

Final Report on 2014 Sunshine Coast Regional Economic Development Workshops

including proposed
"Sunshine Coast Economic Development Charter"

FINAL REPORT

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Prepared for:



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1. INTRODUCTION

This is the final report on a series of three workshops attended by elected officials on the lower Sunshine Coast in 2014 with the purpose of establishing a regional economic development partnership.

The workshops were held in April, June and October of 2014 and an earlier report was prepared on the outcome of the first two workshops by the facilitator, Jamie Vann Struth of Vann Struth Consulting Group Inc. The earlier report summarized progress through the first two workshops and outlined areas of agreement and areas where further discussion was required. Most of the outstanding issues were resolved in the third workshop on October 20, with the understanding that final agreement and commitment to a regional partnership could only be made by the elected officials who were in place following the local elections of November 15, 2014.

The proposed Sunshine Coast Economic Development Charter outlined in Section 3 represents the best efforts of the elected officials who devoted significant time and effort over the three workshops in 2014 to identify common interests and resolve differences of opinion in order to establish a regional economic development model that would provide meaningful benefits to all parts of the region. It will be up to the elected officials of 2015 and beyond to determine whether to proceed with this model, whether to proceed with an amended model, or whether to choose another path (including the option of not proceeding at all).

This report focuses on the discussions in the third workshop and the proposed parameters of a potential regional economic development partnership. Discussion of the first two workshops, including a summary of the context for regional economic development on the lower Sunshine Coast compared to other BC regions, is contained in the earlier report available from the Sunshine Coast Regional District.¹

Funding support for the workshops from Island Coastal Economic Trust is gratefully acknowledged.

OVERVIEW OF THE THIRD WORKSHOP

Workshop #3 was held at the Sunshine Coast Golf & Country Club in Roberts Creek (Area D) on October 20, 2014. The 2.5 hour workshop was attended by 14 elected officials from all four local governments (Shíshálh Nation, Town of Gibsons, District of Sechelt and Sunshine Coast Regional District), plus 4 alternate directors for the rural electoral areas. Regional staff were also in attendance to support and observe the proceedings, but did not participate in the discussions.

¹ Vann Struth Consulting Group Inc. (August 2014), *Report on Sunshine Coast Regional Economic Development Workshops, including Draft "Sunshine Coast Economic Development Charter."*

Jamie Vann Struth provided a summary of progress made during the first two workshops, including the significant areas of agreement and the topics requiring further discussion. The status of the topics was summarized in a table from the report on the first two workshops:

Topic	Agreed	To Be Agreed
1. Economic Vision	Fundamental objectives.	Final wording of vision statement.
2. Roles and Responsibilities	Priority roles and responsibilities.	None
3. Organizational Structure	Arms-length model.	Non-profit society or local government corporation.
4. Governance	At-large board, regular reporting to funders, strategic planning required at inception and periodically afterward, use of key performance indicators (KPI).	Exact procedure to appoint board members.
5. Funding	Formula based on some combination of assessment and population.	Exact funding formula.

Some degree of resolution was achieved for each topic, which in some cases meant deferring a final decision to a later date. The details of each topic are described in Section 2 and formalized in the proposed Sunshine Coast Economic Development Charter in Section 3.

Meeting notes can be found in the appendix.

2. WORKSHOP OUTCOMES

The discussions across all three regional economic development workshops were structured around five discussion topics - Economic Vision, Roles and Responsibilities, Organizational Structure, Governance and Funding.

These correspond to the five sections of the proposed Economic Development Charter found in Section 3. Each topic is addressed below, highlighting areas where agreement had already been reached and then summarizing the discussion during Workshop #3 aimed at resolving the outstanding issues.

2.1. ECONOMIC VISION

In order to craft an economic vision, the participants in the first workshop first identified the fundamental objectives that a regional economic development initiative should hope to achieve. The following objectives received broad support for inclusion in the vision statement:

- i. Supporting and sharing benefits among each of the **unique communities** in the Sunshine Coast (often referred to by participants as the “string of pearls” concept).
- ii. Encouraging **diversity** in terms of both economic activity (different industries) and demographics. Demographic diversity is supported through opportunities for people of all ages (including younger adults) and people of different cultures.
- iii. Maintaining or aligning with **community values** (recognizing that these values are not the same in all communities in the region) and improving **community well-being**, which includes basic needs like housing, food and transportation as well as quality of life.
- iv. Supporting **sustainability** so that opportunities for future generations are not compromised.
- v. Encouraging **thriving, vibrant and high-value** economic activity.

