



REGIONAL ECONOMIC DEVELOPMENT STEERING COMMITTEE MEETING NOTES

SCRD Office, 1975 Field Road, Sechelt, BC
Tuesday September 29, 2015

PRESENT:	Area B Director, SCRD	Garry Nohr
	Area A Director, SCRD	Frank Mauro
	Councillor, Town of Gibsons	Charlene SanJenko
	Councillor, Town of Gibsons	Silas White (part)
	Councillor, District of Sechelt	Noel Muller
	Chief, shíshálh Nation	Calvin Craigan
	Communications Coordinator, shíshálh Nation	Michael Morgan
ALSO PRESENT:	CAO, SCRD	Janette Loveys
	GM, Planning and Development, SCRD	Steven Olmstead
	Treasurer, SCRD	Tina Perrault (part)
	Planning Secretary, SCRD (Note Taker)	Autumn Ruinat

CALL TO ORDER **9:00 a.m.**

DESIGNATE CHAIR

Garry Nohr was designated Chair of the Regional Economic Development Steering Committee for the September 29, 2015 meeting.

It was determined that the meeting Chair will alternate as follows:

- Meeting #1 – Garry Nohr
- Meeting #2 – Noel Muller
- Meeting #3 – Charlene SanJenko
- Meeting #4 - Chief Calvin Craigan

AGENDA The agenda was adopted as presented.

BACKGROUND REPORTS

Garry Nohr provided a verbal overview of the history of regional economic development.

Steven Olmstead provided a verbal overview of the work done in 2014/2105 by elected officials through a series of four workshops. A funding grant was provided by Island Coastal Economic Trust. Consultant Jamie Vann Struth was retained to facilitate and report on the results of the workshops. The Final Report on 2015 Workshop to Establish a Sunshine Coast Regional Economic Development Initiative including revised “Sunshine Coast Economic Development Charter”, dated June 2015 outlines the consensus achieved and outstanding items.

Steven Olmstead reported that three of the local governments (SCRD, Town of Gibsons, District of Sechelt) have approved in principle the establishment of a Sunshine Coast Regional Economic Development entity and have appointed a representative/alternate to the Regional Economic Development Steering Committee. Approval from the shíshálh Nation is pending.

Chief Calvin Craigan provided an update regarding the shíshálh Nation's economic development initiatives. Communications Coordinator, Michael Morgan will work with shíshálh Nation to highlight success stories within the territory. Chief Craigan stated that the shíshálh Nation council will make a decision regarding the Sunshine Coast Regional Economic Development Initiative soon.

A joint Press Release regarding the Sunshine Coast Regional Economic Development Initiative is on hold pending a decision by the shíshálh Nation.

NEW BUSINESS

The topic of Funding and the Funding Formula model based on 50% population/ 50% assessment was added to the agenda for discussion.

Discussion Items included:

- The funding model needs to be finalized so we can move forward.
- Overall consensus on this funding model was reached at the workshops.
- Discuss with Area E Director regarding the funding model and address concerns.
- Need to determine how to move forward with the funding levels per local/rural area versus at a regional level.
- Regional entity funding would be complimentary to local/rural area funding.
- Important to keep local/rural area funding for some projects.
- Need to determine the overall funding commitment for 5 years.
- Look at the Comox Valley Regional District model as an example for funding.
- Staff resources needed to support the work of the entity.
- Resources needed to retain experts in economic development.

Tina Perrault, SCRDR Treasurer joined the meeting to provide an explanation of the 50% population/ 50% assessment funding model and how this would be calculated once the overall funding amount was decided.

Action Items:

- 1. Garry Nohr will facilitate a discussion on the funding model with the Area E Director, SCRDR Treasurer and GM, Planning and Development.**
- 2. Steering Committee members are to discuss with their respective councils/boards the funding model and determine the upper end of their funding commitment.**

REPORTS

Regional Economic Development Steering Committee Terms of Reference

Discussion of the Terms of Reference resulted in the following amendments:

- The Terms of Reference should reflect the collaboration of all partners. Ex: Include all local government logos at the top of the document;
- 4.7 - Add the *SCRD Board Procedure Bylaw No. 474* for reference;
- Add a section for Reporting back to Councils and the Regional Board;
- Add Criteria for Selection of Board Members to the Duties (Section 2);
- Under Membership (Section 3), included the names of local government partners.

Action Items:

3. The amended Terms of Reference will be brought back to the next meeting for review and approval by the Committee.

BACKGROUND REPORTS

Comox Valley Regional District Economic Development Service Function Review, March 2014, Urbanics Consultants Ltd.

Discussion Items included:

- The CVRD model and report can serve as a good example for the Sunshine Coast Economic Development Initiative.
- Discussion on the Organization structure of the CVRD model - Society/Commission.
- Table 7: Staffing Metrics for Comparable Economic Development Services (page 20 of the report) – This table gives a good idea of the staff/salary levels.
- Table 8: Comparison of Activities across Comparable Economic Development Services (page 21 of the report) – The Board of the entity could provide input on the activities of economic development services for the Sunshine Coast.
- The April 2014 Pre-Workshop Survey outlines the areas of consensus for a regional approach on economic development activities. (This is available on the SCR D website: <http://www.scrd.ca/regional-economic-development>).
- Seek feedback from all the local governments on the CVRD model and report.

