

PROJECT CHARTER – June 06, 2019

CONNECTIVITY PLANNING IN THE SOUTHERN GULF ISLANDS

PROJECT PURPOSE

This project will undertake integrated community planning to consider how greater connectivity can advance common goals of sustainable economic development and community health and resilience. The project will use the *Connected Communities BC Digital Development Roadmap* as a framework tool to advance a holistic approach to connectivity planning for the islands.

Phase 1 of this project is intended as a starting point to set the direction of a technical connectivity plan for the Southern Gulf Islands Electoral Area (SGI). The “digital roadmap” offers a strategic approach to address the needs, benefits and trade-offs of greater connectivity. The initial phase will engage island communities on the potential for increased connectivity to support social, economic, and sustainability goals of the Southern Gulf Islands. By focussing on how better connectivity can help the SGI meet its community needs and objectives, the roadmap offers a new way to approach conversations about the impacts and benefits of increased broadband, cell service, and wifi. Creating a strategic plan is the first step in identifying demand, and will support grant applications and community support of infrastructure proposals. This phase of the project will consult each island community to identify which sectors rely on being connected, to what degree, and where the gaps are. It will also conduct visioning on the future potential for improving the health and economic sustainability of the community through expanded connectivity.

Phase 2 of the project is to develop a “Southern Gulf Islands Connectivity Design Strategy,” that will consider how the community goals identified in phase 1 can be advanced through infrastructure design. It will take into account existing service hubs and identify technical requirements needed for an ideal combination of infrastructure and technology that will advance the digital roadmap. This phase is dependent on identifying alternative funding sources to support this connectivity plan.

The results of phase 1 and 2 will establish a strong business case for integrating private and public sector investment opportunities that can be supported for advancing the community’s own connectivity goals, as identified in the plan.

PROJECT BACKGROUND

This project supports CRD Board priorities and the corporate plan priority for Economic Development of Rural Areas (4b-2): “to advance economic development and plans through commissions.”

Within the Southern Gulf Islands Electoral Area, the Community Economic Sustainability Commission has given direction to pursue connectivity planning as a top priority for its work program. Improving broadband connection in SGI as a way to stimulate sustainable economic growth has been a long standing goal of the Electoral Area Director for the Southern Gulf Islands.

Provincial and Federal granting agencies that support infrastructure investment, including last mile connectivity, are now requesting community connectivity plans to support applications. Connectivity planning is considered essential because it requires the community to do the groundwork in identifying its actual needs for improved service.

However, it is important to note that connectivity is not achieved without infrastructure investment by Internet Service Providers (ISPs). It is the private sector that is able to leverage public funds and build connectivity infrastructure. A CRD Board supported strategic connectivity plan would improve the Southern Gulf Islands ability to attract ISP investment, however a successful application by the ISP to the Federal regulatory agency – Innovation, Science, and Economic Development Canada (ISED) requires local government concurrence with the consultation process the ISP followed. On each Southern Gulf Island, the Islands Trust Local Trust Committees (LTCs) are the local government authorities charged with deciding concurrence. Without community support for the proposal, LTCs are reluctant to issue letters of concurrence. Therefore, a fundamental component of connectivity planning in the SGI is stakeholder consultation and marketing, and the creation of a plan that reflects the community's own goals for greater connectivity. In fact, Network BC representatives have indicated a reluctance to fund connectivity design planning without some endorsement by Islands Trust.

Basic planning principles support stakeholder consultation and public engagement as a foundation for advancing sustainable proposals for change in a community. This project aims to build understanding and social acceptance of the net benefits of being a “connected community.” It also aims to complete a digital infrastructure design plan that meets communities’ priorities for connectivity.

PROJECT TEAM

Project Sponsors:

Electoral Area Director and SGI Community Economic Development Commission

- Strategic oversight of project direction.
- Represents project at the political level.
- Individual members of CESC work with CRD liaisons (local coordinators) and participate in community engagement.

General Manager, Corporate Services

- Strategic oversight of project direction towards completion.
- Provide regular updates to the Executive Leadership Team.