The specific wording of the vision statement was discussed in the first two workshops and a revised statement incorporating all of the feedback was proposed in the report following the second workshop. It was presented in Workshop #3 and supported with no further discussion:

The unique communities of the Sunshine Coast work together to build a sustainable, thriving and diverse regional economy that is aligned with community values, expands opportunities for all residents and improves overall community wellbeing.

2.2. ROLES AND RESPONSIBILITIES

Strong consensus was achieved in Workshop #1 on the appropriate roles and responsibilities for a regional economic development function. The items listed below are those where regional collaboration is believed to be most effective. (Note that each individual community may still choose to pursue initiatives in these areas, but the regional action can be an effective complement to local action).

- i. **Attracting business investment** (including related tasks like a regional economic profile and regional marketing)
- ii. Working collaboratively on key **regional facilities and infrastructure**. This may include alternative energy development or tourism-related developments.
- iii. Programs to support **workforce development and education**.
- iv. A **business retention and expansion (BRE)** program. This is a common economic development program that involves regular interviews with local businesses and is very time-consuming. Having a regional partnership to share the workload is a common approach in other BC regions.
- v. **Lobbying** senior levels of government, corporations, utilities and/or service providers on topics of shared regional interest.
- vi. Serving as a central source for regional **information collection and dissemination**, minimizing unnecessary duplication of effort.

2.3. ORGANIZATIONAL STRUCTURE

The preferred organization structure is the **arms-length model**, as unanimously determined by four breakout groups in Workshop #2. This is a separately incorporated organization that will be contracted to provide economic development services in the region, with funding, strategic direction and oversight provided through the government partners and corresponding responsibilities to monitor progress and report back to the funding partners.

The outstanding issue entering Workshop #3 was how the organization would be structured. The two main options that were presented, with the two primary options being a non-profit society or a local government corporation (whose shares could be owned by the regional district or by all partner local governments).

There are multiple examples of both structures currently in operation in BC municipalities and regions. For most economic development activities, including those that have been identified as regional priorities in this project, there is little or no difference in how the two structures deliver services.

There was a discussion in Workshop #3 of the merits of each approach. It was suggested that the social enterprise corporation model should be explored as a third option and that a legal opinion should be considered before making a final decision. It was also suggested that form should follow function - that the organization's corporate structure should be chosen only once the activities of the organization are determined.

In the end, the choice of a specific corporate structure was deferred pending a legal opinion and a determination of the range of activities to be undertaken.

2.4. GOVERNANCE

There was significant agreement after Workshop #2 on many governance principles, including:

- 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 or with respect to specific programs or projects being undertaken. There is no need for fixed quotas for specific sectors and it is recognized that desired expertise will evolve over time.
- ii. The **directors cannot be elected politicians**, other than the shíshálh Nation position (and possible future Squamish Nation position). There should also not be *ex officio* directors representing the funding partners as there are already sufficient reporting and oversight guidelines in place and the *ex officio* positions may introduce a political presence that detracts from the focus on the totality of the region.
- iii. The at-large directors are likely to reside and work in different parts of the region, but there is **no need to ensure that every community is represented** on the board. This helps to ensure that directors act in the interests of the Sunshine Coast as a whole without being obligated to represent the interests of any single community.
- iv. Notwithstanding the two points above, it would be appropriate for the shíshálh Nation **to have an appointed representative** on the board. Over time it would also be desirable to have the Squamish Nation represented on the board.
- v. At the inception of the organization, and every three to five years afterward, the organization should undertake a **strategic planning process** that incorporates input from local government, community stakeholders, the business community and the general public. This process will expand on the high-level roles and responsibilities that have been agreed upon and establish

more specific goals, priorities, projects and ongoing programs and will require the approval of all funding partners.

- vi. The organization will be required to **provide regular reports** to its funders, including submitting an annual work plan and budget for approval each year. This document will report on the results of the previous year and set out planned initiatives for the coming year. The reporting should include agreed **key performance indicators (KPIs)** that are developed during the strategic planning process and are used to track progress toward goals over time.

The appointment of the directors was the subject of most of the discussion in Workshop #3. There were initially differences of opinion expressed by the four break-out groups (see the meeting notes in the appendix for details), but after a period of discussion a proposed appointment process and several other principles were agreed.