Action Items:

4. Steering Committee members are to share the Comox Valley Regional District Economic Development Service Function Review report with their respective councils and provide comments regarding:

a. Organization Structure: Society or arms-length model, compared to the CVRD model of Society/Commission.

b. Economic Development Services, as outlined in Table 8 (page 21) of the report.

5. Garry Nohr will contact elected officials involved in the Comox Valley Economic Development Society and provide feedback to the Steering Committee members at the next meeting.

NEXT MEETING DATE

The next meeting will take place in late October. The next meeting Chair, Noel Muller will coordinate potential dates.

The agenda items for the next meeting will be made up of the above listed Action Items.

ADJOURNMENT **10:15 a.m.**



REGIONAL ECONOMIC DEVELOPMENT STEERING COMMITTEE MEETING NOTES

SCRD Office, 1975 Field Road, Sechelt, BC
Wednesday October 21, 2015

PRESENT:	Electoral Area B Director, SCRD Electoral Area A Director, SCRD Councillor, Town of Gibsons Councillor, Town of Gibsons Councillor, District of Sechelt	Garry Nohr Frank Mauro Charlene SanJenko Silas White Noel Muller (Chair)
ALSO PRESENT:	CAO, SCRD GM, Planning and Development, SCRD Councillor, District of Sechelt Councillor, District of Sechelt Councillor, District of Sechelt Planning Secretary, SCRD (Note Taker)	Janette Loveys Steven Olmstead Darnelda Siegers Doug Wright Alice Lutes Autumn Ruinat

CALL TO ORDER 9:00 a.m.

AGENDA The agenda was adopted as amended with additional items added under New Business.

MINUTES

Recommendation # 1 *Meeting Minutes of September 29, 2015*

THAT the meeting minutes from September 29, 2015 be received and accepted as presented.

BUSINESS ARISING FROM PREVIOUS MINUTES AND UNFINISHED BUSINESS

Recommendation # 2 *Regional Economic Development Steering Committee
Terms of Reference*

THAT the Terms of Reference for the Regional Economic Development Steering Committee be accepted as presented.

Funding Model and Funding Commitment

Chair Garry Nohr gave a verbal report regarding Action Items from the last meeting:

- Discussion with all Electoral Area Directors on the funding options. Electoral Area E does not agree with the funding model of 50% Assessment, 50% Population.
- The shíshálh Nation will provide confirmation of their participation in the near future.

- Feedback from the Mayor of Courtenay and Mayor of Cumberland regarding the CVRD economic development entity. The major focus is on two regional initiatives for aquaculture and agriculture. There are concerns regarding the choice of initiatives not benefiting one of the communities, concerns regarding equity of funding contribution and representation, concerns that the consultant's recommendations in the Service Review report were not being followed.
- Discussions with Community Futures and Chambers of Commerce and feedback on the organizational structure.
- Received feedback that an arms-length society would be the best organization structure.
- Suggestion that SCRDC coordinates funding/secretary time/monitoring because all governments participate.

Director Frank Mauro gave a verbal report regarding discussions with the CVRD Chair:

- Following the Service Review report there was not full agreement from the partners regarding the consultant's recommendations.
- Some islands don't contribute financially to the economic development entity.
- Although there are some beneficial projects, there are concerns about value for money.

Discussion ensued on the following items:

- The CVRD model seems to be still evolving.
- The makeup of the board changed due to the Schlenker Decision.
- The CVRD evolved to being mostly a grant organization (some through ICET.)
- There seem to be conflicts between local and regional focus.
- The CVRD model is good to consider but needs to be adapted to the Sunshine Coast context.

Discussion regarding the funding model included the following points:

- SCRDC Electoral Areas A, B, D, and F agree with the funding model of 50% Assessment, 50% Population, except Electoral Area E.
- The District of Sechelt agrees with the funding model of 50% Assessment, 50% Population.
- The Town of Gibsons agrees with the funding model of 50% Assessment, 50% Population, but have not looked at how this will affect other funding organizations or taxation.
- SCRDC Electoral Area Directors made it clear that they do not want money spent on reports, they want projects and actions.

Recommendation # 3 *Funding Model and Funding Commitment*

THAT the funding model of 50% Assessment, 50% Population based on an overall contribution of \$300,000 be used as a starting point until a budget can be developed for the Sunshine Coast Regional Economic Development entity.

Organization Structure and Economic Development Services

Discussion items included:

- Arms-length non-profit model as preference.
- Worth approaching the existing economic development organizations to seek feedback.
- Structure of an Economic Development Officer and a small Board of Directors.