Project Manager:

Manager, SGI Service Delivery

- Project lead – design and implement the planning process, coordinate the work of the project team, and be accountable for successful execution and completion.
- Provide regular updates to the SGI Electoral Area Director, the SGI Community Economic Sustainability Commission, and the Electoral Areas Committee as required.
- Coordinate with key staff from Provincial and Federal partners and with Islands Trust staff and trustees.
- Ensure the project meets the scope, schedule and budget.

- Ensure CRD financial, procurement, project management and public engagement policies are adhered to.
- Coordinate grant applications for project funding and infrastructure connectivity planning.

CRD Liaisons, Southern Gulf Islands Electoral Area

- Local project coordinators
- Connect and collaborate with project team to provide strategic input based on local knowledge and expertise
- Conduct background research for information materials.
- Assist with island based marketing and facilitation
- Interview key informants
- Provide administrative support and coordination of community engagement events

Manager, Business Analysis & Land Systems Information Technology & GIS Services

- Provide technical input and advice
- Assist with the development and review of RFPs and review of submissions where technical knowledge is required.
- Review and provide support on the technical content of public information materials
- Co-lead grant applications for infrastructure connectivity planning.
- Participate in Phase 2 – Connectivity infrastructure design plan.

Provincial Staff from Ministry of Citizen Services (CITZ) and Network BC

- Provide project advice and support as capacity allows
- Participate in one or more community engagement events as capacity allows
- Provide background materials and resources
- Provide networking with other communities and introductions to industry representatives and qualified consultants

Graphic Design Consultant

- Develop graphic materials for community engagement including FAQs and other information products.

CRITICAL SUCCESS FACTORS

- Working group and contractors can be organized in a timely manner
- Project involves strategic community and stakeholder consultation
- Islands Trust is aware and supportive of planning process
- Draft plans are supported by the Electoral Area Director, the CESC, Islands Trust, Ministry of Citizen Services, Network BC, and community stakeholders
- Final digital roadmap report to achieve digital inclusion, integration and innovation is adopted by the CESC and EAC.

- Connectivity design plan is ultimately adopted by the CRD Board

PROJECT SCOPE STATEMENT

In Scope	Out of Scope
Community consultation on goals for connectivity.	Infrastructure development
Community driven integrated Digital Road Map connectivity plan.	Establishing a service for CRD to become an Internet Service Provider
Technically driven connectivity design plan that implements community digital roadmap	Acquiring or leasing new locations to host infrastructure
Collaboration with CRD staff and staff and political representatives from other agencies.	Requesting re-zoning of land
Development of supporting documents and information products	Connectivity planning outside of the Southern Gulf Islands Electoral Area

PLANNING AND ENGAGEMENT PROCESS AND ANTICIPATED SCHEDULE

It is proposed that the community driven digital roadmap planning process will be complete by December 31, 2019. The technical design plan will be initiated in early 2020. As with many planning processes the exact timeline is uncertain as there may be a request by the public for greater or lesser involvement which may impact the timeframe. The task and timeline below are specific to Phase 1 of the project. A detailed task and timeline chart for Phase 2 will be developed as part of application development for funding streams such as the Rural Development Program.

Process

Phase 1 of this project will focus on preliminary stakeholder consultation (key informant interviews) and information development over the summer; with general community engagement scheduled for the fall, culminating with presentation of the project at the Rural Islands Economic Summit on Salt Spring Island in November 2019.

