism accommodations.** At present, there are several bed and breakfasts in Lantzville and a number of AirBNBs but no other tourism accommodations. With breathtaking scenery and proximity to Nanaimo, parks, beaches and the Village Core, there is likely more demand for accommodations in Lantzville. Over time, Lantzville could encourage more visitor accommodations through the use of zoning and regulatory tools, and working with the Lantzville Business Association (Foundation Action C), Tourism Vancouver Island, and others.
- **5g: Improve waterfront access and facilities.** Popular ideas included a boat launch, washroom, and better parking options. This is an area of opportunity for collaboration with Snaw-Naw-As.



How we will get it done: implementation

This section provides key points on the implementation of the plan. It includes information on partnerships and collaboration that will be needed, staffing and resourcing, communications and community involvement.

Economic Development Officer or other staff resources

The Strategy includes more actions than can be realistically achieved with current staffing resources. In other words, implementation of the Strategy will require additional staff or contractors. There are potential funding sources for staff or contractor resources (BC Rural Dividend Fund, for example) and the District is already starting to apply for grants for an Economic Development Officer.

In the meantime, there are other options for moving some of the projects forward. Community Futures provides fee-for-service Economic Development Officer services and could be used for one-off projects, and there may be opportunities to find funding for this through Island Coastal Economic Trust or other sources.

Next steps: Sit down with funders to go through the Strategy and look for priorities from their perspective.

Community involvement

Some community members have indicated that they are interested in volunteering to implement some of the actions in this Strategy⁶. Community members should be encouraged and supported in volunteering. Support could take many forms, including making introductions, setting up first meetings, providing meeting space, etc. Community Futures may be able to put on a grant-writing workshop if community members are interested.

Implementation Steering Committee: Lantzville and the Select Committee are developing a structure and a new Terms of Reference for a citizen committee to provide oversight and guidance on the implementation of this Strategy. Form and function to be determined.

⁶ Names of individuals have been provided to the District



Partners and networks for implementation

There are many Partners that should be engaged to help implement this plan. These include:

- **Snaw-Naw-As First Nation:** Snaw-Naw-As is implementing/investigating a number of economic development projects, and there is an expressed interest to work together on projects where possible.
- **Other nearby governments (Regional District of Nanaimo, City of Nanaimo, Town of Qualicum Beach, City of Parksville, etc.):** Many of these communities are also implementing their Economic Development strategies and facing similar challenges and opportunities. Additionally, the Regional District will be convening a regional economic development meeting or group in early 2019, which Lantzville will be taking part in.
- **The Province:** Working with the Regional Manager for Economic Development (in the Ministry of Forests, Lands, Natural Resource Operations and Rural Development). The Regional Manager is an excellent source of information on provincial programs, grants, and other community experiences. Regular contact should be maintained as this Strategy is implemented.
- **Community Futures:** Community Futures can provide financing to businesses, as well as providing fee-for-service ‘Economic Development Officer’ (EDO) on-call services like grant writing and Strategy implementation.
- **Funding agencies:** Island Coastal Economic Trust, Federation of Canadian Municipalities, Western Economic Diversification, and many others.
- **Rotary Club of Lantzville and other community organizations:** Rotary Club of Lantzville members (and members of other organizations) want to make Lantzville better. Members may be interested in supporting community improvement projects with volunteer time or donations.
- **Lantzville Business Association (not yet formed, but in progress):** A Lantzville Business Association would be a key contact for the District. The group could speak collectively to share business challenges and opportunities with the District, and they may be able to support implementation of some actions.