- Some economic development entities are not keeping an Economic Development Officer because of salary costs.
- A lot of money would be spent on operating costs. If an Economic Development Officer is hired this will affect the funding. Suggestion for the Board of Directors to spend funds on selecting projects instead.
- Best Coast Initiatives had a strong Board of Directors, community support and private funding but was not project based.
- Organizations and potential funding partners awaiting a decision on this entity.
- A qualified Economic Development professional is needed to take on the projects that the entity decides on.
- Suggestion to research ICET grants to fund a consultant to work with the Board of the entity to get them started.
- If the entity is project based, suggestion to appoint a working Board and offer remuneration.
- Are we discussing items beyond the scope of the Terms of Reference?
- Discussion is necessary to reach a decision on these items.

Recommendation # 4 *Engagement with economic development organizations*

THAT Steering Committee Members engage with existing economic development organizations regarding the proposed Regional Economic Development initiative, the organizational structure and economic development services.

Suggestions for organizations to engage with are (but not limited to): Community Futures, Chambers of Commerce, Best Coast Initiatives, Sunshine Coast Credit Union, Sechelt Innovations Limited and Self-Employment Women's Network.

Recommendation # 5 *ICET Funding Opportunities*

THAT staff research funding opportunities available from the Island Coastal Economic Trust (ICET).

BACKGROUND REPORTS AND ITEMS FOR DISCUSSION

Outstanding Issues/Roadblocks

- Participation of Electoral Area E and disagreement on the funding model.
- Participation of shísháhlh Nation and decision to be communicated in the near future.

NEW BUSINESS

Town of Gibsons Councillor Charlene SanJenko gave a verbal report regarding an economic development grant received by the Self-Employment Women's Network (SEWN) from Progress Plan funding through the Community Resource Centre.

Recommendation # 6 *Community Resource Centre delegation at November meeting*

THAT a Board Member from the Community Resource Centre be invited to the November meeting to present on economic development grant guidelines.

Director Silas White provided a written submission regarding current economic development activities on the Sunshine Coast, an alternative for transition and how it could be accomplished.

Discussion items included:

- Scan or inventory the current Sunshine Coast or incoming economic development initiatives.
- The Economic Development Charter states “fill service gaps and enhance the work of those agencies currently receiving local funding to undertake economic development initiatives”.
- Operating costs alone would limit the funding available for projects.
- Support the idea of potentially both a consultant and transition.
- To include SIL (Sechelt Innovations Limited) to the list of organizations inventory.
- Cheryl McNicol, Board President of SEWN received funding to look at who is doing what with respect to economic development on the coast and particularly opportunities for women. Some of the inventory work is already being conducted.
- Lesson from CVRD model: Agreement on tasks and involvement of the business community.
- The written submission from Director White builds upon the recommendation to seek feedback from the business community.
- More general coast wide community engagement needed.

Request for letter of support from Promote the Coast, Richard Hoath and Laurie McConnell, Project Leads, dated October 15, 2015.

Discussion items included:

- Example of a regional initiative already up and running.
- Requesting a letter of support for an ICET funding grant application
- If a letter of support is provided it should come from the Regional District.

Recommendation # 7 *Promote the Coast request for letter of support*

THAT the letter from Promote the Coast dated October 15, 2015 regarding request for letter of support be added as a Late Item for SCRD Corporate and Administrative Services Committee meeting on October 22, 2015.

NEXT MEETING DATE

The next meeting will take place on November 18, 2015 at 9:00 a.m. at the SCRD office.

The next meeting Chair will be Councillor Charlene SanJenko

ADJOURNMENT

10:28 a.m.



REGIONAL ECONOMIC DEVELOPMENT STEERING COMMITTEE MEETING NOTES

SCRD Office, 1975 Field Road, Sechelt, BC
Wednesday November 18, 2015

PRESENT:	Electoral Area B Director, SCRD Electoral Area A Director, SCRD Councillor, Town of Gibsons Councillor, Town of Gibsons Councillor, District of Sechelt	Garry Nohr Frank Mauro Charlene SanJenko (Chair) Silas White Noel Muller
ALSO PRESENT:	GM, Planning and Development, SCRD Electoral Area F Director, SCRD Planning Secretary, SCRD (Note Taker)	Steven Olmstead Ian Winn A. Ruinat

CALL TO ORDER 9:01 a.m.

AGENDA The agenda was adopted as presented.

DELEGATIONS

Community Resource Centre Board Directors Lucie McKiernan, Sandy McBride, Pat Hunt and Anne Titcomb were present at the meeting. Sandy McBride provided the Steering Committee an overview of the Progress Plan and the Self-Employment Women's Network project. Cheryl McNicol, Project Manager, provided information regarding the Connecting Self-Employed Women for Success project, funded by Status of Women Canada. The main objective is to increase the financial viability of women-owned businesses and create a climate where their businesses are recognized as a key driver in the local economy. The project goals will be accomplished by establishing an Advisory working group, providing Gender Based Analysis education and resources, creating an asset map inventory of organizations that provide self-employment services, identifying what's working well and what's missing and creating 2-3 action items/programs. The Project Manager concluded by expressing interest in working together with the Steering Committee and sharing the findings of the asset map inventory report.

