

Report on 2015 Workshop to Establish a Sunshine Coast Regional Economic Development Initiative

including revised
"Sunshine Coast Economic Development Charter"

FINAL REPORT

June 2015

Prepared by:



Prepared for:



With funding support from:



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1. INTRODUCTION

This report summarizes the discussions and outcomes of a regional economic development workshop held in Gibsons on May 15, 2015 among elected leaders of all Sunshine Coast local governments.

The meeting objective was to review the outcomes of a series of three workshops held throughout 2014 that established a proposed Sunshine Coast Economic Development Charter and to decide how and whether to move forward with a regional economic development initiative.

Significant progress was achieved over the course of the 2014 workshops by the elected leaders in place at that time, but it was decided that final decisions and financial commitments should be made by the Councils and Board in place following the local elections in November 2014.

Details of the 2014 discussions can be found in two earlier reports by Vann Struth Consulting Group, one following the 2nd workshop and another following the 3rd workshop. They can be obtained from the Sunshine Coast Regional District.

OVERVIEW OF 2015 WORKSHOP

The **2015 Regional Economic Development Workshop** was held at the Cedars Inn Hotel & Convention Centre in Gibsons during the morning of May 15, 2015. The nearly three-hour workshop was attended by 18 elected officials from all four local governments (shíshálh Nation, Town of Gibsons, District of Sechelt and Sunshine Coast Regional District), plus 5 alternate directors for the rural electoral areas. Regional and municipal staff were also in attendance to support and observe the proceedings, but did not participate in the discussions.

SCRD Chair Garry Nohr provided opening remarks and Garry Feschuk of shíshálh Nation welcomed participants to Squamish Nation territory. The workshop facilitator, Jamie Vann Struth, then gave an introductory presentation on selected regional economic and demographic statistics and provided a summary of the progress made through the first three workshops in 2014.

Following the presentations, participants were separated into five groups in order to discuss each element of the proposed Sunshine Coast Economic Development Charter. Each group reported on their deliberations and suggested changes were discussed by all participant. Agreement was ultimately reached on revisions and additions in several areas, followed by a final group discussion focused on next steps.

Section 2 of this report summarizes the content and outcome of these discussions, while **Section 3** contains the revised Economic Development Charter. The **Appendix** has detailed meeting notes, including a copy of the presentation slides.

2. WORKSHOP OUTCOMES

2.1. DISCUSSION OF ECONOMIC DEVELOPMENT CHARTER

Workshop participants were separated into five breakout groups and asked to discuss each element of the proposed Sunshine Coast Economic Development Charter:

- Preamble
- Part One - Economic Vision
- Part Two - Roles and Responsibilities
- Part Three - Organizational Structure
- Part Four - Governance
- Part Five - Funding

For each topic, participants were asked to: (1) identify anything in the current charter they disagree with; and (2) identify anything missing in the current charter.

Issues raised for discussion and any agreed recommendations for revisions or additions to the Charter are summarized below under each discussion topic.

PREAMBLE

The preamble to the Charter describes its purpose in setting out the broad principles for regional collaboration and acknowledges the inherent rights and title of First Nations.

There was overall agreement with the preamble and a comment offered that the wording of the preamble could be used to promote the concept of regional economic development to the public.

There are no recommended changes and the preamble text remains unchanged, as shown in Section 3.

PART ONE - ECONOMIC VISION

The proposed economic vision statement that was discussed was:

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.

While there was general agreement with the sentiments expressed in the vision statement, there was some questioning of the word “unique” and whether an initiative focused on regional collaboration

should place such emphasis on the differences within the region. If regional unity is being emphasized, perhaps the focus of the vision statement should be on community values and well-being.

After some discussion, it was agreed to remove “The unique communities of” from the start of the vision statement. The revised vision puts the emphasis on the desired result of economic development cooperation:

The Sunshine Coast has 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

The discussion of roles and responsibilities yielded several suggested additions or clarifications that help to better frame the range of activities that a new regional economic development entity would undertake. This includes greater emphasis on filling gaps in current service provision rather than overlapping or infringing upon the mandate of existing organization.

The key changes include:

- Moving the statement about the “intent of the regional partnership is to fill service gaps” to the start of this section rather than the end.
- Adding references to the attraction of “entrepreneurial” businesses and new residents.
- De-emphasizing the importance of “attracting business investment” by moving it lower on the list of potential roles, given the greater importance of business retention and expansion, workforce development and other focus areas in expanding the regional economy.

These changes are reflected in the updated Charter text in Section 3.