- vii. The preamble to the Economic Development Charter should include **recognition and acknowledgement of First Nation rights and title** in light of the recent Tsilhqot'in decision, for the shíshálh Nation, Squamish Nation and Sliammon Nation.
- viii. The **agencies that are currently receiving funding and performing economic development tasks should be recognized**. The intent of the new organization should be clarified as filling service gaps and extending current activities through regional cooperation, not replacing the current functions.
- ix. Board meetings of the organization will observe the **same in camera rules as municipal Councils**, meaning that meetings that have discussion of personnel, funding, land sales, etc. will be closed to the public.
- x. The directors will form a **governing board**, rather than a working board, which needs to be reflected in the application materials. The role of the board is to provide leadership and high-level strategic direction, but not to become involved in day-to-day tasks that are delegated to staff.
- xi. The board of directors should have an odd number of positions in order to avoid deadlocks in decision-making. The suggested **number of directors is nine**, of which one is appointed directly by the shíshálh Nation. A formal invitation should be extended to the Squamish Nation to occupy an additional seat on the Board. The Board itself will have the discretion in the future to adjust the number of directors as it sees fit.
- xii. The appointment process will proceed according to the following process:
 - 1. A committee of the funding partners (likely to include Gibsons, Sechelt, the Regional District and the shíshálh Nation/Sechelt IGD) creates a set of application criteria for Board directors

that is advertised widely throughout the region. 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 role of First Nations in land and resource development.

2. The committee evaluates the applications that are received and identifies a priority list of candidates for the 8 open positions, based on a balance of the desired skills and experience. The 9th position is reserved for a direct appointment by the shíshálh Nation.
3. This "slate" of directors along with the next highest-ranking candidates, is provided to each municipal Council and to the Regional District board (to be considered by the rural area directors only), where it will be discussed in camera and either approved or rejected. If rejected, the Council/Board should give conditional approval to an alternate list of directors that is acceptable. If one or more Councils (or the Electoral Area directors on the RD board) approve a revised slate, the revised slate must then be circulated to the other Councils/Board for approval until all partners have approved the directors.
4. Formal approval of the board of directors occurs at the Annual General Meeting of the economic development organization.

2.5. FUNDING

A variety of funding options based on some combination of population and assessment were suggested during Workshop #2. The subsequent report provided four options, as outlined below on a percentage basis.

Local Area	Basis for Funding Formula			
	Assessment*	Population	50% Assessment*, 50% Population	50% Business/ Industry Assessment*, 50% Population
Area A	15.3%	9.4%	12.3%	7.9%
Area B	12.9%	9.3%	11.1%	11.6%
Area D	9.1%	11.3%	10.2%	6.7%
Area E	6.8%	12.2%	9.5%	6.5%
Area F	15.7%	7.0%	11.4%	18.1%
Gibsons	11.6%	15.5%	13.6%	16.3%
Sechelt	26.0%	32.5%	29.2%	27.6%
Sechelt IGD	2.5%	2.8%	2.6%	5.2%

*Assessment figures used in these calculations are converted.

Looking across each row, there are highlighted cells in green, yellow and red that correspond to the best, second-best and worst option for each local area.

The column showing the 50% assessment/50% population option was generally recognized during Workshop #3 as the best alternative because it is not the best or worst option for any local area. It was noted that any finding funding decision requires real dollar figures to be presented, as communities have limited funds and they need to account for taxpayer dollars.

There was no final decision in support of the 50%/50% option, but in the absence of a better alternative, it is the best option to present to the future elected officials who will be required to make a final funding decision.

2.6. NEXT STEPS

The proposed Economic Development Charter contained in Section 3 of the report represents the best efforts of the lower Sunshine Coast elected officials in 2014 to create a model for regional economic development collaboration.

It will be up to the officials elected in November 2014 to make the final decision on how to proceed. The intent is to present the model at a fourth regional economic development workshop early in 2015, at which point it will be discussed anew, possible changes considered, and decisions made on how to proceed.

3. PROPOSED SUNSHINE COAST ECONOMIC DEVELOPMENT CHARTER

The proposed Sunshine Coast Economic Development Charter establishes the parameters for agreement among partner governments on the purpose and structure of a regional economic development initiative on the Lower Sunshine Coast.

PREAMBLE

The Sunshine Coast Economic Development Charter establishes the parameters of a regional economic development partnership between communities in the Lower Sunshine Coast, including the shíshálh Nation, the Town of Gibsons, the District of Sechelt, and the five Electoral Areas of the Sunshine Coast Regional District.

The Charter establishes the broad principles on which the partners agree to cooperate and will be supplemented over time with specific agreements and policies, which may include Memoranda of Understanding regarding funding, Articles of Incorporation if and when the partnership manifests in a new organization, and strategic planning documents that establish more specific priorities, actions and budgets over a specified time frame.

The Charter recognizes and acknowledges the inherent title and rights of First Nations peoples, their role in the use of lands and resources, and the need for government relationships and agreements to be based on recognition.

PART ONE: ECONOMIC VISION

The unique communities of the Sunshine Coast work together to build a sustainable, thriving and diverse regional economy that is aligned with community values, expands opportunities for all residents and improves overall community wellbeing.