The Chair thanked the Community Resource Board Directors for their delegation.

Discussion items included:

- The asset map inventory report would be a valuable starting point to the entity Board.
- It was suggested to provide a list of specific projects and possible funding opportunities.

Recommendation #1 *Community Resource Centre Delegation materials*

THAT the delegation materials provided by the Community Resource Centre regarding the Connecting Self-Employed Women for Success project be received.

MEETING NOTES

Recommendation #2 *Meeting Notes of October 21, 2015*

THAT the meeting notes from October 21, 2015 be received and accepted as presented.

BUSINESS ARISING FROM PREVIOUS MEETING

Engagement with Economic Development Organizations regarding proposed Regional Economic Development initiative, Organizational Structure and Economic Development Services.

Councillor Silas White and Councillor Noel Muller provided verbal reports regarding engagement with economic development organizations:

- To date, 13 meetings and 24 people have been engaged. Four more meetings scheduled on November 18th and 4-6 more scheduled in November. In total over 30 people will have been engaged.
- In general, all organizations are excited about the initiative and opportunity for collaboration.
- Through ongoing discussions, common themes are emerging.
- A summary report on key findings will be provided at the December meeting.

Funding Opportunities from Island Coastal Economic Trust

GM, Planning and Development, Steven Olmstead provided a verbal report regarding Island Coastal Economic Trust (ICET) funding opportunities. Staff at ICET advised that the Economic Development Readiness Program would be the appropriate funding program to apply for. Timing for the funding is January or March 2016.

ITEMS FOR DISCUSSION

Number of meetings remaining for Steering Committee and timeline for recruiting potential board members

The Chair stated that the Steering Committee will be in existence no longer than April 1, 2016. There are 3-4 more meetings left between the months of December and March 2016. The Steering Committee needs to provide recommendations of potential Board members in March, therefore recruitment needs to begin in January - February.

Outstanding items yet to be finalized and preferred Organizational Structure

Discussion items included:

- Major milestone with the SIGD participation on Steering Committee.
- Add budget allocation for the Regional Economic Development entity during each local government's budget process.
- Draft a MOU amongst the respective CAOs in order to begin Board recruitment.
- A press release should move forward and mention a timeline for recruiting Board members as January 2016.
- Work with the economic development leaders in the community to get input on the recruitment process for potential Board members.
- Determine selection criteria for Board members.

- Use the summary of key findings from community engagement meetings as a starting point.
- Focus on ICET funding application for either January or March.
- Feedback from Electoral Area Directors - Agreement on 50% Assessment / 50% Population funding model and \$300,000 starting budget. Area E does not agree.
- Meetings are planned with business leaders in Electoral Area E.
- The work already done by Sechelt Innovations can be beneficial. The shell of the entity still exists: reports, data collected, website and infrastructure.
- Option to take on the “shell” of Sechelt Innovations (SIL) as a new arms-length entity will have to be looked at further. It is a District of Sechelt owned arms-length corporation.
- Suggestion to look at how SIL and Best Coast Initiatives recruited Board members.
- Build upon the energy/effort used to create SIL and move forward.
- Considerable changeover will be needed to take on shell of SIL (Terms of Reference, Name, and Ownership).
- Former Board members of SIL are interested to be part of the new entity.
- Preference for Arms-length model, but needs to be decided if non-profit society or corporation.
- A consultant could work with the entity Board to help determine the type of Arms-length organization.

Recommendation #3 *Revised Draft Sunshine Coast Regional Economic Development Charter*

THAT staff bring forward a revised draft Sunshine Coast Regional Economic Development Charter for the regional economic development entity stating that the organizational structure will be an Arms-length entity with an initial funding commitment of \$300,000 based on the 50% Assessment / 50% Population funding model to the December meeting.

Recommendation #4 *Draft Memorandum of Understanding*

THAT staff work with each local government’s Chief Administrative Officers to develop a Memorandum of Understanding for the Sunshine Coast Regional Economic Development entity funding model of 50% Assessment / 50% Population and provide a draft to the December meeting for review.

AND THAT each local government council/board review the draft MOU prior to the holiday break.

Action Items for December Meeting:

a) Staff will research and provide the Steering Committee with more information regarding the differences between an Arms-length non-profit society versus corporation.

b) Steering Committee members will determine the criteria for potential Board members and provide feedback to staff for developing the recruitment advertisements.

CORRESPONDENCE

Recommendation #5 *Correspondence from Sechelt Indian Government District*

THAT the correspondence from Chief Calvin Craigan, Sechelt Indian Government District, dated November 2, 2015 regarding SIGD participation on the Regional economic Development Steering Committee be received.

NEXT MEETING DATE

The next meeting will take place on December 2, 2015 at 9:00 a.m. at the SCR D office.