Funding

Some of the actions in this Strategy can be implemented using existing Lantzville resources, especially those relating to policy, regulation, and licensing. However, for most of the actions, additional resources will be needed. Opportunities include:

- **Grant funding:** Potential grant funding sources have been identified for each action. The list is not exhaustive. Lantzville should use the Province's funding database to search for potential funding sources for each project at the outset of implementation (as they are updated regularly). Lantzville should also regularly work with the Province's Regional Manager for Economic Development to discuss opportunities.
- **Future budgets:** Lantzville Council could choose to fund some of these projects through Five-Year Financial Plans.
- **Partnerships:** Partnerships, like those listed above, can bring access to sources of funds that might not otherwise be available. For example, BC Rural Dividend Funding is much higher for partnerships than for individual communities.
- **New revenue** from increased commercial activity could be used to fund actions in this Strategy.
- **A Business Improvement Area** could be used to collect and spend funds for Village Core improvements or promotions.

Communicating progress to the community and council

It's critical that the community is updated on progress as the Strategy is implemented. Everyone put significant time into the development of this Strategy, and it will be important that they are kept up to date on progress. This will ensure that support for the project remains high, and that community members feel that the District of Lantzville is accountable to them and to carrying out the Strategy. Communications during implementation has been built into the Strategy in *Action Foundations*.

Ideally, a regular schedule (e.g., monthly, bi-monthly) for communications will be established through the Lantzville Newsletters, Constant Contact (Lantzville's email listserve), and social media.

Communications could include:

- Implementation progress (what projects were started, are underway, or completed).
- Results from Monitoring and Evaluation (see following section). It is important that this is a transparent process, with both highlights and lowlights communicated.
- Highlighting a local business.
- Statistics and information on the importance of shopping locally (e.g., local shift).

Staff should also make regular reports to Council on progress, challenges, and opportunities.

IDENTIFYING RISKS AND MITIGATION STRATEGIES

The Project Team worked with the Select Committee to identify potential risks to implementation, and strategies to overcome each risk. The results are shown below. Each mitigation strategy has been integrated into the ‘actions’ or ‘implementation strategy’.

POTENTIAL RISK	MITIGATION STRATEGY
Strategy gets shelved, no implementation	<ul style="list-style-type: none"> Keep the Select Committee going as an implementation committee
Community forgets about the Strategy, doesn't care	<ul style="list-style-type: none"> Regular communications about Strategy implementation via newsletter / email
Lack of political will to implement the Strategy	<ul style="list-style-type: none"> Formal Council adoption of this Strategy, and committing to an implementation strategy. Making a public announcement about it. Encourage Council to have a vision for the future of Lantzville, and work with them to see how this Strategy fits as part of that vision More interaction/communications between business, residents, and politicians Education on the importance of economic development for quality of life
Insufficient funds for implementation	<ul style="list-style-type: none"> Grants Make this a budget priority in subsequent years (as an investment in our future) Tap into volunteer resources (individuals, organizations)
Volunteer burnout or lack of interest (on committees, business association, project volunteers, etc.)	<ul style="list-style-type: none"> Recognize volunteers in newsletters, annual award, etc. Clear mandate and role for Committee District to take a clear role in supporting their work, nudging things along as needed
Roadblocks from citizens	<ul style="list-style-type: none"> Listen to their concerns, but ensure that decisions are made based on the opinions of the majority of citizens, not just one or two individuals Refer to engagement reports for this project (at LantzvilleBeyond.com) and OCP process to see what the community as a whole values and wants

Seeing if it's working: monitoring and evaluation

In order to know if the Strategy is being implemented and having the desired effect, it is important that we have a plan in place to monitor and evaluate the implementation of the Strategy.

- **Monitoring** = *collecting data on the implementation of our plan*
- **Evaluation** = *evaluating the data to see if we need to make changes*

We will have to monitor and evaluate two things:

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

These are described in more detail below. There is an easy-to-use tool to conduct monitoring and evaluation (M&E) in Appendix 1.

1. Monitoring and evaluating the process

What? Monitoring whether or not the actions are being carried out as planned (i.e. are staff, Council, and community members doing what they agreed to do?)

Who is responsible? The oversight group (TBD) is responsible for overall monitoring (and can delegate to a staff person), and for reporting these results to Council and the community. Staff involved in implementation must report regularly to the oversight group.

