



**BEYOND
BUSINESS
AS USUAL**

Lantzville

**ACTION PLANNING WORKSHOP
SUMMARY REPORT
May 15th 2018**

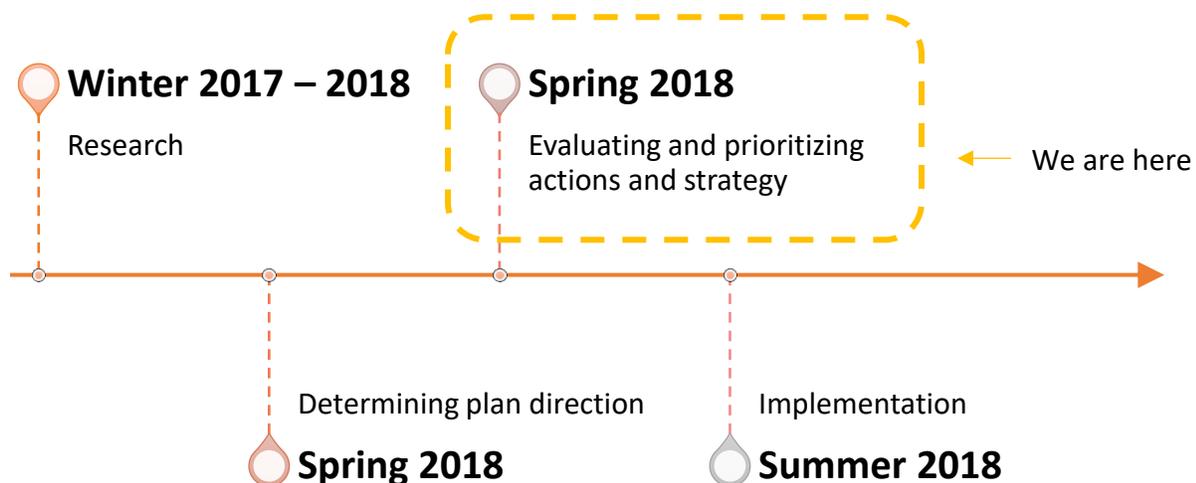
Project background

Lantzville is currently undertaking two related projects: an *Economic Action Strategy* and a *Community Branding* process.

The two projects will be built on the ideas and values of Lantzville residents and businesses. Participation options have included two open houses, two online surveys, social media interaction, and direct phone and email conversations. Communications about the project (and invitations to participate) have been sent out door-to-door, using social media, via Seaview Elementary parents' emailing list, and through posters and marketing materials throughout Lantzville.

This report details the input received at the most recent workshop on May 15th 2018, which focused on the *Economic Action Strategy*. The results from all previous engagement can be found at LantzvilleBeyond.com/our-updates/.

The *Economic Action Strategy* process is in the third of four phases, as shown below.



May 15th workshop overview

On the evening of Tuesday, May 15th 2018, the District of Lantzville hosted a workshop to evaluate and prioritize economic revitalization ideas as part of the development of an *Economic Action Strategy*. Approximately 35 people attended the workshop.

The purpose of the workshop was to:

- Determine goals for economic development
- Evaluate and prioritize action ideas

Workshop participants were asked to evaluate the draft actions in several ways. The highest scoring actions across all forms of analysis are shown below:

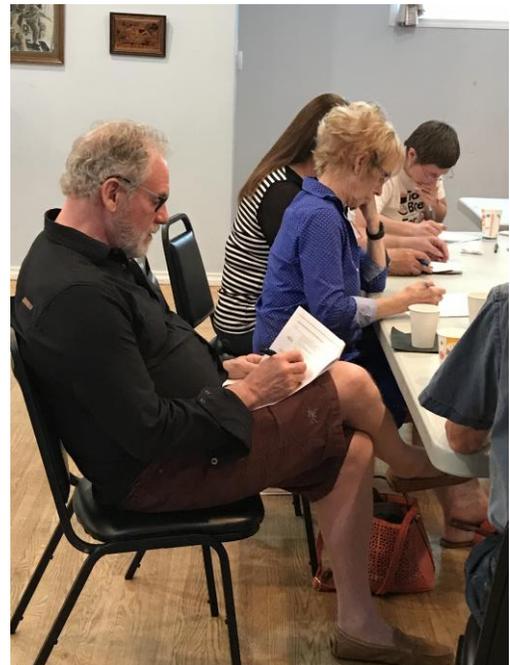
Smaller or less complex actions:

1. Economic incentive programs to support village revitalization
2. Small scale Village beautification projects
3. Business retention and expansion program

Larger or more complex actions:

1. Connect to Nanaimo water
2. Attract businesses that meet local needs and fit local values (E.g. Coffee shop, grocery store, gift shops, bakery, ice cream, services, coworking space)
3. Allow diverse housing types and increased density, attract people that want to build it

This report includes the methodology used for the workshop, an overview of the results, and an Appendix that explains the activities in details and shows the detailed results from participants.