The next meeting Chair will be Charlene SanJenko.

ADJOURNMENT **10:42 a.m.**



REGIONAL ECONOMIC DEVELOPMENT STEERING COMMITTEE MEETING NOTES

SCRD Office, 1975 Field Road, Sechelt, BC
Wednesday December 2, 2015

PRESENT:	Electoral Area B Director, SCRD Electoral Area A Director, SCRD Councillor, Town of Gibsons Councillor, Town of Gibsons Councillor, District of Sechelt	Garry Nohr Frank Mauro Charlene SanJenko (Chair) Silas White Noel Muller
ALSO PRESENT:	GM, Planning and Development, SCRD Planning Secretary, SCRD (Note Taker)	Steven Olmstead A. Ruinat

CALL TO ORDER 9:00 a.m.

AGENDA The agenda was adopted as presented.

MEETING NOTES

Recommendation # 1 *Meeting Notes of November 18, 2015*

THAT the meeting notes of November 18, 2015 be received and accepted as presented.

BUSINESS ARISING FROM PREVIOUS MEETING AND UNFINISHED BUSINESS

4.1 Arms-length Regional Economic Development Entity (Non-Profit Society vs. Development Corporation)

GM, Planning and Development, Steven Olmstead provided a handout regarding the difference between a non-profit society and development corporation.

Discussion items included:

- Question around the legality of a non-profit society buying and selling property
- Believe that an incorporated non-profit society can buy and sell property
- A non-profit society cannot pay dividends to shareholders but a corporation can
- Funding sources for a non-profit society and corporation are different
- A corporation can be a contributor to an entity that is setting up a business. That entity could then use the contribution to leverage an application for grant funding
- Should seek a legal opinion on this topic
- Approach Enterprising Non-profits for advice
- Non-profit society could do the ground work and a corporation could do business.
- A model similar to the Gibsons Public Market

- The type of arms-length entity depends on what the entity will do
- Suggestion to leave the final decision on type of arms-length entity open and allow the appointed board members of the entity to decide

Recommendation # 2 *Arms-length Non-Profit Society vs. Development Corporation*

THAT staff seek legal advice regarding a regional economic development arms-length non-profit society vs. development corporation;

AND THAT the Steering Committee members seek feedback from their respective councils/board regarding the entity being a non-profit society vs. development corporation;

AND THAT the information gathered be provided to the appointed board directors of the regional economic development entity in order to decide upon the type of arms-length entity.

Action Items:

Director Nohr will contact Comox Valley Economic Development Society (CVEDS) and Director Mauro will contact Chilliwack Economic Partners Corporation (CEPCO) for feedback on how these entities operate.

REPORTS AND ITEMS FOR DISCUSSION

5.1 Community Outreach Report submitted by Councillor White and Councillor Muller

Councillor White and Councillor Muller submitted a Community Outreach Report dated December 2, 2015 and provided a verbal summary of the key findings and recommendation.

Discussion items included:

- Six key findings: widespread support for regional economic development, existing leadership and community resources, opportunity to build synergy among existing/upcoming resources, need to move forward and maintain momentum, capacity/generation gap, potential mandate
- Regarding Capacity/generation gap: received feedback about confidence to pass economic development projects over to a younger generation
- A lot of positive economic development activities/trends happening on the coast
- Opportunity to streamline local government processes for economic development funding
- Potential mandate is prioritized based on the feedback from community engagement
- Feedback regarding the need for an EDO – some said that an expert was required, and others said that a working board was possible
- The entity could start off as a working board, and if determined necessary then an EDO could be recruited
- Funding opportunity from ICET for start-up funds

Recommendation # 3 *Community Outreach Report – December 2, 2015*

THAT the report titled “Community Outreach Report – December 2, 2015” submitted to the Regional Economic Development Steering Committee by Councillor White and Councillor Muller be received;

AND THAT the Community Outreach Report recommendation be adopted as follows:

Recommendation

That the Steering Committee immediately prepare a call for Coast-wide community economic development directors who are tuned into the exhilarating potential of the Sunshine Coast economy, especially around collaboration with First Nations, the private sector and nonprofits; economic diversification; entrepreneur attraction and engagement; sustainability; tech; agriculture; post-secondary expansion; outdoor recreation; our thriving arts scene; and local investment. And further that the call be circulated in the first week of January, with the goal for the appointment of a board (in coordination with the Sechelt Nation's appointment) January 27, 2016.

AND FURTHER that the Community Outreach Report be appended to the December 2, 2015 Steering Committee meeting notes and circulated to all partner local governments.

5.2 Revised Draft Sunshine Coast Regional Economic Development Charter

GM, Planning and Development, Steven Olmstead gave a verbal update of the revised charter.

Recommendation # 4 *Revised Sunshine Coast Regional Economic Development Charter*

THAT the revised Sunshine Coast Regional Economic Development Charter for the regional economic development entity be received;

AND THAT a copy of the revised Charter be sent to all partner local governments.

