



Making a difference...together

**MEMO TO COMMITTEE OF THE WHOLE
MEETING OF WEDNESDAY, OCTOBER 28, 2020**

SUBJECT **2019-2022 Service Planning – Economic Development**

SUMMARY

To provide the Committee of the Whole with an overview of initiatives undertaken by the Capital Regional District (CRD) in 2020 and planned for 2021 to deliver on approved Board Priorities and the Corporate Plan.

BACKGROUND

Enclosed are two appendices:

- Appendix A *Community Need Summary – Economic Development* contains the initiatives, associated staffing, timing and service levels required to advance the CRD's work in 2021.
- Appendix B *Economic Development – Initiatives Progress Report* provides insight into what has been delivered through the initiatives that were approved last year, for delivery in 2020.

The CRD does not have an economic development standing committee. Oversight for initiatives is therefore carried out through the existing standing committees and commissions on a case-by-case basis, depending on the subject matter.

This year, the contents of the Economic Development service planning documents (Appendices A and B) was considered through the Electoral Area Committee and Planning, Transportation & Protective Service Committee by including the relevant information in their respective service planning documents (Electoral Areas and Planning & Development Community Need Summaries respectively).

ATTACHMENTS

- Appendix A. Community Need Summary – Economic Development
- Appendix B. Economic Development – Initiatives Progress Report

Economic Development

Strategy

Target Outcome

We envision increasing economic development potential in the region.

Strategic Context

Strategies

- Broaden shoulder season tourism, agriculture, food, housing, economic diversity, business efficiency, improve island business core, build economic support through coordination, communication, and advocacy
- Establish a gulf island Shared Business Services entity to act as a “single window” point-of-access for local producers, artisans, operators and institutions to obtain information and referral to service providers; act as a “broker” to help obtain favourable rates for services

Trends, risks and issues

- Support a regional economic development focus to achieve economies of scale by advocating for federal/provincial funding mechanisms.
- Advocate for rural designation within the Electoral Areas (EAs) to ensure rural areas of the CRD qualify for the same provincial and federal grant programs that are available for other rural areas of the province.
- Help local businesses grow and thrive through economic challenges, including Covid-19, by developing entrepreneurial opportunities and establishing shared service offerings to diversify marketing and sales resources, shared labour force pool, coordinated island supply and delivery chain management, distribution and export hub for island products, access to professional services, IT and administrative services, and business skills training.
- Protect and sustain rural island culture through housing strategies and by facilitating ways to implement effective and sustainable year-round tourism destination management practices.
- Address local transportation needs by optimizing integrated transportation opportunities through coordination with BC ferries and local entities and consideration of service establishment in the Southern Gulf Island (SGI) EA.

Community Need



2021 Summary

- Stimulate sustainable economic growth and improve community health resilience by improving broadband connections and ensuring access to sustainable broadband networks.

Services

Core Services Levels	
Service	Levels
<p>Salt Spring Island (SSI) Administration</p> <p>Responsible for the administration and management of the SSI Parks and Recreation Commission, Transportation and Transit Commission, Community Economic Development Commission, Fernwood dock; and in collaboration with other CRD divisions, eight local water and sewer service areas, and Liquid Waste Management Commission. The SSI division is also responsible for planning, organizing, and delivering services for SSI and support to the EA Director through these various service Commissions and Committees.</p>	<ul style="list-style-type: none"> • Implement the economic strategic development plan in areas of tourism, agriculture and food, • Build economic support through communication and advocacy in areas of tourism, agriculture and food, diversify the economy, provide business support, and enhance and beautify Ganges and Fulford villages
<p>Southern Gulf Island (SGI) Administration</p> <p>Responsible for the administration and management of service delivery in the SGI in the areas of Community Parks and Recreation, Commission support, the receipt and award of grant funding, and by assisting with the economic development initiatives of the SGI Community Economic Sustainability Commission. The SGI division also provides community planning, organizing and coordination to support the goals of the EA Director.</p>	<ul style="list-style-type: none"> • Support the Community Economic Sustainability Commission in coordinating local economic sustainability initiatives that contribute to the economic prosperity, social equity, and environmental quality of the Southern Gulf Islands. • Provide project management, and make recommendations for strategies that support service delivery in the region, including broadband connectivity, transportation, and affordable housing.

Core Services Levels	
Service	Levels
<p>Support Services</p> <p>The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.</p>	<ul style="list-style-type: none"> Services include Human Resources & Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology & GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk & Insurance and Real Estate Services.