Workshop methodology

There were hundreds of action ideas put forward by Lantzville residents and businesses prior to this workshop. Ideas came from online engagement (using the “ThoughtExchange” platform), social media, an Open House, and the Economic and Branding Committee. The project team also contributed ideas based on economic development best practices, research, and actions from past Lantzville plans that had not yet been implemented (especially the 2014 Draft Village Core Improvement Plan).

To prepare for the workshop, the project team reviewed all the actions, combined similar ones, removed those that were out of scope or completely unfeasible and came up with the following list of potential actions, organized by theme and popularity.

GREEN = Very popular

YELLOW = Medium popularity

RED = Very unpopular

Village Core Revitalization

- Small scale Village beautification projects (benches, hanging flowers or banners, improved landscaping, storefronts, façade improvement, planters, etc.)
- Create a public plaza area in front of the District Hall
- Parking improvements in Village Core (physical and policy changes)
- Traffic calming through Village Core
- Welcome to Lantzville signs on Highway and Village Entrance
- Work with community groups and the school to beautify and better delineate pedestrian areas near the school
- Develop Village Core Streetscape Design Plan to guide improvements over time
- Economic incentive programs to support village revitalization, such as tax exemptions for new improvements or developments that match local values/needs
- Creative use of vacant retail spaces
- Implement the policy recommendations from the draft Village Commercial Core Improvement Plan

Transportation and infrastructure

- Link amenities (Village, park, beaches, trails, etc.) with signage, directions, safe walking paths
- Improve pedestrian realm (sidewalks, delineation, roadside chip paths etc.)
- Safe bike lanes, bike racks in Village/parks, etc.
- Improve transit service to Village Core
- Add lighting in industrial areas
- Connect to Nanaimo water

Quality of life for residents and visitor attraction

- Environmental protection policies
- More events: Work with organizations/individuals to organize events and activities in Village Core
- Encourage citizen/business participation in community improvement (e.g. small grants funding, support, organization)
- Improve waterfront access and public facilities (Such as a boat launch, washrooms, and parking)

Leadership and community planning

- Be more business friendly and consistent
- Regular meetings between neighbouring governments on economic development opportunities
- Business retention and expansion program: Structure for ongoing communications with business owners to support their growth and success (including industrial park, Village Core, others)
- Support creation of a Business Improvement Association (BIA)
- Allow more uses under commercial zoning, be open to additional commercial areas as demand increases
- Consider strategic acquisition of parcels for public use (e.g. public gathering places, waterfront access), through development 'amenity contributions'

Housing

- Allow diverse housing types and increased density, attract people that want to build it

Business development

- Attract businesses that meet local needs and fit local values (E.g. Coffee shop, grocery store, gift shops, bakery, ice cream, services, coworking space)
- Support entrepreneurs (link with support services, networking, investors, mentoring)
- Provide space and encouragement/organization for vendors (night market, food trucks, roadside stands, etc.)
- “Think Lantzville First” shop local campaign
- Business licensing
- Work with artists to promote art and tourism

Tourism

- Encourage recreation based businesses (e.g. kayaking, biking)
- Explore ways to increase tourism accommodation
- Approach Snaw-Naw-As about joint waterfront promotions
- Promotion/marketing campaign

Status quo

- Discourage economic development / do nothing

The purpose of the workshop was to evaluate these actions in several ways. No single way is 'best', but by looking at the actions from a variety of angles, we can see which actions consistently rise to the top, and what the trade-offs are between actions. The methods of evaluation used during the workshop were:

-  Activity 1 – Goal Ranking (“Heart”): Determining and ranking *goals* for economic development (“Why do we want to see economic development?”).
-  Activity 2 – Technical Analysis (“Head”): Technical, objective evaluation of actions relative to goals (“Which ones will have the most impact on the community’s goals?”).
-  Activity 3 – Action Ranking (“Gut”): Prioritization of actions based on ‘gut’ ranking (“Which ones do you just like the best?”)

