

CCRD Community Economic Development Operating Plan 2016-2019

CCRD Vision

An inclusive, resilient & sustainable group of communities thriving within a locally influenced, safe, healthy and natural environment.

The Economic Development Plan for the Central Coast Regional District was identified as a strategic priority in the CCRD integrated strategic plan 2015-2019.

Executive Summary

Following a Collaborative Economic Development Meeting in October of 2014, Central Coast Regional District residents identified using a community economic development approach as a suitable match to achieve the economic development outcomes community members and stakeholders envision for the region.

Community Economic Development puts emphasis on inclusion and works to ensure the community, as a whole, participates in developing the economy. It encourages businesses to operate with long-run environmental, cultural, community, and economic well-being in mind. This approach ensures the economy is led by local decision makers.

The Community Economic Development Officer (CEDO) supports community economic development through research, government liaison, communications and marketing. A clear set of community priorities is essential to ensure that the Economic Development Services function of the Central Coast Regional District is working towards the future that is envisioned by the local residents.

This CCRD Economic Development Operating Plan is a multi-year strategy created to identify the role CCRD administration can play within its Economic Development Service to support regional economic and community development efforts. The plans focus areas are derived from the October 2014 collaborative meeting, input from the Economic Development Advisory Committee, regular engagement with local, regional, and provincial organizations, regular engagement with members of the public, and an Economic Development Building Blocks Workshop held October 2016.

The top five priorities for CCRD Economic Development Services

1. Work with local First Nations and the distinct unincorporated areas to develop a foundation for a coordinated and diversified economy.
2. Support the development of a vibrant local entrepreneurial ecosystem through the CCRD's relationships with regional, provincial, and federal agencies.
3. Support the empowerment of the local community by facilitating the coordination of community efforts to build local capacity to implement economic development plans and initiatives.
4. Leverage local government capacity to develop policy and bylaws to support the revival of a resilient local economy.
5. Work with organized community groups to help them lobby for support and connect with resources that are available through senior levels of government and various foundations to meet their community and economic development objectives.

This document is built on the broad themes from the SWOT 2015, Economic Development Advisory Committee, engagement with community members, and consultation with economic development professionals. Engagement session occurred in October 2014 and October 2016. Business leaders and service organizations provided detailed input regarding the development of specific strategies in their areas of expertise.

Key linkages with other Central Coast Regional District documents

The Integrated Strategic Plan 2015-2019

The Central Coast Regional District Integrated Strategic Plan was adopted in December 2014. The document is used to guide the priorities and work of the Central Coast Regional District.

Strategic goals, objectives, and strategies that the economic development plan aligns with:

- The review and update of the Economic Development Plan is a strategic priority.
- Provide land use planning and implementation that is responsive to the community.
- Ensure we constantly pursue timely, realistic and achievable economic development programming.
- Continually strengthen intergovernmental relationships.
- Collaborate with community-based organizations for mutual-benefit.
- Foster effective governance.

The Bella Coola Valley Official Community Plan 1998

Official Community Plans answer the questions related to how a community envisions the physical space around them. The Bella Coola Valley Official Community Plan provides the vision and objectives for the physical aspects of an economy, including; location of residential areas and business activities, coordination of various land-use objectives (ie – agriculture, tourism, preservation, etc.), economic

clustering, and identification of opportunities for harmonization between the Central Coast Regional District and Nuxalk Nation.

Note: *The CCRD economic development operating plan 2016-2018 incorporates a section supporting the review and update of the Bella Coola Valley Official Community Plan. Economic Development initiatives that involve rezoning, infrastructure developments, and incentivizing specific use of property takes community consensus, as well as public and political will to move forward. An updated Official Community Plan will ensure that the decisions of the community, with regards to economic development initiatives are supported by the CCRD's regular operations. As an example, the following actions require official community planning; subdivision of properties in the ALR to support resident attraction and additional tourism accommodation, development of a business core, community beautification initiatives, lobbying for age appropriate infrastructure (what age demographics does the community envision for itself in the long-run), development of recreation and education facilities, etc.*

Economic development objectives and strategies

There are 5 objectives for economic development in the Central Coast Regional District. Strategies have been developed for each of the objectives. Long-term priorities will require community engagement, research, inter-departmental and inter-organizational alignment before they can be successfully implemented. They will not be completed during the term of this economic development plan, but will be a constant ongoing process.

1. Work with local First Nations and the distinct unincorporated areas to develop a foundation for a coordinated and diversified economy.

