



Comox Valley Economic Development Review



Comox Valley Regional District

Final Report

8 JANUARY 2020



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1. Executive Summary

The Comox Valley Economic Development Society (CVEDS) is responsible for the management and delivery of economic development activities on behalf of the Comox Valley Regional District service participants which include Baynes Sound (Electoral Area A, excluding Denman and Hornby Islands), Lazo North (Electoral Area B), Puntledge/Black Creek (Electoral Area C), the City of Courtenay and the Town of Comox.

CVEDS operates as a non-profit society with annual funding provided by the service participants. Overseen by a Board of Director comprised of 16 members, CVEDS was established by local governments in 1988 to deliver community economic development programs for the Comox Valley region.

Each year the CVEDS Board of Directors and staff develop an annual work plan with industry and stakeholders input which is guided by the five (5) year Comox Valley Regional Economic Development Strategic Plan. This includes the Destination Marketing Plan responsible for Visitor Services activities, event development and attraction, and destination marketing tactics.

In 2015, the CVRD entered into a five (5) year agreement with the Comox Valley Economic Development Society (CVEDS) with a mandatory contract performance review in the final year, prior to December 31, 2019, to provide constructive feedback on the performance of the society's delivery of contracted services to assess the level of success of meeting performance measures and delivery of economic development services on behalf of the Comox Valley local governments.

This report restates the contract requirements of CVEDS and highlights key focus areas which include 1) Business Retention and Expansion; 2) Investment Attraction and Promotion; and 3) Economic Development Coordination, Facilitation and Communication.

A comparative analysis of the Comox Valley regional profile is provided. The intent of the regional profile is to utilize and compare a variety of economic indicators between Comox Valley Regional District as a whole with Electoral Area A (Baynes Sound), Electoral Area B (Lazo North), Electoral Area C (Puntledge/Black Creek), the City of Courtenay, the Town of Comox and the Village of Cumberland. Understanding that at the time of writing this report, the Village of Cumberland is no longer a participatory member of CVEDS, but was included in the regional profile on account of its location within the Comox Valley Regional District. The visual and comparative charts were designed to review and/or validate economic activity within each jurisdiction.

A working definition of what economic development entails helps to set the stage for the remainder of the study. By defining the role and activities of what constitutes economic development, this allows the CVRD, CVEDS and its stakeholders to hold conversations on a level playing field. By starting the conversation about what constitutes the role of economic development, this may help further the conversation between CVRD and CVEDS when it comes to renegotiating the terms and requirements of future contractual relationships.

The methodology for undertaking the CVEDS performance review was broken up into three (3) phases which entailed a pre-evaluation phase, an onsite evaluation phase and concluded with a post-evaluation phase/analysis.

Following the documentation review, identification of the main Key Performance Indicators (KPIs), and a series of one-on-one interviews, the results analysis followed an empirical review process which compared updates provided within the quarterly Board updates of the Strategic Priorities in addition to the CVEDS Annual Reports to those listed within the annual Work Plans. The resulting matrix derived from this exercise was then provided to the CVEDS Executive Director to assist in adding any missing information while also verifying that the data entered was accurate and complete.

A colour coded legend was created to assist in measuring the level of completeness of the reported activities which ranged from fully completed to not completed or no evidence provided for having been completed.

The analysis then calculated the number of completed actions against the total number of tasks assigned for each of the key focus areas within each annual Work Plan to better understand CVEDS' ability to meet the required deliverables. This review was conducted not only on a year-by-year basis where the actions were separated out by key focus areas, but also compared year-over-year on the number of actions completed against the other levels of measurement.

A first micro-level approach revealed that the majority of items were completed. A more in-depth analysis revealed that a small number of action items were pushed off to be completed in subsequent years. Additionally, a portion of the overall actions identified as having begun, may not have had closing comments to suggest those action items were completed. In other cases, there were a number of items that were either not completed or a lack of evidence/comments to suggest otherwise.

In reviewing the 2019 fiscal year, a larger portion of assigned action items had perhaps not yet begun or were not identified as being completed on account that a final quarterly report is to still be submitted by CVEDS.

The secondary review took a macro-level approach which calculated the number of overall completed action items as a percentage of all assigned action items presented within the annual work plans. In this approach, CVEDS demonstrated a prevailing number of completed action items in each of the years 2015 - 2018, but again, the majority of assigned action items in 2019 were coded as "in progress" due to not having the latest quarterly board updates from CVEDS.

Information obtained during the researched data collection phase of the study helped better assess the effectiveness of the delivery of CVEDS' economic development activities. These factors ranged from the effectiveness of their current physical location and the location of the Vancouver Island Visitor Centre, to their brand as an integrated one-stop-shop for delivering economic development services to the community; acting as a facilitator between industry and academic; and benefitting from their relationship with CVRD to assist with backend administrative-type support which allows CVEDS to focus resources more effectively on the delivery of relevant economic development services and programing.

In the field of economic development, remaining agile is as important as effectively delivering and responding to economic opportunities. Our research suggested that CVEDS is indeed an agile organization in its approach to addressing, responding to and delivering on its economic development activities.

In conclusion, CVEDS has demonstrated a satisfactory level of attainment related to the action items detailed in each of the annual work plans. While we acknowledge that a number of unfulfilled action items were recorded, this may have been a result of limited resources, however, this was not something our team was able to ascertain due to the limited performance review we were asked to conduct. In support of CVEDS performance review, the organization does incorporate technology for the benefit of delivering its services. One example is keeping residents and tourists up to date regarding the timing of ticket sale options associated with local festivals and events throughout made available through an online platform. CVEDS, however, cannot lose sight of the value of the business visitation process in lieu of meeting with business owners at one of their many workshops or events. On the topic of Labour Force Readiness, we feel that CVEDS has not adequately demonstrated that the organization is addressing this in a manner that may be aligned with the targets set out in the annual work plans.

As CVRD and CVEDS work toward the potential of embarking upon another five (5) year work plan, a number of recommendations have been noted in the areas of accountability, strategic planning, Board of Directors, human resources, capacity building and communications.

2. Introduction

2.1 Situation

The Comox Valley Regional District (CVRD) is empowered by By-law No. 2395 being "Comox Valley Economic Development Commission Establishment By-law No. 2395, 2001", to establish, maintain, and operate an economic development commission on behalf of one or more participating member municipalities and electoral areas and may fix the terms and conditions under which the commission will operate.

The Comox Valley Economic Development Society (CVEDS) which has been contracted to manage the Comox Valley Economic Development efforts for Baynes Sound (Electoral Area A, excluding Denman and Hornby Islands), Lazo North (Electoral Area B), Puntledge/Black Creek (Electoral Area C), the City of Courtenay and the Town of Comox.

The CVRD board entered into a five-year agreement, April 1, 2015, to March 31, 2020, with the Comox Valley Economic Development Society (CVEDS). The agreement contracts with CVEDS to provide the following services:

- a. Delivery of core economic development activities. Annual costs to deliver core activities include such items as management, administration, personnel and operating.
- b. Delivery of strategic goals, sector priorities and annual work objectives. Annually the CVEDS board reviews and establishes priorities for CVEDS staff to pursue based on the strategic plan; and,
- c. Administration, management and operation of the Vancouver Island and Coast Visitor Centre.

2.2 Background

The Comox Valley Economic Development Society (CVEDS) is a non-profit society with annual funding from the City of Courtenay, Town of Comox, and the Comox Valley Regional District Areas A, B and C. The Comox Valley Economic Development Board of Directors is comprised of 16 members; 3 individuals appointed to represent Comox Valley Regional District Areas A, B and C, one elected official from each of the 2 municipalities, one K'omoks First Nation appointed representative, nine elected Directors from the private sector and one Ex-officio Past-President.

CVEDS was established by local governments in 1988 to deliver community economic development programs for the Comox Valley region which is currently defined geographically with the same boundaries as the Comox Valley Regional District locally and as School District 71 Comox Valley provincially.

The Society's constitution defines five core purposes:

- a. To promote, market and generally facilitate economic development in the Comox Valley;
- b. To develop and implement economic strategies for the Comox Valley;
- c. To develop and assist in the development of properties and facilities for the purpose of creating new economic activities and expanding existing economic activities in the Comox Valley;
- d. To develop information on the economic activity in the Comox Valley; and
- e. To promote business and information services for the Comox Valley.

Each year the CVEDS Board of Directors and staff develop an Annual Work Plan with industry and stakeholder input, which is guided by the five (5) year Comox Valley Regional Economic Development Strategic Plan. The Strategic Plan includes high-level connectivity to local governments' Official Community Plans and their respective departments, as well as the Regional Growth Strategy and the Sustainability Strategy. This is done in recognition of the service that is provided across five (5) participating members while CVEDS acts as an arms-length organization of the local governments.

A component of the Annual Work Plan includes the Destination Marketing Plan, which addresses Visitor Services activities, event development and attraction, and destination marketing tactics.

In 2015, the CVRD entered into a five (5) year agreement with the Comox Valley Economic Development Society (CVEDS) to deliver core economic development activities to the Comox Valley by encouraging and providing for the responsible expansion of the Comox Valley economic base as well as to enhance wealth and employment opportunities. More specifically, the contract with CVEDS was to promote, market and facilitate economic development in the Comox Valley through the development and implementation of sound economic development strategies while also developing and/or assisting in the development of properties and facilities which create or expand economic, investment or employment activity in the Comox Valley. The contract also required that CVEDS develop and maintain timely information on economic activity and

economically relevant statistics in the Comox Valley. It was also required that they develop strategic partnerships with local area business and other organizations within the Comox Valley while supporting specific sector based economic initiatives, studies and other economic development activities specifically approved by the CVRD board. The contract also required that CVEDS administer, manage and operate the Vancouver Island and Coast Visitor Centre.

The terms of the contract with CVEDS included a mandatory contract performance review in the final year, before December 31, 2019, to provide constructive feedback on the performance of the society's delivery of contracted services. The intent is to assess the level of success of meeting performance measures and delivery of economic development services on behalf of the Comox Valley local governments.

3. Context

The aim of this report is to provide the results of the performance review for the CVEDS current economic development contract stipulated in their contract. The review consists of validating that the proposed plan set in place in 2015 has been delivered as agreed upon between CVEDS and CVRD.

A limited consultation was carried out, primarily consisting of CVEDS and CVRD Board Members to gather their insights into the process and the plan, but not as a means to validate CVEDS performance. Similarly, there was no requirement to consult businesses to perform a full assessment of CVEDS performance and results as part of the contract.

The assessment of the level of success for each of the actions identified, is based on verifiable results as much as possible (investment attraction results, new implementations, organization of sectors specific to the valley, any available statistics or results of the survey, etc.). We reviewed quarterly and annual reports to assess the level of completion of the various actions. We have augmented our intelligence gathering through a number of stakeholder interviews to assess the impression of the various groups on the level of economic development success.

Key regional stakeholders include: CVEDS board members and staff, CVRD board members and elected officials from the Town of Comox, the City of Courtenay, and Electoral Areas 'A', 'B' and 'C' as well as Local government Chief Administrative Officers (CAOs). We have also reached out to the CEO of the Comox Valley Airport as the success of the Economic Development efforts have a direct effect on airport volumes.

4. CVEDS Contract Requirements

CVEDS is required to deliver the agreed upon program as per the defined five (5) year work plan. In every year of this agreement, the Society will:

- a. On or before July 31, provide to the CVRD a written annual report which shall contain information on the Society's performance outcomes relating to the Annual Work Plan, the year's operations, the status of any capital developments and the Five-Year Economic Development Strategic Plan.

- b. On a quarterly basis of this Agreement, the Society will:
 - i. For each "member", send a written status report summarizing the objectives, accomplishments; and
 - ii. Address any changes to initiatives presented in the Work Plan for inclusion in the formal agendas of the local governments participating in the service.
- c. Work in partnership with each local government designated staff to support external communications on the report activities, and other economic development-related items of importance to that local government such as new projects, economic data and research, streamlined processes and items that support the ongoing mandate of the economic development service.

The Executive Director of the Society will meet regularly and independently with each of the participating local government chief administrative officers participating in the service upon their request.

The Society shall maintain a 'living calendar of events' and provide a link to the calendar for the elected officials of the City of Courtenay, Town of Comox, Village of Cumberland (the Village of Cumberland has since removed themselves from participation in CVEDS) and the Comox Valley Regional District Electoral Directors of Baynes Sound (Area A); Lazo North (Area B) and Puntledge/Black Creek (Area C) and the chief administrative officer of each local government.

Section 27 of the CVRD/CVEDS agreement stipulates that by December 31, 2019, an independent contract performance review shall be conducted to provide constructive feedback on the performance of the society's delivery of contracted services. The intent is to assess the level of success of meeting performance measures and delivery of economic development services on behalf of the Comox Valley local governments.

5. Strategic Planning Framework

5.1 Framework

The current Comox Valley Regional Economic Development Strategic Plan was developed over the period from September 2012 to March 2013. It included extensive consultation with community groups, industry sector representatives, local governments and the CVEDS Board through workshops, focus groups, online surveys and a public open house. It also included statistical analysis of the regional economy and a literature review of past research, studies, strategic plans, regional and provincial level plans. There are three key Strategic Focus Areas that organize the plan:

- a. **Key Focus Area One: Business Retention and Expansion** - Business retention and expansion (BR+E) is a core focus of many economic development organizations. Analogous to the clear benefit of supporting existing businesses is the notion where, for a given business, the costs of retaining an existing customer is far lower than the costs of acquiring a new customer. The share of employment growth from BR+E is estimated in various places from 60% to 90% (a recent estimate reported by the University of Minnesota is 86%). Programs within this Focus Area are directed toward supporting

existing companies and industries and helping them expand. It also includes programs that provide the building blocks for economic growth, including workforce development.

- b. **Key Focus Area Two: Investment Attraction and Promotion** - The investment attraction and promotion programs all have an element of generating awareness about the Comox Valley outside the local area. This takes multiple forms, including the proactive attraction of investment in priority areas (agri-food, air services, health services, sustainable industries) where there is believed to be a strong competitive advantage with significant potential benefits. This includes the attraction of new residents, who bring many benefits to the region as workers, entrepreneurs and consumers. Destination marketing of the Comox Valley to tourists is also included (where there are also significant benefits and a strong product to sell), along with a program for the Vancouver Island and Coast Visitor Centre, which focuses on maximizing the value of those visitors by showing all the possibilities of the region and providing on-site bookings.
- c. **Key Focus Area Three: Economic Development Coordination, Facilitation and Communication** - CVEDS is regularly engaged in partnerships with other organizations in the Comox Valley in order to successfully implement most of the programs in the Strategic Plan. As a publicly funded agency, there is also a certain degree of interest from the public and the local media about CVEDS activities. Communicating the Society's activities and successes is an important activity both to keep partners and stakeholders informed but also to raise the profile of economic development in the region. There are also programs under this focus area relating to specific partnerships (K'ómoks First Nation, 19 Wing Comox, regional partners across Vancouver Island) as well as a program involving partnering with landowners, possible developers and local governments to facilitate land development.

Each Focus Area contains multiple programs, some defined as 'core services', which denotes CVEDS as the primary lead, while other programs are defined as 'support services', recognizing the importance of the Program to the regional economy, with CVEDS undertaking a supportive role.

5.2 The Planning Process

The current five-year economic development planning process is a collaborative process led by the Society in partnership with the four local governments, K'ómok's First Nation, industry, small business and the public resulting in the official community economic development plan for the contributors to the service (Comox Valley Regional District, City of Courtenay, Town of Comox).

The objective of the plan and process is to ensure alignment with local official community plans, regional level strategies and where appropriate, local area plans, sector-specific plans and policies; while adhering to accepted academic, industry and professional association standards for development and delivery of local government regional economic development services. The five-year economic development plan is intended to act as a unifying and guiding strategy whereby implementation will support a sustainable and growing economy, and allow for clear communication to community members, developers, industry sectors, small business and elected officials of opportunities and activities that the communities may undertake.

5.3 Basis of the Strategic Plan

The Society will develop the scope of work, budgets, evaluation matrix and all other materials and requirements to coordinate and manage the contractual requirements for the completion of the plan. This work plan will be submitted to CVRD for consideration, input and approval.

The general framework of the economic development planning process will include, but not necessarily be limited to, the following items for consideration:

- a. Extensive statistical analysis of the regional economy, development trends, population density and demographic data with an update of community economic profiles, real estate databases, and investment data requirements and industry targeting requirements.
- b. Updating, and reviews of accepted definitions of Economic Development Opportunities to encourage long-term development of industry sectors that have current or future importance and impact on the Comox Valley regional economy.
- c. Policy and by-law changes or considerations that may directly improve economic activity in terms of development, small business or other areas of importance as outlined within OCP's, new research, and input from industry and the community.
- d. Broad community, industry and stakeholder engagement in the form of public open houses, surveys, online and traditional media, workshops, focus groups, press releases, etc.
- e. Presentations to CVRD board, local councils, business and industry associations.
- f. Literature reviews of past and relevant research, studies, strategic regional and provincial level plans.
- g. Review of OCP, Local Area Plans (LAPs), Regional Growth Strategies, and other related local government required documentation.
- h. Society, CVRD board, councils and senior staff-level training, policy workshops and training on community economic development, the economy and the development of long-term economic development plans and strategies for local governments.
- i. Comparisons of delivery options, activities and costs across a peer group of communities.
- j. Review of reporting, and completion of past five-year plans and service agreements with the CVRD or local governments.
- k. Client feedback surveys and engagement.

In essence, the Strategic Plan is approved by the CVRD board such that it is aligned with Regional Plans, either with municipalities or with the approved Regional Growth Strategy (RGS).

5.4 CVEDS Mission

The CVEDS mission statement is:

*Encourage responsible expansion of the economic base of the Comox Valley
with the intent of enhancing wealth and employment opportunities.*

The Society's constitution defines five (5) core purposes:

- a. To promote, market and generally facilitate economic development in the Comox Valley;
- b. To develop and implement economic strategies for the Comox Valley;
- c. To develop and assist in the development of properties and facilities for the purpose of creating new economic activities and expanding existing economic activities in the Comox Valley;
- d. To develop information on the economic activity in the Comox Valley;
- e. To promote business information services for the Comox Valley.

6. Comox Valley Regional Profile

6.1 Comparative Analysis

The Comox Valley regional profile is designed to provide a baseline or snapshot in time by which CVRD, CVEDS and others can understand economic trends that are happening locally within the Comox Valley Regional District. Some of these changes can be attributed to the initiatives and activities spearheaded and/or led by CVEDS, where others could be used to assist in the evaluation of the economic impact that CVEDS has on the local economy. To support the comparative analysis, we have elected to include the Town of Cumberland in this review as from a jurisdictional standpoint, they still fall within the Comox Valley Regional District, despite not being a funding partner of CVEDS.

Data was extrapolated from the 2011 and 2016 Census years to construct a series of visualizations that depict a variety of economic indicators. In cases where sought out information was not tabulated until the 2016 Census, then only 2016 figures were provided, but where possible, data from both 2011 and 2016 were utilized to assist in identifying trends over time. Information captured below to support the creation of the Comox Valley regional profile included population; private dwellings; population density; highest level of education obtained; labour force status; participation, employment and unemployment rates; class of worker; and individuals vs. household income.

While Chart 1 displays the 2011 and 2016 population figures at the municipal and regional levels, Table 1 provides further insight into the percentage of change in population between these two Census years. Of particular interest is that Comox Valley Regional District experienced a slightly less increase in population (4.7%) when compared to British Columbia (5.6%) and Canada (5.0%).

The Village of Cumberland, which experienced the highest population growth (10.4%) and the City of Courtenay (5.7%) both outpaced the population growth of the Comox Valley Regional District which was reported at 4.7%.

Table 1 - Percent Change in Population (2011-2016)

Region	Electoral Area A (Baynes Sound)	Electoral Area B (Lazo North)	Electoral Area C (Puntledge/Black Creek)	City of Courtenay	Town of Comox	Village of Cumberland	Comox Valley (Regional District)	British Columbia	Canada
% Change	3.4%	2.0%	3.2%	5.7%	2.9%	10.4%	4.7%	5.6%	5.0%

Chart 1 - Change in Population (2011-2016)

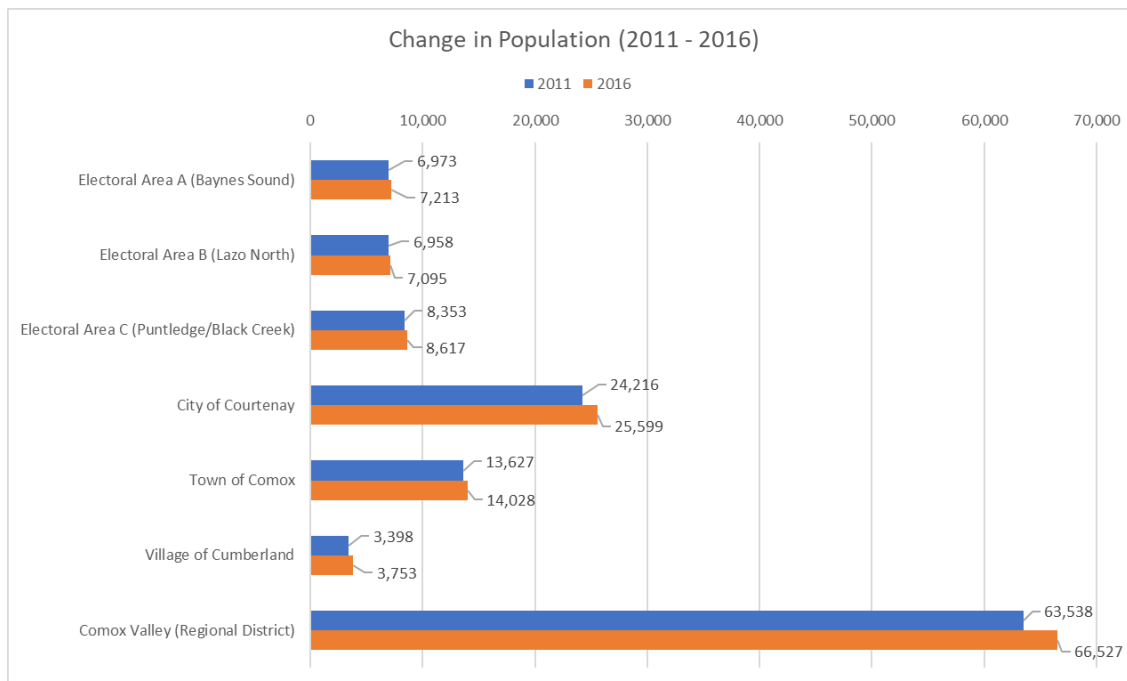


Chart 2 displays the number of private dwellings in 2011 and 2016 at both the municipal and regional levels. Table 2, however, provides further insight into the percentage of change in private dwellings between these two Census years. Of particular interest is that Electoral Area C experienced the greatest increase at 12.2%.