Throughout the meeting, participants used ‘Audience Response Units’ (similar to remote controls) to vote on goals and actions. Results were shown on the screen during the event to take the ‘pulse’ of the room. Participants were also asked to write down their thoughts and votes in workbooks, which were collected and compiled in this report on the following pages.



Combined results from the three workshop activities

The actions from the three activities (see page 4 for details) have been combined in this section to show the overall results from the workshop¹. There were some actions that scored highly in one activity and low in another, and these will be areas for discussion with the Economic and Branding Committee.

GREEN = High scoring

YELLOW = Medium scoring

RED = Low scoring

Smaller or less complex actions:

Action Name	Activity 1: Scoring by impact on goals ('head' analysis)	Activity 2: Direct prioritization ('gut' ranking)	Combined Score
Economic incentive programs to support village revitalization	3.9	5.0	8.9
Small scale Village beautification projects	3.2	4.6	7.8
Business retention and expansion program	4.2	3.0	7.2
Allow more uses under commercial zoning	3.4	2.5	5.9
Be more business friendly and consistent	3.8	2.0	5.8
Encourage citizen/business participation in community improvement	3.0	2.5	5.5
Encourage recreation based businesses	2.8	2.3	5.1
Support creation of a Business Improvement Association (BIA)	3.4	1.4	4.9
Support entrepreneurs	3.6	1.0	4.6
Creative use of vacant retail spaces	2.2	2.3	4.5
Approach Snaw-Naw-As about joint waterfront promotions	2.9	1.2	4.1
"Think Lantzville First" shop local campaign	3.1	0.9	4.0
Work with artists to promote art and tourism	2.6	0.7	3.3
Regular meetings between neighbouring governments on economic development opportunities	2.6	0.5	3.1
Work with community groups and the school to beautify and better delineate pedestrian areas near the school	1.6	1.2	2.8
Improve transit service to Village Core	1.9	0.6	2.6
Explore ways to increase tourism accommodation	2.1	0.3	2.4
Discourage economic development / do nothing	0.9	0.4	1.3
Add lighting in industrial areas	0.9	0.1	1.0

¹ The results from Activity 1, goal ranking, have been used to 'weight' the results from the Activity 2 (scoring by impact on goals).

Larger or more complex actions:

Action Name	Activity 1: Scoring by impact on goals	Activity 2: Direct prioritization (‘gut’ ranking)	Combined Score
Connect to Nanaimo water	4.2	5.0	9.2
Attract businesses that meet local needs and fit local values (E.g. Coffee shop, grocery store, gift shops, bakery, ice cream, services, coworking space)	4.3	3.8	8.1
Allow diverse housing types and increased density, attract people that want to build it	4.1	3.1	7.2
Implement the <i>policy</i> recommendations from the draft Village Commercial Core Improvement Plan	3.4	2.0	5.4
Develop Village Core Streetscape Design Plan to guide improvements over time	3.2	2.1	5.3
Create a public plaza area in front of the District Hall	2.6	1.6	4.3
More events: Work with organizations/individuals to organize events and activities in Village Core	3.2	1.0	4.2
Provide space and encouragement/organization for vendors (night market, food trucks, roadside stands, etc.)	3.1	1.0	4.2
Environmental protection policies	2.5	1.4	4.0
Link amenities (Village, park, beaches, trails, etc.) with signage, directions, safe walking paths	3.0	0.8	3.8
Welcome to Lantzville signs on Highway and Village Entrance	3.1	0.8	3.8
Traffic calming through Village Core	2.6	1.2	3.8
Consider strategic acquisition of parcels for public use (e.g. public gathering places, waterfront access), through development ‘amenity contributions’	2.6	1.1	3.7
Business licensing	2.4	1.3	3.6
Parking improvements in Village Core (physical and policy changes)	2.7	0.9	3.6
Improve pedestrian realm (sidewalks, delineation, roadside chip paths etc.)	2.9	0.6	3.5
Improve waterfront access and public facilities (Such as a boat launch, washrooms, and parking)	2.4	0.8	3.2
Safe bike lanes, bike racks in Village/parks, etc.	2.5	0.7	3.2
Promotion/marketing campaign	2.3	0.9	3.1

Next steps

The project Committee and staff will be reviewing the input from broad community engagement and this stakeholder meeting and developing a draft strategy. They will be taking the following into account:

- Considering if actions need to be done as a group. Many actions support each other, and there may be lower scoring actions that would support a higher scoring action.
- Considering the fact that some actions are supported by the majority of Lantzville participants, but are controversial with a minority of participants (e.g. connect to Nanaimo water, increasing housing diversity and density).
- Choosing a mix of actions to benefit as many people/groups as possible (e.g. residents of Upper and Lower Lantzville, Industrial park businesses, Village Core businesses).
- Sequencing and resourcing: Which actions can and should happen first, based on urgency, availability of funding and other resources?