PART TWO: ROLES AND RESPONSIBILITIES

Priority roles and responsibilities that can be effectively undertaken through regional cooperation include:

- Attracting business investment, including through providing regional information and marketing.
- Working collaboratively on key regional facilities and infrastructure. Examples may include alternative energy development or tourism-related developments.
- Programs to support workforce development and education.

- A business retention and expansion (BRE) program.
- Lobbying on topics of shared regional interest.
- Regional information collection and dissemination.

Additional roles and responsibilities, or deletions from the list above, can be considered through the strategic planning process (occurring at inception and subsequently at three to five year intervals) or through the annual work plan and budget approval process.

The intent of the regional partnership is to fill service gaps and enhance the work of those agencies currently receiving local funding to undertake economic development initiatives.

PART THREE: ORGANIZATIONAL STRUCTURE

The Sunshine Coast Regional Economic Development Agency is an arms-length organization with its own articles of incorporation and independent board of directors.

It is to be contracted by local governments in the Lower Sunshine Coast to undertake economic development services of the type generally established under Part Two above and with specific direction established through a regular strategic planning process and annual budget approval by the funding partners.

The agency's corporate structure is to be determined at the time of incorporation and taking into consideration the range of tasks to be performed. It may be a non-profit society, a local government corporation or a community contribution company (commonly called a social enterprise corporation).

PART FOUR: GOVERNANCE

The Board of Directors of the Sunshine Coast Regional Economic Development Agency will have 9 directors. Eight directors are at-large community members who are selected for their expertise in key sectors of the regional economy or with respect to specific projects and projects being undertaken. The ninth director is appointed by the shishálh Nation.

Potential board members are identified through a formal application process and are appointed by the funding partners. The partners appoint a committee to establish application criteria, evaluate the applications, and propose a slate of directors for approval by each Council and the rural area directors on the Regional District Board. All Councils/Board must approve the slate of directors and the appointments are formalized at the agency's Annual General Meeting.

The agency undertakes a strategic planning process at its inception and every three to five years subsequently. The purpose is to expand on the high-level roles and responsibilities established in Part Two of this Charter and to establish more specific goals, priorities, projects and ongoing programs. This process also incorporates input from local governments, community stakeholders, the business community and the general public.

The agency provides regular reports to its funders, including an annual work plan and budget that must be approved each year. The annual work plan includes a report on the results of the previous year, using key performance indicators (KPI) that are established through the strategic planning process. It also sets out planned initiatives and associated budget requirements for the coming year.

PART FIVE: FUNDING

The formula to share costs among partner local governments is based on the following formula, to be calculated on an annual basis:

- 50% of funding is based on assessed values (converted) and 50% based on population.

The total funding allocation on an annual basis must be formally approved by each funding partner and based on the strategic priorities for that year.



REGIONAL ECONOMIC DEVELOPMENT WORKSHOP #3

Sunshine Coast Golf & Country Club, 3206 Hwy 101, Roberts Creek, B.C.
Monday October 20, 2014

MEETING NOTES

The Regional Economic Development Workshop #3 commenced at 1:10 p.m.

Note: A list of workshop participants can be found at the end of the workshop meeting notes.

WELCOME REMARKS AND INTRODUCTIONS

Garry Nohr, Chair, SCR D Board of Directors, welcomed workshop participants to the third Regional Economic Development Workshop in collaboration with the SCR D, *shíshálh* Nation, District of Sechelt and Town of Gibsons.

Mr. Nohr stated that it is encouraging to have all of the local governments gathered for the third workshop and noted that the community is becoming more aware of the economic development meetings and interested in the outcome. He acknowledged that the *shíshálh* Nation is currently working on new economic development initiatives.

Jamie Vann Struth, Workshop Facilitator, provided an overview of the workshop agenda and objectives.

REVIEW OF PROGRESS TO DATE

Jamie Vann Struth reviewed the areas of agreement from previous workshops regarding the following topics: Economic Vision, Roles and Responsibilities, Organizational Structure, Governance and Funding.

The roles and responsibilities of the proposed economic development entity are:

- Attracting business investment;
- Working collaboratively on key regional facilities and infrastructure;
- Programs to support workforce development and education;
- A business retention and expansion (BRE) program;
- Lobbying senior levels of government, corporations, utilities and/or service providers on topics of shared regional interest;
- Serving as a central source for regional information collection and dissemination

ECONOMIC VISION

There was general agreement by workshop participants to approve the Vision Statement as presented in “Report on Sunshine Coast Regional Economic Development Workshops including Draft Sunshine Coast Economic Development Charter”. (Section 2.2.1 - page 8).

The unique communities of the Sunshine Coast work together to build a sustainable, thriving and diverse regional economy that is aligned with community values, expands opportunities for all residents and improves overall community wellbeing.