5.3 Draft Memorandum of Understanding

Discussion items included:

- SIGD as signatory of MOU
- Agreement with 4 years (one term)

Recommendation # 5 *Draft Memorandum of Understanding*

THAT the draft Memorandum of Understanding for Sunshine Coast Regional Economic Development be received;

AND THAT the terms of the agreement be amended to 4 years (2016-2019).

5.4 Criteria for Board member recruitment and advertisements

Discussion items included:

- The number of candidates to include on a short-list will be decided at a later meeting
- Use the description from the recommendation adopted from the Community Outreach Report in the drafting of an ad to run in local papers before Christmas
- Ad should be small, simple design, not too wordy, use graphics, visually appealing, include all four partner government logos
- Mention the Sunshine Coast Economic Development Charter
- Mention that recruitment process will begin in January
- Another ad in the Coast Reporter and Harbour Spiel (deadline ~December 15th) in early January with more details around recruitment
- Communicate call for directors through Coast Current, social media and local government newsletters

- Circulate the draft by email to Steering Committee members for review and feedback
- Deadline for steering committee to provide feedback is Monday December 7th
- Provide a .jpeg of final ad to Steering Committee members

Recommendation # 6 *Call for Board Directors advertisements*

THAT staff prepare a call for board directors advertisement for the Sunshine Coast Regional Economic Development organization on behalf of the Steering Committee;

AND THAT the advertisement be circulated to Steering Committee members for review;

AND THAT the call for board directors advertisement run in one edition of the Coast Reporter newspaper prior to the holidays, with an additional advertisement announcing the recruitment process in the Coast Reporter newspaper and Harbour Spiel in early January.

NEW BUSINESS

6.1 Outline for Next Steps

The next steps were discussed and determined in order of priority:

1. Complete the draft MOU
2. Final Approval of Regional Economic Development Charter by all participants
3. Determine Criteria for Board Recruitment Process and Advertisements
4. Determine Reporting guidelines and Terms of Reference
5. Recruitment Process Commences: Receive and Review Applications
6. Review Short-list and Seek Approval by Councils/Board
7. Appointment of Board Directors
8. First meeting and Inauguration/Launch

The following documents will be circulated to all local governments:

- *December 2, 2015 Meeting Notes with the Community Outreach Report attached.*
- *Revised Sunshine Coast Regional Economic Development Charter*
- *Feedback from the lawyer regarding arms-length non-profit vs. development corporation*
- *More revisions on the draft MOU before circulating*

NEXT MEETING DATE

The next meeting will take place on January 6, 2015 at 9:00 a.m. at the SCRD office.

The next meeting Chair will be Silas White.

ADJOURNMENT **10:27 a.m.**



**REGIONAL ECONOMIC DEVELOPMENT STEERING COMMITTEE
MEETING NOTES**

SCRD Office, 1975 Field Road, Sechelt, BC
Tuesday January 19, 2016

PRESENT:	Electoral Area B Director, SCRD Electoral Area A Director, SCRD Councillor, Town of Gibsons Councillor, Town of Gibsons Councillor, District of Sechelt Councillor, <i>shíshálh</i> Nation	Garry Nohr Frank Mauro Charlene SanJenko Silas White (Chair) Noel Muller Christ August
ALSO PRESENT:	SCRD CAO GM, Planning and Development, SCRD Planning Secretary, SCRD (Note Taker)	Janette Loveys Steven Olmstead A. Ruinat

CALL TO ORDER 9:03 a.m.

AGENDA The agenda was adopted as presented.

MEETING NOTES

Recommendation # 1 *Meeting Notes of December 2, 2015*

THAT the meeting notes of December 2, 2015 be received and accepted as presented.

REPORTS AND ITEMS FOR DISCUSSION

5.1 Legal Opinion regarding Regional Economic Development Arms-length Non-Profit Society vs. Development Corporation

Discussion items included:

- Legal opinion is favourable to the non-profit society model, however if the entity wishes to generate profit it could only be achieved by a development corporation.
- One caution is that non-profits are having challenges in obtaining charitable status to provided tax receipts for donors.
- The entity should start as a non-profit society and if the need arises it could incorporate.

Recommendation # 2 *Legal opinion regarding Arms-length Non-Profit Society vs. Development Corporation*

THAT the report concerning a legal opinion on regional economic development arm's length-non-profit society vs. development corporation be received;

AND THAT the non-profit society model be chosen as the governance model for the regional economic development entity;

AND THAT the Regional Economic Development Charter be updated to reflect the proposed non-profit society governance model;

AND FURTHER THAT the recommendation of the Steering Committee be forwarded to participating local governments for endorsement.

5.2/5.3 Memorandum of Understanding Update and Regional Economic Development Charter

SCRD CAO, Janette Loveys provided a verbal update regarding the Memorandum of Understanding and the Regional Economic Development Charter.