A draft report will be available in June for public review and comment. Communications materials (email, newsletter, website updates, social media) will take place at that time to let community members know about the draft plan. If you would like to sign up for email updates, please email colleen@ecoplan.ca.

More information and project updates are available at LantzvilleBeyond.com.



Appendices: Detailed descriptions and results from workshop activities



Activity 1: Goals for Economic Development ('heart')

From March to April 2018, the project team conducted outreach and discussions with Lantzville residents and businesses about their economic goals and action ideas. From this engagement, a draft list of economic goals emerged. Participants at the May 15th workshop were asked to review these goals; suggest refinements or missing goals; and then rank them.

Suggested refinements:

The following additions/refinements were suggested and will be reviewed by the Economic and Branding Committee.

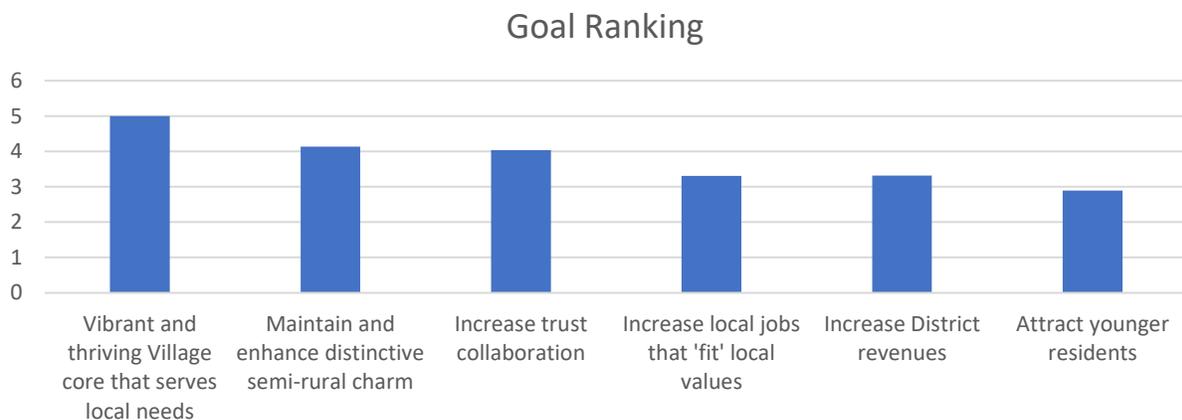
- Food Security. Water? Encourage local farmers, encourage more local farmers and farm markets
- Core improvement plan most important, short term goals
- Forest space for dog walking, jogging, etc. No more clear cuts
- Disallow foreign property development
- Alternative forms of housing
- Architectural upgrade to the village core
- Diversify industrial/commercial

Ranking:

Participants were asked to rank the goals relative to this question:

Given limited resources (time, money), where should we focus our efforts to have the most positive impact over the next 5 or so years? In other words, where can we move the needle the most? Where is attention most needed?

Overall participant ranking is shown below. The size of the bar shows the popularity of the goal.





Activity 2: Evaluating Action Ideas ('head')

In this exercise, participants were asked to evaluate each of the 40 actions based on its impact on their 'goals' for economic development.

Because there were roughly 40 actions and 6 goals, it would have been overwhelming for each participant to evaluate all actions relative to all goals. For this reason, the project team divided the room into six tables and assigned each table to a single 'goal'. The participants at the table then reviewed the 40 actions relative to that goal, assigning each action a 'score' of how well much it would impact that goal.

After the meeting, the results from all tables have been combined to see the overall impact of each action across all goals. The goals are 'weighted' based on the results from the goal ranking exercise at the beginning of the workshop.

The overall 'scorecards' of average ratings for the actions are shown on the following two pages. The first page shows the list of smaller or less complex action ideas, and the second page shows larger projects.