ORGANIZATIONAL STRUCTURE

The organizational structure components which were previously agreed to by workshop participants include: arms length model; separately incorporated; funding, strategic direction, oversight provided by local government; ongoing monitoring and reporting back to funders.

Jamie Vann Struth indicated that the group could choose to determine the preferred model being either a) Non-profit society or b) Local government corporation.

Discussion ensued regarding the preferred model and the following comments were made:

- If we want this entity to create more business opportunities for the Sunshine Coast, it may be beneficial to create a local government corporation, which would act more like a business itself;
- Transparency is important to the community, a legal opinion should be considered before the final decision on the organizational structure;
- Can the SCRDC and municipalities legally create an arms length corporation?
- Under the Local Government Act and Community Charter there are provisions for economic development entities;
- What are the disadvantages of the entity being a non-profit? Would acquiring land for profit be possible?
- A local government corporation has the potential to be a money making venture which could allow the entity to be self funding to support its activities;
- The social enterprise corporation model should be explored as an option;
- Should determine the scope of what we want the entity to do first and then decide on the organization structure;
- Both models serve a purpose; however, the local government corporation provides more flexibility.

The workshop participants generally agreed to defer the final choice of organizational structure until it has been decided what this entity will do first.

BREAKOUT GROUP # 1 – GOVERNANCE

Workshop participants were organized into three breakout groups and tasked with the following:

Using as a starting point the governance options contained in the project report (Section 2.2.3 - pages 9-10), agree as a group on a Board structure and appointment process to recommend to the other groups.

Additional topics included in the discussion were: Representation of each jurisdiction on the Board; Appointment process for Board members; Application process for Board members, or other considerations for identifying and appointing Board members with an appropriate mix of skills and experience; Role (if any) for ex officio political representation on the Board; and any other conditions or practices as deemed appropriate.

REPORT OUT AND FULL GROUP DISCUSSION

Representatives from each breakout group provided a brief verbal summary of their preferred governance options regarding Board structure and appointment process for a Sunshine Coast regional economic development entity.

Group #1 (Reporting: Charlene SanJenko)

Structure: Between 7 (min.) or 9 (max.) board members (voting board members). All elected officials as guests and non-voting (ex-officio).

Application/Appointment Process: Advertising for participants in various areas of expertise and interests. Create criteria and select candidates based on these criteria. Balance of all the skill sets that you want to see on the board. The shareholders choose the members, through an election at an annual meeting.

Comments: Some working sessions should be open to the public and others are held In-Camera for certain topics eg. New business prospects.

Question: Who are the shareholders? That would need to be determined, but it would be those who contributed financially.

Group #2 (Reporting: Frank Mauro)

Structure: Board representation as per the example outlined in the report (12 members).

Application/Appointment Process: Extend an invitation to the Squamish Nation with discussion to follow. Advertise in each jurisdiction for identified areas of expertise. Recruit for the areas of expertise that are not represented in the applications. Develop a matrix of skills. Based on this matrix, each area nominates 3-6 applicants. A Committee is appointed to screen the applicants and ensure balance of members based on the criteria. The entire Board votes on the members.

Ex-officio members (either 5 or 1), non-voting, liaison only, present to provide context and to report back to the funders. (This needs to be clarified).

Comments: Governance Board only. Quarterly reports. Goals (to become self sustaining, coast wide distribution of benefits). Limits on the amount of borrowing.

Questions: What is the difference between a Governance board and a Working board? Prefer a Governance board which only provides direction and assists in developing contacts. Does not actually do the projects.

Group #3 (Reporting: Lee Turnbull)

The Charter document needs to include recognition and acknowledgment of First Nation rights following the Tsilhqot'in decision, for the *shíshálh* Nation, Squamish Nation and Sliammon Nation. *Four principles as defined by BC Chiefs. There should be a referral process for this.

Appointment Process: Develop representation criteria: skills representation with regional vision that does not compromise one area over another. Acceptance and understating of the four principles defined by BC Chiefs. Public advertisement for applicants. A selection committee to prepare a slate of candidates. The slate of proposed members will be reviewed by the three municipalities and rural directors for consensus and acceptance of members (vetoes allowed). Criteria grid needed to ensure evaluation is equal, transparent and fair. Selection committee must have a First Nations representation. *shíshálh* Nation will also appoint one member to the slate of candidates. Elected officials should not be members of the board, exception for the *shíshálh* Nation.

Comments: Regarding funding? What happens to all the groups currently being funded doing excellent economic development work? This entity should enhance the work already being done and not replace or duplicate their work. (ex. Chambers of Commerce, Tsain-Ko, Sunshine Coast Tourism, Fuse – Ignite).