When? M&E of the overall Strategy should take place quarterly (every three months). Staff members responsible for implementation should conduct ongoing monitoring and reporting to the oversight group.

How? Staff and Steering Committee should use the process monitoring and evaluation tool included in Appendix 1.

2. Monitoring and evaluating the outcomes

What? Outcome monitoring helps us make sure our actions are having the desired effect on our objectives.

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 oversight group (TBD) is responsible for overall monitoring.

When? Outcome monitoring should take place yearly. However, data for most of the indicators is only available every five years.

How? To measure our progress, we have developed 'indicators' for each of our seven economic objectives.

Indicators are things you can use to measure progress, and good indicators should also be easy to find and monitor (for example: perhaps they are data points that are already being collected for other purposes).

The indicators are shown below, along with data sources and baseline status (if known). Indicators should be tracked by staff and/or the Committee. Over time, as the actions are implemented, we can monitor the indicators to see if the actions are making the positive impacts we had expected.

Objective	Indicator	Data Sources	Data update frequency	Most recent baseline information
Attract businesses that fit local values and meet local needs	Subjective scale: How well do Lantzville business meet the stated needs and values of Lantzville residents? (needs and values = local serving retail, a place to gather like a coffee shop, and uniqueness) 5 = Very well. Sufficient businesses meeting local needs and values 3 = Somewhat 1 = Businesses do not meet local needs and values	Staff / Council or businesses via the Lantzville Business Association	Yearly	3
Support local businesses to thrive	Business satisfaction with Lantzville as a place to do business # of jobs in Lantzville*	Results from Business Walks or surveys (Action 2a and 2e) or Lantzville Business Association Statistics Canada. Combined total of jobs outside the home and # of individuals working from home (see footnote below this chart)	Yearly Every five years (2016, 2021)	NA 580 (180 work from home, 400 outside the home)
Revitalize and enhance our Village Core	# of vacant storefronts or business locations Subjective scoring of Village vibrancy using a scale like: 5 = Vibrant place with thriving businesses. People attracted to the Village to shop, attend events, and just hang out. 3 = Functional Village, meets some local needs but room for improvement 1 = Dead feeling Village, little reason to go there.	Walk through Staff / Council or businesses via the Lantzville Business Association or results from Business Walks or surveys (Action 2a and 2e).	Yearly Yearly	- Slegg Lumber building - One unit in Lantzville Plaza - Two empty lots in the Industrial Park 3

* To calculate the number of jobs in Lantzville, use Statistics Canada data table 98-400-X2016325, select for 'Lantzville' as 'place of work' and add up all values. Combine this with the total number of people who work from home, from Statistics Canada census profile for Lantzville, item called "Worked at Home" under "Place of Work Status".

Objective	Indicator	Data Sources	Data update frequency	Most recent baseline information
Attract younger residents and accommodate aging-in-place	Median age	Canada Census	Every five years (2016, 2021)	51
	Presence of seniors' home, smaller lots or apartments for seniors	Staff	Yearly	None
Increase trust and collaboration among residents, businesses, and governments	<p>Subjective scale reported by staff, Council, Lantzville Businesses and residents (if possible). Reported change to trust and collaboration in the past year.</p> <p>Scale: 5 = Much more trust and collaboration between governments, businesses and residents</p> <p>3 = No change in the past year</p> <p>1 = Serious deterioration of trust and collaboration</p> <p>Note that there may be differences in trust/collaboration between different groups (e.g., government to government may have improved, but business to government may have decreased). Each combination could be scored separately, or these types of differences could be put in explanatory notes.</p>	Staff / Council or businesses via the Lantzville Business Association or business survey (as part of Action 2e)	Yearly	3
Increase and diversify District revenues	Percentage of district revenues from residential	District of Lantzville	Yearly	86% (2017, but also the same in 2016)
Retain and enhance “semi-rural charm” (uniqueness and greenness)	<p>Subjective scale: Reported change to semi-rural charm by staff / Council and stakeholders, compared to 2018 baseline.</p> <p>5 = Unique charm and greenness greatly improved since 2018</p> <p>3 = Same as 2018</p> <p>1 = Unique charm and greenness significantly degraded since 2018</p>	Staff / Council or businesses via the Lantzville Business Association	Yearly	3 = 2018 as baseline