The CCRD Board of Directors are striving to operate on many of the principles that were put forward by the Truth and Reconciliation Commission in November 2015. Given the current demographics that indicate that over 65% of the Central Coast population is First Nations, it is crucial that the CCRD work to identify common priorities with the Heiltsuk Nation, Nuxalk Nation and Wuikinuxv Nation. Furthermore, given the unique geographical considerations that the unincorporated communities of the Central Coast Regional District face, a clear vision and understanding of the varying needs and priorities will need to be established and communicated in an ongoing manner.

Key Strategies

- 1.1** Maintain open lines of communication and facilitate information sharing between the CCRD and Heiltsuk Nation, Nuxalk Nation and Wuikinuxv Nation and their respective development corporations.
 - 1.2** Explore the viability of establishing a Memorandum of Understanding between the Central Coast Regional District and each of the local First Nations.
 - 1.3** Pursue and develop government to government agreements as opportunities arise.
 - 1.4** Structure annual community priority engagement sessions with local organizations looking to improve their capacity to implement short-term initiatives. Use these sessions to inform the 'Community Economic Development Delivery Plan'.
- 2. Support the development of a vibrant local entrepreneurial ecosystem through its relationships with regional, provincial, and federal agencies.**

Community economic development works to develop local economies by encouraging local business ownership and a strong entrepreneurial network. Research has demonstrated that local ownership and local decision making results in more money being re-invested in the local economy and promotes the development of a knowledgeable and skilled local labour force. The intent is to create community stability that is less susceptible to external economic shocks.

Key Strategies

- 2.1** Continue championing Love Central Coast BC to promote local businesses through social media, events, and community and regional marketing initiatives.
- 2.2** Continue to pursue Business Walks and one-on-one business engagement exercises. Use the feedback to inform land-use planning reviews, policy/by-law development, and create a foundation for future economic development planning.
- 2.3** Connect entrepreneurs with community, regional, and provincial business development resources through either direct engagement with the CEDO, CCRD website, or referrals to appropriate agencies.
- 3. Support the empowerment of the local community by facilitating the coordination of community efforts to build local capacity to implement economic development plans and initiatives.**

The CCRD Board of Directors has indicated that the mandated Economic Development Service is to facilitate community-based economic development initiatives. This has resulted in the support in principle of the 'Community Economic Development Delivery Plan'. The 'Community Economic Development Delivery Plan' will be negotiated via an engagement process with local organizations carrying out economic development work. Recommendations are made through the Economic Development Advisory Committee.

Key Strategies

- 3.1** Structure a community engagement session annually with local organizations to determine objectives and projects that can be incorporated in the 'Community Economic Development Delivery Plan'.
- 3.2** Apply for a contract grant writer through the Northern Development Initiative Trust Grant Writer Support program. Indicate the initiatives the Grant Writer will support in the 'Community Economic Development Delivery Plan'.
- 3.3** Report annually using the Province of BC's performance measurement toolkit on the initiatives that are adopted in the 'Community Economic Development Delivery Plan'.
- 3.4** Annually produce a list of operational societies, charities, and not-for-profits and their respective operational mandates to ensure resources, programs, and funding opportunities reach the appropriate organizations.
- 4. Leverage local government capacity to develop policy and bylaws to support the revival of a resilient local economy.**

The Central Coast Regional District has the ability, subject to internal capacity limitations, to develop policies and bylaws that can act as a foundation to support the economic transition and development that is currently happening across the region. Economic development concerns, such as; housing, existence of a business core, industry development, airport infrastructure, etc. can be supported by regional district policies and bylaws.

Key Strategies

4.1 Update the Bella Coola Valley Official Community Plan to ensure consideration is given to the multifaceted diversified nature of the new economy and addresses a community vision, housing density, business core, industry, agricultural land reserve, etc.

4.2 For unincorporated communities that fall out of the Bella Coola Valley Official Community Plan area, work with residents to produce a community plan that reflects the vision of the respective unique community.

4.3 Research the impact a social procurement policy would have on the Central Coast Regional District's economic development priorities and its related documents. If deemed viable, develop a social procurement policy that supports the Central Coast Regional Districts economic and community development priorities.

5. Work with organized community groups to help them lobby for support and connect with resources that are available through senior levels of government and various foundations to meet their respective economic development initiatives.

There is ongoing concern regarding service provision throughout the Central Coast region. Many service gaps in the region are filled by local not-for-profit organizations. Working with these organizations to support their efforts to successfully plan for and carry out economic development initiatives will ensure the CCRD is leveraging its capacity and mandate to facilitate long-term sustainable economic development.

Key Strategies

5.1 Continue engaging with relevant stakeholders (the Province/Federal Governments, BC Ferries, TELUS/Rogers, etc.) to advocate for increased service provision/infrastructure development in the Central Coast region.

