EREDI: CAPE BRETON & VANCOUVER ISLAND

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WHY THESE REGIONS?

- Geographic Similarities
- Several Economic Development Actors
- Several Definitions of “Regions”
- One Entity tasked with Region-Wide Prosperity AND a Plan for such
- Differences
  - Regional Development Approach, Economic Performance, Size
CAPE BRETON ISLAND

<table>
<thead>
<tr>
<th></th>
<th>CBRM</th>
<th>Total Island</th>
</tr>
</thead>
<tbody>
<tr>
<td>1991</td>
<td>120,110</td>
<td>161,700</td>
</tr>
<tr>
<td>1996</td>
<td>117,840</td>
<td>158,260</td>
</tr>
<tr>
<td>2001</td>
<td>109,320</td>
<td>147,500</td>
</tr>
<tr>
<td>2006</td>
<td>105,930</td>
<td>142,285</td>
</tr>
<tr>
<td>2011</td>
<td>97,398</td>
<td>135,974</td>
</tr>
</tbody>
</table>

Source: Stats Canada

Population Peaked: 1961
Steady Decline Since

Rural Population – 28%
CAPE BRETON DEVELOPMENT HISTORY

- 1820 - Forced Union with Nova Scotia
- 1920’s - Antigonish Movement
- ’55 - Canso Causeway/Canal
- Late 60’s - DEVCO (Coal), NS Gov’t (Steel)
- ’87 - Enterprise Cape Breton Corporation
- ’94 - Regional Development Authorities
- ’00- ’08 – Cape Breton Growth Fund
- ’04- Cape Breton Partnership
- ’2000s - Sydney Harbour, Tar Ponds
CAPE BRETON ECONOMIC INDICATORS

GDP per capita, 2008

<table>
<thead>
<tr>
<th>Location</th>
<th>GDP per Capita</th>
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<tbody>
<tr>
<td>Saskatoon-Biggar, SK</td>
<td></td>
</tr>
<tr>
<td>W. Coast-N. Peninsula-Lab., NL</td>
<td></td>
</tr>
<tr>
<td>Swift Current-Moose Jaw, SK</td>
<td></td>
</tr>
<tr>
<td>Saint John-St. Stephen, NB</td>
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<tr>
<td>Sub Provincial Average</td>
<td></td>
</tr>
<tr>
<td>Prince Albert, SK</td>
<td></td>
</tr>
<tr>
<td>Moncton-Richibucto, NB</td>
<td></td>
</tr>
<tr>
<td>Annapolis Valley, NS</td>
<td></td>
</tr>
<tr>
<td>North Shore, NS</td>
<td></td>
</tr>
<tr>
<td>Campbellton-Miramichi, NB</td>
<td></td>
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<tr>
<td>Cape Breton, NS</td>
<td></td>
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<tr>
<td>Southern, NS</td>
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</table>

Source: Cape Breton Prosperity Gap Study, 2011
### CAPE BRETON INFORMANTS

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
<th>N=17</th>
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</thead>
<tbody>
<tr>
<td>Provincial</td>
<td>3</td>
<td></td>
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<tr>
<td>Federal</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Regional Development Authority</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Regional Development Organizations</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Community Futures</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Academic</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Other</td>
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<td></td>
</tr>
</tbody>
</table>

*Other includes: Destination Cape Breton, Unama’ki Economic Benefits Office*
• Frequent Interaction, Many Players
• Right-sized for Regionalism
  – Regional Enterprise Network
• Unama’ki Economic Benefits Office
• Entrepreneurship Strategic Partners Group
### Tasks
Projects can involve specific sectors/investors, or tackle larger common issues facing all partners (NextGen conference – youth talent retention strategy development). Annual Investor Summit.

### Leadership / Staffing
Board of Directors (private-public) 5 full-time staff.

### Communication
Investor Summit helps form action plan for following year. Website reports on projects, conferences, important events.