If the Comox Valley Regional District experienced an increase of 6.4%, then Electoral Area A (9.0%), Electoral Area C (12.2%) and the Village of Cumberland (7.6%) all experienced increases greater than at the regional level. The Town of Comox experienced the lowest increase of 2.8%.

When considering the provincial change in private dwellings, the province (as a whole) experienced a 16.9% increase.

Table 2 - Percent Change in Private Dwellings (2011-2016)

Region	Electoral Area A (Baynes Sound)	Electoral Area B (Lazo North)	Electoral Area C (Puntledge/Black Creek)	City of Courtenay	Town of Comox	Village of Cumberland	Comox Valley (Regional District)	British Columbia
% Change	9.0%	4.1%	12.2%	5.6%	2.8%	7.6%	6.4%	16.9%

Chart 2 - Change in Private Dwellings (2011-2016)

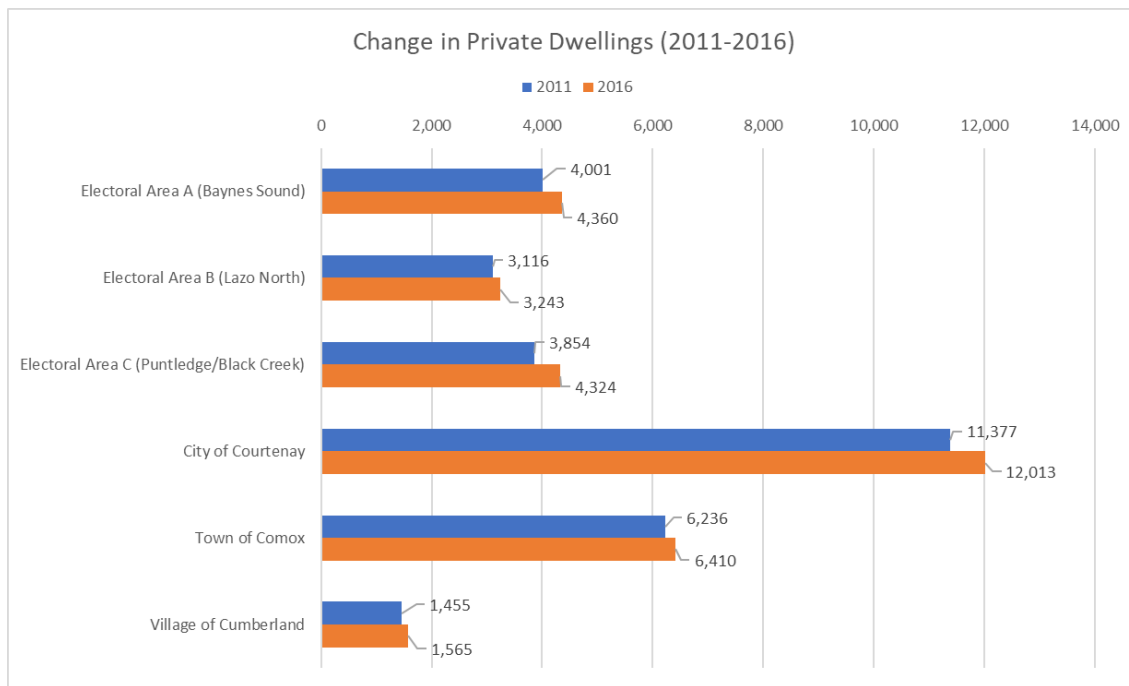


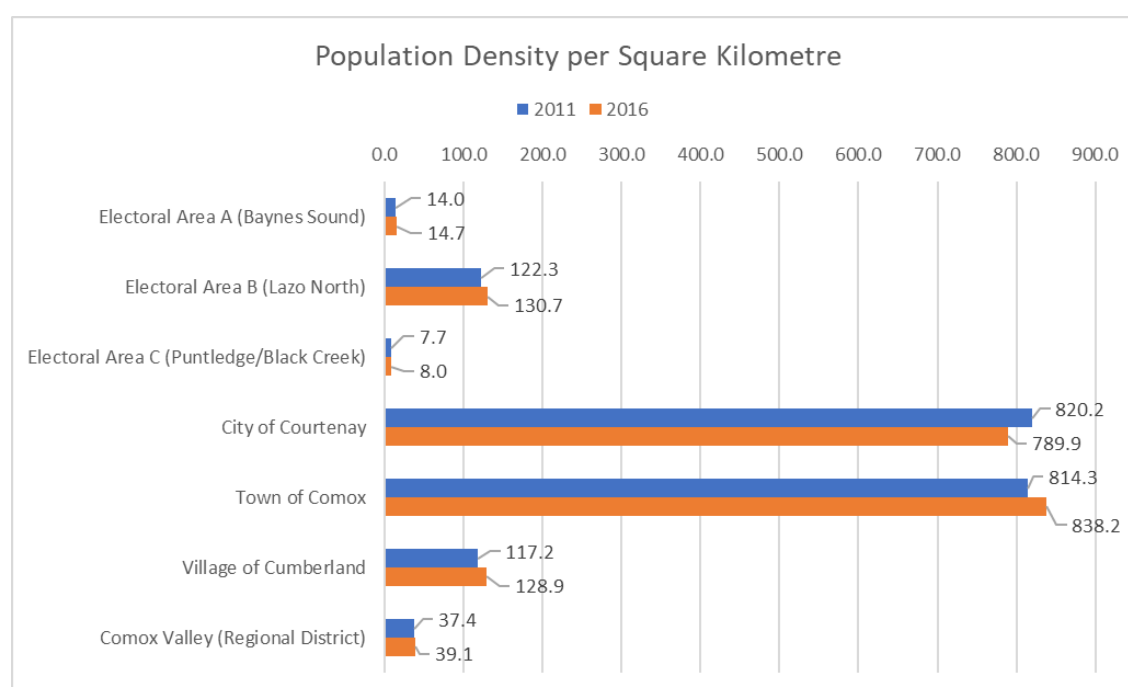
Chart 3 displays the population density per square kilometre in each 2011 and 2016 at both the municipal and regional levels. Table 3, however, provides further insight into the percentage of change in population density per square kilometre between these two Census years. Of particular interest is the Village of Cumberland which experienced the highest increase of 10.0% compared to the City of Courtenay which experienced a retraction of 3.7%.

If the Comox Valley Regional District experienced an increase of 4.5%, then Electoral Area A (5.0%), Electoral Area B (6.9%) and the Village of Cumberland (10.0%) all experienced greater increases in population density per square kilometre compared to at the regional level.

Table 3 - Percent Change in Population Density per Square Kilometre (2011-2016)

Region	Electoral Area A (Baynes Sound)	Electoral Area B (Lazo North)	Electoral Area C (Puntledge/Black Creek)	City of Courtenay	Town of Comox	Village of Cumberland	Comox Valley (Regional District)
% Change	5.0%	6.9%	3.9%	-3.7%	2.9%	10.0%	4.5%

Chart 3 - Population Density per Square Kilometre (2011-2016)

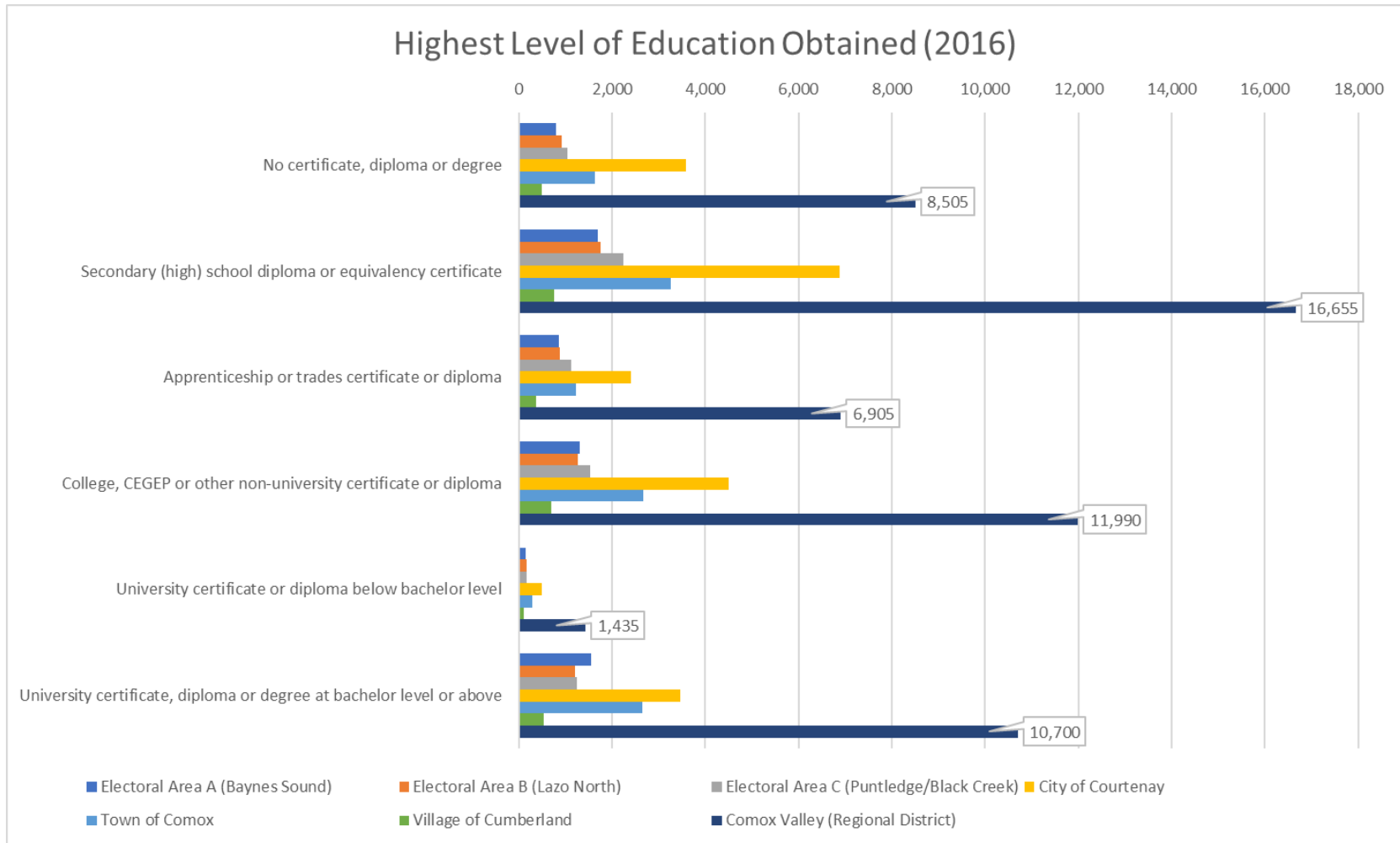


In the next two (2) charts, the same data is presented differently to offer two different perspectives. Chart 4 illustrates the highest level of education obtained based on the actual number of residents aged 15 years and over in private households, where Chart 5 looks at the same figures, but as a percentage of the same population size. Chart 5 also incorporates the percentage figures from the Province of British Columbia for comparison purposes.

Chart 4 displays the highest level of education obtained from the 2016 Census at both the municipal and regional levels. The chart data is presented in a manner that compares each municipality against the Comox Valley Regional District (dark blue bar) in the respective categories. These empirical figures are beneficial for businesses that may be considering the size

and calibre of a particular local or the regional talent pool. These empirical numbers are purely a derivative of the population figures that are reported in Chart 1.

Chart 4 - Highest Level of Education Obtained (2016)



Of particular interest in Chart 5 is that the Comox Valley Regional District (on the whole) has a greater percentage of its population than at the provincial level who carry with them an apprenticeship or trade certificate or diploma – that being 12% versus 9%. The same is true for those with a college, CEGEP (a post-secondary education pre-university or collegiate technical college exclusive to the province of Quebec's education system) or other non-university certificate or diploma with 21% versus 18%. Additionally, the City of Courtenay has a higher than the regional and provincial percentage of its population with a secondary (high school) diploma, equivalency certificate or less.

Chart 5 - Highest Level of Education Obtained (Percent of Overall Population) 2016

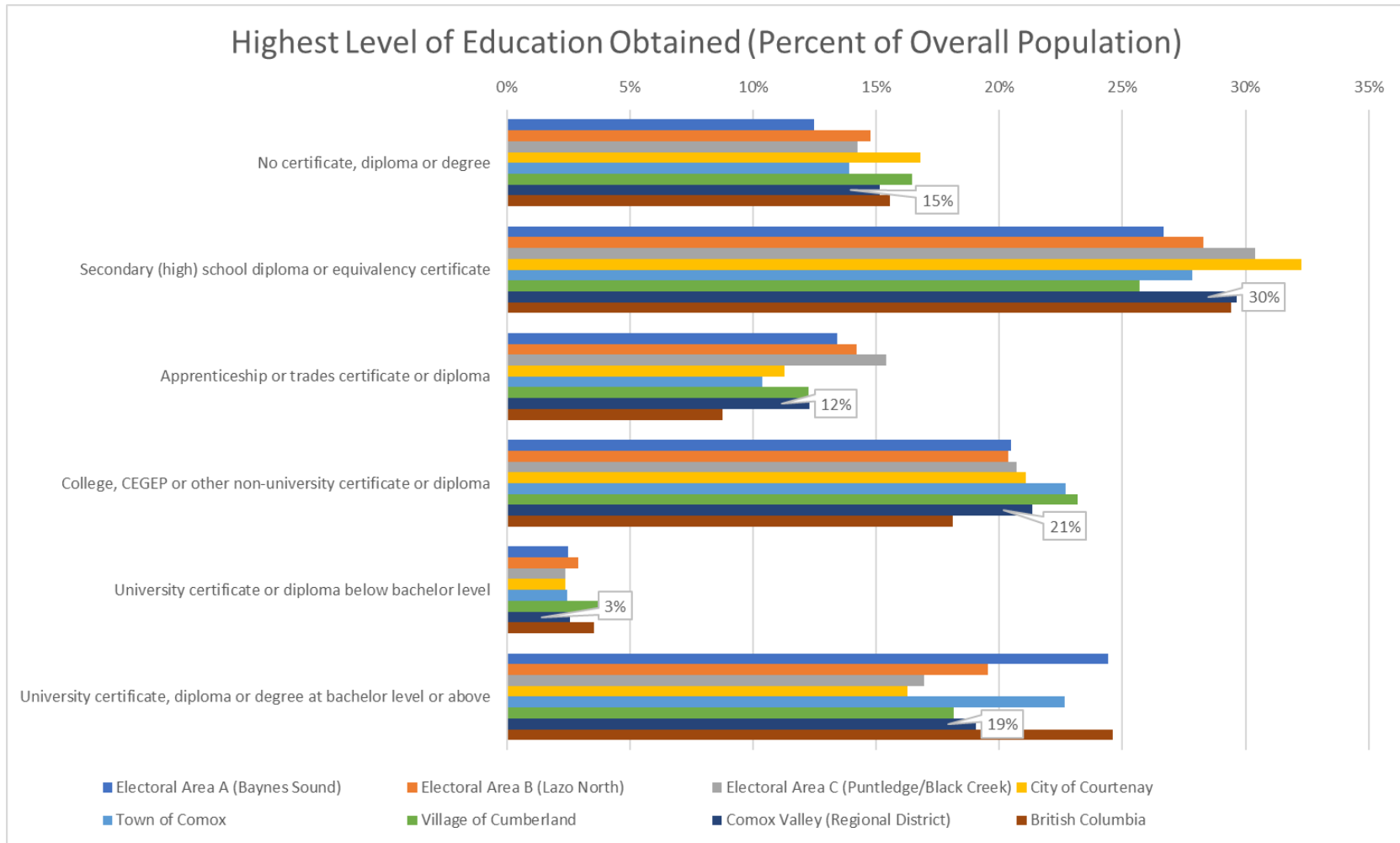
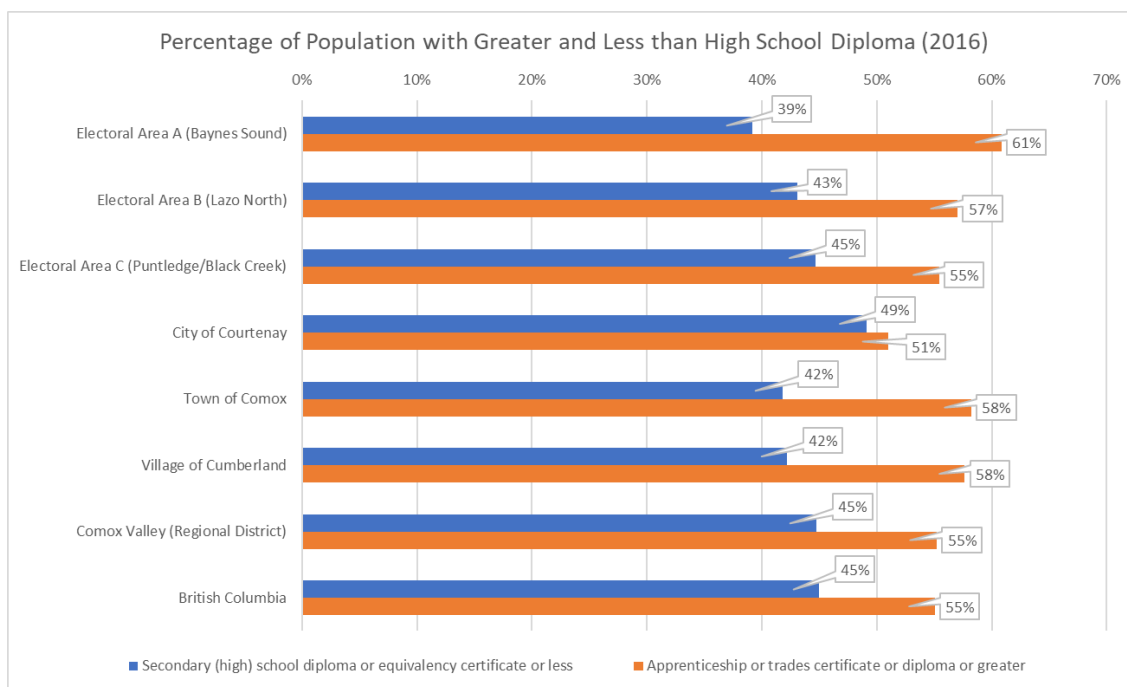


Chart 6 provides the same data one additional time by splitting the population into two (2) distinct groups. The first group contains individuals who have a secondary (high) school diploma or equivalency certificate or less and the second group contains those who have earned an apprenticeship, trades certificate, diploma or greater. The chart reveals that in all instances the municipal, regional and provincial levels, there is a greater portion of the population who are considered to be 'educated' with having earned an apprenticeship, trades certificate, diploma or greater. Of particular note is Electoral Area A which has the largest gap between the two (2) groups with 22%. This is in comparison to the City of Courtenay which has the smallest gap of 2%. For noteworthy purposes, both the Comox Valley Regional District and the Province of British Columbia both share a spread of 10% between the two (2) educated groups.

Chart 6 - Percentage of Population with Greater and Less than High School Diploma (2016)



The labour force status as presented in Chart 7 will have an immediate appeal to existing businesses and those businesses considering expansion or investment into the Comox Valley Regional District. A strong employment rate is a positive sign of a good economy, but businesses looking to increase their workforce will either have to poach from existing employers in addition to drawing upon those who are currently unemployed. Unfortunately, the data collected does not indicate the level of education obtained based on those who are currently unemployed, so no assumptions can be made to the level or calibre that this untapped workforce represents.

What stands out from Chart 7 is the number of unemployed individuals (2,485) who reside within the Comox Valley Regional District. Businesses are encouraged to connect with their local workforce development boards to better understand the employability of these individuals.