Discussion items included:

- Funding formula added to the MOU and ready for signing.
- The revised Charter is also ready to circulate.
- Agreement in principle from the local government partner CAOs to provide collaborative support to the entity as it establishes itself and in-kind administrative staff support by sharing of responsibilities.

Recommendation # 3 *Approval of Memorandum of Understanding and Sunshine Coast Regional Economic Development Charter*

THAT Memorandum of Understanding and Sunshine Coast Regional Economic Development Charter be forwarded to all local government partners requesting formal approval.

Councillor Chris August provided a verbal report regarding the shíshálh Nation's economic development initiatives. He reported that Chief Doug White has been hired as a consultant for Intergovernmental Relations.

5.4 Criteria for Board Director Selection

A copy of the Regional Economic Development Board Director recruitment advertisement and the Final Report on 2014 Sunshine Coast Regional Economic Development Workshops dated December 2014 prepared by VannStruth Consulting were distributed at the meeting for background information.

SCRD GM, Planning and Development, Steven Olmstead summarized content of the report regarding Board Director selection criteria (in-part, pages 5-7):

2.4 Governance Principles i. The Board of Directors should be comprised of at-large community members who are selected for their expertise in key sectors of the regional economy.

xii. 1. The criteria should include a description of the desired skills (which may include sector-specific expertise or knowledge of business functions like marketing, finance or operations), will stress the importance of maintaining a region-wide perspective, and require applicants to indicate their acceptance and understanding of the rights and roles of First Nations in land and resource development.”

Discussion items included:

- Should be a mix/balance of new and experienced people.
- Experience working on Committees/Boards.
- Ability to, at least, at the outset, to “work” as well as govern.
- Gender and age diversity.
- Economic sector diversity.
- Oriented towards action – What have they done on the Sunshine Coast and accomplishments elsewhere.
- Steering Committee will select 8 candidates for the open positions and the shishálh Nation will appoint 1 candidate.
- Suggestion to select a core group and then discuss the remaining positions.
- Suggestion regarding length of term: From the 9 appointed – half are appointed for 1 year the other half are for 2 years.
- Develop a shortlist of 11-13.
- Suggestion to organize a meeting between the Steering Committee and appointed directors of new entity to assist the transition.
- Once the group is selected a consultant could help get them organized.
- The entity should select their own Chair.

Recommendation # 4 *Criteria for Board Director Selection*

THAT the Regional Economic Development Steering Committee select the top eight candidates and the shishálh Nation appoint one candidate, for a total of nine Board Directors for the entity;

AND THAT four of the Board Directors be appointed for a one-year term and the other four Board Directors be appointed for a two-year term;

AND THAT the renewal appointments be staggered;

AND FURTHER THAT should a Board Director resign mid-term, a new candidate be appointed to fill the remainder of the term.

The Steering Committee discussed and determined a list of criteria for Board Director selection:

- Experience and Action on the Sunshine Coast
- Key Economic Sector Representation
- Work experience on Boards/Committees/Volunteering
- Desired Skills
- Diversity (Gender and Demographic)
- Outreach in Community and Elsewhere
- Collaboration with First Nations, private & non-profit sector
- Local and External Contacts/Networks
- Regional Perspective and knowledge of the Sunshine Coast

Recommendation # 5 *ICET Economic Development Grant Application*

THAT staff be authorized to begin the application process for an ICET Economic Development Grant for the purpose of hiring a consultant to assist with start-up of the Sunshine Coast Regional Economic Development entity.

IN CAMERA

The Regional Economic Development Steering Committee moved In-Camera at 9:43 a.m.

That the public be excluded from attendance at the meeting in accordance with Section 90 (1) (a) of the Community Charter – “personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality.”

The Regional Economic Development Steering Committee moved out of In-Camera at 11:00 a.m.

ADJOURNMENT

11:00 a.m.



REGIONAL ECONOMIC DEVELOPMENT STEERING COMMITTEE MEETING NOTES

SCRD Office, 1975 Field Road, Sechelt, BC
Wednesday April 6, 2016

PRESENT:	Electoral Area B Director, SCRD Electoral Area A Director, SCRD Councillor, Town of Gibsons Councillor, District of Sechelt Councillor, District of Sechelt	Garry Nohr Frank Mauro Silas White Noel Muller (Chair) Alice Lutes
ALSO PRESENT:	GM, Planning and Development, SCRD Planning Secretary, SCRD (Note Taker)	Steven Olmstead A. Ruinat

CALL TO ORDER 9:30 a.m.

AGENDA The agenda for the meeting was set as follows:

1. Arms-length, What does it mean to each of us?
2. Update on Board/Council Development
3. Staff Support Required – MOU, Launch, Funding
4. Wrap-up Discussion – Have we achieved what we set out to do?
5. Reception with New Board and/or Transitional Meeting
6. Due Diligence, Economic Development Liaison group, Deliverables
7. BC Rural Dividend Funding Program

ITEMS FOR DISCUSSION

A preliminary discussion regarding due diligence included the following points:

- The local government CAOs will be meeting on an ongoing basis with the new Board of the entity as requested.
- The option of an Economic Development Liaison group could be discussed with the new Board and they could determine if this is wanted.
- The final meeting of the Steering Committee will be the Transitional Meeting with the new Board of the entity.
- Need for improvement in communication on the developments.