SUMMARY OF BREAKOUT GROUP #1

Jamie Vann Struth summarized the results of the breakout groups as follows:

- Charter document contains recognition of rights under Tsilhqot'in decision, and reflecting other principles suggested by BC Chiefs
- Board size is 9; odd number, more efficient size; *shíshálh* Nation appoints a member
- Shareholders/partners establish nomination committee (including SIGD)
- Set criteria – skills, industry background, statement of commitment to regional vision
- Advertise positions
- All candidates must formally apply, but informal recruitment/encouragement OK
- Nominating committee balances skills and suggests candidates
- Board members formally appointed at AGM (non-profit society or corporation)
- Each shareholder/funder has ex officio position

- Non-voting role is a liaison to Council/Regional Board
- Other issues: Some meetings public, some in-camera? Statement on funding to existing agencies? Staggered term limits on Board? Initiate discussions with Squamish Nation immediately? Mention need for borrowing limits?

Discussion ensued and the following comments were made:

- The number of the board members (9) does not include elected officials;
- There is general agreement on the number of board members being 9;
- It will be clear in the application process that this is a Governance board;
- The selection committee would be made up of representatives from each of the local governments (8 directors from the SCRD Board) and would be based on consensus. The committee would make recommendations and that would go back to each municipality (shareholder) for review;
- The candidates will be listed and prioritized based on expertise and skill set;
- Should the selection committee also be nominated?;
- Official appointment of the candidates would be at the AGM, but prior to that each of the local councils would need to reach consensus on the selected candidates;
- What is the voting structure? It needs to be fair. This is a fundamental question and needs to be answered;
- The SCRD Board structure already in place where all the local government bodies are represented;
- Agree with what the report suggests- 5 rural areas vote on 6 members;
- What happens if not all councils can agree on the candidates, this will stall the process;
- An option would be to have 11 or 13 nominations as a short list of top candidates and then aim agreement on 9 candidates from that list;
- There are two different opinions: Small selection committee or each municipality selecting its preferred candidates;
- The shortlist model could work, so each municipality still has the option to make choices from the larger list;
- Once all of the applicants are listed and ranked based on area of expertise, any gaps will need to be identified;
- Each board member spot should be voted on individually and there needs to be overall consensus for that person to be chosen;
- There is general agreement of having a 13 person shortlist and then narrow down to 9.
- If there are a large number of candidates, all should be listed and ranked, with the top 13 noted. Area of expertise included with candidate's name;
- Once all council reached a consensus the final "rubber stamp" is at the AGM;
- If there is a major dispute, there should be an ability to increase the number of board members;
- It may be a dangerous to change the number of the board members (where would the number end?) but if this is will of the shareholders than it can be done;

- If they are volunteers, there may not always be 100% turn-out;
- Even if there is no immediate consensus, it will get worked out over time until consensus is reached.

SUMMARY

It was agreed that the appointment process would be determined by a committee of funding partners which would create a set of application criteria including the desired skills and areas of expertise. The committee would review the applications and rank candidates in the order of top eight preferences. The ninth position would be a direct appointment from the *shíshálh* Nation. A slate of highest ranking candidates would be provided to each municipal Council and the SCR D Board for discussion, approval, rejection or revision of the slate. Formal approval of the board of directors would occur at the Annual General Meeting of the regional economic development entity.

Regarding the Ex-officio members

- Do not support having ex-officio members because by principle of having them at the meeting there is a political presence and pressure;
- Seen as more of a liaison, a support function for the board;
- If information is required it can be solicited and provided;

The workshop participants generally agreed that there will be no ex-officio representation on the board of directors.

Regarding In-Camera meetings and topics:

- A good portion of the meetings would be In-Camera, by nature of the discussions;
- Under the same rules of In-Camera as regional board and council: All meetings be public and go in-camera when necessary;
- If it were a working board there will be more in-camera meetings required;
- An AGM is required to be open to the public.

The workshop participants generally agreed that meetings would be open to the public but if the board is dealing with issues related to personnel, land acquisition, funding, etc, it would hold In-Camera meetings.

Regarding statement on funding to existing agencies:

- How are we going to manage and recognize the work that agencies are already doing economic development activities and that of what this entity may do?
- Could this entity be an umbrella group, which plays a coordination role and ensures that there is no duplication of efforts?;

- View this entity as parallel process to the work already being done. Any funding issues could be worked out during budgeting;
- Current groups are doing “maintenance of economic development”, there is a role for this entity to expand beyond that;
- This entity could be the coordinating group or act as an information referral;

The workshop participants generally agreed that a statement could be included in the charter of the entity stating that it will not replace or overlap upon the work currently being done by other groups.