Chart 7 - Labour Force Status (2016)

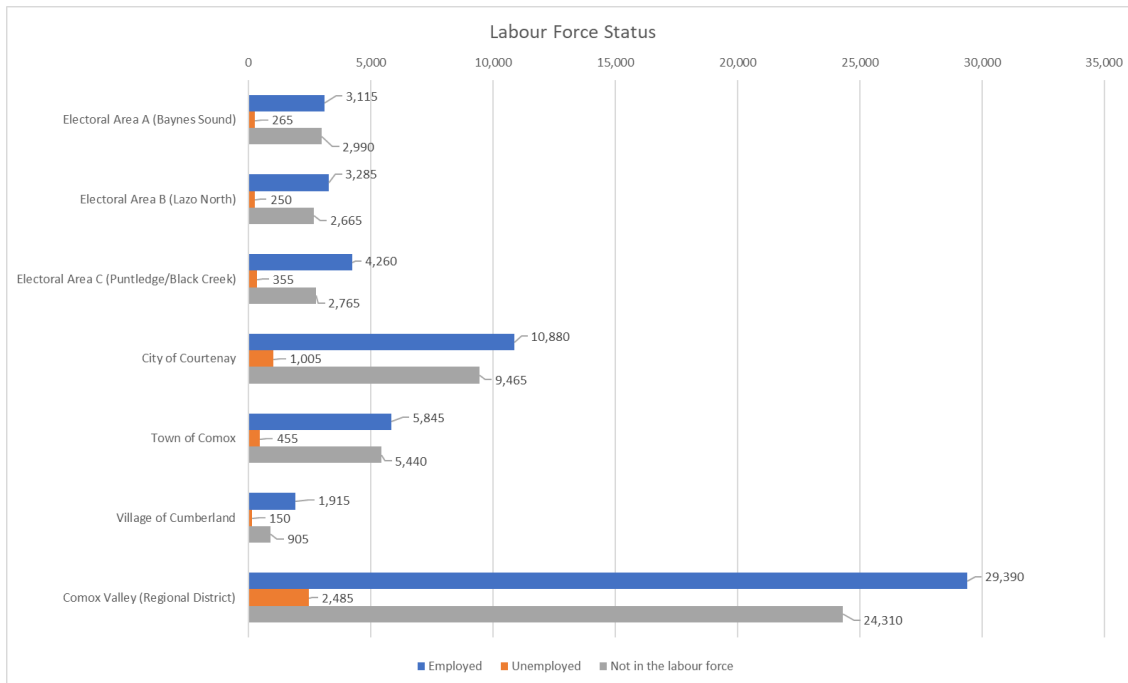
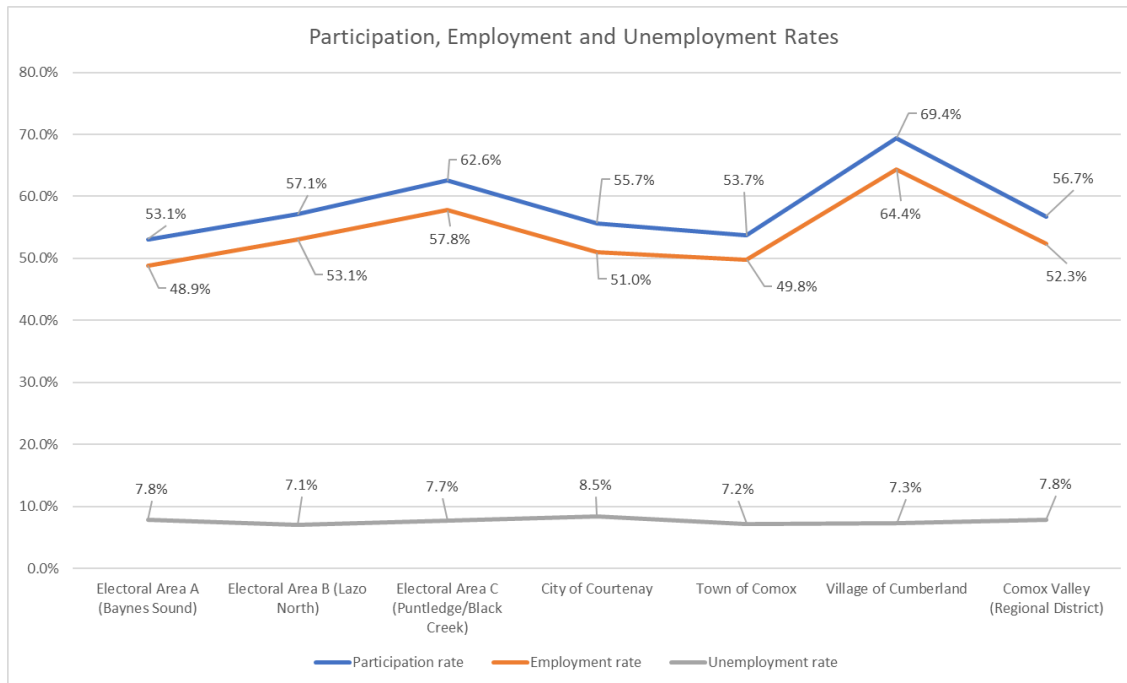


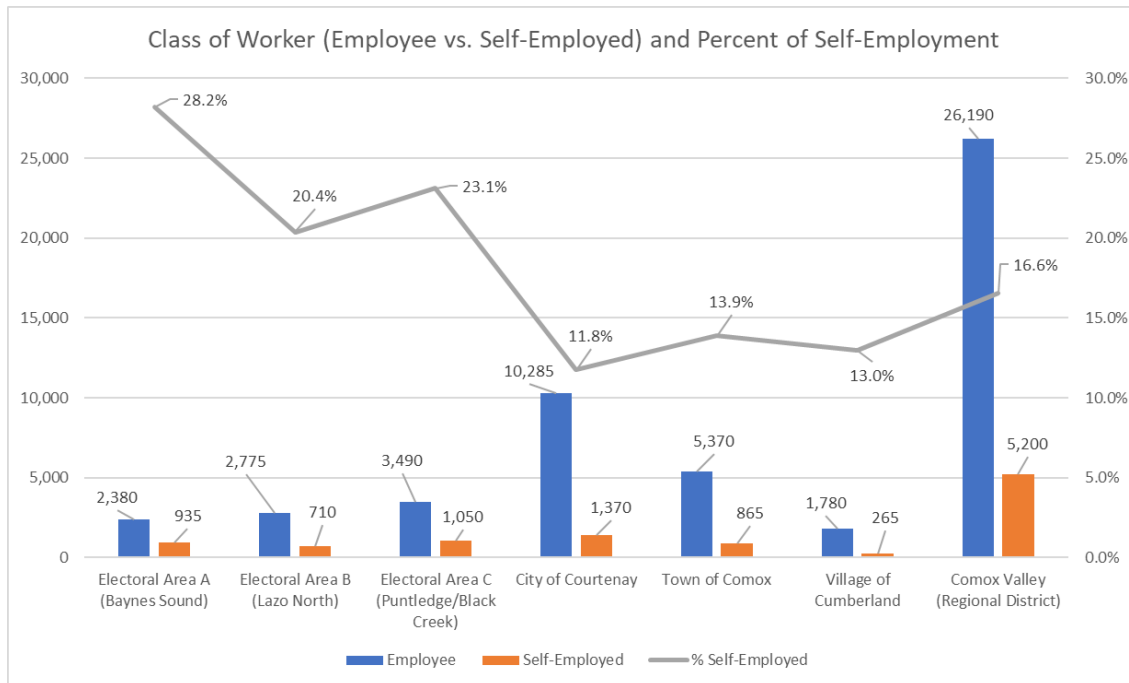
Chart 8 illustrates (for comparison purposes) the participation, employment and unemployment rates between the six (6) jurisdictions and the Comox Valley Regional District. The participation rate represents the sum of those who are employed and unemployed against the total population (aged 15 years and over by Labour force status) where the employment and unemployment rates compare their individual figures to the total population (aged 15 years and over by Labour force status).

Chart 8 - Participation, Employment and Unemployment Rates (2016)



Another indicator of the level of entrepreneurship and vitality of a local economy is the size (or percentage) of the population who are self-employed. The percentage of the population within the Comox Valley Regional District who are self-employed is 16.6%. At a more local level, this is in comparison to Electoral Area B (20.4%), Electoral Area C (23.1%) and Electoral Area A (28.2%) of the total working population. The City of Courtenay has the smallest percentage of its population (11.8%) who are self-employed.

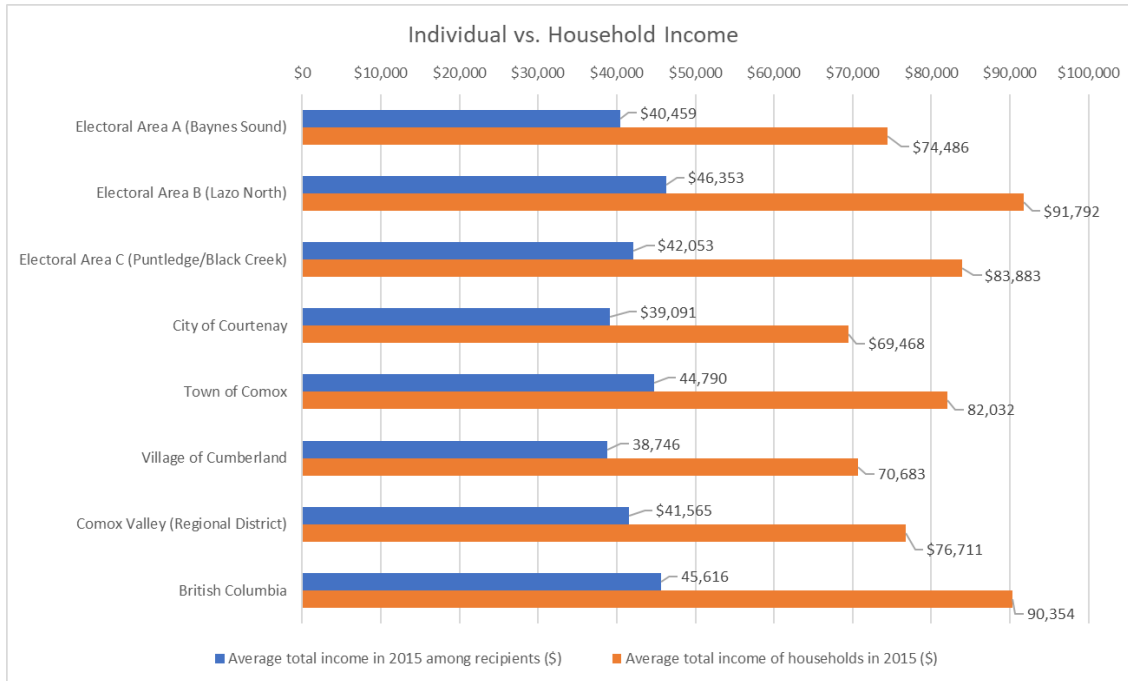
Chart 9 - Class of Worker (Employee vs. Self-Employed) and Percent of Self-Employment (2016)



Our final indicator for helping to define the Comox Valley Regional District profile is individual versus household income. Within Chart 10, the Province of British Columbia is also included for comparison purposes. In considering individual income, Electoral Area B stands out with the highest individual average income of \$46,353, compared with the Village of Cumberland with the lowest reported average income of \$38,746. This represents a difference of \$7,607. The Comox Valley Regional District is more representative of the average with \$41,565 and the provincial average is on the higher end of the spectrum with \$45,616.

At the household income level, again, Electoral Area B has the highest reported average household income with \$91,792 and the Village of Cumberland has the smallest average household income of \$70,683. This represents a split of \$21,109. Again, the Comox Valley Regional District is more representative of the average with \$76,711 and the provincial average is on the higher end of the spectrum with \$90,354.

Chart 10 - Individual vs. Household Income (2016)



7. Economic Development – What is it?

Definitions of Economic Development

A short definition provided by the International Economic Development Council suggests that "the main goal of economic development is improving the economic well-being of a community through efforts that entail job creation, job retention, tax base enhancements and quality of life."

Role of Economic Development

Economic development activities are linked directly to the two concepts of employment and investment, which in turn are factors in contributing to sustainable growth in local government tax base to support the communities and citizens' quality of life. As noted in the 2014 five-year economic development strategy, these two concepts are "pursued either by (a) building on the Comox Valley's competitive advantages and capitalizing on the employment-generating and /or investment opportunities they create, or (b) removing or minimizing barriers that are restricting employment and investment opportunities.

Economic development is critical to sustaining local governments' primary revenue source - the property tax. The direct link to local property assessments and eventual property tax revenue from residential, commercial and industrial development alongside the economic impact from new or expanding developments and businesses and the activities and strategies put in place to support sustainable growth comprise the main role of local economic development.

CVEDS provides decision makers with reliable information and tools to evaluate development opportunities - encouraging private sector investment that is aligned with market demand and community goals. This information could come in the form of community profiles, list of potential customers and/or suppliers, local demographics, lists of shovel-ready sites, labour force facts and figures, etc. The goal is to create property tax base growth to fund community services, strategically manage assets and appropriately finance longer-term liabilities.

CVEDS assists in the evaluation of new growth opportunities and revitalization options that capitalize on existing community strengths - providing information about competitive advantages, applying models for economic impact analysis and policy tools to examine revitalization. This includes marketing and communicating these competitive advantages externally.

While the Comox Valley Economic Development Review has a set structure by which to evaluate the contributions, effectiveness and adherence of CVEDS to the mutually agreed upon contract with CVRD, we (Explorer Solutions) have observed during the limited consultation process and our review, a need to establish a baseline (or uniform understanding) by which the concept and/or definition of economic development should be interpreted. This is important to Comox Valley for a variety of reasons:

- To provide newly elected Councillors with a proper understanding of what economic development generally is and is not;

- To overcome any historical perceptions, connotations and/or preconceived notions that local residents, key influencers, businesses, etc. may carry with them about the reputation of CVEDS that may have existed in the past which may or may not still exist today; and
- To ensure relationships and/or emotional attachment is removed from the evaluation process.

Local Economic Development (LED) means more than just economic growth. It is promoting participation and local dialogue, connecting people and their resources for better employment and a higher quality of life for both men and women.

The International Economic Development Council (IEDC), through its Economic Development Reference Guide indicates that no single definition incorporates all of the different strands of economic development. Typically, economic development can be described in terms of objectives. These are most commonly described as the creation of jobs and wealth, and the improvement of quality of life. Economic development can also be described as a process that influences growth and restructuring of an economy to enhance the economic well-being of a community.

Throughout our consultation process and when asked to comment on noticeable outcomes from effective local economic development, we were presented with a series of ideals that included quality of life, people are generally happy and have access to things they like, job creation, being socially connected with the local community and being a good and safe place to live, work and play.

IEDC goes on to explain that the main goal of economic development is improving the economic well-being of a community through efforts that entail job creation, job retention, tax base enhancements and quality of life. Again, as there is no single definition for economic development, there is no single strategy, policy, or program for achieving successful economic development. Communities differ in their geographic and political strengths and weaknesses. Each community, therefore, will have a unique set of challenges for economic development. (The International Economic Development Council's Economic Development Reference Guide)

When a region is comprised of a number of smaller size municipalities such as in the case of Comox Valley, it is not uncommon to establish a third party, arms-length organization capable of well representing the uniform and localized interests of each community from an economic development perspective. Such examples include the Southwestern Ontario Marketing Alliance (SOMA) which represents seven (7) rural municipalities; the former Canada's Technology Triangle in Ontario (representing three (3) cities, four (4) rural townships and one (1) regional level of government; and Toronto Global in Ontario (representing 29 municipalities).

This neutral approach to addressing and overcoming local economic development opportunities and challenges can work well when agreed upon policies and procedures are in place and objectives are clearly defined. That said, there needs to be a level of understanding (by all parties involved) that economic development is a fluid activity and there are many external (local and global) factors that can disrupt or even challenge the way economic development is delivered, let alone prioritized.

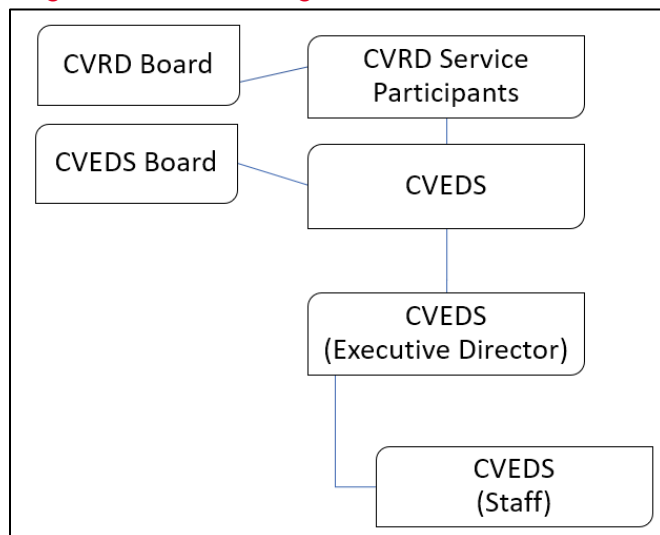
On a local level, some of these disruptors and/or challenges could include aging population, the opening or closure of a major local employer, changes in elected officials, the presence or absence of a local post-secondary institution, availability of affordable housing, transportation infrastructure, among many others. Other challenges may include the amount of local funding to be allocated/dedicated to support local economic development and the governance structure of the defined economic development department/division.

Global disruptors may include currency fluctuations, which can be felt more heavily in jurisdictions that are closer to an international border or the prevailing industry is tied to natural resources; and the presence or absence of international trade agreements (again, more of an impact to regions that reside adjacent to an international border) for example.

8. The Service Delivery Model

As a helpful measure in increasing the understanding of the CVEDS delivery model, Figure 1 provides a visual which details (at a high-level) the relationship between CVRD (and Board), CVEDS (and Board), CVEDS Executive Director and staff.

Figure 1 - CVEDS Organizational Structure



Within each subset of the three focus areas, it is recognized that there are a number of subsequent activities that CVEDS is responsible for and/or must have in place to support those initiatives/priorities. These include, but are not limited to: organizing events, facilitating programs, leading committees, managing the Vancouver Island and Coast Visitor Centre, applying for matching funds to support program development, overseeing social media and brand requirements, etc.

These subsequent activities further demand time and resources from the CVEDS organization and while they are all important and contribute to effectively supporting CVEDS three focus areas, there may be a need to review the number of resources required to ensure sufficient capacity to support the Executive Director and the three (3) full-time staff in their ability to deliver on these to the level of expectation by the CVRD.

Feedback obtained during the consultation process, conclusions and recommendations throughout this report will provide varying perspectives (both quantitative and qualitative)

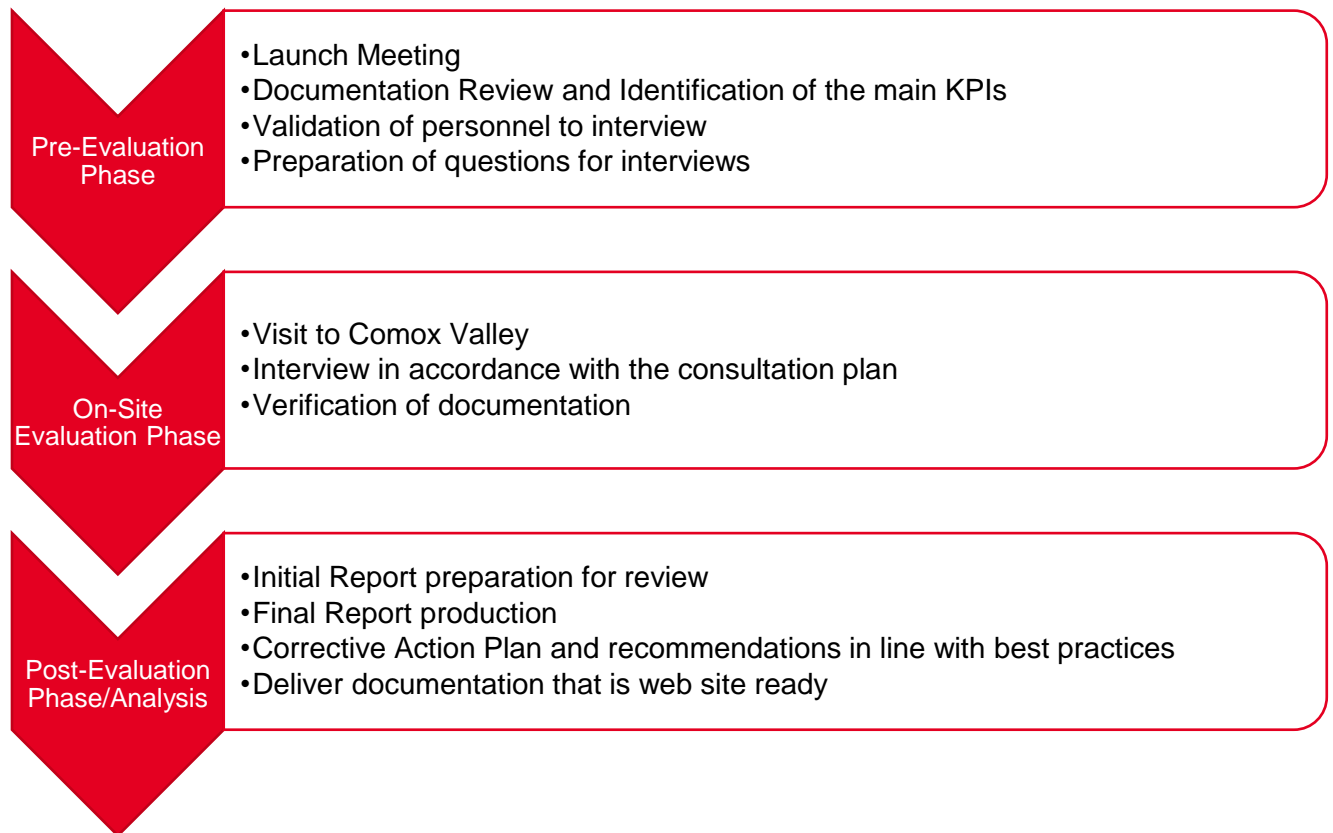
including a series of strengths, weaknesses, opportunities and threats in order to provide insight into the ability of CVEDS to have met their contractual obligations of the stated contract period.

9. Methodology

9.1 Summary

A very pragmatic approach was taken for the CVEDS performance review. The analysis was done based on the assumption that the Strategic Plan was approved by the CVRD and hence meeting the region's economic development objectives. The review didn't question the relevance of the approved work plan but rather, it served to validate that the work plan was delivered as contracted and that the performance indicators were satisfied. The consultation process was limited as a way to obtain some high-level insights into CVEDS process and not as a means to assess the actual performance (results) of CVEDS with local businesses.