Schedule for reviewing the entire Strategy

In addition to the ongoing and yearly monitoring and evaluation described above, the entire Strategy should be re-evaluated **every five years**. This process should include updating the community economic profile in order to get a more current picture of the local economy, as well as community engagement to ensure that the vision, objectives, and actions still meet community needs.

This review and update is particularly important in Lantzville because some residents expressed concerns about there being too much economic development, too fast. By evaluating things every five years, Lantzville can adjust its economic goals and activities over time to ensure that it is still meeting the needs of residents and businesses.

“I’ve been waiting 20 years for Lantzville to have this conversation about our local economy”

– Resident

Appendix 1: Process monitoring and evaluation tool

The M&E tool is to be used every three months by the CAO, Economic Development Officer or any individual responsible for the implementation of a strategy action to provide a summary assessment of the progress and status of action implementation. The completed tool can be used to provide updates to staff, Council, and community.

Timing	Action name	% Complete	Progress Update	Changes Needed?
Quickstart	1a. Small scale village beautification projects			
Quickstart	1b. Creative use of vacant retail space			
Quickstart	2a. Quickstart business retention and expansion actions			
Quickstart	2b. Update Lantzville website			
Quickstart	2c. Update online community profiles and Bizpal.ca			
Quickstart	3a. Allow diverse housing types and increased density			
Quickstart	4a. Connect to Nanaimo water and implement Water Master Plan			
Quickstart	4b. Welcome to Lantzville signs on Highway and improved Village Core entrance			
Quickstart	5a: Pilot “Village Block Party” event 2018			
Quickstart	FOUNDATION A. Be more business friendly			
Quickstart	FOUNDATION B. Hire an Economic Development Officer or contractor			
Quickstart	FOUNDATION C. Support creation of a Lantzville Business Association			
Quickstart	FOUNDATION D. Regular coordination with neighbouring governments and service providers			
Quickstart	FOUNDATION E. Improved communications with residents			
Phase 1	1c. Economic incentive programs to support Village Core revitalization			
Phase 1	1d. Implement policy recommendations and design guidelines from 2014 Village Plan			
Phase 1	1e. Parking improvements in Village Core			
Phase 1	2d. Attract businesses that meet local needs and fit local values			

Timing	Action name	% Complete	Progress Update	Changes Needed?
Phase 1	2e. Business retention and expansion program			
Phase 1	2f. Shop Local Campaign			
Phase 1	3b. Work with land owners and developers for appropriate housing			
Phase 1	3c. Attract seniors' home development			
Phase 1	4c. Link amenities with signage, directions, and safe paths and trails			
Phase 1	4d. Improve pedestrian realm			
Phase 1	5b. More events and activities			
Phase 1	5c. Promotion campaign			
Phase 1	FOUNDATION F. Review bylaws and planning documents to facilitate implementation of this Strategy			
Phase 1	FOUNDATION G. Business licensing			
Phase 1	FOUNDATION H. Consider policies to encourage unique independent businesses			
Phase 2	1f. Create a public plaza area adjacent to Municipal Hall			
Phase 2	1g. Traffic calming through Village Core			
Phase 2	4e. Infrastructure improvements to industrial areas			
Phase 2	4f. Safe bike lanes			
Phase 2	4g. Improve transit services			
Phase 2	5d. Environmental protection policies			
Phase 2	5e. Support mountain bike trail development			
Phase 2	5f. Explore ways to increase tourism accommodation			
Phase 2	5g. Improve waterfront access and facilities			

Appendix 2: Objectives gap analysis

The gap analysis of actions shows that the actions in the strategy contribute to the community's objectives.

