



Making a difference...together

SALT SPRING ISLAND COMMUNITY ECONOMIC DEVELOPMENT COMMISSION

Notice of Special Meeting on **Thursday, April 23, 2015 at 3:00PM**

Salt Spring Public Library, 129 McPhillips Ave. Salt Spring Island, BC

Wayne McIntyre
Janice Harkley

Darryl Martin
Judith Barnett

Christine Grimes
Randy Cunningham

Amber Quiring

AGENDA

- 1. Approval of Agenda**
- 2. Adoption of Minutes of April 9, 2015**
- 3. Director, Chair and Commissioner Reports**
- 4. Outstanding Business**
 - 4.1. Promotional Video Proposal from Sheena Bull**
 - 4.2. Commission Operating Protocols and Procedures**
 - 4.3. Destination Marketing**
 - 4.4. CEDC Contract Agreement Requirements and Template**
 - 4.5. Current Projects: Salt Spring National Art Prize and Salt Spring in the City**
 - 4.6. Discretionary Spending**
 - 4.7. Green Entrepreneurs Workshop – Motion to Fund**
 - 4.8. Website**
 - 4.9. “Healthy Harbours” Concept**
 - 4.10. Saturday Market – Discussion**
- 5. New Business**
- 6. Next Meeting May 7, 2015**
- 7. Adjournment**

To ensure quorum, advise Tracey Shaver 250 537 4448 if you cannot attend.



Making a difference...together

**Minutes of the Special Meeting of the
Salt Spring Island Community Economic Development Commission
Held April 9, 2015, in the Public Library Meeting Room, 129 McPhillips Avenue, Salt
Spring Island, BC**

DRAFT

Present: **Commission Members:** Darryl Martin (Chair), Amber Quiring, Christine Grimes, Randy Cunningham, Judith Barnett, Janice Harkley
Staff: Karla Campbell, Senior Manager, John Hicks, Senior CRD Transportation Manager, Erin Jory, Recording Secretary
Absent: Wayne McIntyre

Chair Martin called the meeting to order at 4:02 pm.

1. Approval of Agenda

MOVED by Commissioner Quiring, **SECONDED** by Commissioner Barnett,
That the agenda be approved.

CARRIED

2. Adoption of Minutes of March 5, 2015

MOVED by Commissioner Cunningham, **SECONDED** by Commissioner Quiring,
That the Minutes of March 5, 2015 be adopted.

CARRIED

3. Presentations/Delegations

3.1. Seawalk – Nancy Kreig

Powerpoint presentation and discussion of a seawalk/bicycle concept tied into the boardwalk plan for Ganges inner harbour.

3.2. Futurepreneur Organization

Chair Martin reported on this national group, with lower mainland offices, that offers business funding opportunities. Chair will make contact and report at future meeting.

3.3. Promotional Video Proposal

Sheena Bull gave a verbal report and requested between \$3,000 to \$5,000 from Commission in the next two weeks for start up costs to create website and promote crowd-funding project set for June. A business plan is available.

3.4. Service Review Terms of Reference – Southern Gulf Islands and Salt Spring Island Request for Funding – John Hicks, Senior CRD Transportation Manager

John Hicks, Senior CRD Transportation Manager, iterated this is a local initiative and the Terms of Reference need to reflect local needs and priorities. The intent is to allow the Salt Spring Island Community Economic Development Commission to implement existing local and shared plans and initiatives, integrate and build upon synergies with neighbouring jurisdictions, coordinate grant preparedness between communities, or provide the service structure to implement new joint community functions.

MOVED by Chair Martin, **SECONDED** by Commissior Barnett,
That the Salt Spring Island Community Economic Development Commission support the application of federal gas tax with respect to new Salt Spring Island and Southern Gulf Islands Integrated Service Review.

CARRIED

4. Reports

4.1. Chair

- Contracts for Service for both Salt Spring Arts Council and Salt Spring have been finalized.
- Attended Salt Spring Island Transportation Commission meeting on March 23, 2015.
- Met with Li Read. Chamber does not have tourism committee to date. Further coordination required. Chamber has no set plan due to lack of volunteers.

Chair left meeting 5:32, Vice-Chair proceeded with report.

- Chamber agreed the boardwalk idea was beneficial.
- Experience the Gulf Islands has money in place and study is not required to move forward.
- Attended Southern Gulf Islands Trustees meeting and a tour of the islands came up.
- Driftwood interested in creating editorial series on the local economy.

5. Outstanding Business

5.1. Beauification Project – Floral Project Request for Funding

Commissioner Barnett proposed funding to purchase hanging baskets and planters for downtown core. Commission discussed pros and cons.

Chair returned to meeting at 5:37pm.