The following is a summary of the basis for the methodology used.



9.2 Detailed approach

Our proposed approach was based on our structured “Health Check” methodology aimed at assessing the performance of local economic development initiatives and strategies.

Phase 1 – Pre-Evaluation

The project was initiated by a Launch Meeting where it assured a common understanding of the mandate and deliverables. It also served to identify the documentation that would be required to review during the course of the evaluation. In preparation for the review, our team examined the contract and the work plan and made an assessment of the service delivery model used.

First, a complete review of the collaborative agreement was carried out. We identified the Key Performance Indicators (Measurable Indicators) from the documents provided and devised a series of questions and enquiries to validate that the objectives have been met. These questions were specifically designed to garner strategic information during our stakeholder consultation sessions with the various individuals and organizations. The questions focused on operation, method of delivery, number and qualification of resources, attainment of results. Thirdly, interviews were organized with the identified stakeholders.

In preparation for the consultation phase, we prepared a survey questionnaire for each identified stakeholder’s category, ensuring questions were tailored to their role and requirements. The categories were as follows:

- a. CVEDS board members,
- b. CVEDS staff;
- c. Elected officials;
- d. Senior staff in each of the municipal and regional (CVRD) organizations;
- e. Chamber of Commerce;
- f. North Island College; and
- g. Comox Airport.

Phase 2 – On-Site Evaluation

Our team travelled to the Comox Valley during the week of August 12th to conduct a series of interviews. A number of additional interviews were conducted in the weeks following the consultations in order to complete the portrait required to assess CVEDS performance. Appendix 1 provides the list of individuals consulted during the evaluation phase.

The on-site consultation process began and concluded with a meeting with CVEDS for the purposes of providing additional situational context, information and insights to be discussed/challenged throughout the interview process and concluded with a high-level debrief

which included the list of participants spoken with and a summary of the emerging themes tied to strengths, weaknesses, opportunities and threats that had surfaced during the discussions.

The interviews were predominately held at the place of business (of those met with) in addition to CVRD and CVEDS boardrooms and local coffee shops.

The nature of each conversation was guided by better understanding the following themes:

- The interviewee's nature of business and relationship with CVEDS;
- Their understanding of how CVEDS supports local economic development in Comox Valley; and
- SWOT analysis of CVEDS' ability to deliver its economic development services.

Phase 3 – Post-Evaluation/Analysis

During the period following the consultation, our team reviewed each of the programs and tactics that stemmed from the issues raised in the Strategic Plan. Each of the tactics from the three (3) Focus Areas is supported by a number of performance indicators that have been used to measure the level of success achieved by CVEDS in the performance of their tasks in ensuring economic development for the Comox Valley.

In addition to the information gathered during the consultation process, our team incorporated each of the reports produced by CVEDS over the past five (5) years to determine to what degree the performance indicators have been achieved.

10. Work Plan Analysis – Results

The Work Plan was analyzed on the relevance of the action items listed within the five (5) year annual strategic plan with respect to the needs of the Comox Valley. The analysis has been carried out with the assumption that the approval of each annual work plan that stems from the Strategic Plan by the CVRD reflects the priorities of the community. The analysis focused strictly on the reported results as compared to the identified performance indicators.

Also important to the analysis was determining when to employ a macro versus micro understanding/interpretation when specific measurement guidelines/outputs were not clearly articulated in the comments provided by CVEDS. As an example, let's suggest that an inbound delegation was hosted by CVEDS, yet the measurement guidelines/outputs are to be associated with the number of delegates, the number of local businesses toured, the number of local businesses engaged and the number of investment opportunities presented. If the comments provided by CVEDS or found in the Strategic Priorities updates indicate that an inbound delegation was hosted which included tours at local businesses, a presentation of unique investment opportunities and concluded with a series of networking opportunities with local businesses and key business leaders, we believe that one way to interpret this is that the action item was completed, while a secondary way may suggest that it was deemed incomplete without the supporting metrics, detailed outcomes and next steps. Our recommendations further down this report offers insights into how to address these uncertainties and somewhat ambiguous comments in the hopes of avoiding these kinds of dilemmas in the future.

Prior to reviewing the activities reported by CVEDS, a verification was completed to ensure that the Project Priorities corresponded with those listed within each annual work plan between the years 2015 and 2019. Through this initial process, the following nine (9) additional Project Priorities were included by CVEDS:

Table 4 - Additional Project Priorities Reported by CVEDS (2015-2019)

Annual Work Plan	Key Focus Area	Priority Projects
2018 Annual Work Plan	Business Retention and Expansion	Downtown Interactive Development Map and Supporting Resources
		Event Development and Enhancement
	Economic Development Facilitation	Hotel Room Tax Renewal and Expansion
2019 Annual Work Plan	Business Retention and Expansion	Downtown Interactive Development Map and Supporting Resources
		Event Development and Enhancement
	Communications	Innovate 2030; Economic Development Strategic Planning Process
		Regional Partnerships and Collaboration
		Data and Resource Updates and Maintenance
		Support and Align with local government Strategic Priorities and Plans i.e. Employee Housing / Regional Housing Needs Assessment

10.1 Performance Rating System

During our review, our team established a baseline by which to code the reported activities in support of the Project Priorities within each Key Focus Area. The structure of this analysis followed the three (3) strategic focus areas of:

1. Business Retention and Enhancement
2. Investment Attraction
3. Economic Development Coordination, Facilitation and Communication

However, it wasn't until 2017 that the strategic focus area of "Economic Development Coordination, Facilitation and Communication" was split into the two (2) separate categories of "Economic Development Facilitation" and "Communications."

To support the efforts of the Performance Rating System, a supplemental document was created in the form of a matrix which contains all results as identified from CVEDS as they relate to the

Key Focus Areas and Planned Outcomes within each of the Annual Strategic Plans. Table 5 provides a legend and colour classification system utilized to determine the level of completion associated with each of the CVEDS comments provided within the quarterly or annual reports.

Table 5 - Progress Colour Code (Legend)

PROGRESS COLOUR CODE (LEGEND)	
	<ul style="list-style-type: none"> Comments provided indicate that action took place or was completed
	<ul style="list-style-type: none"> Comments provided indicate that action took place or was completed, but there may be some missing measurement outcomes to tie directly back to the action.
	<ul style="list-style-type: none"> Comments provided indicate that the action is in progress, but not indication of being complete Comments provided indicated that a pivot was made as a result of actions / activities that demonstrated an unexpected outcome Review of 2019-Q4 updates required to determine if this activity has taken place is still ongoing or has not yet been addressed.
	<ul style="list-style-type: none"> Comments provided do not indicate action took place or was completed No comments were provided to suggest this action took place or was completed Comments provided indicated that the activities undertaken may have not aligned well with the proposed action

The following provides a summary (by year) of the classifications (based on the level of completion) as they were reported during the independent review and analysis.

In reviewing the summary of activities associated with the 2015 Work Plan, Table 6 indicates that 87 Actions were noted, however, 16 (~18%) of them were action items added by CVEDS over and above those already listed in the annual work plan. It is evident that CVEDS was able to complete more than 60% of the action items associated with the key focus areas of Business Retention and Enhancement and Economic Development Facilitation and Communication. In the key focus area of Investment Attraction and Promotion, 38% of action items were completed with an additional 19% that identified as complete, but additional information was required.

Table 6 - Summary of Activity RE: 2015 Work Plan Action Items

Annual Work Plan	Key Focus Area	# of Actions	# of CVEDS Identified Actions	# of Actions that Match Annual Work Plan	Action Items Completed		Actions Completed, but More Information Required		Actions in Progress		Actions Not Completed	
					(#)	(%)	(#)	(%)	(#)	(%)	(#)	(%)
2015	Business Retention and Enhancement	41	7	34	26	63%	2	5%	1	2%	12	29%
	Investment Attraction and Promotion	26	5	21	10	38%	5	19%	2	8%	9	35%
	Economic Development Facilitation and Communications	20	4	16	12	60%	1	5%	-	0%	7	35%

In reviewing the summary of activities associated with the 2016 Work Plan, Table 7 indicates that 55 Actions were noted, however, 19 (~35%) of them were action items added by CVEDS over and above those already listed in the annual work plan. It is evident that CVEDS was able to complete more than 70% of their action items associated with the key focus area of Business Retention and Enhancement and 50% of their action items tied to Economic Development Facilitation and Communication. In the key focus area of Investment Attraction and Promotion, 57% were incomplete, compared with 36% that were identified as complete.

Table 7 - Summary of Activity RE: 2016 Work Plan Action Items

Annual Work Plan	Key Focus Area	# of Actions	# of CVEDS Identified Actions	# of Actions that Match Annual Work Plan	Action Items Completed		Actions Completed, but More Information Required		Actions in Progress		Actions Not Completed	
					(#)	(%)	(#)	(%)	(#)	(%)	(#)	(%)
2016	Business Retention and Enhancement	27	12	15	19	70%	1	4%	-	0%	7	26%
	Investment Attraction and Promotion	14	4	10	5	36%	1	7%	-	0%	8	57%
	Economic Development Facilitation and Communications	14	3	11	7	50%	1	7%	-	0%	6	43%

In reviewing the summary of activities associated with the 2017 Work Plan, Table 8 indicates that 29 Actions were noted and all derived solely from the annual work plan. It is evident that CVEDS was able to complete more than 70% in each key focus area and achieving 100% in the areas of Business Retention and Enhancement and Communications. CVEDS was able to complete 83% of action items in the area of Investment Attraction and Promotion. In the key focus area of

Economic Development Facilitation, 71% of action items were identified as being complete, that figure increases to 85% when added to the category of actions completed, but more information required.

Table 8 - Summary of Activity RE: 2017 Work Plan Action Items

Annual Work Plan	Key Focus Area	# of Actions	# of CVEDES Identified Actions	# of Actions that Match Annual Work Plan	Action Items Completed		Actions Completed, but More Information Required		Actions in Progress		Actions Not Completed	
					(#)	(%)	(#)	(%)	(#)	(%)	(#)	(%)
2017	Business Retention and Enhancement	8	0	8	8	100%	1	13%	-	0%	0	0%
	Investment Attraction and Promotion	6	0	6	5	83%	-	0%	-	0%	1	17%
	Economic Development Facilitation	7	0	7	5	71%	1	14%	1	14%	-	0%
	Communications	8	0	8	8	100%	-	0%	-	0%	-	0%

In reviewing the summary of activities associated with the 2018 Work Plan, Table 9 indicates that 43 actions were noted, however, 4 (~9%) of them were action items added by CVEDES over and above those already listed in the annual work plan. It is evident that CVEDES was able to complete nearly 90% of their action items associated with the key focus area of Business Retention and Enhancement, however, in the key focus areas of Investment Attraction and Promotion, Economic Development Facilitation, and Communication, they fell short with a prevailing number of those action items not being completed.

Table 9 - Summary of Activity RE: 2018 Work Plan Action Items

Annual Work Plan	Key Focus Area	# of Actions	# of CVEDES Identified Actions	# of Actions that Match Annual Work Plan	Action Items Completed		Actions Completed, but More Information Required		Actions in Progress		Actions Not Completed	
					(#)	(%)	(#)	(%)	(#)	(%)	(#)	(%)
2018	Business Retention and Enhancement	9	2	7	8	89%	-	0%	0	0%	1	11%
	Investment Attraction and Promotion	12	1	13	4	33%	-	0%	-	0%	8	67%
	Economic Development Facilitation	8	1	7	3	38%	-	0%	1	13%	4	50%
	Communications	12	0	12	5	42%	1	8%	-	0%	6	50%

Important to the review and evaluation of the action items listed throughout the 2019 Work Plan, while there still remains a final Q4 board update to be provided by CVEDS, it was noted (by our team) that for action items that were unclear if they were easily identifiable as complete or incomplete, they were classified as being in progress until the final board update was delivered and the information was presented.

Table 10 of the 2019 Work Plan indicates that 53 actions were noted, however, 10 (~19%) of them were action items added by CVEDS over and above those already listed in the annual work plan. In the key focus area of Business Retention and Enhancement, CVEDS reported a 54% completion rate and 46% of targeted action items are still in progress. 54% of action items within Investment Attraction and Promotion were completed (with an additional 46%) still listed as being in progress.

In the key focus area of Economic Development Facilitation, 100% of action items we identified as being in progress. That figure is reduced to 71% in the key focus area of Communications where 29% of actions have already been noted as completed.

Table 10 - Summary of Activity RE: 2019 Work Plan Action Items

Annual Work Plan	Key Focus Area	# of Actions	# of CVEDS Identified Actions	# of Actions that Match Annual Work Plan	Action Items Completed		Actions Completed, but More Information Required		Actions in Progress		Actions Not Completed	
					(#)	(%)	(#)	(%)	(#)	(%)	(#)	(%)
2019	Business Retention and Enhancement	13	3	10	7	54%	-	0%	6	46%	-	0%
	Investment Attraction and Promotion	13	1	12	7	54%	-	0%	6	46%	--	0%
	Economic Development Facilitation	10	0	10	-	0%	-	0%	10	100%	-	0%
	Communications	17	6	11	5	29%	-	0%	12	71%	-	0%

Our team was also interested in trying to analyze the information from another perspective to determine if the results of the activities completed by CVEDS in support of the various annual work plans yielded different results. Within Table 11, we took the average from each column representing a different level of completion within each of the categories of Business Retention and Enhancement, Investment Attraction and Promotion, Economic Development Facilitation, and Communications. We completed this for each year under study and found that four (4) of the five (5) years (2015 – 2018) identified has having the prevailing share of CVEDS’ action items as completed. Understanding that the final quarterly report for 2019 has not yet been presented, it is understandable that the majority of the action items in this year are still identified as being in progress.

While this reveals a positive outcome and that those figures do not include the second level of actions completed, it is important to also note that in the years 2015, 2016 and 2018, 33%, 42% and 44% of action items were not completed. This means that there still remains a significant amount work tied to capacity building which CVEDS must consider. That, or the expected workload placed on CVEDS by CVRD needs to be revisited and agreed upon as being reasonable and fair with the expectation that it will be completed by CVEDS in the appropriate allotted time.

Table 11 - Average Performance of the Action's Classification Categories

	Action Items Completed	Actions Completed, but More Information Required	Actions in Progress	Actions Not Completed
2015	54%	10%	3%	33%
2016	52%	6%	0%	42%
2017	89%	7%	4%	4%
2018	50%	2%	3%	44%
2019	34%	0%	66%	0%

From the comment above associated with Table 11 which makes note of the percentage of incomplete action items recorded in the years 2015, 2016 and 2018, Table 12 below attempts to look more precisely at these items to see if they were revisited in a subsequent year, and if so, to what stage of completion. In the process, we identified 11 action items that have been revisited in subsequent years and are now identified as being “in progress” or marked “completed”.

Table 12 - Work Plan Actions that have been Progressed/Completed in a Subsequent Year

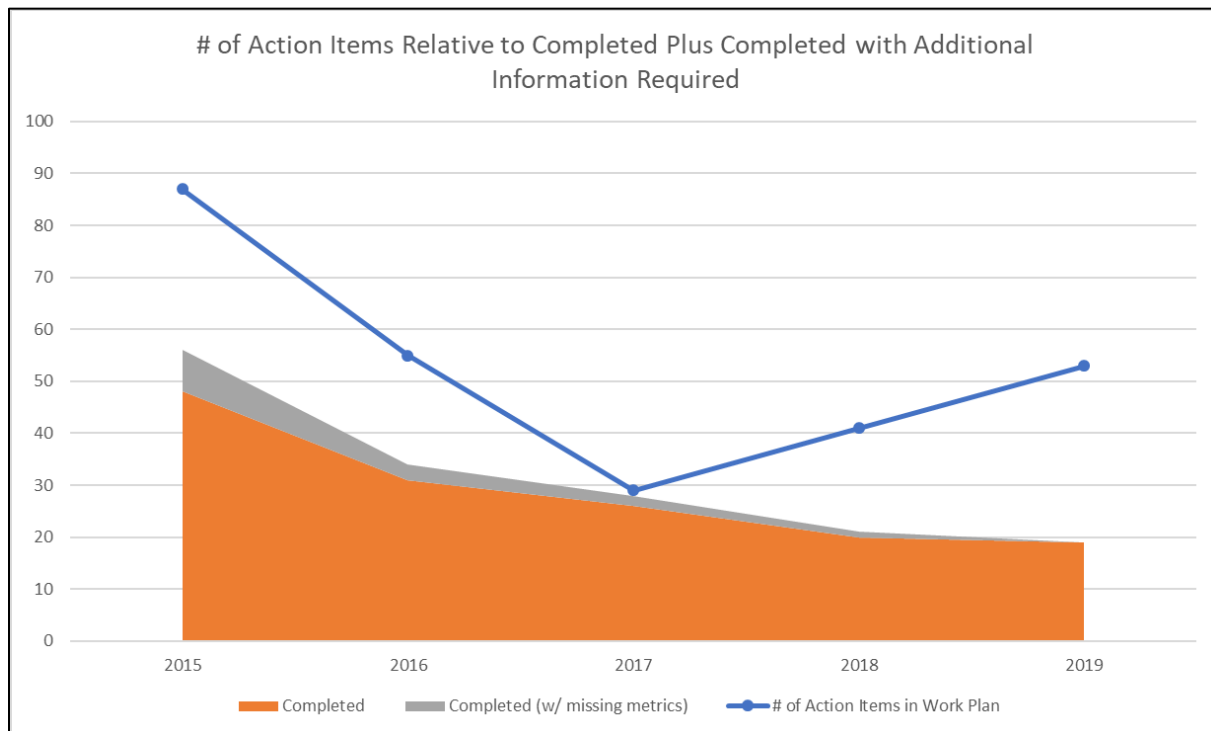
Annual Work Plan Program	Action	Year Missed	In Progress	Last Year Completed
Small Business E-Commerce Local Pilot Project	Facilitating a connection for local companies to e-commerce tools through workshops or other resources	2018		2019
Regional Technology Attraction Strategy	Support regional efforts to develop technology-oriented website with detailed community profiles on tech-related topics	2017		2018
Community Food Processing Incubator MOU with SSFPA	Expand the partnership with the BC Small Scale Food Processors and applicable agri-food business in the development of a pilot Community Food Processing Incubator	2018		2019
Destination Marketing	Increase stakeholder support and buy-in for programs through leveraging funds	2018	2019	
Visitor Services and Fulfillment	Engage operators to participate in Online Booking Agreement Program	2018	2019	2017
Visitor Services and Fulfillment	Integrate ongoing social media posting to drive usage of the VIVC services and product sales	2018	2019	
Contact Management System	Review and analyze best practice software options for contact and lead management	2018	2019	
Business and Community Economic Analysis and Surveys	General economic impact analysis information for local major commercial/industrial developments and investments	2018		2019
Earned Media Generation & Hosting	Expand media content and resources in Press Centre	2018	2019	2017
Earned Media Generation & Hosting	Support media trips in partnership with industry	2018	2019	2017
Delivery of timely, relevant & engaging industry, tourism, business content via digital & traditional media	Maintain & increase contact database via surveys, contesting, and event registration	2018	2019	2017

Lastly, we have prepared Table 13 based on the collective total of action items marked complete plus those marked complete with missing metrics against the number of overall action items presented in each annual work plan.

What Table 13 tells us is that with a declining number of actions detailed in the annual work plans between the years 2015 and 2018, so to did the output of those actions. However, in 2017, 97% of the proposed action items were completed. In years 2018 and 2019, the number of actions detailed in the annual work plans has risen steadily, yet the number of actions marked complete has somewhat leveled off, but still have reducing figures behind them.

For the year 2019, once the final quarterly Board report is delivered, this downward trend is expected to change. While there are currently 19 action items marked at varying stages of complete, there are an additional 33 items that are coded as “in progress”. As a result, this should move CVEDS’ annual productivity in a more positive direction.

Table 13 - # of Proposed Annual Action Items Relative to those Completed



The key takeaways from this section tell us that more than half of the work undertaken by CVEDS is completed on an annual basis. CVEDS has demonstrated their ability to revisit as many incomplete action items as possible in a subsequent year to progress them to a state of “in progress” or “complete”. Notwithstanding external forces, the state of the economy and the resources required to complete any given action item, Table 13 may suggest that the 29 action items (as detailed in the 2017 annual work plan), may prove to be the optimum number of action items that stand the best chance of being completed.

11. Consultation Results – Effectiveness of the Delivery

During the research and data collection phase of the study, our team was provided with a list of people to be interviewed for the purpose of enhancing our evaluation on the effectiveness of the CVEDS service delivery model. A small number of stakeholders (North Island College, Comox Valley Airport and Crown Isle Resort) were also included on account on their specific business activities offered throughout the Comox Valley Regional District.

It was expressed that the location of the CVEDS office in downtown Courtenay is regionally, a centralized location within Comox Valley and locally, strategically situated close to Courtenay's downtown core. This allows their team and office to be more easily accessible throughout Comox Valley while also benefitting from direct exposure to one of the larger downtowns in the Comox Valley.

The Vancouver Island Visitor Centre is situated adjacent to the Comox Valley Pkwy and visible (less than 400 yards) from Highway 19. This makes it easy for passersby and tourists to drop in and take advantage of the available information (i.e.: pamphlets, brochures, purchase tickets, etc.) and staff knowledge to enhance the local experience (tourist or otherwise) throughout the Comox Valley.

The notion of CVEDS as an integrated one-stop-shop and economic driver for the community is generally felt as a good thing by those consulted. This speaks to their ability to deliver economic development and/or tourism-related services that benefit the community at large.

The North Island College has noticed a greater interest and initiative on the part of CVEDS to engage with them. This has the added benefit of strengthening CVEDS' position as a facilitator between industry and academia.