PART THREE - ORGANIZATIONAL STRUCTURE

A variety of issues relating to organizational structure were raised. There was support for the notion already included in the Charter that the organization should be arms-length from local governments, although political leaders should be engaged when appropriate (such as for lobbying efforts on behalf of the region). The overall sentiment is that further discussion and analysis of options is required before choosing a specific course of action.

One of the options to be considered and reflected in the Charter is the potential for an existing organization to fulfill the regional economic development role, likely on a fee for service contract with

local governments, rather than starting a completely new organization. The third paragraph under Part Three of the Charter has been changed to this effect.

There was also a desire to more formally state the importance of independence and accountability, which has been done in the 2nd paragraph of Part Three.

PART FOUR - GOVERNANCE

There were some initial differences of opinion about the optimal size of the Board of Directors and discussion ensued on the advantages and disadvantages of different Board sizes.

The general consensus after these discussions was to maintain the Board structure as prescribed in the Charter. There is always the option in the future for Board size or composition to be adjusted.

PART FIVE - FUNDING

There was relatively little discussion of funding options as the 50% population/50% assessment formula appears to be a reasonable compromise for most areas. It was opposed only by the representative of Area E as he felt it unfairly penalizes his predominantly residential area.

It was noted that the organization may not always require solely tax-based funding. For example, amenity contributions from development could be allocated in the future.

There was some discussion of the optimal length of the initial funding commitment, with general agreement that a 5-year Memorandum of Understanding (MOU) is preferred. This allows sufficient time to establish the initiative and for some meaningful work to be completed and evaluated before the expiration of the initial commitment. Budgets, work plans, and progress reports would still be subject to approval on an annual basis.

The Charter has been edited to include a reference to the potential for future non-government funding sources and the desire for a five-year funding commitment.

2.2. NEXT STEPS

Workshop participants agreed on the following steps in order to move forward with a regional economic development initiative:

1. Each Council and the Regional Board to approve an Agreement in Principle based on this report and the Sunshine Coast Economic Development Charter in Section 3.

The approvals should be coordinated to occur in the same week (or as close as possible).

2. Each Council and the Regional Board to simultaneously appoint a representative (politician, staff member or other at their discretion) to a temporary Steering Committee that will finalize the work needed to establish a regional economic development entity. This will include a more detailed exploration of possible organizational structures, including the option for an existing organization to fill the role on a contract basis.

This Steering Committee will expire immediately upon the establishment of the regional entity.

3. Issue a press release and otherwise promote the work that is being done in order to inform the public and other interested organizations (e.g. Chambers of Commerce). Promotional items should be issued to coincide with the coordinated approvals by all partner governments.

3. SUNSHINE COAST ECONOMIC DEVELOPMENT CHARTER

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 Sunshine Coast has 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

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.

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

- Programs to support workforce development and education.
- A business retention and expansion (BRE) program.
- Lobbying on topics of shared regional interest.
- Attracting business investment, including entrepreneurial businesses, through regional marketing, information provision and other techniques.
- New resident attraction.
- Regional information collection and dissemination.

- Working collaboratively on key regional facilities and infrastructure. Examples may include alternative energy development or tourism-related developments.

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.

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. It will be independent from but accountable to its local government funders.

The agency may be newly incorporated or a pre-existing organization. Issues of corporate structure are to be determined at the time of incorporation (if a new organization) or when developing terms for an economic development services contract (if an existing organization). Corporate options include 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. Alternative funding sources may be identified in the future to minimize reliance on the local tax base.

The initial Memorandum of Understanding between local government partners should include a five-year funding commitment.



REGIONAL ECONOMIC DEVELOPMENT WORKSHOP

Cedars Inn Hotel & Convention Centre, 895 Gibsons Way, Gibsons, B.C.
Friday May 15, 2015

WORKSHOP MEETING NOTES

The Regional Economic Development Workshop commenced at 9:10 a.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 Regional Economic Development Workshop in collaboration with the SCR D, *shíshálh* Nation, District of Sechelt and Town of Gibsons.

WELCOME BLESSING

Chief Garry Feschuk, *shíshálh* Nation, welcomed workshop participants to the Squamish Nation territory and played a recording of a traditional prayer song.

WORKSHOP OVERVIEW AND OBJECTIVES

Jamie Vann Struth, Workshop Facilitator, provided an overview of the workshop agenda and objectives. The goal of the workshop is to determine how to build upon the progress of the 2014 workshops and move forward.