MOVED by Commissioner Barnett, **SECONDED** by Commissioner Quiring,
That the Salt Spring Island Community Economic Development Commission approve an allocation of \$2,000 towards beautification of Ganges downtown core, by purchasing and installing planters and hanging baskets in various locations, subject to a design plan and stakeholder fund-matching to be approved by the Commission.

CARRIED

5.2. Commission Operating Protocols and Procedures

Deferred to next meeting.

5.3. Destination Marketing

Deferred to next meeting.

5.4. Current Project Status

5.4.1. Salt Spring National Arts Prize

Deferred to next meeting.

5.4.2. Salt Spring in the City

Staff advised a post-event report will be presented by Salt Spring in the City group at a future meeting.

6. New Business

6.1. Inter Island Transportation Demo Project – Le Tour de Iles – Request for funding

It was generally agreed that the Southern Gulf Islands will commit \$5,000 if necessary for the four day event.

6.2. CEDC Contract Agreement Requirements and Template

Deferred to next meeting.

6.3. Discretionary Spending

Deferred to next meeting.

6.4. Green Entrepreneurs Workshop – Motion to Fund

Deferred to next meeting.

6.5. Website

Deferred to next meeting.

6.6. “Healthy Harbours” Concept

Deferred to next meeting.

6.7. Saturday Market – Discussion

Deferred to next meeting.

- 7. Next Meeting:** A Special Meeting was scheduled for April 23, 2015 at 3pm, location to be determined.

8. Adjournment

The meeting was adjourned at 6:00pm

CHAIR

SENIOR MANAGER

Tracey Shaver

From: Erin Jory
Sent: Thursday, April 16, 2015 8:54 AM
To: Karla Campbell; Tracey Shaver
Subject: CEDC Agenda April 23rd

From Darryl Martin...

From: Darryl Martin [[mailto:](#)]
Sent: Wednesday, April 15, 2015 1:45 PM
To: Erin Jory
Cc: Randy Cunningham
Subject: Agenda

Here is background for the video item. We will email more specifics next Monday.
Background sheets for Workshop, and for Healthy Harbours were handed out at last meeting. (I will email after my 2 pm meeting.)
Darryl

Sent from my iPhone

Begin forwarded message:

From: Everything Salt Spring <everythingsaltspring@gmail.com>
Date: April 12, 2015 at 5:30:32 PM PDT
To: Darryl Martin <
Subject: The video

Hi Darryl,

The video producer is Michael Strumburger and his web site is <http://islandmediaarts.com/>. He lives at Stark Road farm, here on the island. Michael is extremely creative and the video would be of the highest quality.

The video will only be a few minutes long and will include an overview of the Island and what we are really good at and what we wish to share with the world. It will have a theme of creating a healthy economy that is resilient and allows people to live here in harmony with the natural environment. The video could be used by any group on the Island as an example of the values we have here in our community. It will not just be for me to use but for other groups or individuals.

The video could be edited easily to suit another purpose and would be considered "evergreen".

Hope that helps.

Sheena

Everything Salt Spring Book Series
everythingsaltspring.ca

Karla Campbell

From: Karla Campbell
Sent: Wednesday, March 11, 2015 12:27 PM
To: Amber Quiring; Christine Grimes; Darryl Martin; directorssi (directorssi@crd.bc.ca); jharkley@... n; Judith Barnett; Randy Cunningham
Subject: SSI / SGI New Service Review Terms of Reference
Attachments: 0595_001.pdf

Commission,

In the fall of 2014 the SSI and SGI Commission Chairs (John Tylee and Mike Hoebel) requested the CRD consider ways both SSI and SGI can integrate their mutual economic interests. Based on this staff took a report to the Electoral Area Services Committee on February 18, 2015, outlining how SSI and SGI have identified a collaborative approach to build on current initiatives and shared objectives across areas such as transit, tourism, recreation, transportation and trails. It is believed that closer integration of these functions would have the potential to enhance economic development opportunities that respect the "preserve and protect" mandate that defines the islands. Improved transportation and economic linkages with the Saanich Peninsula and the rest of the region are identified as vital to economic development and employment on the islands. To accomplish these objectives staff prepared terms of reference (ToR) to undertake a service review analyzing recent developed plans and initiatives and identify options for establishing an integrated service.

Staff are asking that the SSI EDC (and SGI EDC) review the attached draft ToR and provide a response through to the Commission Chair Darryl Martin on or before **March 18**. Darryl will in turn prepare a consolidated response that reflects the comments of the members, to Kevin Lorette General Manager of Planning and Protective Services by **March 20**.

The intent of this review is for the Electoral Area Directors to identify their priorities, objectives and desired outcomes. Staff want to ensure that the ToR reflect local needs and requirements so that the best means to achieving your local priorities can be identified and a mechanism put in place to deliver.