Feedback on the delivery of business seminars has been pretty good. This indicates that CVEDS is delivering relevant content during their seminars which demonstrate that they are (generally) in tune with the needs of the local business community.

11.1 The Need to be Agile to Accommodate and Support Economic Development

It is important that the role of economic development be laid out and agreed upon, especially when it comes to representing the interests of municipal and regional jurisdictions. While it is impossible to see into the future, it is important to any organization (private or public sector) to be able to adapt to changing economic conditions.

Throughout our research and consultation process, we felt that CVEDS has positioned itself to take on and/or support unique and often times, one-off activities, requests, needs or other requirements, which make CVEDS the most obvious solution when no other option made sense.

It is a delicate balance as these actions, which support and facilitate economic development, have a profound effect on retaining businesses and local residents, but also contribute to making Comox Valley a strategic and competitive location for investment.

12. Conclusions

Overall and in our professional opinion, we believe that CVEDS has demonstrated a satisfactory level of attainment related to the action items detailed in each of the annual work plans. While we acknowledge that a number of unfulfilled action items were recorded, this may have been a result of limited resources, however, this was not something our team was able to ascertain due to the limited performance review we were asked to conduct.

Based on the performance review carried out, we have been able to draw a number of additional conclusions.

1. Reporting of activities is quite significant. More specifically, quarterly reports provide an opportunity to easily follow through each activity organized and accomplished by CVEDS in comparison to the Work Plan approved by the CVRD board. Each activity is related back to the Strategic Plan item.
2. On the whole, the Work Plan objectives were met and reported to the CVRD board. This demonstrates the dedication of CVEDS in delivering Economic Development for the Comox Valley.
3. CVEDS employs a variety of technologies to assist their team in effectively delivering on their economic development priorities and obligations.
4. Under Focus Area No.1 (BR+E) the Work Plan element 1.7 (Business Counts), CVEDS does need to focus more energies on the business visitation process. There are many organized events that provide an opportunity for CVEDS to meet with businesses, however, this cannot be a substitute for individual meetings.
5. Labour force challenges continue to be felt by communities (both urban and rural) and CVEDS must invest additional resources to ensure they meet the requirements of the Labour Force Readiness component of their annual work plans.
6. The high-level consultation that was carried out provided a generally positive outlook/perspective on the work that CVEDS has done over the last five (5) years.

13. Recommendations

As CVRD and CVEDS work toward the potential of embarking upon another five (5) year work plan, the following provides a summary to how we recommend both parties approach the development of a new work plan:

13.1 CVEDS Accountability

- The Executive Director should be accountable to the CVEDS Board of Directors, which in turn are accountable to the CVRD.
- The objectives and measures of success need to be better detailed. For example, CVEDS has been told they will have a performance review at the end of their five (5) year contract, but there are not any details as to what the evaluation process will entail and little details on what they will be assessed on. Clarification is required so that they are aware if it will be a counting exercise of action items performed or assessed solely on results (or a mix thereof). Also important is knowing whether a consultation process is required and if so, which types of stakeholders (i.e.: Elected Officials, the business community, post-secondary institutions, CVEDS and CVRD Board Members, etc.). This should all be detailed up front in the contract.
- Regarding financial transparency, while high-level summaries are provided at quarterly and year-end board meetings, perhaps an expanded version in electronic file format;
- When presenting to CVRD, CVEDS needs to better articulate the outcomes and how they align with the strategic plan.
- While it is important to look at specific metrics (quantitative approach) to determine the success of an individual initiative, it is equally as important to consider the (qualitative approach) to understand how well it was received by the local community, including insights from sponsors, consideration for the true time spent in completing all aspects from concept to reconciliation, etc.
- There is an ongoing need by CVEDS to assess performance as they go and address the timing of the review process and to set clear metrics that make sense.
- CVEDS and CVRD need to work together to provide the right framework to ensure each business within the district is visited at least once every two (2) years and that there is a system to follow up on those visits and that there is an approach put in place to provide timely support. It makes businesses feel part of the community, supports business retention and supports business growth, directly benefitting the regional economy.
- Many of the events are put in place to support hotel and restaurant businesses. However, it seems that it is not possible to easily keep track of the rooms' occupancy rate throughout the year, which would provide an indication of the success the organized events have on the industry. There needs to be a system put in place to monitor this metric throughout the year.
- There are a number of tradeshow attended by CVEDS and businesses. There should be a repertoire of the leads generated during those shows as a measure of success.

13.2 Strategic Planning:

- Ensure that the measures are not too broad and that they relate to the strategic work plan.
- Consider a performance-based financial model for supporting CVEDS into the future with opportunities to have greater access to capital should they meet and exceed various target thresholds.
- There should be an agreed upon protocol (or matrix) in place whereby CVEDS and CVRD can easily evaluate, measure and determine the benefit for having CVEDS participate in activities outside of their annual work plan if it requires more than a certain amount of internal time and resources.

13.3 Board of Directors:

- While it is nice to have access to and leverage the expertise that comes with having big business represented on the CVEDS board, be sure to clear up any perceived or potential 'conflicts of interest' if it is felt that those individuals have the potential of financial benefit by gaining a competitive advantage to bid on large events, benefit from strategic introductions or have access to competitive information.
- There are some board members who have and will always go above and beyond. It might be worth having a discussion to determine if some sort of remuneration is warranted and justified for the work they do, notwithstanding board positions are known volunteer positions.
- Increasing board size does not equate to increasing capacity of the organization. If the board is going to move toward becoming more of a working board, then increasing workload capacity may be a benefit.
- Additional support during the onboarding process of CVEDS Board Members who are newly elected officials may be required to ensure historical background, context and understanding are in place behind the rationale for why certain actions and key focus areas were deemed a priority when agreements and work plans were set in place.
- Discuss the pros/cons of having any of the following board compositions in place:
 - Male vs. female representation
 - Working Board vs. Advisory Board
 - Young professional vs. Seasoned professional representation
 - Private sector vs. public sector representation
 - A multitude of different industries

13.4 Human Resources

- CVRD could consider evaluating and aligning CVEDS staff and duties with the regional payroll grade and structure to ensure a greater sense of continuity and transparency between CVEDS and CVRD.
- To avoid unnecessary costs and increase employee retention, CVEDS and CVRD should explore the potential for migrating the CVEDS employee benefits program over and onto the same platform used by CVRD. CVEDS would remain responsible for covering the associated costs, but there may be a financial saving and expanded services to be gained through the CVRD employee benefit platform.

13.5 Capacity Building

- A subsequent review may be required to determine whether or not some of the work activities performed by CVEDS are either transitioned out of the organization's control or that additional staff are brought on to more evenly distribute the workload.
- There may need to be a matrix in place that helps CVEDS determine if/when/why/how they should take on new activities, initiatives and the corresponding workload required.
- The CVRD could consider developing a service agreement between CVRD and CVEDS that would handle certain administrative duties such as payroll and/or employee benefits which may help to alleviate time and resources allowing CVEDS to focus more heavily on other priorities.

13.6 Communications:

- The CVEDS Executive Director should be the key line between the CVEDS Board of Directors and CVEDS staff. The Executive Director should also act as the link between the CVRD and CVEDS staff when it comes to information or other requests (i.e.: media outlets) on behalf of the organization.
- Although each activity is presented individually in the quarterly reports, it might be useful for the readers (i.e.: board members) to have an overall picture of what has been accomplished and what has not as time goes on. That would allow comparing actual performance indicators with accomplishments.
- CVEDS must ensure that it provides clear and concise information in response to information requests by its stakeholders and partners.
- CVEDS needs to ensure sufficient time continues to be spent with each of the municipal CAO's and other municipal stakeholders to ensure strong relationships, level of trust and commitment are maintained.
- While all CVEDS staff play an important client facing role, it is vital that the leadership within CVEDS play the primary role in managing all key and strategic relationships.

Appendix 1 - Consultation List

- Arzeena Hamir, CVRD Vice-Chair and Elected Official from Electoral Area “B”
- Bill Anglin, Chair of the Destination Marketing Committee
- Bob Wells, City of Courtenay Mayor
- Brian Yip, CVEDS Director & Secretary/Treasurer
- Bruce Turner, CVEDS Director and Vice-President
- Daniel Arbour, CVRD Board and Elected Official from Electoral Area “A”
- David Allen, CAO, City of Courtenay
- David Frisch, CVRD Board and City of Courtenay Elected Official
- Deana Simkin, CVEDS President
- Dianne Hawkins, Comox Valley Chamber of Commerce CEO
- Edwin Grieve, CVRD Board and Elected Official from Electoral Area “C”
- Fred Bigelow, Comox Valley Airport
- John Bowman, President, North Island College
- John Watson, Executive Director, CVEDS
- Justin Rigsby CVEDS Past-President
- Ken Grant, CVRD Board, Town of Comox Elected Official
- Maureen Swift, CVRD Board and Town of Comox Elected Official
- Paul Ives, CVEDS Board
- Richard Hardy, K'o'moks First Nation Councillor
- Rick Waldhaus, Crown Isle
- Russ Arnott, Town of Comox Mayor
- Russell Dyson, CVRD CAO
- Scott Smith, CVRD Staff
- Tina Mclean, K'o'moks First Nation
- Wendy Morin, City of Courtenay Elected Official

A close-up photograph of a person's hand in a dark suit sleeve writing on a budget spreadsheet with a silver pen. The spreadsheet has columns for "Category" and "Proposed Cost". The "Category" column lists items like "Administrative Services", "Capital", "Other", "Construction", "Development", "Education", "Fire", "General", "Information Systems", "Maintenance", "Miscellaneous", "Police", "Public Works", "Social Services", "Special Services", "Utilities", and "Waste Management". The "Proposed Cost" column contains numerical values such as \$100, \$500, \$1,000, \$2,000, \$3,000, \$4,000, \$5,000, \$6,000, \$7,000, \$8,000, \$9,000, \$10,000, \$11,000, \$12,000, \$13,000, \$14,000, \$15,000, \$16,000, \$17,000, \$18,000, \$19,000, \$20,000, \$21,000, \$22,000, \$23,000, \$24,000, \$25,000, \$26,000, \$27,000, \$28,000, \$29,000, \$30,000, \$31,000, \$32,000, \$33,000, \$34,000, \$35,000, \$36,000, \$37,000, \$38,000, \$39,000, \$40,000, \$41,000, \$42,000, \$43,000, \$44,000, \$45,000, \$46,000, \$47,000, \$48,000, \$49,000, \$50,000, \$51,000, \$52,000, \$53,000, \$54,000, \$55,000, \$56,000, \$57,000, \$58,000, \$59,000, \$60,000, \$61,000, \$62,000, \$63,000, \$64,000, \$65,000, \$66,000, \$67,000, \$68,000, \$69,000, \$70,000, \$71,000, \$72,000, \$73,000, \$74,000, \$75,000, \$76,000, \$77,000, \$78,000, \$79,000, \$80,000, \$81,000, \$82,000, \$83,000, \$84,000, \$85,000, \$86,000, \$87,000, \$88,000, \$89,000, \$90,000, \$91,000, \$92,000, \$93,000, \$94,000, \$95,000, \$96,000, \$97,000, \$98,000, \$99,000, and \$100,000. The title "Monthly Budget - Detail" is visible in the top right corner of the spreadsheet.

Comox Valley Economic Development Review

Comox Valley Regional District

Results Matrix

6 DECEMBER 2019



The following document provides an analysis of the CVEDS proposed work plan as updated annually and approved by CVRD. This matrix is the result of a point-by-point analysis of each of the proposed actions towards the execution of the strategic plan that was further defined in a work plan.

A colour code was used to help determine the level of completeness of each of the actions. This is a supplemental document to the official report provided under separate cover. Colour has been used as well in the matrices to help with the understanding of the analysis.

COLOUR CODE PROGRESS (LEGEND)	
	<ul style="list-style-type: none"> • Comments provided indicate that action took place or was completed
	<ul style="list-style-type: none"> • Comments provided indicate that action took place or was completed, but there may be some missing measurement outcomes to tie directly back to the action
	<ul style="list-style-type: none"> • Comments provided indicate that the action is in progress, but not indication of being complete • Comments provided indicated that a pivot was made as a result of actions/activities that demonstrated an unexpected outcome • Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed
	<ul style="list-style-type: none"> • Comments provided do not indicate action took place or was completed • No comments were provided to suggest this action took place or was completed • Comments provided indicated that the activities undertaken may have not aligned well with the proposed action

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2015 Annual Work Plan						
Business Retention and Expansion						
Employers “Talk”	4.1 Labour Force Readiness	<ul style="list-style-type: none"> • # of Employers included in survey • # of partnerships created • New Communications tool program data included 	As part of the annual “Small Business Counts Survey” process, include an employer’s survey of labour force needs relating to current and future employment trends, statistics and issues.	• No comments were provided to suggest this action had been addressed or was completed	Yes	
			Provide support to and participate in local job fairs (i.e.: 19 Wing).	• No comments were provided to suggest this action had been addressed or was completed	Yes	
			Communicate labour force research, new innovations and data to employers.	• No comments were provided to suggest this action had been addressed or was completed	Yes	
			Partner with local employers to retain and attract young professionals through training and development events.	• No comments were provided to suggest this action had been addressed or was completed	Yes	
CV Agrifood Monitor Pilot	4.2 Food Security Enhancement	<ul style="list-style-type: none"> • Gross Farm Receipt’s per ha in the ALR are defined provincially and regionally and the Comox Valley’s GFR value is meeting or exceeding the provincial average 	Develop an agriculture education campaign in partnership with the Farmers Institute to showcase innovative farming practices and the range of producers located in the Comox Valley.	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed 	CVEDS Identified Action	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2015 Annual Work Plan						
Business Retention and Expansion						
		<ul style="list-style-type: none"> • % of ALR land in the Comox Valley under production is increasing on an annual basis • % of ALR lands that are part of existing farms and being activity farmed is increasing on an annual basis • # of agribusiness visits • # of communications that receive significant confirmed reviews (email link click through, attendance at events, etc.) • 2015 Ag show attendance • Expanded agrifoodcomoxvalley.com website, resources and profiles 	Update the agrifood investment profiles using current agri-investment opportunities and 2011 Census of Agriculture Data to attract investment and expansion into the local agriculture industry.	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed 	CVEDS Identified Action	
			Host agribusiness training opportunities in partnership with local agriculture organizations to encourage and increase the opportunity of agri-business start-ups and expansion.	<ul style="list-style-type: none"> • Comments provided indicate that action took place or was completed 	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2015 Annual Work Plan						
Business Retention and Expansion						
		<ul style="list-style-type: none"> Increased social media awareness of agricultural activities 	Support the conversion of unused agricultural land to forage for livestock and agroforestry uses, such as community pasture grazing of forested lands, increased harvesting and cultivation of agroforestry products, and land clearing for more intensive grazing.	<ul style="list-style-type: none"> Comments provided indicate that action took place or was completed 	Yes	
			Opening reception coordination and promotional assistance to increase registration.	<ul style="list-style-type: none"> Comments provided indicate that action took place or was completed 	Yes	
			Host the 2015 IAS and work with local agricultural organizations to leverage the awareness.	<ul style="list-style-type: none"> Comments provided indicate that action took place or was completed 	Yes	
			Communicate with Ag Industry associations to ensure ongoing flow of ag-related issues, opportunities, regulatory changes, and events.	<ul style="list-style-type: none"> Comments provided indicate that action took place or was completed 	Yes	
			Produce Guide that will support farm direct economic activity	<ul style="list-style-type: none"> CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program Comments provided indicate that action took place or was completed 	CVEDS Identified Action	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2015 Annual Work Plan						
Business Retention and Expansion						
			Complete 15 agrifood business visits to food production operators under the business visitation program providing specific assistance as needed.	• No comments were provided to suggest this action had been addressed or was completed	Yes	
			Work closely with key farm operators with direct assistance in business planning, marketing and mentorship to support the conversion of high capability lands that are currently farmed into higher value production.	• No comments were provided to suggest this action had been addressed or was completed	Yes	
			Continue to partner with Small-Scale Food Processors Association to build upon the "Do Yourself a Flavour" 2014 / 2015 workshop series with a focus on value chain development.	• No comments were provided to suggest this action had been addressed or was completed	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2015 Annual Work Plan						
Business Retention and Expansion						
Discover Comox Valley Signature Event Series	4.3 Tourism, Arts, Culture and Heritage Development	<ul style="list-style-type: none"> • 200 room nights / existing event • 100 room nights/new event • # of website visits • # of ticket sales • # of new sponsors in kind and cash sponsorship revenues • # of expanded events • # of event partners • # of followers & fans on social media 	Two existing destination-level Signature Series Events, held in shoulder seasons, are expanded and enhanced via sponsorship & product development, and supported by multimedia marketing & communications resources to result in overnight stays and awareness of the destination. Including: WinterJAM100, Jan 1-31; and BC Shellfish & Seafood Festival, June 12 - 21.	• Comments provided indicate that action took place or was completed	Yes	
		<ul style="list-style-type: none"> • # of events funded • # of overnight stays as a result of events • # of meetings • # of times event calendar distributed • # of events included 	1-2 new destination-level signature events are developed, or attracted to be hosted in the region, to strategically compliment and infill existing events, with the primary objective of increased overnight stays. Event product focus includes culinary, agriculture, aquaculture, sport or cultural event themes.	• Comments provided indicate that action took place or was completed	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2015 Annual Work Plan						
Business Retention and Expansion						
		<ul style="list-style-type: none"> • # of consumer e-promos sent • # of subscribers • # of businesses registered • # of tours secured 	<p>Secondary events supported by DCV compliments and leverage upon awareness generated by the Signature Event Series, with a focus on the shoulder season. (Island Agriculture Show Feb 13 & 14; Comox Valley Dine Around Feb 19 - Mar 15; City of Courtenay Centennial; Comox Valley Farm Cycle Tour; Pacific Toast & Expo; Mountain Bike Races; BC Bike Race and Marathon)</p>	<ul style="list-style-type: none"> • Comments provided indicate that action took place or was completed 	Yes	
			<p>Administration and provision of the Sport and Event Attraction Fund continues to provide funding capacity that supports removing expansion barriers to existing events, or enables new event hosting groups or agencies to hold events for the first time, if they can demonstrate increased overnight accommodations, with preference given to the shoulder season.</p>	<ul style="list-style-type: none"> • Comments provided indicate that action took place or was completed 	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2015 Annual Work Plan						
Business Retention and Expansion						
			DMAC Sub-Committees including Sport and Event Expansion and Attraction Committee, and Arts and Culture Event Expansion and Attraction Committee will support and activate event objectives through meetings, partner outreach, event expansion ideas and support.	• Comments provided indicate that action took place or was completed	Yes	
			A Festival and Events Industry Resource Calendar, is maintained and distributed quarterly, capturing local tourism orientated events and included an improved and enhanced online events calendar via DiscoverComoxValley.com	• Comments provided indicate that action took place or was completed	Yes	
			Seasonal consumer event e-promos compliment Signature Event Series marketing, and highlight and drive attendance to new and existing regional events and holiday orientated specials & events throughout the year, while consumers contact database is expanded with contesting and promoted posts.	• Comments provided indicate that action took place or was completed	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2015 Annual Work Plan						
Business Retention and Expansion						
			<p>Building upon the significant emphasis on event development and expansion, 2 existing signature-level events are expanded and enhanced to support overnight stays and awareness of the Comox Valley as a key destination.</p>	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed, but there may be some missing measurement outcomes to tie directly back to the action • Explorer Solutions felt that the action suggests two existing signature events, but only one was reported in this line item 	CVEDS Identified Action	
				<p>1-2 Tourism Product Development Workshops are hosted to support professional and business development of new tourism product expansion in the sector.</p>	<ul style="list-style-type: none"> • Comments provided indicate that action took place or was completed 	Yes
	<p>Leveraging upon the increasing services of Harbour Air, and the successful sales of glacier tours during the BC Shellfish and Seafood Festival and Filberg weekend, secure new Harbour Air tours to or within the Comox Valley</p>		<ul style="list-style-type: none"> • No comments were provided to suggest this action had been addressed or was completed 	Yes		