1. Arms-length, What does it mean to each of us?

A roundtable discussion regarding an Arms-length entity included the following points:

- When the new Board of the entity meets, there are no elected officials in attendance.
- Assistance can be sought from a consultant and local government CAOs.
- Varying degrees of experience with arms-length boards and relationship to Council
- Important that the parameters are set early on to ensure success.

- Needs to be arms-length, liaison group may work, but not necessary.
- The Charter defines the mandate, but doesn't define the frequency of the reporting.
- Reporting should be quarterly and annually.
- Staff assist the new entity to do preliminary work: establish Terms of Reference, register as a non-profit society, initial bylaws need to be approved by the local government partners.
- Charter should state that the terms of reference, bylaws and financial reports from the entity be forwarded to the CAOs, CFOs and then the elected officials.
- All minutes from the entity need to be publicly available, except for In-Camera, of which there may be many closed meetings. Minutes could be forwarded to councils for receipt.
- Consultant could work with the entity through the process of establishing bylaws and terms of reference.
- Concerns on controls of an arms-length board based on past experience.
- Inspector of bylaws needs to approve the establishing of the corporation/society.
- Importance of having staff/legal counsel reviewing and providing assistance in development as well as CAOs and elected officials in reviewing.

Consensus was reached regarding the importance of having staff, legal counsel and elected officials review of the incorporating bylaws, terms of reference and defined reporting schedule, while maintaining an arms-length entity model.

2. Update on Board/Council Developments

The GM, Planning and Development provided an update regarding progress for organization a transitional meeting, orientation binders for the entity Board, ICET grant, administrative support shared by each local government partner. It was noted that the selected candidates have been contacted and discussions have been had with the SCRCD CAO.

A roundtable discussion on Board/Council developments included the following points:

- Budget discussions at each local government
- Need for more communications and Strategic Planning around Economic Development at the local government level.
- Economic Development is part of the 2016 Budget processes.
- Economic Development should be a standing item on the CAO to CAO meetings.
- SCRCD Budget adopted, Town of Gibsons close to adoption, District of Sechelt near completion, would like to resolve governance issues first.
- Minor revisions to the MOU should be reviewed when the CAOs meet again
- It was noted that Economic Development funding for organizations should shift towards Regional Economic Development in the future.

Consensus was reached regarding the importance to finalize the MOU following each local government's 2016 Budget process and that Economic Development be a regular standing item for discussion.

3. Staff Support Required - MOU, Launch and Funding

Consensus was reached that staff support was required to encourage the local government CAOs to complete the MOU in a timely fashion.

4. Wrap-up discussion: Have we achieved what we set out to do?

Discussion included the following points:

- Outstanding items seem to have been resolved.
- Confident that a review of the establishing bylaws, terms of reference will ensure that all the elements desired by local government partners will be included.
- Decision needs to be made regarding a Liaison Group or Representative for the new entity
- Organization and agenda for the Transitional Meeting to be worked out still.

5. Reception with New Board and/or Transitional Meeting

Discussion included the following points:

- Need for the new entity to meet with the Steering Committee as Transitional Meeting
- All elected officials should meet the new entity Board at a larger reception type event.
- Ideally this reception would be at the *shíshálh* Nation Hall and invitation extended to the Squamish Nation.
- Most important meeting will be between a consultant and the new entity Board to provide all the background information.
- Suggestion for an all-day meeting including morning, afternoon and evening sessions.
- Transitional Meeting needs to be planned by mid-April.
- Staff clarified that the ICET Grant for funding a consultant will not include governance aspects.
- Staff clarified that a date is being proposed to the new entity Board to meet before the end of April.

Consensus was reached regarding the priority to set the Transitional Meeting as soon as possible and have the date confirmed by Friday April 8, 2016. Consensus was reached around organizing a Transitional Meeting with the new entity Board and the Steering Committee, a reception to be organized in the future with all elected officials (public relations) and working transitional meeting with a consultant.

6. Due Diligence, Economic Development Liaison group, Deliverables

Discussion included the following points:

- Discussed earlier in meeting and CAOs will continue to finalize MOU, future meetings and budget process
- Let the new entity Board decide if they want a Liaison group
- Reporting expectations need to be added to the Charter

7. BC Rural Dividend Funding Program

Discussion included the following points

- BC Rural Economic Development funding available, applications commence April 4, 2016
- This is an opportunity for the Sunshine Coast and local governments should consider working together on this.
- The new entity will not be established before the deadline of May 31, 2016

Consensus was reached that local government partner CAOs should look at the options for a potential joint application in order to meet the May 31, 2016 deadline.

ADJOURNMENT

10:25 a.m.