The workshop participants agreed that an invitation to the Squamish Nation could be extended to participate later on in the process, around January 2015.

FUNDING

Jamie Vann Struth presented the basis for funding formula graph that was outlined in the report. In addition, a colour coded version of the graph was presented to show the least cost to each jurisdiction/area (green), the high cost alternative (red), and the second choice option (yellow). It should be noted that, as in the report, the actual dollar figures are based on a \$300,000 budget.

Basis for Funding Formula				
Local Area	Assessment	Population	50% Assessment, 50% Population	50% Business/ Industry Assessment, 50% Population
Area A	\$46,000	\$28,072	\$37,036	\$23,828
Area B	\$38,687	\$28,041	\$33,364	\$34,761
Area D	\$27,360	\$34,005	\$30,683	\$20,221
Area E	\$20,486	\$36,500	\$28,493	\$19,500
Area F	\$47,046	\$21,122	\$34,084	\$54,290
Gibsons	\$34,834	\$46,511	\$40,672	\$48,981
Sechelt	\$78,100	\$97,393	\$87,747	\$82,945
Sechelt IGD	\$7,486	\$8,355	\$7,920	\$15,475

Jamie Vann Struth also presented a colour coded version of the graph representing percentages of contribution by each jurisdiction/area.

Basis for Funding Formula				
Local Area	Assessment	Population	50% Assessment, 50% Population	50% Business/ Industry Assessment, 50% Population
Area A	15.3%	9.4%	12.3%	7.9%
Area B	12.9%	9.3%	11.1%	11.6%
Area D	9.1%	11.3%	10.2%	6.7%

Local Area	Basis for Funding Formula			
	Assessment	Population	50% Assessment, 50% Population	50% Business/ Industry Assessment, 50% Population
Area E	6.8%	12.2%	9.5%	6.5%
Area F	15.7%	7.0%	11.4%	18.1%
Gibsons	11.6%	15.5%	13.6%	16.3%
Sechelt	26.0%	32.5%	29.2%	27.6%
Sechelt IGD	2.5%	2.8%	2.6%	5.2%

Discussion ensued and the following comments were made regarding the funding formula options:

- Percentages are safe, but we need to think about real dollar figures. This may cost up to \$1.5 million a year;
- Assuming the money was there, from the Town of Gibsons perspective the funding model based on 50% assessment and 50% population is most fair for all jurisdictions;
- It was noted that Electoral Area E would participate if the funding model was based on 50% Business/Industry Assessment & 50% Population Assessment or on a project to project basis if the funding model was based on Population;
- The 50% Assessment and 50% Population model seems balance for all those involved;
- The decision will have to be pending the total amount of money that will be spent on this endeavour. There needs to be accountability for tax payers money;

There was no full consensus on the funding model, however generally the 50% Assessment and 50% Population model was seen as a good starting point.

NEXT STEPS

Jamie Vann Struth stated that a summary of the workshop discussions would be included in a revised version of the Charter. Meeting notes will be produced by the SCR D and available to participants.

CONCLUDING REMARKS

The SCR D Board Chair, Garry Nohr thanked the workshop facilitator, staff and all the participants for their hard work during the regional economic development workshops.

Mr. Nohr suggested that there be another meeting in Spring 2015 to determine the next steps.

The Regional Economic Development Workshop concluded at 3:45 p.m.

Workshop Participant List – October 20, 2014	
1.	Garry Feschuk, SCR D Alternate Director and Councilor, Sechelt Indian Band
2.	John Henderson, Mayor, District of Sechelt
3.	Darnelda Siegers, Director SCR D, Councilor, District of Sechelt
4.	Alice Lutes, Councilor, District of Sechelt
5.	Mike Shanks, Councilor, District of Sechelt
6.	Wayne Rowe, Mayor, Town of Gibsons
7.	Lee Ann Johnson, SCR D Alternate Director, Councilor, Town of Gibsons
8.	Charlene SanJenko, Councilor, Town of Gibsons
9.	Emanuel Machado, CAO, Town of Gibsons
10.	Garry Nohr, SCR D Chair, Director Area B
11.	Frank Mauro, SCR D Director Area A
12.	Donna Shugar, SCR D Director Area D
13.	Lorne Lewis, SCR D Director Area E
14.	Lee Turnbull, SCR D Director Area F
15.	Leonard Lee, SCR D Alternate Director Area A
16.	Brian Smith, SCR D Alternate Director Area B
17.	Laurella Hay, SCR D Alternate Director Area E
18.	Joyce Clegg, SCR D Alternate Director Area F
19.	John France, CAO, SCR D
20.	Steven Olmstead, GM Planning and Development, SCR D
21.	Jamie Vann Struth, Workshop Facilitator
22.	Autumn Ruinat, Planning Secretary, SCR D

SUNSHINE COAST
REGIONAL ECONOMIC
DEVELOPMENT:

WORKSHOP #3
OCTOBER 20, 2014

Vann Struth Consulting Group Inc.