Tasks and Timeline – Phase 1

Task	Anticipated Schedule
1 – Project Initiation	June 2019
<ul style="list-style-type: none"> • Engage Pender coordinator • Have kick off meeting with local coordinators and provincial staff • Develop interview and survey questions 	

<ul style="list-style-type: none"> • Conduct Privacy Impact Assessment • Local coordinators to identify key informants • Identify and secure funding to support project 	
2 – Preliminary Stakeholder Engagement	July 2019
<ul style="list-style-type: none"> • Local coordinators make contact and schedule interviews • Conduct interviews; document and compile results. • Project Manager to engage Islands Trust at the staff level 	
3 – Develop Communications Tools	July – August, 2019
<ul style="list-style-type: none"> • Research, borrow, and develop content for information materials (FAQ, Technology Demystified, Future Potential of a Connected Community). • Develop and implement community surveys – on-line and paper • Engage graphic designer to develop materials, as required • Coordinate with Corporate Communications, as required. 	
5 – Prepare draft digital roadmap report based on preliminary consultation	September 2019
6 – Public engagement: Digital Road Mapping	September - October 2019
<ul style="list-style-type: none"> • 4 community meetings (1 per island). • Full day sessions to include a catered lunch. • Format may include presentation by Connected Communities Staff about the potential and examples from other communities, • Future Visioning in Breakout Groups, Results of stakeholder engagement, Hopes and Fears exercise. 	
7- Digital Roadmap - Plan Finalization and Reporting	November – December 2019
<ul style="list-style-type: none"> • Update draft report summarizing process and results • Present results to CESC and EAC • Develop presentation for Rural Islands Economic Summit • Present results to Islands Trust Council 	

PROJECT DELIVERABLES

List of Project Deliverables	Lead
Project Charter	Project Manager
Identification of Funding for Phase 1	Project Manager
Funding Application for Phase 2	Project Team
Contract for Pender Local Coordinator	Project Manager
Communications Tools - content	Project Team
Communications Tools - Graphics	Graphic Design Contractor
Interview Templates	Project Team
Community Stakeholder Identification for each island	Local Coordinators
Privacy Impact Assessments	Project Manager
Interviews and Documentation	Local Coordinators
Draft Digital Roadmap Report	Pender Coordinator
Community Meetings - Logistics	Local Coordinators
Community Meetings - Facilitation	Project Team
Final Digital Roadmap Report	Project Manager

KEY STAKEHOLDERS

Stakeholder	How Stakeholder is Affected by/Interested in Project	Role or Involvement in Decision Making
CRD Board	Sets direction via the Board Strategic Plan, approves external grant applications, adopts final connectivity plans, budget planning.	Approval of external grants, approves CRD Board budgets, endorses final reports.

Executive Leadership Team	Provide support for SGI Electoral Area Director	Are consulted in scoping and planning of project
Electoral Area Committee (EAC)	Reviews Project Charter	Endorses project charter
Southern Gulf Islands Electoral Area Director and Alternate Director	Reviews Project Charter Participates in CESC Responds to constituent concerns regarding process or project. Represents project at the political level.	Are consulted in planning. Project representatives.
SGI Community Economic Sustainability Commission (CESC)	Project sponsor Endorses Project Charter Island members represent their community and participate in community meetings on their island. Represents the region's economic interests as a whole. Represents project at the political level.	Endorses project charter. Project representatives.
Manager SGI Service Delivery	Leads the project Manages project team Coordinates with other agencies Keeps EAC and CESC updated on project	Media spokesperson Recommends final report to EAC
CRD Information & Technology & GIS Systems	Manages CRD owned/leased infrastructure. Support SGI Service Delivery to provide information relating to technical considerations and connectivity standards	Are consulted in planning. Participates in Phase 2.
CRD Communications	Supports community engagement process, website development, survey development, media release, and advertising.	Coordination through public engagement phases.

CRD Planning & Protective Services	Responsible for Emergency Management and Coordination in the Capital Region.	Are consulted in planning. Key Informants
CRD Real Estate	Provides information/support related to CRD owned land and leases for telecommunications infrastructure	Phase 2.
Islands Trust	Islands Trust Local Trust Committees are responsible for community planning land use decisions. LTCs are the Local Government Authority responsible for writing letters of concurrence to ISED at time of ISP applications. Island Trust Council has a model protocol for the process and siting of telecommunications infrastructure.	Engaged throughout the process, invited to participate in consultations.
Internet Service Providers (ISPs)	Develop, own, and operate infrastructure. Provide internet service. Secure government funding to invest in new infrastructure.	Are consulted in planning. Phase 2 stakeholders.
Innovation, Science, and Economic Development Canada (ISED)	Federal regulatory authority. Approves ISP applications. Ensures compliance with Health Act – Safety Code 6.	Are consulted in planning. Phase 2 stakeholders. Key Informants.
Island Health	Delivers digital health programs.	Are consulted in planning. Key Informants
School District 64	Delivers public education, uses connected classrooms.	Are consulted in planning. Key Informants
Ministry of Citizen Services	Leading the Connected Coast and Connected Communities initiatives.	Support process with advice,