OVERVIEW OF REGIONAL ECONOMIC DEVELOPMENT CONTEXT

Mr. Vann Struth provided an overview of the regional economic development context for the Sunshine Coast and presented updated statistics (2014) regarding: Total Population Estimate (28,528), Population Growth Rate and Population Change for 2009-2014, Projected Population Growth Rate and Population Change for 2014-2039, Estimated Median Age (52.8), Change in Estimated Median Age for 1989-2014 (14.2), Projected Change in Median Age for 2014-2039, Projected Median Age in 2039 (48.4), Core Working Age Population (25-54) as a Share of Total

Population, Projected Growth in Core Working Age Population (25-54) for 2014-2039, Building Permit Trends, Land Area (3,777 sq. km).

Presentation slides with full statistics are attached to the end of the workshop meeting notes.

The Sunshine Coast has been one of the fastest growing regional districts (amongst all non-metro regional districts in Southern BC), increasing 3.7% between the years 2009-2014, an estimated 1,052 people. The Sunshine Coast's projected population growth rate is 30.3% for the years 2014-2039, an estimated 8,957 people over the next 25 years.

The estimated median age of the Sunshine Coast population is 52.8 years. The median age in the next 25 years (2014-2039) is estimated to decrease by 4.4 years, to 48.4. Thus the Sunshine Coast will start to get younger within the next couple decades.

The core working-age population (25-54 years) makes up 32% of the share of total Sunshine Coast population, lowest among the 15 comparable regional districts. The projected growth rate in core working-age population (25-54 years) is 39.3%, the highest amongst the group.

Regarding building permit values, the Sunshine Coast is on par with provincial trends. In 2013 there was an increase in commercial, industrial and institutional construction. Residential development is driving the building permits trend, which is currently in slight decline. Comparing building permit values per capita (2005-2009), the Sunshine Coast was third highest, after East Kootenay and Squamish-Lillooet. For the years 2010-2014, the Sunshine Coast was the top for building permit values per capita, compared to other benchmark Regional Districts.

Mr. Vann Struth spoke to the experience of other regional economic development initiatives within Regional Districts. He stated that there has been varied experience across the province. Some Regional Districts had economic development functions that have since dissolved. Some Regional Districts with larger land area had a difficult time due to large distances between communities. Some Regional Districts with smaller land area are having more success. There are challenges when a large city within the regional entity is being viewed/treated as more important than the other smaller rural areas. He gave the example of Comox Valley Economic Development Society as one entity working well.

Questions and Comments:

- Believes that the working age of population statistic should be increased, closer to the age of 60.

Q: How often do you see a big difference between two neighbouring Regional Districts (Squamish and Sunshine Coast)?

A: Squamish has been growing fast due to affordability and proximity to the Lower Mainland for work commuters. Sunshine Coast and Squamish are geographically neighbours, but transportation access is the key difference with the ferry creating a greater barrier to commuting than the highway to Squamish.

Q: How does Powell River fit into the relationship for regional economic development?

A: Collaboration with Powell River is perhaps more appropriate on a project to project basis. Powell River has an established economic development function and there is likely common ground to cooperate at times, but not necessarily for the development of the entity itself.

REVIEW OF PROGRESS TO DATE

Jamie Vann Struth reviewed the *Final Report on 2014 Sunshine Coast Economic Development Workshops including proposed “Sunshine Coast Economic Development Charter”*.
Fundamental Objectives (Preamble to Economic Vision):

- 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.

Roles and Responsibilities:

- **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**.

Organizational Structure:

- Arms-length model
 - Separately incorporated
 - Funding, strategic direction, oversight provided by local government
 - Ongoing monitoring and reporting back to funders
- Choice of non-profit society or local government corporation
 - “Form follows function”
 - Legal Opinion – Regional District is legally allowed to create a separate corporation

- Comment was provided that a Community Contribution Corporation (3C model) could also be considered as an option.

Governance:

- The **9-person Board of Directors of at-large community members** selected for their expertise.
- One director **appointed by shíshálh Nation** (possible future Board position for Squamish Nation)
- **No need to ensure that every community is represented on Board** (but all communities have a voice in appointing Board members).
- Directors identified through **formal application process**, managed by committee of local government partners. Slate of directors must be **approved by all partners**.
- At inception, and every three to five years afterwards, 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)**.

Funding Model:

The formula to share costs among partner local governments has not been agreed, but the option that appears to have the most support is to base 50% of each local government's contribution on assessed values (converted) and 50% on population.

See example of basis for funding formula graph in presentation slides attached.