As can be seen, the actions that participants thought would have the highest overall impact on goals are:

Top scoring actions (smaller or less complex projects):

1. Business retention and expansion program: Structure for ongoing communications with business owners to support their growth and success (including industrial park, Village Core, others)
2. Economic incentive programs to support village revitalization, such as tax exemptions for new improvements or developments that match local values/needs
3. Be more business friendly and consistent

Top scoring actions (larger or more complex projects):

1. Attract businesses that meet local needs and fit local values (E.g. Coffee shop, grocery store, gift shops, bakery, ice cream, services, coworking space)
2. Connect to Nanaimo water
3. Allow diverse housing types and increased density, attract people that want to build it

All of these high-scoring actions were popular during earlier community engagement activities (e.g. open house and online), though several of them also had a small contingent of very vocal opponents.

Smaller or less complex actions

Action	Goals (scoring 1-5 where 5 is high)						TOTAL Weighted average score (using goal weights)
	Vibrant and thriving Village Core that serves local needs	Attract younger residents	Increase local jobs that 'fit' local values	Increase trust and collaboration	Increase District revenues	Maintain and enhance distinctive semi-rural charm	
<i>Goal weighting</i>	5	2.9	3.3	4	3.3	4.1	
Business retention and expansion program: Structure for ongoing communications with business owners to support their growth and success (including industrial park, Village Core, others)	4.3	5	5	3.75	5	5	4.2
Economic incentive programs to support village revitalization, such as tax exemptions for new improvements or developments that match local values/needs	5	4	4.5	3.25	4	5	3.9
Be more business friendly and consistent	4	3	5	3.25	5	5	3.8
Support entrepreneurs (link with support services, networking, investors, mentoring)	3	3	5	3.75	4	5	3.6
Support creation of a Business Improvement Association (BIA)	4.3	3	4.25	3	4	4	3.4
Allow more uses under commercial zoning, be open to additional commercial areas as demand increases	4	1	4.25	3.25	4.5	5	3.4
Small scale Village beautification projects (benches, hanging flowers or banners, improved landscaping, storefronts, façade improvement, planters, etc.)	3.7	2	2	2.75	5	5	3.2
"Think Lantzville First" shop local campaign	4	2	3	3.25	2.5	5	3.1
Approach Snaw-Naw-As about joint waterfront promotions	2.3	2	4.25	3.25	3.5	4	2.9
Encourage recreation based businesses (e.g. kayaking, biking)	3	3.7	4	4	3.5	1	2.8
Encourage citizen/business participation in community improvement (e.g. small grants funding, support, organization)	3.7	2	2.25	4.25	2	5	3.0
Regular meetings between neighbouring governments on economic development opportunities	2	1	3.25	3.25	2.5	5	2.6
Work with artists to promote art and tourism	3	2	2	2.75	2	5	2.6
Creative use of vacant retail spaces	1	2	3	2	1.5	5	2.2
Explore ways to increase tourism accommodation	2.3	2.7	3.5	2	3	1	2.1
Improve transit service to Village Core	1.3	2	3	3.5	2.5	1	1.9
Work with community groups and the school to beautify and better delineate pedestrian areas near the school	2.3	2	1	2.75	1.5	1	1.6
Add lighting in industrial areas	1	1	1	1	1	1	0.9
Discourage economic development / do nothing	1	1	1	1	1	1	0.9