		research, and information.
Ministry of Transportation and Infrastructure	Responsible for public roads and rights-of-way on the Island	Are consulted in planning Phase 2.
First Nations	Tsartlip, Tsawout, Tseycum, and Penekalut Nations all have reserves in the SGI.	Key Informants
Local Fire Departments	Each Island's Volunteer Fire Department is responsible for emergency response, which is influenced by connectivity.	Key Informants
Local Libraries	Libraries provide information and access to resources for the community.	Key Informants
Community Stakeholders	Numerous community groups on each island have an interest in planning for connectivity and sustainability.	Island specific stakeholder groups TBD.

RISK IDENTIFICATION

No.	Risks Identification (Related to scope, schedule, budget, stakeholders, etc.)	High Level Risk Response Strategy (if applicable)
1	Timeline Phase 1 – Community engagement and digital roadmap takes longer than anticipated.	Timeline is extended; presentation at Rural Islands Economic Summit reports on process rather than presenting a completed plan.
2	Budget Additional Funding for Phase 1 not secured.	Scope adjusted and timeline extended; Pender coordination accomplished using existing resources; information materials produced without professional graphic design, community meetings not attended by other island coordinators and do not include lunch.

3	Key stakeholders and/or community does not support digital roadmap.	Extend timeline and increase budget to adequately address concerns and ensure plan is supported.
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Resources and Budget

The time and expenses related to the Manager, Service Delivery SGI and CRD liaisons (local coordinators for Saturna Island, Galiano Island, and Mayne Island) participation in project is covered by the SGI Administration budget.

Additional support will be required to coordinate the project on Pender Island.

Phase 1

It is proposed that a request be made for a Community Works Fund grant for capacity building (integrated sustainability planning). A CWF grant would support the following additional expenses:

- Pender Coordinator - \$6000
- Graphic Design - \$2000
- Community meetings - \$4000

TOTAL: \$12 000

Phase 2

Based on connectivity plans commissioned in other communities, connectivity infrastructure designing can cost upwards of \$100 000, although there is work to be done to understand the scope behind these budget estimates. This project is eligible for the Rural Dividend Fund provincial grant (6th intake) under the “Community Capacity Building,” category. A major deliverable in Phase 1 is to make application for a Rural Dividend grant:

- Single Applicant - Maximum Funding of \$100,000
- Eligible applicants must contribute at least 20% of the total project cost via financial or in-kind contributions (maximum 10% in-kind contribution).
- Eligible applicants can apply for up to 80% of the total project cost to maximum of \$100,000.
- CRD service and budget planning for 2020 will be geared towards ensuring project funding for the \$10 000 - \$20 000 contribution (depending on in-kind contributions).

COMMUNICATIONS

Internal	Required
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Should any of the following be informed / kept up to data about this project?	CRD Politicians	yes
	Management Teams (i.e. ELT, Corporate Team)	yes
	Specific senior managers from departments not Involved in the execution of the project.	yes
External		Required
Does the project require any of the following:	Public Consultation	yes
	Advertising in print, radio, television, web, etc.	yes
	Politically sensitive updates to stakeholders	yes
	Development of print materials for public consumption	yes

SIGNOFF

Position/Title	Signature	Date
Project Sponsors	Kristen Morley, General Manager, Corporate Services	
Project Manager	Justine Starke Manager, Service Delivery, Southern Gulf Islands	