1. Progress to Date

From Section 2.3 of Report (pg 12)

Topic	Agreed	To Be Agreed
1. Economic Vision	Fundamental objectives.	Final wording of vision statement.
2. Roles and Responsibilities	Priority roles and responsibilities.	None
3. Organizational Structure	Arms-length model.	Non-profit society or local government corporation.
4. Governance	At-large board, regular reporting to funders, strategic planning required at inception and periodically afterward, use of key performance indicators (KPI).	Exact procedure to appoint board members.
5. Funding	Formula based on some combination of assessment and population.	Exact funding formula.

Roles and Responsibilities - Agreed

- **Attracting business investment**
- Working collaboratively on key **regional facilities and infrastructure**.
- Programs to support **workforce development and education**.
- A **business retention and expansion (BRE)** program.
- **Lobbying** senior levels of government, corporations, utilities and/or service providers on topics of shared regional interest.
- Serving as a central source for regional **information collection and dissemination**.

Economic Vision – Agreed Fundamental Objectives

- Supporting and sharing benefits among **unique communities**
- Encouraging **diversity** (economic activity and demographics)
- Maintaining or aligning with **community values** (recognizing that values are not the same in all communities) and improving **community well-being** (housing, food, transportation, quality of life).
- Supporting **sustainability** so that opportunities for future generations are not compromised.
- Encouraging **thriving, vibrant and high-value** economic activity.

Proposed Economic Vision in Charter

The unique communities of the Sunshine Coast work together to build a sustainable, thriving and diverse regional economy that is aligned with community values, expands opportunities for all residents and improves overall community wellbeing.

- (Past version and comments from workshop #2 discussed in report, pages 7-8).

Organizational Structure – Agreed Components

- Arms-length model
 - ▣ Separately incorporated
 - ▣ Funding, strategic direction, oversight provided by local government
 - ▣ Ongoing monitoring and reporting back to funders

Organizational Structure – Outstanding Issue

- Non-profit society
- OR
- Local government corporation

Governance – Agreed Components

- The Board is **at-large community members** selected for their expertise.
- **No need to ensure that every community is represented on Board** (but all communities have voice in appointing Board members).
- shíshálh Nation **to have an appointed representative** on the board. Over time it would also be desirable to have the Squamish Nation represented on the board.
- At inception, and every three to five years afterward, undertake **strategic planning process** to determine specific goals, priorities, projects and ongoing programs and will require the approval of all funding partners.
- Organization to **provide regular reports** to its funders, including annual work plan and budget for approval. Reporting includes **key performance indicators (KPIs)**.

Governance

- Refer to Section 2.2.3 (pg. 9-10)
- Discussion topics at your table:
 1. Representation of each jurisdiction on the Board
 2. Appointment process for Board members
 3. Application process for Board members, or other considerations for identifying and appointing Board members with an appropriate mix of skills and experience
 4. Role (if any) for *ex officio* political representation on the Board
 5. Any other conditions or practices as deemed appropriate

Governance Discussion Summary

- Charter document contains recognition of rights under T'silqotin decision, and reflecting other principles suggested by BC Chiefs
- Board size is 9
 - Odd number – more efficient size
 - shíshálh Nation appoints member
- Shareholders/partners establish nomination committee (including SIGD)
 - Set criteria – skills, industry background, statement of commitment to regional vision
 - Advertise positions
 - All candidates must formally apply, but informal recruitment/encouragement OK

Governance Discussion Summary 2

- Nominating committee balances skills and suggests candidates
- Board members formally appointed at AGM (Society or Corp)
- Each shareholder/funder has ex officio position
 - Non-voting – role is liaison to Councils/regional Board
- Other
 - Some meetings public, some private?
 - Statement on funding to existing agencies?
 - Staggered term limits on Board?
 - Initiate discussions with Squamish Nation immediately?
 - Mention need for borrowing limits?

Funding – Breakout #2

- Using these options as a starting point, agree at your table on a funding formula to recommend to the other groups.

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	Assessment	Population	50% Assessment, 50% Population	50% Business/ Industry Assessment, 50% Population
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Area D	9.1%	11.3%	10.2%	6.7%
Area E	6.8%	12.2%	9.5%	6.5%
Area F	15.7%	7.0%	11.4%	18.1%
Gibsons	11.6%	15.5%	13.6%	16.3%
Sechelt	26.0%	32.5%	29.2%	27.6%
Sechelt IGD	2.5%	2.8%	2.6%	5.2%