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2015 Annual Work Plan						
Business Retention and Expansion						
Business "Counts"	4.4 Business Visitation and Entrepreneurship	<ul style="list-style-type: none"> • # of business visited/surveyed • # of businesses receiving follow up one-on-one assistance • Key information included on the program invest website. • # of business updates and social media postings /counts • Media coverage of program • Increase in total annual business (class 6) property tax revenue is increasing from new investment. 	Survey research, design and launch to 200 Comox Valley businesses	<ul style="list-style-type: none"> • Comments provided indicate that action took place or was completed, but there may be some missing measurement outcomes to tie directly back to the action • Explorer Solutions felt that the results of the survey from Small Business Month should have been providing including the number of emails sent including open and click rates 	Yes	
			Business Visitation to 20 businesses annually prioritizing companies in emerging sectors, with high growth potential, and industry subsectors.	• Comments provided indicate that action took place or was completed	Yes	
			Establish a partnership with Innovation Island Technology Association to provide support in the delivery of events and seminars targeted towards early stage entrepreneurs.	• Comments provided indicate that action took place or was completed	Yes	
			Include key program information on Invest Website and communications (e-news, social media) to local business	• Comments provided indicate that action took place or was completed	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2015 Annual Work Plan						
Business Retention and Expansion						
			Annual "Business Counts" small business workshop series is conducted during small business month with a focus on emerging business / industry challenges and opportunities as are identified through the Business Counts Program.	• Comments provided indicate that action took place or was completed	Yes	
			Establish a Small Business Advisory Group to provide feedback on CVEDS Business Retention and Enhancement activities and programs.	• CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provide indicate that the action is in progress, but not indication of being complete	• CVEDS Identified Action	
			Establish an Island Aerospace Conference and Trade Show in partnership with the VI Aerospace Alliance and Aerospace Industry Association of Canada.	• CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed	CVEDS Identified Action	
			Maintain strategic partnerships with local organizations	• Comments provided indicate that action took place or was completed	Yes	
Export; "beyond borders"	4.5 Export Development	• # of exporters profiled in database • # of "beyond boarders" communications to local companies	Provide export professional development opportunities for export ready and existing exporters looking to expand and access new markets.	• Comments provided indicate that action took place or was completed	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2015 Annual Work Plan						
Business Retention and Expansion						
		<ul style="list-style-type: none"> • # trade initiatives, programs and delegations • # of companies exporting internationally • # of companies exporting out of province but within Canada 	Facilitate information on regional, provincial and national level programs and services around exporting.	• No comments were provided to suggest this action had been addressed or was completed	Yes	
			Provide export-related expertise & one-on-one support to up to 20 export-related businesses.	• No comments were provided to suggest this action had been addressed or was completed	Yes	
			Attract, coordinate and support investment delegations to the Comox Valley.	• Comments provided indicate that action took place or was completed	Yes	
			[Support and facilitate 3 inbound buying and 2 external trade missions with provincial and national government partners.]	• Comments provided indicate that action took place or was completed	Yes	
			Build upon the Global Strategies trade and investment seminar that was established as part of the 2014 Shellfish and Seafood event by offering a trade and market development seminar during the 2015 Shellfish and Seafood Festival in partnership with the Province of BC and aquaculture organization.	• No comments were provided to suggest this action had been addressed or was completed	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2015 Annual Work Plan						
Business Retention and Expansion						
Investment Incentive	4.6 Downtown, Waterfront & Local Area Enhancement	<ul style="list-style-type: none"> • # of Round Table meetings • # of impact assessments presented to Council • Completion of a new local government impact model pilot project 	Facilitate developer round table meetings to provide input into the Town of Comox incentive program	• Comments provided indicate that action took place or was completed	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2015 Annual Work Plan						
Business Retention and Expansion						
		<ul style="list-style-type: none"> • # of communications with industry and developers • # of website landing pages created • 1-2 At A Glance Program summary produced • # of website hits 	<p>Develop Incentive Program website landing pages for the Town of Comox and City of Courtenay programs on Invest Comox Valley, with direct links to municipal websites to drive awareness of and uptake in municipal incentive programs, conveying their supporting investment and business programs & tools. At A Glance Program flat sheets are also produced to assist with marketing the individual program, including the municipal attributes for investment attraction (i.e. infrastructure, transportation, recent major projects and investments. Program expansion and successes are communicated via social media, press releases and online to increase awareness and participation in the programs.</p>	<ul style="list-style-type: none"> • No comments were provided to suggest this action had been addressed or was completed 	Yes	
			City of Courtenay Downtown Incentive Forum	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed 	CVEDS Identified Action	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2015 Annual Work Plan						
Investment Attraction and Promotion						
Land and Marine Based Investment Opportunities	5.1 Agrifood Investment & Land Utilization		Secure and report on ICCI funding outputs for Agrifood Investment Attraction program components.	• CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program	CVEDS Identified Action	
		• # of investment profiles generated and loaded to BC opportunities.	Specific land and marine based business investment opportunities (new or existing expansions) are catalogued into investor ready marketing profiles and the BC Business Opportunities database.	• No comments were provided to suggest this action took place or was completed	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2015 Annual Work Plan						
Investment Attraction and Promotion						
		<ul style="list-style-type: none"> • Gross Farm Receipt's per ha in the ALR are defined provincially and regionally and the Comox Valley's GFR value is meeting or exceeding the provincial average • % of ALR land in the Comox Valley under production is increasing on an annual basis. • % of ALR lands that are part of existing farms and being activity farmed is increasing on an annual basis. • # of shows attended with regional provincial and national partners. • # of inbound delegations supported 	Actively support industry or government–led efforts to identify and resolve areas of policy and regulation that may delay or inhibit new investment in the land or marine base and therefore increased food production opportunities.	• No comments were provided to suggest this action took place or was completed	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2015 Annual Work Plan						
Investment Attraction and Promotion						
			<p>1. Confirm targeted shows, Provincial engagement and industry participation. 2. research potential partnerships and opportunities for inbound buyers missions</p>	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed 	CVEDS Identified Action	
			<p>Establish key policy reform requirements in partnership with industry (aquaculture) and action steps for communicating with senior levels of government the need for prioritization of a review process.</p>	<ul style="list-style-type: none"> • Comments provided indicate that action took place or was completed, but there may be some missing measurement outcomes to tie directly back to the action • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program 	CVEDS Identified Action	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2015 Annual Work Plan						
Investment Attraction and Promotion						
			Identify and attend 2 key international trade and investment specific shows to secure potential agri-investment and/or export opportunities	<ul style="list-style-type: none"> Comments provided indicate that action took place or was completed, but there may be some missing measurement outcomes to tie directly back to the action Explorer Solutions felt the comments are missing information that speaks to the outcomes of the secured potential agri-investment and/or export opportunities 	Yes	
Shellfish Aquaculture Hatchery Facility Planning Project	5.1 Agrifood Investment & Land Utilization	<ul style="list-style-type: none"> Preliminary Business Development Plan for the construction, operation and funding of a shellfish hatchery/nursery facility in the Comox Valley Project design, cost estimates for construction are reported on for a potential shellfish hatchery. 	Facilitate business planning and partnership development for the attraction of investment capital to support the startup of a shellfish private sector or private/public shellfish hatchery within the Valley.	<ul style="list-style-type: none"> No comments were provided to suggest this action had been addressed or was completed 	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2015 Annual Work Plan						
Investment Attraction and Promotion						
DCV Destination Advertising Partner Opportunities	5.2 Destination Marketing	<ul style="list-style-type: none"> • # of ads or campaigns • # of partners • # increase in website visits • AHRT room revenues • # of social media followers and fans 	A select number of destination ads will be considered in the following publications to expand the destination presence and reach, and drive overnight stays and destination awareness.	• Comments provided indicate that action took place or was completed	Yes	
		<ul style="list-style-type: none"> • # of shows attended • # of new contacts collected 	Create or participate in 1- 2 TV campaigns, supported by targeting online marketing tactics in Alberta, lower mainland and/or Vancouver Island that drive to DCV website landing pages with AHRT and partners highlighted.	• Comments provided indicate that action took place or was completed	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2015 Annual Work Plan						
Investment Attraction and Promotion						
		<ul style="list-style-type: none"> # new show collateral 	Participate in Consumer and Trade shows and produce show collateral for the following: TVI 'Discover Vancouver Island' Trade Show; partner with TVI at Calgary & Edmonton Home & garden Shows	<ul style="list-style-type: none"> Comments provided indicate that action took place or was completed, but there may be some missing measurement outcomes to tie directly back to the action Explorer Solutions felt that reference to the two shows in the work plan may not have been attended, but participation at another relevant show was mentioned. 	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2015 Annual Work Plan						
Investment Attraction and Promotion						
		<ul style="list-style-type: none"> # of RFPs reviewed RFP awarded 	RFP fulfilled for new media and design Agency of Record	<ul style="list-style-type: none"> Comments provided indicated that a pivot was made as a result of actions/activities which led to an unexpected outcome Explorer Solutions notes recognize that a decision was made to bring these services were brought in-house to save on expenses. No mention that the results of this activity were able to meet the intended outcomes that were to be articulated in the RFP. 	Yes	
Waste Energy and Sustainable Technologies investment readiness:		<ul style="list-style-type: none"> 3 partnerships established 3 potential sites and specific potential target industries identified 	Establish a partnership with local governments to evaluate the specific potential for waste energy or other targeted sustainable technology investment. (i.e. marine based, tidal, etc.)	<ul style="list-style-type: none"> No comments were provided to suggest this action had been addressed or was completed 	Yes	
			Host a green energy seminar focusing on green energy technology, innovation and waste energy opportunities in BC.	<ul style="list-style-type: none"> No comments were provided to suggest this action had been addressed or was completed 	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2015 Annual Work Plan						
Investment Attraction and Promotion						
Western Canada "lifestyle relocation campaign"	5.5 Resident & Entrepreneur Relocation		Develop and implement a multimedia campaign to drive increased awareness and interest in the Comox Valley from targeted Alberta segments, in partnership with key business sectors including tourism, developers, employers and the Airport.	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicated that a pivot was made as a result of actions/activities which led to an unexpected outcome 	CVEDS Identified Action	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2015 Annual Work Plan						
Investment Attraction and Promotion						
		<ul style="list-style-type: none"> • # targeted campaigns • # of relocation inquiries • Specific web traffic from western Canadian region. • # of campaign partners 	Utilizing the connectivity of the WestJet service via Calgary & Edmonton, and leveraging on the new “feeder routes” from Western Canada (i.e Winnipeg, Brandon, Saskatoon, Regina, Fort McMurray) support increased promotion of the Comox Valley for entrepreneurial relocation, investment & tourism, in partnership with local residential developers, tourism partners and the Airport, to jointly participate in targeted print, online, radio campaign and awareness-building events.	• No comments were provided to suggest this action had been addressed or was completed	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2015 Annual Work Plan						
Investment Attraction and Promotion						
New Immigrant, Skilled Worker & Entrepreneurial Recruitment opportunities	5.5 Resident & Entrepreneur Relocation	<ul style="list-style-type: none"> # of foreign entrepreneurs who locate to the region Census data on migration in key target groups such as new immigrants and skilled professionals increases as a percentage of population growth 	Investment opportunities are profiled for new immigrant investor opportunities in the Comox Valley.	<ul style="list-style-type: none"> No comments were provided to suggest this action had been addressed or was completed 	Yes	
			Market the Valley in conjunction with the Provincial government and other regional and local partners (North Island College) at specific skilled workers, and entrepreneurial and/ or international student tradeshow and events.	<ul style="list-style-type: none"> No comments were provided to suggest this action had been addressed or was completed 	Yes	
		Provincial nominee program qualifying opportunities are loaded to the provincial Opportunities BC Database System.	<ul style="list-style-type: none"> CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program Comments provided indicate that action took place or was completed 	CVEDS Identified Action		

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2015 Annual Work Plan						
Investment Attraction and Promotion						
Comox Valley Visitor Services Opportunities Sales	5.7 Visitor Services Opportunities Program		Launch 2014-2015 Comox Valley Visitor Services Opportunities Program in early September with advertising opportunities in visitor sales and intercept tools to attract visitors to the Comox Valley and Vancouver Island Visitor Centre.	<ul style="list-style-type: none"> Comments provided indicate that action took place or was completed, but there may be some missing measurement outcomes to tie directly back to the action Explorer Solutions felt that it was suggested that input sessions were held to discuss Program and Campaigns with key sector groups, but no mention of the launch of the Comox Valley Visitor Services Opportunities Program. 	Yes	
		<ul style="list-style-type: none"> # of businesses engaged Sales targets met # of online and print ads completed 	Launch the 2015 Comox Valley vacation Guide in early April; consider adding a Top 10 things to do.	<ul style="list-style-type: none"> Comments provided indicate that action took place or was completed 	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2015 Annual Work Plan						
Investment Attraction and Promotion						
			Ensure VIVC marketing systems including racks, screens, poster housing, banner stations, resources and sale systems coincide to support new and expanded festival and event tactics and encourage visitors to extend their stay and visit the tourism properties represented.	• Comments provided indicate that action took place or was completed	Yes	
			Utilize new images from photo contest and industry invite to update Touch Table and exhibits as required to refresh content available to visitors.	• Comments provided indicate that the action is in progress, but not indication of being complete • Comments provided indicated that a pivot was made as a result of actions/activities which led to an unexpected outcome	Yes	
			Consider 2016 Comox Valley vacation guide in relation to print guide's effectiveness and competing print guides and potential partnerships	• Comments provided indicate that action took place or was completed	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2015 Annual Work Plan						
Investment Attraction and Promotion						
			Create 1 -2 themed maps for visitors in partnership with advertisers to market Galleries, Artisans, Farms/Winery tours. Hard copy maps used by visitor centre, also on website, mobile app, and in Visitor Guide.	• Comments provided indicate that action took place or was completed	Yes	
		<ul style="list-style-type: none"> • Welcome sign installed • # of partners recognized 	Comox Valley Signage Committee - Welcome Sign project design completion and construction of the project and host launch event recognizing the donors and partners.	• Comments provided indicate that the action is in progress, but not indication of being complete	Yes	
		• Visitor survey partnership and data collection completed	Through the operations of the VIVC, track Visitor data, and review findings from VI DMO 2014 survey and budget requirements, with intent to partner in 2015 joint VIU research project.	• Comments provided indicate that action took place or was completed	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2015 Annual Work Plan						
Economic Development Facilitation and Communication						
First Nations Economic Opportunities Program		<ul style="list-style-type: none"> • Demonstrated support of KFN development opportunities 	Continue to support First Nations on specific development opportunities.	<ul style="list-style-type: none"> • No comments were provided to suggest this action took place or was completed 	Yes	
Business & Investment Communication Alerts	6.2 Communications & Media Relations	<ul style="list-style-type: none"> • # of social media followers & fans • Volume of media coverage • # of media visits • % of e-newsletter distribution growth • # of press releases • # of resources posted • # of website visits 	Continued emphasis will be applied in 2015 to increase and improve awareness of: 1) regional and municipal business and investment announcements, opportunities and updates, to potential migrant and investors around strategic plan-related areas and opportunities 2) CVEDS programs, initiatives and services	<ul style="list-style-type: none"> • No comments were provided to suggest this action took place or was completed 	Yes	
Destination & Tourism Communications Alerts	6.2 Communications & Media Relations		Distribute press releases to secure increase earned media exposure for tourism events and product experiences	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed 	CVEDS Identified Action	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2015 Annual Work Plan						
Economic Development Facilitation and Communication						
		<ul style="list-style-type: none"> • # of social media followers & fans • Circulation of media coverage • # of media visits • # of press releases • # of website visits 	Drive increased awareness around regional tourism and attraction business & product, Signature Series Events to motivate potential visitors to view the website and visit the region. This includes monthly press releases, online communications, e-promos, media outreach and hosting activities. Also includes production of communications tools including online backgrounders, fact sheets and updates to websites.	• Comments provided indicate that action took place or was completed	Yes	
		<ul style="list-style-type: none"> • 1 agency of record contract established • # of shows attended 	Complete and fulfill RFP for an Agency of Record to implement media relations activities for 2015 and ensure TVI, Destination BC and CTC have up to date, media-ready content on the Comox Valley, supported by online resources.	• No comments were provided to suggest this action took place or was completed	Yes	
			Invitations to media to attend events or familiarization tours	• Comments provided indicate that action took place or was completed	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2015 Annual Work Plan						
Economic Development Facilitation and Communication						
	6.2 Communications & Media Relations		Production of communications tools including online backgrounders, fact sheets, and updates to websites	• Comments provided indicate that action took place or was completed	Yes	
			Communicate destination level and local tourism opportunities VIA Facebook and Twitter with @VIVisitorCentre handle. Increase followers and fans through posting and contesting.	• Comments provided indicate that action took place or was completed	Yes	
			Communicate municipal and business announcements, opportunities and updates via CVEDS communications mechanisms; press releases, online communications, and media hosting and outreach.	• Comments provided indicate that action took place or was completed	Yes	
			Increase awareness of key regional economic development, business and investment announcements, opportunities and initiatives	• Comments provided indicate that action took place or was completed	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2015 Annual Work Plan						
Economic Development Facilitation and Communication						
			Communicate business and investment news, events and opportunities via Facebook and Twitter with @Comox Valley handle. Increase followers and fans through posting and contesting.	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed 	CVEDS Identified Action	
			Invitations to media to attend events or familiarization tours	<ul style="list-style-type: none"> • Comments provided indicate that action took place or was completed 	Yes	
			Production of communications tools including online backgrounders, fact sheets, and updates to websites	<ul style="list-style-type: none"> • Comments provided indicate that action took place or was completed 	Yes	
			Redesign and update of CVEDS core website including structure, content, navigation and SEO. This work will include alignment to municipal websites	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed 	CVEDS Identified Action	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2015 Annual Work Plan						
Economic Development Facilitation and Communication						
Land & Economic Impact Analysis Model	6.3 Land & Development Impact Analysis		Create a standard model to be used in development application process by local government	<ul style="list-style-type: none"> CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program Comments provided indicate that action took place or was completed, but there may be some missing measurement outcomes to tie directly back to the action Explorer Solutions felt that this activity was limited to one local government when it was perceived that the action would support all local governments 	CVEDS Identified Action	
		<ul style="list-style-type: none"> # of Economic Impact assessments completed # of referrals responded to 	Introduce the economic impact model to the Comox Valley Regional District, Town of Comox and Village of Cumberland and build one additional community into the model for 2015.	<ul style="list-style-type: none"> No comments were provided to suggest this action took place or was completed 	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2015 Annual Work Plan						
Economic Development Facilitation and Communication						
			Respond to DP and Rezoning referrals requests using the Development Impact Model in a transparent and effective manner.	• No comments were provided to suggest this action took place or was completed	Yes	
			Conduct 10 Economic Impact assessments utilizing a City of Courtenay approved Economic Impact models on subdivision, DP and Rezoning Applications via the referral that will estimate temporary construction impacts, ongoing City of Courtenay Impacts (net annual impact on City finances) and additional property tax and other related revenues for the City or local authorities.	• No comments were provided to suggest this action took place or was completed	Yes	
Industrial & Commercial Lands Development Strategy	6.3 Land Development Impact Analysis	& • An Industrial and Employment Lands Strategy provides key strategies to impact the Comox Valley's ability to attract investment and business • # of sub-regional target area strategies developed	Complete an Employment Lands Strategy.	• Comments provided indicate that action took place or was completed	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2015 Annual Work Plan						
Economic Development Facilitation and Communication						
Online Resources Maintenance Program	6.4 Economic Profile and Information	<ul style="list-style-type: none"> # of quarterly reviews # of documents and links updated 	Implement quarterly sweep and updates to resources sections of Invest and Discover websites to ensure timely, relevant and updated content and resources are provided to stakeholders, businesses, investors and relocation clients.	<ul style="list-style-type: none"> No comments were provided to suggest this action took place or was completed 	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2016 Annual Work Plan						
Business Retention and Expansion						
Employers "Talk"	4.1 Labour Force Readiness	<ul style="list-style-type: none"> • # of partnerships created • # attendance to events • # of communications provided to Businesses • Key information included on program invest website 	Labour Readiness Roundtable	<ul style="list-style-type: none"> • Comments provided indicate that action took place or was completed 	Yes	
Business "Counts"	4.4 Business Visitation and Entrepreneurship		Maintain strategic partnerships with local organizations	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed 	CVEDS Identified Action	
			Provide export professional development opportunities for export ready and existing exporters looking to expand and access to new markets	<ul style="list-style-type: none"> • Explorer Solutions felt that this action could have been recorded in another section to more accurately align with the Annual Work Plan Program (i.e.: Export; "beyond borders") • Comments provided indicate that action took place or was completed 	CVEDS Identified Action	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2016 Annual Work Plan						
Business Retention and Expansion						
		<ul style="list-style-type: none"> • # of workshops/events hosted • # attendance to events • # of communications provided to Businesses • # of business visited/surveyed • # of businesses receiving follow up one-on-one assistance • Key information included on program invest website. • Increase in total annual business (class 6) property tax 	Partner with Innovation Island to provide support including delivery of events and seminars targeted to early-stage entrepreneurs, and partner at key tech events.	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed, but there may be some missing measurement outcomes to tie directly back to the action • Explorer Solutions would have liked to have seen more mention of the number of entrepreneurs and any positive outcomes as a result of these workshops 	CVEDS Identified Action	
			Business Visitation / Walks Program	<ul style="list-style-type: none"> • No comments were provided to suggest this action took place or was completed 	Yes	
			Annual "Business Counts" small business workshop series in conducted during small business month with a focus on emerging business / industry challenges and opportunities as are identified through the Business Counts Program.	<ul style="list-style-type: none"> • Comments provided indicate that action took place or was completed 	Yes	
			Innovation Symposium	<ul style="list-style-type: none"> • No comments were provided to suggest this action took place or was completed 	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2016 Annual Work Plan						
Business Retention and Expansion						
		revenue is increasing from new investment	2016 Business Leaders Survey	• No comments were provided to suggest this action took place or was completed	Yes	
			2016 Tech Expo	• No comments were provided to suggest this action took place or was completed	Yes	
Export; "beyond borders"		<ul style="list-style-type: none"> • # of exporters profiled in database • # trade initiatives, programs and delegations • # of companies exporting internationally • # of companies exporting out of province but within Canada 	<ul style="list-style-type: none"> • Roundtable; Logistics & Trade Agreement • 2016 BC Seafood Expo • Craft Brewers Mission Outbound and inbound trade missions 	• No comments were provided to suggest this action took place or was completed	Yes	
	4.5 Export Development		Participate in the Islands Agriculture Show in order to increase local export capacity and facilitate market development.	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed 	CVEDS Identified Action	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2016 Annual Work Plan						
Business Retention and Expansion						
			Participate in the Ministry of International Trades pilot Export Navigator Program	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed 	CVEDS Identified Action	
	4.5 Export Development		Develop a catalogue of export ready products across all sectors featuring Comox Valley export and export ready companies to promote trade and investment.	<ul style="list-style-type: none"> • Comments provided indicate that action took place or was completed 	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2016 Annual Work Plan						
Business Retention and Expansion						
			Increase the number of companies indicating they are exporting beyond the local area	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicated that the activities undertaken may have not aligned well with the proposed action • Explorer Solutions feels that the hosting of customized site visit tours for key international influencers does not help to increase the number of companies indicating that they are exploring beyond the local area 	CVEDS Identified Action	
	4.5 Export Development		Provide professional development opportunities for export ready and existing exporters looking to expand and access to new markets	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed 	CVEDS Identified Action	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2016 Annual Work Plan						
Business Retention and Expansion						
Agriculture Enhancement		<ul style="list-style-type: none"> Gross Farm Receipt's per ha in the ALR are defined provincially and regionally and the Comox Valley's GFR value is meeting or exceeding the provincial average Expanded agrifoodcomoxvalley.com website, resources and profiles % of land utilized for food production increases 	<ul style="list-style-type: none"> Available Farm Lands Database Agri-food Marketing Underutilized Agriculture Land Project 	<ul style="list-style-type: none"> No comments were provided to suggest this action took place or was completed 	Yes	
	4.2 Food Security Enhancement		Support Small-Scale Food Processors Association with outreach to Meet Your Maker Event.	<ul style="list-style-type: none"> CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program Comments provided indicate that action took place or was completed 	CVEDS Identified Action	
			Development of communication tools and support for the CVFI.	<ul style="list-style-type: none"> CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program Comments provided indicate that action took place or was completed 	CVEDS Identified Action	
			Agricultural Awareness Center Support	<ul style="list-style-type: none"> Comments provided indicate that action took place or was completed 	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2016 Annual Work Plan						
Business Retention and Expansion						
			Provide support to local agriculture organizations in the development of an Agriculture Awareness Centre.	• Comments provided indicate that action took place or was completed	Yes	
			Provide support to local agriculture organizations	• CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed	CVEDS Identified Action	
			Work with local agriculture organizations to profile and market opportunities for development and investment.	• CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed	CVEDS Identified Action	
			Communication	• CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed	CVEDS Identified Action	
Discover Valley Program	Comox Events	4.3 Tourism, Arts, Culture and Heritage Development	• # of events funded • # of overnight stays as a result of events track events and impact on AHRT room revenues	Development and Expansion of Signature Events - winterJAM ; Comox Valley Dine Around ; BC Shellfish & Seafood Festival and Expo; and Two Wheels Bike Festival, September.	• Comments provided indicate that action took place or was completed	Yes