5.2 Encourage and advocate for planning and endorsement of recreational activities in future CCRD strategic priorities, community plans, and service budgets.

5.3 Work with the Bella Coola Harbour Authority to better understand and support emerging infrastructure needs to meet increasing commercial, recreational, and tourism demand.

Performance measurements and outcomes

Priority 1 - Work with local First Nations and the distinct unincorporated areas to develop a foundation for a coordinated and diversified economy.		
Strategy	Performance Measures	Outcomes
1.1 Maintain open lines of communication.	<p>Number of direct communications exchanged with local First Nations and their affiliates.</p> <p>Number of EDAC meetings attended by Nuxalk Nation Development Corporation and Heiltsuk Economic Development Corporation representatives.</p>	<p>Improved communication</p> <p>Enhanced working relationships</p> <p>Identification of collaborative opportunities.</p> <p>Increased number of collaborative initiatives.</p>
1.2 Establish Memorandum of Understandings	<p>Memorandum of Understanding between Nuxalk Nation and CCRD, Heiltsuk Nation and CCRD, and Wuikinuxv Nation and CCRD.</p> <p>Note: <i>These relationships take time. It is anticipated that in the 2016-2018 timeframe that all the proposed MOU's will not be moved through to completion.</i></p>	<p>Clearly defined operating relationship.</p> <p>Enhanced lobbying capacity.</p>
1.3 Government to government agreements	<p>Implementation of VCH Healthy Communities Collaboration Agreement (2016-2019).</p> <p>Negotiation of VCH Healthy Communities Collaboration Agreement (2020-2023).</p>	<p>Incorporation of health objectives in the Bella Coola Valley Official Community Plan.</p> <p>Improved access to population health statistics.</p> <p>Restructure of objectives to reflect vision in community plans.</p>
1.4 Negotiate Community Economic Development Delivery Plan	Annual publication of the 'Community Economic Development Delivery Plan'.	Annual CCRD deliverables to community organizations are clear and implementable.

Priority 2 – Support the development of vibrant local entrepreneurial ecosystem through its relationship with regional, provincial, and federal agencies.		
Strategy	Performance Measures	Outcomes
2.1 Love Central Coast BC	Number of new businesses registered for Love Central Coast BC	Increased awareness of local businesses and services
2.2 Business Walks/Engagement	Number of businesses approached with Business Walks questionnaire	Improved communication between CCRD and the business community
2.3 Connect entrepreneurs with business development resources	<p>Number of scheduled in-person business development meetings with CEDO</p> <p>Number of referrals to agencies (community futures, WorkBC, etc.)</p> <p>Number of direct links to business development resources on the CCRD website</p>	Increased number of entrepreneurial ventures started in the region.

Priority 3 – Support the empowerment of the local community by facilitating the coordination of community efforts to build local capacity to implement economic development plans and initiatives.		
Strategy	Performance Measures	Outcomes
3.1 Community engagement session	Schedule 2 community engagement sessions annually (one for project ideas/one for follow-up)	Community organizations successfully implement and report on community economic development initiatives
3.2 Contract Grant Writer	Submit application to NDIIT	More grant funds are received in the Central Coast Region
3.3 Province of BC performance measurement toolkit	Number of completed performance measurement toolkits	<p>Consistent use of economic development indicators</p> <p>Measureable and comparable outcomes from the implementation of community economic development initiatives that receive CCRD support</p>
3.4 List of community based organizations	Publication of list annually	Organizations are linked with more resources to successfully act on their mandates

Priority 4 - Leverage local government capacity to develop policy and bylaws to support the revival of a resilient local economy.

Strategy	Performance Measures	Outcomes
4.1 Bella Coola Valley Official Community Plan	Adoption of a Bella Coola Valley Community Plan 2018	Development of effective and efficient land-use bylaws and incentives in the Bella Coola Valley Foundation to build an Economic Development Strategy
4.2 Unincorporated Community Plans	Establishment of community plans in Denny Island and Ocean Falls	CCRD support provided in a strategic manner to Denny Island and Ocean Falls
4.3 Social Procurement Policy	Report out to CCRD Board of Directors on social procurement opportunities Adoption of a CCRD Social Procurement Policy	Board decision on the establishment of a social procurement policy for the CCRD Improved communication and implementation of social development goals of the Central Coast Regional District

Priority 5 - Work with organized community groups to help them lobby for support and connect with resources that are available through senior levels of government and various foundations to meet their respective economic development initiatives.