DISCUSSION GROUPS

Workshop participants were organized into five discussion groups and tasked with the following:

There are five main topics in the proposed *Sunshine Coast Economic Development Charter*: Economic Vision, Roles and Responsibilities, Organizational Structure, Governance and Funding

For each topic, please determine in your group:

- a. Do you disagree with anything?
- b. Is there anything missing?
- c. If agreement around your table, or edits/additions are needed move to the next section

REPORT OUT AND FULL GROUP DISCUSSION

Representatives from each group provided a verbal summary of their discussions regarding the proposed *Sunshine Coast Economic Development Charter*. Comments were as follows:

Fundamental Objectives (Preamble to Economic Vision):

- Agreement with the wording, it could be used to “sell” the concept

Proposed Economic Vision in Charter:

- Agrees with the vision statement.
- Also agrees with the vision.
- Discussed the use of the word “unique”, what is the rationale for this word? When we are seeking unity in this vision, why would the word “unique” be used?
- If we are going for collaboration, we need to focus on what is similar. In the past, thinking was to recognize each separate rural area as “unique”. Community values and well-being should be the focus.
- Overall agreement on the vision wording.
- Unique helps to sell the Sunshine Coast – because each area is unique and special.

Recommendation 1

- It was suggested to remove “The unique communities of” from the start of the vision sentence. Change to start as “The Sunshine Coast working together...”

Roles and Responsibilities:

- Discussed “minimizing unnecessary duplication of efforts” as there are many organizations doing similar work already.
- Lobbying on shared interest is very important to all communities, for ex: BC Ferries.
- Business retention is very important – how can we help existing businesses expand?
- Would the entity work on future projects or existing project? How do we fund economic development projects that a municipality has already put money towards?
- Discussed attracting business investment and how we react to new businesses. How do we work with and support them through business retention programs?
- What is an example of programs to support workforce development and education?
- *shíshálh* Nation has great programs to help support workforce development and education (ex: daycare for a woman entering the work force and post-secondary education support programs).
- There is a big difference between business attraction/investment and business retention. Business retention and expansion should be a main focus. Support business and those entering the workforce.

Recommendation 2

- It was suggested to move the following paragraph to the beginning of Part Two: Roles and Responsibilities: “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”.
- Sunshine Coast chambers of commerce, tourism associations and Community Futures need to be assured that they are supported.

Recommendation 3

- It was suggested to move the bullet for: “Attracting business investment, including through providing regional information and marketing” to lower on the list.

- An example of workforce development: A resort hotel is considering developing staff accommodation on site in order to retain its workforce and provide housing options.
- Could post-secondary education opportunities be expanded upon in the list?

Recommendation 4

- It was suggested to include wording around attracting “entrepreneurial” types of business. The Sunshine Coast is a magnet for creative entrepreneurial business opportunities.
- Virtually all of Roberts Creek and Halfmoon Bay are entrepreneurial businesses.
- Infrastructure is all in place to support entrepreneurial residents.

Recommendation 5

- It was suggested to add “new resident attraction” to the list of Roles and Responsibilities.

Organizational Structure:

- Would it be possible to use an existing structure to create this entity, or do we need to re-create this? As a means to support the existing organizations that exist...
- What is the rationale for the *shíshálh* Nation to have an appointed member?
- If lobbying is a role and responsibility of the entity, should there be a mechanism for the four governments to participate in the lobbying efforts?
- Political leaders are necessary for lobbying.
- The entity would come to the local governments and ask for assistance to lobby on a certain topic.
- Believes the structure should be arms-length and non-profit and not an SCRD service function.
- Arms-length structure allows for the ability to have projects come forward.
- Discussed engaging the business community and potential Board Members in order to determine which organization structure is appropriate.
- Agreement to let the structure be open at this point. Further discussion is required.
- The independence of this entity from local government is key

Recommendation 6

- It was suggested to insert wording under Organization Structure about ensuring independence and accountability of the entity is essential moving forward.
- Discussion if there was opportunity for an existing organization to take on this project.
- Is it an option to fund an existing organization to create a more locally focused economic development entity? The organization would already have a structure in place with staff expertise. It would already be established, with local knowledge and contact with local businesses.
- Would it be appropriate to put out a Request for Proposal for bids on this entity?
- Challenges of engaging an existing organization with respect to developing the terms of reference, funding contributions, determining priorities.

Governance:

- Discussed the number of Directors and felt that 9 was too many, 5 may be more appropriate.
- The rationale behind 9 directors was to allow for a cushion for those members that may not be able to attend every meeting.