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2016 Annual Work Plan						
Business Retention and Expansion						
		<ul style="list-style-type: none"> • quarterly event calendar distribution • # of website visits • # of ticket sales • # of expanded events • # of consumer e-promos sent / # of reach • # of subscribers • Track Net Promoter Score 	<p>A Festival and Events Industry Resource Calendar is produced and distributed quarterly, capturing local tourism orientated events and included to the online events calendar via DiscoverComoxValley.com</p>	<p>• Comments provided indicate that action took place or was completed</p>	<p>Yes</p>	
			<p>Support secondary events through the Sport and Event Attraction and Expansion Grant Program, to activate local businesses and the economy in the shoulder season, increase overnight stays, and provide other product experiences for visitors.</p>	<p>• Comments provided indicate that action took place or was completed</p>	<p>Yes</p>	
			<p>General awareness ads and campaigns are developed to leverage and drive consumers to discovercomoxvalley.com to support increased visitation, sales of tour packages & seasonal hotel deals.</p>	<p>• Comments provided indicate that action took place or was completed</p>	<p>Yes</p>	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2016 Annual Work Plan						
Investment Attraction and Promotion						
Agrifood Investment Program		<ul style="list-style-type: none"> • % of ALR land in the Comox Valley under production is increasing on an annual basis • % of ALR lands that are part of existing farms and being activity farmed is increasing on an annual basis 	<ul style="list-style-type: none"> • International Trade & Investment Shows • Investor Profiles • Policy and Regulation Advocacy 	<ul style="list-style-type: none"> • No comments were provided to suggest this action took place or was completed 	Yes	
Destination Marketing Program	4.3 Tourism, Arts, Culture and Heritage Development	<ul style="list-style-type: none"> • # contacts • # of e-promos • % of clicks and engagement • AHRT room revenues • # of groups solicited & booked • # of ads or campaigns • # of partners • # increase in website visits • # of tickets sold • # of social media followers and fans • # of campaigns and partners 	General awareness ads and campaigns are developed to leverage and drive consumers to discovercomoxvalley.com to support increased visitation, sales of tour packages & seasonal hotel deals.	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed 	CVEDS Identified Action	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2016 Annual Work Plan						
Investment Attraction and Promotion						
		<ul style="list-style-type: none"> • # of contest entries • # of website hits • # of relocation inquiries • # of printed distribution 	<ul style="list-style-type: none"> • Holiday Season Spotlights • Sub-Sector Micro-Campaigns • INVESTigate Investment & Residential Relocation Campaign • Air Service Providers Cross-Promo Campaigns • Meeting and Conference Attraction • Ales and Trails and Go VI DMO Partnerships • Consumer Show Attendance • Targeted Destination Marketing Advertising 	<ul style="list-style-type: none"> • No comments were provided to suggest this action took place or was completed 	Yes	
			<p>Specific multimedia campaigns are developed, with coop marketing partners, to leverage and drive consumers to discovercomoxvalley.com to support increased visitation, sales of tour packages & seasonal hotel deals.</p>	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed 	CVEDS Identified Action	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2016 Annual Work Plan						
Investment Attraction and Promotion						
Sustainable Technologies Development		<ul style="list-style-type: none"> • # companies featured • Visitation to website 	Sustainable Technologies Website	<ul style="list-style-type: none"> • No comments were provided to suggest this action took place or was completed 	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2016 Annual Work Plan						
Investment Attraction and Promotion						
Core Area Downtown Incentive Program	4.6 Downtown, Waterfront & Local Area Enhancement	<ul style="list-style-type: none"> # of investor profiles Key information included on program invest website # of clicks to municipal sites 	City of Courtenay Downtown Incentive Forum	<ul style="list-style-type: none"> CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program Comments provided indicate that action took place or was completed, but there may be some missing measurement outcomes to tie directly back to the action Explorer Solutions felt that it may be unclear as to what any agreed upon Downtown Courtenay Incentives may have been developed as a result of the Forum. The comments provided do support the type of conversation that could be expected to take place at a forum 	CVEDS Identified Action	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2016 Annual Work Plan						
Investment Attraction and Promotion						
			Profile Investment and Development opportunities in the Downtown Core	<ul style="list-style-type: none"> • Comments provided indicate that action took place or was completed, but there may be some missing measurement outcomes to tie directly back to the action • Explorer Solutions felt there could have been more results shared about the amount of investment and development opportunities in the Downtown Core 	Yes	
			Downtown Mapping	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed 	CVEDS Identified Action	
Regional Industrial & Employment Land		<ul style="list-style-type: none"> • Completion of a new local government impact model pilot project • # of communications with 	Online Available Lands Database	<ul style="list-style-type: none"> • Comments provided indicate that action took place or was completed 	Yes	
			Land, Tech / Sustainability Trade Show	<ul style="list-style-type: none"> • Comments provided indicate that action took place or was completed 	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2016 Annual Work Plan						
Investment Attraction and Promotion						
Investment Marketing	6.3 Land & Development Impact Analysis	<ul style="list-style-type: none"> industry and developers # of website visits Potential sites and specific potential target industries identified # of Economic Impact assessments completed An Industrial and Employment Lands Strategy provides key strategies to impact the Comox Valley's ability to attract investment and business # of sub-regional target area strategies developed 	Complete an Employment Lands Strategy.	<ul style="list-style-type: none"> Comments provided indicated that the activities undertaken may have not aligned well with the proposed action Explorer Solutions felt that the comments suggested the activities were more aligned with the development of a FDI Action Plan than an Employment Lands Strategy 	CVEDS Identified Action	
Visitor Services Opportunities	5.7 Visitor Services Opportunities Program	<ul style="list-style-type: none"> # of businesses engaged Sales targets met # of guides and brochures distributed # of online ads produced and 	Launch and distribute the 2016 Comox Valley Vacation Guide and themed Experience Guides, complemented by micro-campaigns in social media and video production,	<ul style="list-style-type: none"> Comments provided indicate that action took place or was completed 	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2016 Annual Work Plan						
Investment Attraction and Promotion						
		# of impressions • # of micro campaigns activated • # of bookable products • # of partners recognized	Travel Agency License Designation New Welcome sign project completed and launched	• No comments were provided to suggest this action took place or was completed • Comments provided indicate that action took place or was completed	Yes Yes	Red Green

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2016 Annual Work Plan						
Economic Development Facilitation and Communication						
K'omoks Nation Program	First Liaison		• Demonstrated support of KFN development opportunities	Economic Development Initiative Partnerships	• No comments were provided to suggest this action took place or was completed	Yes
Land and Economic Impact Analysis Model Program	6.3 Land & Development Impact Analysis		• # of presentations • # of assessments • # of development-related communications	Cataloguing of all proposed developments, business growth, lease rates, available land. Run accumulated development data through the model and send completed assessments to City of Courtenay.	• CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed	CVEDS Identified Action
				Impact Model Backend Data Update	• No comments were provided to suggest this action took place or was completed	Yes
				Impact Model Communication	• No comments were provided to suggest this action took place or was completed	Yes
				Economic Impact Assessments	• No comments were provided to suggest this action took place or was completed	Yes