Strategy	Performance Measures	Outcomes
5.1 Increased service provision	Establishment of regional service provision/infrastructure development priorities for 2017-2020	Open lines of communication with relevant stakeholders Development of clear long-run economic and community advocacy goals
5.2 Endorsement of recreational activities	Number of CCRD plans that encompass and support community recreational priorities	Continued progress to meeting community development objectives Central Coast Regional District communities become a more desirable place to live
5.3 Bella Coola Harbour Authority	Quarterly meetings between CCRD administration and Bella Coola Harbour administration	Identification of strategic opportunities for alignment between the CCRD and Bella Coola Harbour Authority Clear parameters for the role the CCRD can play in future BCHA strategic plans

Appendix A – Community Economic Development Delivery Plan

The ‘Community Economic Development Delivery Plan’ was supported in principle by the EDAC. The following resolution was passed and received by the CCRD Board of Directors at their regularly scheduled meeting on April 14, 2016.

“EDAC 16-03-04 M/S Hart/Santos that the EDAC supports the draft Community Economic Development Delivery Plan in principle.

CARRIED”

The ‘Community Economic Development Delivery Plan’ is designed to be negotiated and written on an annual basis, the rationale for the strategy is highlighted in the plan. The following plan is incorporated in the CCRD Economic Development Operating Plan as an example of the framework that the Community Economic Development Delivery Plan will follow.

Community Economic Development Delivery Plan Framework

Department Services

The Central Coast Regional District Economic Development service was established in 2011 through Bylaw No. 411. The service was created to support economic development in all electoral areas of the Central Coast region. Previously, the Economic Development Operating Plan 2005-2007 and Central Coast Economic Development Commission directed the strategic actions in the Bella Coola Valley.

With the review of the previous operating plan in 2015 it is apparent that future economic development planning in the CCRD should be fluid to accommodate fluctuations in organizational, financial, and community capacity. Additionally, to ensure that strategic planning does not take place without a delivery strategy the Economic Development services will be structured to include contribution agreements with various local organizations to support their initiatives that will develop the foundation for local community economic development across the region.

Planning

The contribution agreements will be negotiated with community members and organizations on an annual basis and be put forward to the Central Coast Regional District board of directors at the regularly scheduled February board meeting.

The contribution agreements are in a preliminary trial period and CCRD contributions, whether it is financial, staff time, or a combination will vary depending on the capacity gap that is identified between the CEDO, EDAC, and the participating organizations.

The resulting Community Economic Development Delivery Plan will supplement the CCRD Economic Development Operating Plan 2016-2019. The CCRD Economic Development Operating Plan is established for December 2016 – December 2019, pending approval from the CCRD Board of Directors.

2017

Community Economic Delivery Plan Goals, Rationale, and Strategies

- Goal:** Fund an as-needed grant writer to enable local organizations to acquire grants to achieve their strategic priorities.

Rationale: Local non-profit and charity organizations have expressed a lack of organizational capacity to pursue grant funding on a regular basis. The CCRD is in the position to leverage Northern Development Initiative Trust funding to provide community access to a grant writer.

Strategy: Apply for the Northern Development Initiative Trust Grant Writing Support program. Intake occurs annually in November. If successful the CCRD contributes \$2,500 and NDIT contributes \$8,000 to the CCRD grant writer position.
- Goal:**

Rationale:

Strategy:
- Goal:**

Rationale:

Strategy:

Overall Financial Impact

The 2016 Economic Development Services requisition will remain on par with 2015. The service has a budget of \$22,500.

Unless otherwise stated, the budget allocated to the Community Economic Development Delivery Plan is limited to that of providing partial matching funding for the contract grant writer position. Contribution Agreements may be negotiated on a case-by-case basis and will be tied to the \$5000 allocated to the CCRD for collaborative projects through NDIR's Capacity Building program.

Strategic Plan

Goal 1 Effective Planning and Implementation

- 1.3 Ensure we constantly pursue timely, realistic & achievable economic development programing
 - 1.3.1 Ascertain/secure long-term economic development core program funding
 - 1.3.2 Prepare and implement a multiyear economic development strategy
 - 1.3.3 Prepare and implement and Economic Development Plan

Goal 3 An enhanced and Strengthened Region

- 3.3 To collaborate with community-based organizations for mutual benefit

Consultation

Consultation and engagement will align with the Central Coast Regional District 2014 Communications and Engagement Plan.

There will be continuous consultation with local community members, government agencies, organizations, and societies to determine the potential goals and priorities of the annual Community Economic Development Delivery Plan. The Community Economic Development Delivery Plan will be established by the Community Economic Development Officer and the Economic Development Advisory Committee, with final approval coming from the CCRD board of directors.

Measuring Performance

Measurements for success will be outlined using the Province of BC performance measurement toolkit. This will allow the CCRD to create benchmarks that can be compared from year to year for the goals and priorities that are determined and implemented as a function of the Community Economic Development Delivery Plan.