Initiatives					
Ref	Initiative	Description	Year(s)	Status	2021 impacts
4a-1	High-speed Internet Services	Support CRD Board on building an advocacy strategy to ensure all occupied properties have the opportunity to access high-speed internet services. Finalization of a Connectivity Design Plan for the SGI EA.	2019-2021	In Progress	Already funded
4a-2	Regional Economic Development	Provide data & recommendations to support CRD Board's exploring how the CRD can best contribute to regional economic development	2020 - 2021	In progress	Already funded
4b-1	Grants Dashboard for EAs	Ensure Electoral Areas take full advantage of available grants by enhancing grants dashboard	2020 - 2021	In progress	Already funded
4b-2	Economic Development & Plans through Commissions - SGI Administration	Advance connectivity planning, integrated transportation planning, Covid-19 economic response and recovery, and the coordination of an SGI Housing Strategy.	2020 - 2021	In progress	Already funded

2021 Summary

Initiatives					
Ref	Initiative	Description	Year(s)	Status	2021 impacts
4b-2	Economic Development & Plans through Commissions - SSI Administration	Advance economic development & plans through Commissions	2020 - 2021	In progress	Already funded

Business Model

Funding
<p>Who contributes</p> <ul style="list-style-type: none"> • SSI Administration Service: SSI EA • SGI Administration Service: SGI EA • Support Services: varies per service <p>Funding Sources</p> <ul style="list-style-type: none"> • Requisitions and grants

Reporting Structure
<ul style="list-style-type: none"> • Electoral Areas Committee

Community Need Key Performance Indicator (KPI)			
Definition and Source	2019 Actual	2020 Forecast	2021 Target
<p>Metric 1: Jobs to population ratio Ratio of job to population in (A) Core Area, (B) Saanich Peninsula and (C) West Shore; data from Statistics Canada 2016</p>	<p>(A) 0.54* (B) 0.46* (C) 0.26*</p>	See notes	See notes
<p>Future Metric 2: Island businesses participating in Shared Business Services</p>	N/A	N/A	N/A

Community Need



2021 Summary

Number of island businesses registered with Shared Business Services; data from SSI division			
<i>Future Metric 3: Broadband connectivity – attracting Internet Service Provider (ISP) investment to the SGI community</i>			
Total value of investment made by ISPs to connect the SGI community to high-speed internet; data from SGI division * based on 2016 data, new data will be available in 2022	N/A	N/A	N/A

Discussion

Link to Target Outcome

Improving broadband connection helps stimulate sustainable economic growth and improve community health and resilience. It has been a long-standing goal for SGI.

Discussion

- Metric 1:** This is an indicator of the region’s economic potential. A balanced distribution of employment and jobs indicates economic opportunities spread across the region. The Regional Growth Strategy identified the following long-term jobs to population ration targets:
 - (A) 0.60 in the Core Area
 - (B) 0.53 in the Saanich Peninsula
 - (C) 0.6 in the West Shore

This measure is dependent on census data; a refresh of the data will be available in 2022. As a result, annualized targets have not been developed. The most recent statistic (from 2016) shows that all three regions made modest progress towards their target.
- Metric 2:** This is highlighted as a future metric; the CRD’s intention is to report on this from October 2021. This metric highlights the success of the Shared Business Services strategy for the Gulf Islands measured as the total number of participants in the project. A pilot project will be run in 2020 to validate the proposed service offering and refine before scaling up and making this service available to all businesses in the Gulf islands. This initiative will be contracted out.
- Metric 3:** This is highlighted as a future metric; the CRD’s intention is to report on this from October 2021. This metric highlights the total amount of ISP investment attracted to bring high-speed broadband connection to the SGI community (high-speed defined as per the federal standard of download/upload speeds of 50/10 Mbps). Connectivity planning ensures infrastructure investments are coordinated, scalable, provide value for money, and achieve priority objectives for the region. A community-based connectivity plan is currently under development. It is hoped that it will guide Internet Service Providers in their investment decisions. The plan will help determine future KPI targets.

Economic Development

Initiatives approved in 2020 Budget		
Ref	Initiative	Progress to date
4a-1	High-speed Internet Services	Progressing – Phase 1 report, “Connecting SGI”, is complete. Based on in-depth community engagement, it documents how greater connectivity can advance each island’s goals of sustainable economic development, community health, and resilience. Phase 2 involves engaging an engineering firm to complete a connectivity infrastructure design plan. This work is underway and funded through Community Works Funds and through a grant from the Province of British Columbia.
4a-2	Regional Economic Development	Part of core service – report on the CRD’s regional role in economic development brought to the Governance & Finance Committee in July 2020.
4b-1	Grants Dashboard for EAs	Initiative planned for 2021.
4b-2*	Economic Development & Plans through Commissions - SGI Administration	Progressing – The 2020 work program for Southern Gulf Islands Economic Sustainability Commission (CESC) includes COVID-19 economic resiliency, an SGI affordable housing strategy, connectivity (broadband planning), food security, and transportation planning.
4b-2*	Economic Development & Plans through Commissions - SSI Administration	Progressing – Rural Dividend grant project to establish a shared business services model where local businesses, First Nations, and individuals could purchase membership shares and raise capital to benefit Salt Spring Island; offer direct and indirect services to small business owners, service providers, or agencies to create economies of scale through shared purchasing power with the following offerings: branding and marketing of island made products; off-island product distribution and export hub; supply chain; business training and skill development; IT and e-commerce tools; and shared labour pool.

* NOTE: Delivery of the 2019-2022 Corporate Plan initiative to advance economic development through commissions has been split into two delivery initiatives.