### Funding
Originally helped by ECBC on a declining scale. Currently, investor dues.

### Success Metrics
Balanced Scorecard Model

- **Private/Public Partnership**
- **Formed in 2004**
- **Modeled after Greater Halifax Partnership**

- **Common Vision:** Cape Breton – Mulgrave Integrated Strategic Framework for Economic Prosperity
  - Align efforts
  - Overcome Prosperity Gap
  - Measureable Metrics
  - Change the Question away from “How to Spend Money?”
2011 Population: 760,000

Rural Pop. – 21%

Source: BC Stats
VANCOUVER ISLAND DEVELOPMENT HISTORY

- Mid-1800’s - Victoria Settlement, Royal Navy, Capital City
- Early 1900’s - BC Parliament Buildings, Butchart Gardens, Empress Hotel
- ’50 - Association of Vancouver Island and Coastal Communities (UBCM)
- ’52-72 - W.A.C Bennett Era - Rural Investment, BC Ferries
- ’65 - Regional Districts
- ’87 - Vancouver Island Coast Economic Developers Ass.
- ’89 - Victoria Advanced Technology Council
- ’06 - Island Coastal Economic Trust
- ’07 - Vancouver Island Economic Alliance
Evaluating Regional Economic Development Initiatives (EREDI)

Average Individual Income (2011)

Source: Statistics Canada
### VANCOUVER ISLAND INFORMANTS

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</tr>
</thead>
<tbody>
<tr>
<td>Provincial</td>
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<td>Municipal</td>
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<tr>
<td>Regional Development Organizations</td>
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<tr>
<td>Community Futures</td>
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<tr>
<td>Academic</td>
<td>1</td>
</tr>
<tr>
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</table>

Other includes: Tourism Vancouver Island, Innovation Island Technology Association
KEY FINDINGS - COLLABORATION

• Project-by-Project basis, Targeted Approach to Collaboration
• Sub-regional Development more Critical

• Islands Agriculture Show
• West Coast Aquatics/Tsawalk Partnership (aquatic ecosystem management)
**Tasks**
- Vancouver Island State of the Island Economic Summit. Common themes/challenges/interests arising from the conference, allow VIEA to create additional programming (i.e. speakers, videoconferences) around the issues (past examples include: economic gardening, small business social media use).

**Leadership/Staffing**
- Board of Directors. 1 staff member.

**Communication**
- News releases, current and past projects and regional information all housed on Alliance website.

**Funding**
- Provincial seed money when starting-up. Currently, through memberships, sponsorships and gate receipts.

**Success Metrics**
- Nothing formal. Word-of-Mouth

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**FOCUS ORGANIZATION:**

- Non-profit
- Formed in 2007

**Common Vision:** Linking Island Leaders Project
- Qualitative Report aimed at Enhancing Collaboration
- “it’s fantastic but I mean I don’t think I have gone back and looked at it.”

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**Island Coastal Economic Trust**
(2006) - $50 million

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Evaluating Regional Economic Development Initiatives [EREDI]
COMMON THEMES: ‘REGIONAL’ DEFINITION

- Cape Breton
  - By Municipalities (5)
  - By County (4)
  - By CBDC district (3)
  - By *Former* RDA Structure (2)
  - By *Current* REN Structure (1)

Main Alternative Region:

- Quad Counties

- Vancouver Island
  - 7 Regional Districts; 51 Municipal/ RD’s in AVICC)
  - Vancouver Island & Coast (DR)
  - North vs. South Island
  - Community Futures (5+)

Victoria And “Everything Else”
COMMON THEMES: RELATIONSHIP BUILDING

• Forthright with Mandate
  “They deemed the Partnership to be a threat, the RDA’s did, because they were responsible for economic development”

• Overcome Town vs. Town
  “So everyone is fighting for a minimal amount of resources, and they all see the trees before the forest. They are all saying, you know what’s more important is my backyard, then you know 10 minutes up the road”

• Adjacent Region Appreciation
  “Recognize that those [regional] lines are sources of friction and that in terms of economic development resources flow across jurisdictions every day”

• Creating Avenues for Collaboration
  “But I think once they started to do their annual Summit, and started to kind of become a gathering place for people”

• Knowledge of Other Players
• VIEA vs. ICET
  • Built top-down but decisions made bottom-up
  • “But usually, regional organizations don’t have any money. They exist to lobby, they are there to plan, or to organize, or to solve a problem, create a partnership, but they almost never have any money to actually implement what they want to do, and I think that’s what makes it work”

  • “The difference is instead of just sitting around and talking about it, they are actually putting the money in the ground. Making the decisions about where it goes, and their understanding is that sometimes a rising tide, lifts all boats.”

• Prosperity Framework Implementation
COMMON THEMES: MONITORING & MEASUREMENT

• Qualitative...and that’s okay.
  Logic Model (CBCEDA)
  Balanced Scorecard (Partnership)
  Telling the Story of Success (Everyone!)

• Realization that Quantitative can only be affected. Only through collaboration can it be achieved.