ACTION NAME	OBJECTIVES						
	Attract businesses that fit local values and meet local needs	Support local businesses to thrive	Revitalize and enhance our Village Core	Attract younger residents and accommodate aging-in-place	Increase trust and collaboration among residents, businesses, and governments	Increase and diversify District revenues	Retain and enhance "semi-rural charm" (uniqueness and greenness).
1a. Small scale village beautification projects	✓	✓	✓				✓
1b. Creative use of vacant retail space			✓				✓
1c. Economic incentive programs to support Village Core revitalization	✓	✓	✓				✓
1d. Implement policy recommendations and design guidelines from 2014 Village Plan	✓	✓	✓				✓
1e. Parking improvements in Village Core		✓	✓				✓
1f. Create a public plaza area adjacent to Municipal Hall	✓		✓				✓
1g. Traffic calming through Village Core		✓	✓				✓
2a. Quickstart business retention and expansion actions	✓	✓	✓		✓	✓	
2b. Update Lantzville website	✓			✓	✓	✓	
2c. Update online community profiles and Bizpal.ca	✓					✓	
2d. Attract businesses that meet local needs and fit local values	✓	✓	✓	✓		✓	✓
2e. Business retention and expansion program	✓	✓	✓		✓	✓	
2f. Shop Local Campaign		✓	✓		✓	✓	✓
3a. Allow diverse housing types and increased density		✓	✓	✓		✓	✓
3b. Work with land owners and developers for appropriate housing		✓	✓	✓		✓	✓
3c. Attract seniors' home development		✓	✓	✓		✓	

OBJECTIVES

ACTION NAME	Attract businesses that fit local values and meet local needs	Support local businesses to thrive	Revitalize and enhance our Village Core	Attract younger residents and accommodate aging-in-place	Increase trust and collaboration among residents, businesses, and governments	Increase and diversify District revenues	Retain and enhance "semi-rural charm" (uniqueness and greenness).
4a. Connect to Nanaimo water and implement Water Master Plan	✓		✓	✓		✓	
4b. Welcome to Lantzville signs on Highway and improved Village Core entrance			✓				
4c. Link amenities with signage, directions, and safe paths and trails			✓				
4d. Improve pedestrian realm			✓				✓
4e. Infrastructure improvements to industrial areas	✓					✓	
4f. Safe bike lanes			✓	✓			✓
4g. Improve transit services			✓				
5a. Pilot "Village Block Party" event 2018		✓	✓				
5b. More events and activities			✓	✓	✓		
5c. Promotion campaign	✓	✓	✓	✓		✓	
5d. Environmental protection policies							✓
5e. Support mountain bike trail development				✓			
5f. Explore ways to increase tourism accommodation			✓				
5g. Improve waterfront access and facilities				✓			
FOUNDATION A. Be more business friendly	✓	✓	✓		✓	✓	
FOUNDATION B. Hire an Economic Development Officer or contractor	✓	✓	✓	✓	✓	✓	✓
FOUNDATION C. Support creation of a Lantzville Business Association	✓	✓	✓		✓		
FOUNDATION D. Regular coordination with neighbouring governments and service providers					✓		

ACTION NAME	OBJECTIVES						
	Attract businesses that fit local values and meet local needs	Support local businesses to thrive	Revitalize and enhance our Village Core	Attract younger residents and accommodate aging-in-place	Increase trust and collaboration among residents, businesses, and governments	Increase and diversify District revenues	Retain and enhance "semi-rural charm" (uniqueness and greenness).
FOUNDATION E. Improved communications with residents					✓		
FOUNDATION F. Review bylaws and planning documents to facilitate implementation of this plan	✓	✓	✓	✓	✓	✓	✓
FOUNDATION G. Business licensing					✓		
FOUNDATION H. Consider policies to encourage unique independent businesses	✓		✓				✓



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