- With a large number of 9 you may not be able to get the focus and agreement that is needed to move forward and make decisions.
- Is the board too large? Is it large due to the sub-committees?
- What is the quota system?
- Agree with Board members chosen for expertise rather than geographically representation
- It is a business board, expertise focused.
- 9 directors is actually small, if you want enough people to attend and to have a wide range of expertise represented, the number is right. Small boards become autocratic, large boards allow for more democratic process.
- The general consensus from the workshop participants was to keep the board structure as outlined in the Charter.

Funding:

- General agreement that the best compromise would be a funding formula model based on: 50% Assessment and 50% Population.
- It was noted that Population/Assessment formula unfairly penalizes Electoral Area E
- An alternative option would be to determine the total amount needed and each municipality decides how much they want to contribute.
- Business could very well fund this in the future. Contributions from corporation could flow back to the entity. It doesn't need to need to be tax based forever.
- Tax based funding for the first 3 years.
- A 5 year MOU gives enough time for the entity to organize, develop and have some success and so that the turnover in government will not impact its existence.
- Annual review period in terms of funding.

SUMMARY

Jamie Vann Struth summarized the results of the discussion groups and will present the suggested edits to the Economic Vision, Roles and Responsibilities, Organizational Structure in a report.

NEXT STEPS

A report will be prepared by Jamie Vann Struth and include the workshop meeting notes. The report will be circulated to all municipalities and Regional Board for consideration and “approval in principle.” This should occur during the same week, so that it is being considered concurrently.

It is suggested that councils and the Regional Board also appoint a representative to a temporary Steering Committee of the funding agencies that will work to finalize the necessary steps to establish a regional economic development entity, either as a stand-alone organization or through a relationship with an existing organization.

The Steering Committee will exist only until the regional entity is created and its duties will include agreeing on an organization structure (including soliciting a legal opinion and exploring

the possibility of using an existing organization for the role), coming to agreement on a funding formula, and managing the application and review process for the initial board of directors.

It was discussed that it is important to ensure that the Sunshine Coast Chambers of Commerce and other economic development organizations are made aware of what has been decided by local government with respect to this project.

CONCLUDING REMARKS

Garry Nohr, Chair, SCRD Board of Directors, thanked staff and workshop participants for their dedication to the Sunshine Coast Regional Economic Development project. It is encouraging to see agreement on moving this project forward. The results will be communicated to the public in a formal announcement to coincide with approval by all local governments.

The Regional Economic Development Workshop concluded at 12:00 p.m.

Workshop Participant List – May 15, 2015	
Elected Officials:	
1.	Chief Garry Feschuk, Councillor, <i>shíshálh</i> Nation
2.	Randy Joe, Councillor, <i>shíshálh</i> Nation and SCR D Alt. Director
3.	Garry Nohr, Chair SCR D and Director, Electoral Area B
4.	Frank Mauro, SCR D Director, Electoral Area A
5.	Mark Lebbell, SCR D Director, Electoral Area D
6.	Lorne Lewis, SCR D Director, Electoral Area E
7.	Ian Winn, SCR D Director, Electoral Area F
8.	Leonard Lee, SCR D Alt. Director, Electoral Area A
9.	Brian Smith, SCR D Alt. Director, Electoral Area B
10.	Chris Hergesheimer, SCR D Alt. Director, Electoral Area D
11.	Laurella Hay, SCR D Alt. Director, Electoral Area E
12.	Kate-Louise Stamford, SCR D Alt. Director, Electoral Area F and Gambier Island Trustee
13.	Wayne Rowe, Mayor, Town of Gibsons
14.	Silas White, Councillor, Town of Gibsons and SCR D Director
15.	Jeremy Valeriote, Councillor, Town of Gibsons and SCR D Alt. Director
16.	Charlene SanJenko, Councillor, Town of Gibsons
17.	Bruce Milne, Mayor, District of Sechelt and SCR D Director
18.	Alice Lutes, Councillor, District of Sechelt and SCR D Alt. Director
19.	Darren Inkster, Councillor, District of Sechelt
20.	Mike Shanks, Councillor, District of Sechelt
21.	Doug Wright, Councillor, District of Sechelt
22.	Darnelda Siegers, Councillor, District of Sechelt
23.	Noel Muller, Councillor, District of Sechelt
Also Present:	
Emanuel Machado, CAO, Town of Gibsons	
Angie Legault, Acting CAO, SCR D	
Steven Olmstead, GM, Planning and Development, SCR D	
Tina Perreault, Treasurer, SCR D	
Autumn Ruinat, Planning Secretary, SCR D	