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2016 Annual Work Plan						
Economic Development Facilitation and Communication						
			Support businesses and organizations with current data and research	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed, but there may be some missing measurement outcomes to tie directly back to the action • Explorer Solutions would have liked to have seen additional examples of how CVEDS supported businesses (more specifically) with current data and research 	CVEDS Identified Action	
Float Plane Infrastructure Improvement Program		<ul style="list-style-type: none"> • # of presentations • # of meetings and infrastructure reviews • # of marketing campaigns 	Infrastructure Improvement Support	<ul style="list-style-type: none"> • No comments were provided to suggest this action took place or was completed 	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2016 Annual Work Plan						
Economic Development Facilitation and Communication						
Media and Communications Program	6.2 Communications & Media Relations	<ul style="list-style-type: none"> • % increase of social media followers & fans • Value & circulation of media coverage • # of media visits • % of e-newsletter distribution growth • # of press releases 	Digital Communications via e-newsletters and social media engagement, press releases, media outreach & hosting activities. [Digital Communications]	• Comments provided indicate that action took place or was completed	Yes	
			Increased earned media exposure through media visits, generating awareness of the region's tourism opportunities and products, complementing & leveraging the marketing efforts of the region [Media Outreach & Hosting Activities]	• Comments provided indicate that action took place or was completed	Yes	
			Redesign and update of CVEDS websites including structure, content, navigation and SEO. [Website Enhancements]	• Comments provided indicate that action took place or was completed	Yes	
			Collection, tabulation and publication of relevant regional economic data on a new website. [Maintenance and Enhancement]	• Comments provided indicate that action took place or was completed	Yes	
Online Resource Maintenance Program		<ul style="list-style-type: none"> • # of quarterly reviews • # of updates to content & documents 	Economic Profile and Information Update	• No comments were provided to suggest this action took place or was completed	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2016 Annual Work Plan						
Economic Development Facilitation and Communication						
FWSAR & Industry Support	5.4 Air Service Support Program		Monitoring the FWSAR replacement project bid review, support proponents, and undertake communications and advocacy for 19 Wing as primary location for training, service and maintenance systems.	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed 	CVEDS Identified Action	
		<ul style="list-style-type: none"> • # of outreach and support provided 	Support infrastructure improvements in Comox Harbour that enable the ongoing provision of float plane services. This includes marketing activities to drive increase passenger loads to maintain connectivity.	<ul style="list-style-type: none"> • Comments provided indicate that action took place or was completed 	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2017 Annual Work Plan						
Business Retention and Expansion						
Export Navigator Pilot Program	4.5 Export Development Program		Implement pilot program with Province of BC	• Comments provided indicate that action took place or was completed	Yes	
Downtown Interactive Development Map and supporting resources	4.6 Downtown, Waterfront and Local Area Enhancement Program		Current, proposed, and major projects are listed and maintained on the online mapping system	• Comments provided indicate that action took place or was completed	Yes	
Early-Stage Technology Entrepreneur Support	4.4 Business Visitation & Entrepreneurship Program		Host workshops for technology-based small and medium-sized businesses	• Comments provided indicate that action took place or was completed	Yes	
E-Commerce Local Company Assistance	4.4 Business Visitation & Entrepreneurship Program		Facilitate a connection for local companies to e-commerce tools through workshops or other resources	• Comments provided indicate that action took place or was completed	Yes	
Provision of business support services, resources and individualized small business planning	4.4 Business Visitation & Entrepreneurship Program		Provide referrals and resources on common challenges, issues, and barriers to growth	• Comments provided indicate that action took place or was completed, but there may be some missing measurement outcomes to tie directly back to the action • Explorer Solutions would have liked to have seen more examples of how the resources webpage of their website was utilized	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2017 Annual Work Plan						
Business Retention and Expansion						
			Use current market and business plan resources to guide companies through the business planning and start-up process	• Comments provided indicate that action took place or was completed	Yes	
Seminar series with partners in key small business sectors	4.4 Business Visitation & Entrepreneurship Program		Business Counts workshop series that addresses common issues and challenges such as Online Marketing, Financing, Product Development, HR, and Business Succession.	• Comments provided indicate that action took place or was completed	Yes	
Event Development and Enhancement	4.3 Tourism, Arts, Culture and Heritage Development Program		Grow existing signature events and expand one additional event	• Comments provided indicate that action took place or was completed	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2017 Annual Work Plan						
Investment Attraction and Promotion						
Regional Technology Attraction Strategy	5.5 Resident and Entrepreneur Relocation Program/5.3 Sustainability-Related Business Opportunities Program		Support regional efforts to develop technology-oriented website with detailed community profiles on tech-related topics	<ul style="list-style-type: none"> Comments provided indicated that the activities undertaken may have not aligned well with the proposed action Explorer Solutions felt that the activities that took place were more aligned with developing a Regional Technology Attraction Strategy compared to a technology-oriented website with detailed community profiles on tech-related topics 	Yes	
Destination Marketing	5.2 Destination Marketing Program		Market the region as outlined in annual Work Plan	<ul style="list-style-type: none"> Comments provided indicate that action took place or was completed 	Yes	
Visitor Services and Fulfillment	5.7 Visitor Services Opportunity Program		Promote Visitor Centre suite of marketing services	<ul style="list-style-type: none"> Comments provided indicate that action took place or was completed 	Yes	
			Engage operators to participate in online booking programs	<ul style="list-style-type: none"> CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program Comments provided indicate that action took place or was completed 	CVEDS Identified Action	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2017 Annual Work Plan						
Investment Attraction and Promotion						
				<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed 	CVEDS Identified Action	
Inbound and Outbound Trade and Investment Delegation Support	5.1 Agrifood Investment and Land Utilization Program		Identify, support and host key international inbound and outbound delegations relating to agri-food trade and investment opportunities	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed 	CVEDS Identified Action	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2017 Annual Work Plan						
Economic Development Facilitation and Communication						
Shared Space Start-Up Incubator	5.3 Sustainability-Related Business Opportunities Program		Identification of shared space opportunities for early-stage entrepreneur start-ups	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed 	Yes	
BC Seafood Festival Expo & Buyers Mission	4.3 Tourism, Arts, Culture and Heritage Development / Export Development Program		Host the 2017 BC Shellfish and Seafood Festival, Expo and BC Buyers Mission	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed 	Yes	
Comox Agriplex support Valley Project	4.2 Food Security Enhancement Program		Provide resources and information support to the CV Farmers Institute in the development of the business case analysis and subsequent grant proposals for a	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed 	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2017 Annual Work Plan						
Economic Development Facilitation and Communication						
Hotel Room Tax and Expansion	5.2 Destination Marketing Program		Expand hotel room tax to include Mount Washington, Comox, and Regional District accommodation properties	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that the action is in progress, but not indication of being complete • Explorer Solutions felt there was no mention of how the action applied specifically to the reference to Mount Washington, Comox and Regional District Accommodation Properties as detailed in the action 	Yes	
Community Analysis Initiative	4.2 Food Security Enhancement Program		Partner with the BC Small-Scale Food Processors in the development of a pilot Community Food Analysis Lab for local agriculture producers	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed 	Yes	
Business and Community Economic Analysis Surveys	6.3 Land and Development Impact Analysis Program		General economic impact analysis information for local major commercial/industrial developments and investments	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed 	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2017 Annual Work Plan						
Economic Development Facilitation and Communication						
Data and Resource Updates and Maintenance	6.4 Economic Profile and Information Program		Profile current and timely economic and demographic information to local business and investors	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed, but there may be some missing measurement outcomes to tie directly back to the action • Explorer Solutions would have liked to have known how many businesses and/or investors would have received this information through direct consultation vis-a-vis CVEDS as opposed to the website 	Yes	
Earned Media Generation & Hosting	6.2 Communications and Media Relations Program		Expand media content and resources in News Centre	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed 	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2017 Annual Work Plan						
Economic Development Facilitation and Communication						
			Proactive pitching of story ideas to key media	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed 	Yes	
			Support media trips in partnership with industry	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed 	Yes	
			Implement ongoing tracking mechanism	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed 	Yes	
Delivery of timely, relevant & engaging industry, tourism, business content via digital & traditional media	6.2 Communications and Media Relations Program		Maintain & increase contact database via surveys, contesting, and event registration	<ul style="list-style-type: none"> • Comments provided indicate that action took place or was completed 	Yes	
			Update and report on quarterly CVEDS Strategic Plan updates & news	<ul style="list-style-type: none"> • Comments provided indicate that action took place or was completed 	Yes	
			Provision of key business and industry stats, resources and content to regional stakeholders	<ul style="list-style-type: none"> • Comments provided indicate that action took place or was completed 	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2017 Annual Work Plan						
Economic Development Facilitation and Communication						
			Integrate Hootsuite Management System to manage content flow through all social media platforms	• Comments provided indicate that action took place or was completed	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2018 Annual Work Plan						
Business Retention and Expansion						
Export Navigator Pilot Program	4.5 Export Development Program	<ul style="list-style-type: none"> • 5 new companies are approved for intake • businesscomoxvalley.com is leading source of small business export information for local entrepreneurs 	Implement pilot program with Province of BC	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed, but there may be some missing measurement outcomes to tie directly back to the action • Explorer Solutions is unable to easily identify which of the completed activities was the Pilot Program that was done in conjunction with the Province of BC 	CVEDS Identified Action	
			Provide Export related business assistance and referrals for small businesses	<ul style="list-style-type: none"> • No comments were provided to suggest this action took place or was completed 	Yes	
Downtown Interactive Development Map and Supporting Resources	4.6 Downtown, Waterfront and Local Area Enhancement Program		Current, proposed, and major projects are listed and maintained on the online mapping system	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed 	CVEDS Identified Action	
Early-Stage Technology Entrepreneur Support	4.4 Business Visitation & Entrepreneurship Program	<ul style="list-style-type: none"> • 8 workshops / events are hosted in partnership with Innovation Island Technology Association 	Host workshops for technology-based small and medium-sized businesses	<ul style="list-style-type: none"> • Comments provided indicate that action took place or was completed 	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code	
2018 Annual Work Plan							
Business Retention and Expansion							
Online Database development	Tech Tool	4.6 Downtown, Waterfront and Local Area Enhancement Program	• Website and databases are developed and launched	Development of an online website and database to profile the community's technology assets, companies, and act as a gateway for lead generation	• Comments provided indicate that action took place or was completed	Yes	
Small Business E-Commerce Local Pilot Project			• Accept 5 companies into program • Host 2 workshops on e-commerce with partners and stakeholders	Facilitating a connection for local companies to e-commerce tools through workshops or other resources	• No comments were provided to suggest this action took place or was completed	Yes	
Provision of business support services, resources and individualized small business planning		4.4 Business Visitation & Entrepreneurship Program	• 250 specific referrals / requests fulfilled from websites • Information/referrals provided directly to 50 entrepreneurs and businesses • Individualized business planning assistance provided to 25 companies	Provide referrals and resources on common challenges, issues, and barriers to growth	• Comments provided indicate that action took place or was completed	Yes	
		4.4 Business Visitation & Entrepreneurship Program		Use current market and business plan resources to guide companies through the business planning and start-up process	• Comments provided indicate that action took place or was completed	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2018 Annual Work Plan						
Business Retention and Expansion						
Seminar series with partners in key small business sectors	4.4 Business Visitation & Entrepreneurship Program	• 6 workshops host annually are hosted in partnership with key regional industry partners	Business Counts workshop series that addresses common issues and challenges such as Online Marketing, Financing, Product Development, HR, and Business Succession.	• Comments provided indicate that action took place or was completed	Yes	
Event Development and Enhancement	4.3 Tourism, Arts, Culture and Heritage Development Program		Grow existing signature events and expand one additional event	• CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed	CVEDS Identified Action	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2018 Annual Work Plan						
Investment Attraction and Promotion						
Downtown, key sector and settlement node Interactive Development Map and supporting resources	5.5 Resident and Entrepreneur Relocation Program/5.3 Sustainability-Related Business Opportunities Program	<ul style="list-style-type: none"> • 20 downtown area sites are listed and maintained • 2 settlement nodes are added • Airport adjacent lands and underutilized agricultural lands are added 	Support regional efforts to develop technology-oriented website with detailed community profiles on tech-related topics	<ul style="list-style-type: none"> • Explorer Solutions felt that this action could have been recorded in another section to more accurately align with the Annual Work Plan Program • Explorer Solutions felt that the comments provided are more aligned with the development of a Regional Technology Attraction Strategy by leveraging ICCI funds when the action focused on developing a technology-oriented website with detailed community profiles on tech-related topics 	CVEDS Identified Action	
			Current, proposed, and major projects are listed and maintained	• No comments were provided to suggest this action took place or was completed	Yes	
			Downtown demographics and related investment information is an added feature on the site	• No comments were provided to suggest this action took place or was completed	Yes	
			Profiling of underutilized agricultural lands	• No comments were provided to suggest this action took place or was completed	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2018 Annual Work Plan						
Investment Attraction and Promotion						
Community Food Processing Incubator MOU with SSFPA		<ul style="list-style-type: none"> MOU with SSFPA is expanded to include food incubator options for the Comox Valley 6 local food and beverage companies utilize the testing facility 	Expand the partnership with the BC Small-Scale Food Processors and applicable agri-food business in the development of a pilot Community Food Processing Incubator	<ul style="list-style-type: none"> No comments were provided to suggest this action took place or was completed 	Yes	
BC Seafood Festival, Expo and Buyers Mission	5.5 Resident and Entrepreneur Relocation Program/5.3 Sustainability-Related Business Opportunities Program	<ul style="list-style-type: none"> 40 International Delegates participate in the buyers/media program 10% increase in accommodation tax (MRDT) revenue in June over prior June 	Expand the 2018 BC Seafood Festival, Expo and BC Buyers Mission	<ul style="list-style-type: none"> Comments provided indicate that action took place or was completed 	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2018 Annual Work Plan						
Investment Attraction and Promotion						
Destination Marketing	5.2 Destination Marketing Program	<ul style="list-style-type: none"> Accommodation tax (MRDT) annual revenue increase by 10% Leveraged funds increase by 5% Website sessions increase by 10% 5% increase in new events & ticket sales 10% increase in website sessions for the site(s) 10% increase in online referrals to accommodation partners 	Market the region as outlined in annual Work Plan	• Comments provided indicate that action took place or was completed	Yes	
			Increase stakeholder support and buy-in for programs through leveraging funds	• No comments were provided to suggest this action took place or was completed	Yes	
			Grow existing signature events & expand one additional shoulder season event in conjunction with new Event Management RFP implementation	• No comments were provided to suggest this action took place or was completed	Yes	
			Engage community through a grant program to solicit new events	• No comments were provided to suggest this action took place or was completed	Yes	
Visitor Services and Fulfillment	5.7 Visitor Services Opportunity Program	<ul style="list-style-type: none"> Visitors increase by 9% 200 businesses participating 9% increase in gross revenue 	Promote Visitor Centre suite of marketing services	• Comments provided indicate that action took place or was completed	Yes	
			Engage operators to participate in Online Booking Agreement Program	• No comments were provided to suggest this action took place or was completed	Yes	
			Integrate ongoing social media posting to drive usage of the VIVC services and product sales	• No comments were provided to suggest this action took place or was completed	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2018 Annual Work Plan						
Investment Attraction and Promotion						
Inbound and Outbound Trade and Investment Delegation Support	5.5 Resident and Entrepreneur Relocation Program/5.3 Sustainability-Related Business Opportunities Program	• 6 trade and investment delegations are supported	• Identify, support and host key international inbound and outbound delegations relating to agri-food trade and investment opportunities	• Comments provided indicate that action took place or was completed	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2018 Annual Work Plan						
Economic Development Facilitation and Communication						
5 year CV Regional Economic Development Plan renewal with tech and ag sub-sector modules	5.3 Sustainability-Related Business Opportunities Program	<ul style="list-style-type: none"> Strategic planning completed with an innovation-based approach Agricultural/agrifood and tech sector priority sectors are analyzed 	Tech and ag sector planning are developed as targeted sectoral strategies to attract and increase investment and productivity	<ul style="list-style-type: none"> Comments provided indicate that action took place or was completed 	Yes	
			Launch of strategic plan process in 2018 with completion in 2019	<ul style="list-style-type: none"> No comments were provided to suggest this action took place or was completed 	Yes	
Contact Management System		<ul style="list-style-type: none"> System is selected and implemented 	Review and analyze best practice software options for contact and lead management	<ul style="list-style-type: none"> No comments were provided to suggest this action took place or was completed 	Yes	
Hotel Room Tax and Expansion	5.2 Destination Marketing Program		Expand hotel room tax to include Mount Washington, Comox, and Regional District accommodation properties	<ul style="list-style-type: none"> CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program Comments provided indicate that the action is in progress, but not indication of being complete 	CVEDS Identified Action	
VI Community Consortium Initiative for Regional Tech Attraction	6.5 Regional Business Development Collaboration	<ul style="list-style-type: none"> Regional partnership put in place (additional measurements to arise from the Strategy) 	<p>Support regional efforts to develop technology-oriented website with detailed community profiles on tech-related topics</p> <p>Identify and target companies and industries for digital and direct marketing, selected trade shows, etc.</p>	<ul style="list-style-type: none"> Comments provided indicate that action took place or was completed 	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2018 Annual Work Plan						
Economic Development Facilitation and Communication						
Business and Community Economic Analysis and Surveys		<ul style="list-style-type: none"> 12 economic impact analysis reports are completed 	General economic impact analysis information for local major commercial/industrial developments and investments	<ul style="list-style-type: none"> No comments were provided to suggest this action took place or was completed 	Yes	
Data and Resource Updates and Maintenance	6.4 Economic Profile and Information Program	<ul style="list-style-type: none"> Online information is updated quarterly 2018 Community and site section profile 	Profile current and timely economic and demographic information to local business and investors	<ul style="list-style-type: none"> Comments provided indicate that action took place or was completed 	Yes	
Comox Valley Agriplex Project support		<ul style="list-style-type: none"> Support provided on business case requirements when requested 	Provide resources, information and support to the proposed CV Agriplex facility	<ul style="list-style-type: none"> No comments were provided to suggest this action took place or was completed 	Yes	
Earned Media Generation & Hosting		<ul style="list-style-type: none"> \$1.5 million earned media value 10% increase in FAM tours hosted 	Expand media content and resources in Press Centre	<ul style="list-style-type: none"> No comments were provided to suggest this action took place or was completed 	Yes	
			Proactive pitching of story ideas to key media	<ul style="list-style-type: none"> Comments provided indicate that action took place or was completed 	Yes	
			Support media trips in partnership with industry	<ul style="list-style-type: none"> Comments provided indicate that action took place or was completed 	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2018 Annual Work Plan						
Economic Development Facilitation and Communication						
			Expand content & resources in News Centre	<ul style="list-style-type: none"> • Comments provided indicate that action took place or was completed, but there may be some missing measurement outcomes to tie directly back to the action • Explorer Solutions would have liked to have seen more examples of how content and resources were expanded in the News Centre more frequently throughout the year 	Yes	
Celebrating CVEDS Successes		<ul style="list-style-type: none"> • 4 press releases sent and posted • Integrate Celebrating Successes content in 4+ relevant e-news • 80+ guests attend 30th Anniversary Event • 50+ attend AGM event including media 	Provide quarterly press releases and e-Newsletters and monthly social media posts that capture successes via CVEDS Programs, AGM and 30-year Anniversary Celebration.	• No comments were provided to suggest this action took place or was completed	Yes	
			Host the 30th Anniversary Celebration in collaboration with key partners	• No comments were provided to suggest this action took place or was completed	Yes	
			Host the 2017 annual AGM event in May of 2018	• Comments provided indicate that action took place or was completed	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2018 Annual Work Plan						
Economic Development Facilitation and Communication						
Memorandum of Understanding Agreements		• 6-10 MOUs completed, signed and implemented	Secure key MOUs with partner organizations to support focus of work plans and enhanced collaboration	• Comments provided indicate that action took place or was completed	Yes	
UGC Partner Network Implementation		• 10% increase in advance UGC search capabilities and sharing	Secure DBC Cooperative Funding to secure Crowdriff or other related system licensing for CVEDS social media platforms	• No comments were provided to suggest this action took place or was completed	Yes	
Delivery of timely, relevant & engaging industry, tourism, business content via digital & traditional media		<ul style="list-style-type: none"> • 12 Business e-news • 12 Tourism e-news • 24 Consumer e-news • 10 Seafood e-news • 6 Ag e-news • 5% increase in social media followers 	Maintain & increase contact database via surveys, contesting, and event registration	• No comments were provided to suggest this action took place or was completed	Yes	
			Share quarterly and annual Sharing CVEDS Successes via quarterly e-News, social media posting and press releases	• Comments provided indicate that action took place or was completed	Yes	
			Provision of key business and industry stats, resources and content to regional stakeholders	• Comments provided indicate that action took place or was completed	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2019 Annual Work Plan						
Business Retention and Expansion						
Export Navigator Program (renewal)	4.5 Export Development Program	<ul style="list-style-type: none"> Contract for 2019 is renewed with Small Business BC, 5 new companies are approved for intake, businesscomoxvalley.com is a leading source of small business export information for local entrepreneurs 	Implement pilot program with Province of BC	<ul style="list-style-type: none"> CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program Comments provided indicated that the activities undertaken may have not aligned well with the proposed action Explorer Solutions felt there was no clear indication of what the Pilot Program with the Province of BC was 	CVEDS Identified Action	
			Provide Export related business assistance and referrals for small businesses	<ul style="list-style-type: none"> Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed 	Yes	
Small Business E-Commerce Pilot Project		<ul style="list-style-type: none"> Accept 5 companies into programs Host 2 workshops on e-commerce with partners and stakeholders 	Facilitating a connection for local companies to e-commerce tools through workshops or other resources	<ul style="list-style-type: none"> Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed 	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2019 Annual Work Plan						
Business Retention and Expansion						
Downtown Interactive Development Map and Supporting Resources	4.6 Downtown, Waterfront and Local Area Enhancement Program		Current, proposed, and major projects are listed and maintained on the online mapping system	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed 	CVEDS Identified Action	
Google 360 Small Business Verification Project	4.4 Business Visitation & Entrepreneurship Program	<ul style="list-style-type: none"> • 25+ local businesses claim business listing and provided with 360 degree photos 	Assist local businesses in verifying “Google My Business” listing.	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed 	Yes	
Startup DNA Workshop Series – Technology Entrepreneur Support		<ul style="list-style-type: none"> • Workshops series are hosted in partnership with Innovation Island Technology Association 	Host workshop series that assist small business and entrepreneurs with business case development, funding, market expansion, and team capacity	<ul style="list-style-type: none"> • Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed 	Yes	
Tech online Database Tool development	5.5 Resident and Entrepreneur Relocation Program	<ul style="list-style-type: none"> • 10 relocation / investment request referrals are received 	Development of an online website and database to profile the community’s technology assets, companies, and act as a gateway for lead generation	<ul style="list-style-type: none"> • Comments provided indicate that action took place or was completed 	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2019 Annual Work Plan						
Business Retention and Expansion						
Young Farmer Forum		<ul style="list-style-type: none"> • Forum is developed and delivered • 30+ young farmers attend 	Fall 2019 “Farmer to Farmer” Forum that focuses on young farmers and groups such as the Young Agrarians	<ul style="list-style-type: none"> • Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed 	Yes	
CV Growers Guide expansion – Agriculture Services Directory		<ul style="list-style-type: none"> • Increased number of farms and agrifood support services to 60+ 	Addition of dedicated space for agriculture service providers	<ul style="list-style-type: none"> • Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed 	Yes	
Provision of business support services & resources	4.4 Business Visitation & Entrepreneurship Program	<ul style="list-style-type: none"> • Unique page views on Business Comox Valley Website exceed 6,000 • Information/referrals provided directly to 50 entrepreneurs and businesses 	Provide referrals and resources on common challenges, issues, and barriers to growth	<ul style="list-style-type: none"> • Comments provided indicate that action took place or was completed 	Yes	
			Use current market and business plan resources to assist companies through the business planning and startup process	<ul style="list-style-type: none"> • Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed 	Yes	
Seminar Series with partners in key small business sectors	4.4 Business Visitation & Entrepreneurship Program	<ul style="list-style-type: none"> • 12 workshops host annually are hosted in partnership with key regional industry partners 	Business Counts workshop series that addresses common issues and challenges such as Online Marketing, Financing, Product Development, HR, and Business Succession.	<ul style="list-style-type: none"> • Comments provided indicate that action took place or was completed 	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2019 Annual Work Plan						
Business Retention and Expansion						
Event Development and Enhancement	4.3 Tourism, Arts, Culture and Heritage Development Program		Grow existing signature events and expand one additional event	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed 	CVEDS Identified Action	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2019 Annual Work Plan						
Investment Attraction and Promotion						
Biz Map Pilot Project – Small Business Downtown Incentive Zone Profiles	5.5 Resident and Entrepreneur Relocation Program	<ul style="list-style-type: none"> 2 downtown area Biz Map profiles are created in partnership with Small Business BC 	Downtown demographic and related investment information is listed in online Downtown Comox and Courtenay Biz Map Profiles for small business	<ul style="list-style-type: none"> Comments provided indicate that action took place or was completed 	Yes	
Community Food Safety Lab Partnership Project Phase 2; Innovation Centre for Food / Seafood Processing	4.2 Food Security Enhancement	<ul style="list-style-type: none"> MOU with SSFPA is expanded to include Innovation Centre for Food Business Case for Centre completed 	Expand the partnership with the BC Small-Scale Food Processors and applicable agri-food businesses in development of Innovation Centre	<ul style="list-style-type: none"> Comments provided indicate that action took place or was completed 	Yes	
Renew and Expand the BC Seafood Expo and Buyers Mission	5.5 Resident and Entrepreneur Relocation Program/5.3 Sustainability-Related Business Opportunities Program	<ul style="list-style-type: none"> International Buyers program is confirmed 40 International Delegates participate in the buyers/media program 	Renewal and Expansion of the 2019 BC Seafood Expo and BC Buyers Mission	<ul style="list-style-type: none"> Comments provided indicate that action took place or was completed 	Yes	
MRDT Increase (from 2 to 3%)		<ul style="list-style-type: none"> MRDT is increased from 2 – 3% 	<ul style="list-style-type: none"> Explore increasing the MRDT from 2%-3% from a broader group of accommodation providers 	<ul style="list-style-type: none"> Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed 	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2019 Annual Work Plan						
Investment Attraction and Promotion						
Immigrant Entrepreneur Relocation	5.5 Resident and Entrepreneur Relocation Program	<ul style="list-style-type: none"> • 12 referrals are made to the Entrepreneur Immigration program • Application submitted to the Rural and Northern Immigration Pilot program 	Participate in the Pilot program by hosting exploratory visits and providing referrals for nominations	• Comments provided indicate that action took place or was completed	Yes	
			Apply to the Federal Pilot	• Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed	CVEDS Identified Action	
Destination Marketing	5.2 Destination Marketing Program	<ul style="list-style-type: none"> • Accommodation tax (MRDT) annual revenue increase by 5% • Leveraged funds increase by 5% • Website sessions increase by 10% • 5% increase in new events & ticket sales • 10% increase in website sessions for the site(s) 	Market the region as outlined in annual Work Plan	• Comments provided indicate that action took place or was completed	Yes	
			Increase stakeholder support and buy-IN via leveraging funds	• Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed	Yes	
			Grow existing signature events & expand one additional shoulder season	• Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed	Yes	
Visitor Services and Fulfillment	5.7 Visitor Services Opportunity Program	<ul style="list-style-type: none"> • Visitors increase by 5% • 200 businesses participating • 9% increase in gross revenue 	Promote Visitor Centre suite of marketing services	• Comments provided indicate that action took place or was completed	Yes	
			Engage operators to participate in Online Booking Agreement Program	• Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2019 Annual Work Plan						
Investment Attraction and Promotion						
			Integrate ongoing social media posting to drive usage of the VIVC services and product sales	• Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed	Yes	
Inbound and Outbound Trade and Investment Delegation Support		• 6 trade and investment delegations are supported	• Identify, support and host key international inbound and outbound delegations relating to agri-food trade and investment opportunities	• Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2019 Annual Work Plan						
Economic Development Facilitation and Communication						
Innovate 2030		• Strategic planning completed with an innovation-based approach • Community Economic	Launch of Innovate 2030 strategic plan process in 2018 with completion in 2019	• Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2019 Annual Work Plan						
Economic Development Facilitation and Communication						
		Development, Agrifood / Seafood Innovation, and Technology and Innovation Development Strategies are completed • Innovate 2030 is approved by Local Government	Tech and ag sector planning are developed as targeted sectoral strategies to attract and increase investment and productivity	• Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed	Yes	
Contact Management System		• System is selected and implemented	Review and analyze best practice software options for contact and lead management	• Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed	Yes	
Indigenous Tourism Partnership - KEDC		• Partnership is secured with K'omoks Economic Development Corporation and Indigenous Tourism position is filled and implemented	Secure a partnership to contract an Indigenous Tourism position to support the expansion of indigenous tourism experiences in the region	• Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed	Yes	
CVRD Area A Small Business Services Outreach		• 25+ participants attend outreach session	Outreach sessions hosted with CVRD Area A sub-region Small Business and related ours.	• Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed	Yes	
Regional Partnerships and Collaboration		• Online tech-attraction oriented website is established and other actions are evaluated and implemented in	Regional Technology Strategy Implementation	• Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2019 Annual Work Plan						
Economic Development Facilitation and Communication						
		partnership with the VI Coast Economic Developers Association • Workshop / online resources are provided to local business in partnership with VI Economic Alliance concerning FTZ initiative	Foreign Trade Zone Initiative	• Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed	Yes	
		• 4 economic impact analysis reports are completed	Local government Vacation Rental Properties Review support	• Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed	Yes	
Business and Community Economic Analysis and Surveys		• Online information is updated quarterly	General economic impact analysis information for local major commercial/industrial developments and investments	• Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed	Yes	
Data and Resource Updates and Maintenance		• A robust range of key industry, business groups, community leaders and the wider business community have the opportunity to engage in and provide input into Innovate 2030	Profile current and timely economic and demographic information to local business and investors	• Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed	Yes	
Innovate 2030; Stakeholder Engagement			Implement Stakeholder Engagement Plan including supporting Advisory Committee meetings, development and activation of a range of focus group sessions and business/sector surveys	• Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2019 Annual Work Plan						
Economic Development Facilitation and Communication						
Memorandum of Understanding Agreements (expansion & renewals)	6.5 Regional Business Development Collaboration	• 6-10 MOUs completed, signed and implemented	Secure, renew or expand key MOUs with partner organizations to support focus of work plans and enhanced collaboration	• Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed	Yes	
Communications & Presentations Report	6.2 Communications and Media Relations	<ul style="list-style-type: none"> Improved understanding of the depth and range of ongoing CVEDS communications including presentations amongst local gov't, business and partner groups 60+ attend CVEDS AGM in May 	A summary of all communications and presentations undertaken by CVEDS compiled and shared annually.	• Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed	Yes	
			Host the AGM event in May 2019.	• CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed	Yes	
Earned Media Generation and Hosting		<ul style="list-style-type: none"> \$1.5 million earned media value 5% increase in FAM tours hosted 	• Expand media content and resources in Press Centre	• Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed	Yes	
			• Proactive pitching of story ideas to key media	• Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed	Yes	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2019 Annual Work Plan						
Economic Development Facilitation and Communication						
			<ul style="list-style-type: none"> Support media trips in partnership with industry 	<ul style="list-style-type: none"> Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed 	Yes	
			<ul style="list-style-type: none"> Expand content & resources in News Centre 	<ul style="list-style-type: none"> Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed 	Yes	
Delivery of timely, relevant & engaging industry, tourism, business content via digital & traditional media		<ul style="list-style-type: none"> 12 Business e-News 10 Tourism e-News 24 Consumer e-Blasts 10 Seafood e-News 6 Ag e-News 5% increase in social media followers 	<ul style="list-style-type: none"> Maintain & increase contact database via surveys, contesting, and event registration 	<ul style="list-style-type: none"> Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed 	Yes	
			<ul style="list-style-type: none"> Disseminate information via regular e-News, e-Blasts, social media posting and press releases 	<ul style="list-style-type: none"> Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed 	Yes	
			<ul style="list-style-type: none"> Provision of key business and industry stats, resources and content to regional stakeholders 	<ul style="list-style-type: none"> Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed 	Yes	
Innovate 2030; Economic Development			Tech and ag sector planning are developed as targeted sectoral strategies to attract and increase investment and productivity	<ul style="list-style-type: none"> Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed 	CVEDS Identified Action	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2019 Annual Work Plan						
Economic Development Facilitation and Communication						
Strategic Planning Process						
Regional Partnerships and Collaboration:	6.5 Regional Business Development Collaboration Program		Workshop / online resources are provided to local business in partnership with VI Economic Alliance concerning the FTZ initiative	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed 	CVEDS Identified Action	
	6.5 Regional Business Development Collaboration Program		Online tech-attraction oriented website is established and other actions are evaluated and implemented in partnership with the VI Coast Economic Developers Association	<ul style="list-style-type: none"> • Review of 2019-Q4 updates required to determine if this activity has taken place is still on-going or has not yet been addressed 	CVEDS Identified Action	
Data and Resource Updates and Maintenance	6.4 Economic Profile and Information Program		Profile current and timely economic and demographic information to local business and investors	<ul style="list-style-type: none"> • Comments provided indicate that action took place or was completed 	CVEDS Identified Action	
Support and Align with local government Strategic Priorities and Plans i.e. Employee Housing / Regional Housing			Update and report on quarterly CVEDS Strategic Plan updates & news	<ul style="list-style-type: none"> • Comments provided indicate that action took place or was completed 	CVEDS Identified Action	
			Provision of key business and industry stats, resources and content to regional stakeholders	<ul style="list-style-type: none"> • CVEDS identified action does fall within the acceptable activities for this Annual Work Plan Program • Comments provided indicate that action took place or was completed 	CVEDS Identified Action	

Annual Work Plan Program	5-Year Plan Reference	Outcomes	Action	Consultant Comments	Action Matches Annual Work Plan	Progress Colour Code
2019 Annual Work Plan						
Economic Development Facilitation and Communication						
Needs Assessment						