Larger or more complex actions

Action	Goals (scoring 1-5 where 5 is high)						TOTAL Weighted average score (using goal weights)
	Vibrant and thriving Village Core that serves local needs	Attract younger residents	Increase local jobs that 'fit' local values	Increase trust and collaboration	Increase District revenues	Maintain and enhance distinctive semi-rural charm	
<i>Goal weighting</i>	5	2.9	3.3	4	3.3	4.1	
Attract businesses that meet local needs and fit local values (E.g. Coffee shop, grocery store, gift shops, bakery, ice cream, services, coworking space)	5	4	5	5	5	4.5	4.3
Connect to Nanaimo water	4.3	5	3.75	5	5	5	4.2
Allow diverse housing types and increased density, attract people that want to build it	5	5	3.5	3.7	5	4.75	4.1
Implement the <i>policy</i> recommendations from the draft Village Commercial Core Improvement Plan	3.7	3.5	3.5	3	5	3.75	3.4
More events: Work with organizations/individuals to organize events and activities in Village Core	4	4	2.5	4.3	2	4	3.2
Develop Village Core Streetscape Design Plan to guide improvements over time	4	3.25	4	3	3	3.75	3.2
Provide space and encouragement/organization for vendors (night market, food trucks, roadside stands, etc.)	3.7	3	3.75	3.7	3	3.5	3.1
Welcome to Lantzville signs on Highway and Village Entrance	4.7	3.25	3	2.7	2	4	3.1
Link amenities (Village, park, beaches, trails, etc.) with signage, directions, safe walking paths	3	3.75	1.5	4.3	2	5	3.0
Improve pedestrian realm (sidewalks, delineation, roadside chip paths etc.)	3.7	3.25	1.75	3	2.25	5	2.9
Parking improvements in Village Core (physical and policy changes)	4	2.25	3	2.3	3	2.75	2.7
Create a public plaza area in front of the District Hall	4	3.5	4	2	2	2	2.6
Traffic calming through Village Core	1.7	3.25	2	2.7	3	5	2.6
Consider strategic acquisition of parcels for	2	2.75	1.75	4	2	4.5	2.6
Environmental protection policies	3.3	3	1.5	2	1.5	5	2.5
Safe bike lanes, bike racks in Village/parks, etc.	2.7	3	1	3	2.25	4	2.5
Improve waterfront access and public facilities (Such as a boat launch, washrooms, and parking)	2.3	3.75	1.5	3	1	4.5	2.4
Business licensing	2.3	1.25	4	3	2	3	2.4
Promotion/marketing campaign	3.7	2.5	2.5	1	2	3	2.3



Activity 3: Prioritizing Action Ideas ('gut ranking')

Once participants were familiar with the action ideas from the previous exercises, the project team asked people to do a 'gut ranking' of their top 5 actions within the 'large' projects and within the 'small' projects lists. This was a simple prioritization, based on the question:

“What actions do you think are most important to focus on to help the regional economy over the next 10 years?”

Ideally, we would have had people prioritize all 40 actions, but there was not enough time within a 1.5 hour workshop. As such, the scoring of top five actions is not perfect, but can be seen as a good 'pulse' of the priorities in the room.

Results were tallied, weighted (e.g. a #1 rank earned 5 points, and so forth) and then normalized out of five.

The results are shown below.

Smaller or less complex actions:

Action Name	Overall Score
Economic incentive programs to support village revitalization	5.0
Small scale Village beautification projects	4.6
Business retention and expansion program	3.0
Encourage citizen/business participation in community improvement	2.5
Allow more uses under commercial zoning	2.5
Creative use of vacant retail spaces	2.3
Encourage recreation based businesses	2.3
Be more business friendly and consistent	2.0
Support creation of a Business Improvement Association (BIA)	1.4
Approach Snaw-Naw-As about joint waterfront promotions	1.2
Work with community groups and the school to beautify and better delineate pedestrian areas near the school	1.2
Support entrepreneurs	1.0
"Think Lantzville First" shop local campaign	0.9
Work with artists to promote art and tourism	0.7
Improve transit service to Village Core	0.6
Regular meetings between neighbouring governments on economic development opportunities	0.5
Discourage economic development / do nothing	0.4
Explore ways to increase tourism accommodation	0.3
Add lighting in industrial areas	0.1

Larger or more complex actions:

Action Name	Overall Score
Connect to Nanaimo water	5.0
Attract businesses that meet local needs and fit local values	3.8
Allow diverse housing types and increased density, attract people that want to build it	3.1
Develop Village Core Streetscape Design Plan to guide improvements overtime	2.1
Implement the policy recommendations from the draft Village Commercial Core Improvement Plan	2.0
Create a public plaza area in front of the District Hall	1.6
Environmental protection policies	1.4
Business licensing	1.3
Traffic calming through Village Core	1.2
Consider strategic acquisition of parcels for public use through development 'amenity contributions'	1.1
More events: work with organizations/individuals to organize events and activities in Village core	1.0
Provide space and encouragement/organization for vendors	1.0
Parking improvements in Village Core (physical and policy changes)	0.9
Promotion/marketing campaign	0.9
Link amenities	0.8
Welcome to Lantzville signs on Highway and Village Entrance	0.8
Improve waterfront access and public facilities	0.8
Safe bike lanes, bike racks in Village/parks, etc.	0.7
Improve pedestrian realm	0.6