There is no predetermined idea of what any potential new service would look or how it would operate. For example it may require a series of incremental steps including distinct services focussing on transportation and economic development functions at a local level with joint participation on certain initiatives, it may be that a broad based integrated service is recommended or that existing local services be amended rather than creating a new service. Similarly there is no predetermined consultant or contractor that has been identified to undertake a review.

While the region is moving forward with an application for a federal gas tax funding grant to fund the review there is no assurance that this will be successful. The grant program is highly competitive and open to all local governments in the province outside of Metro Vancouver. If unsuccessful, the financial requirement for the service review would need to be funded from local budgets under a cost sharing agreement. The cost of any review will be determined through the procurement process. In this regard SGI EDC recently approved allocating \$25,000 for their share of the SSI/SGI new service review. This item will be placed on the next SSI EDC agenda on April 9 to consider matching funding.

Karla Campbell
Senior Manager, Salt Spring Island Electoral Area

 **Capital Regional District**

145 Vesuvius Bay Road, Salt Spring Island, BC, V8K 1K3

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**REPORT TO ELECTORAL AREA SERVICES COMMITTEE
MEETING OF WEDNESDAY, FEBRUARY 18, 2015**

SUBJECT **SALT SPRING ISLAND/SOUTHERN GULF ISLANDS NEW SERVICE REVIEW**

ISSUE

A study is required to confirm the scope and identify the feasibility of a new broad based service which has the potential to more closely integrate the Southern Gulf Islands (SGI) and Salt Spring Island (SSI) across various functions such as transportation, recreation, tourism, economic development and trails.

BACKGROUND

The SGI and SSI, while separate electoral area jurisdictions in the Capital Regional District (CRD), are, for many purposes, one unique community in a number of areas. Both of the island jurisdictions have plans, visions and initiatives relating to areas such as transit, transportation, trails, tourism and recreation that would benefit from an integrated service. A by-product of closer integration across these functions would be the potential for enhanced economic development that respects the "preserve and protect" mandate that defines the islands. Economic development on the islands cannot be linked to one single project or function, no matter how significant and must take into account the unique natural setting and local policy of the islands.

The SGI and SSI have indicated an interest in collaborating to build on current initiatives and common objectives. Examining the possibility of creating a new broad-based service that has the potential to more closely integrate the SGI and SSI across various functions has been identified as a priority by both electoral areas.

The electoral area directors have identified the potential for a more integrated approach to certain services across the islands as a means of sustaining the ability for residents to live and work in their own communities or within a reasonable commute of their island homes. Examining the transportation, recreational, social and economic linkages among the islands along with their strong ties to the Saanich Peninsula will lead to identification of shared priorities and opportunities.

A Service Review informed by recently developed plans and initiatives that pertain to strengthening the connections and working relationships between the island communities would set the stage for a potential future service that could deliver on the islands' aspirations. It is anticipated that this project will take up to six months to complete.

ALTERNATIVES

That the Electoral Area Services Committee:

- 1 a. Receive the draft Terms of Reference (ToR) for a Salt Spring Island (SSI)/Southern Gulf Islands (SGI) New Service Review and refer to the SGI Economic Development Commission and SSI Community Economic Development Commission for review and comment, and;
- b. Direct staff to initiate the procurement process for a SSI/SGI new service review subject to feedback being received on the draft ToR from the SGI Economic Development Commission and SSI Community Economic Development Commission.
2. Send the draft Terms of Reference for a Salt Spring Island/Southern Gulf Islands New Service Review back to staff for further information.

IMPLICATIONS

Intergovernmental Implications

The service review, while led by a contractor, would require strong collaboration amongst the electoral areas of the SGI and SSI, and the CRD Corporate office.

Financial Implications

The cost of the project will be determined through the procurement process. It is proposed that the cost of the service review be split equally between SSI and SGI irrespective of the final funding source. Funding for the service review could come from a number of sources including but not limited to:

- Electoral Area Community Works Fund
- Electoral Area general administration funding
- Regional Strategic Priority Fund (capacity building) - the funding application for this fund closes in April 2015 and requires Board approval and as such a submission would need to be prepared expediently.
- CRD Feasibility Reserve Fund – this fund could potentially be accessed to undertake the feasibility study. This funding would need to be repaid if a new service was established.

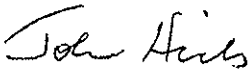
CONCLUSION

Closer inter island integration and working relationships have been identified as a priority for both the SGI and SSI electoral areas. Each of the jurisdictions has identified priorities and plans which they believe will provide enhanced opportunities for residents of the islands. With this in mind, an integrated approach to service establishment has been identified as a potential way to achieve the desired outcome of closer integration and stronger relationships. It is recognized that the potential service could appear in many forms and the islands wish to pursue action on a number of fronts.

RECOMMENDATION

That the Electoral Area Services Committee:

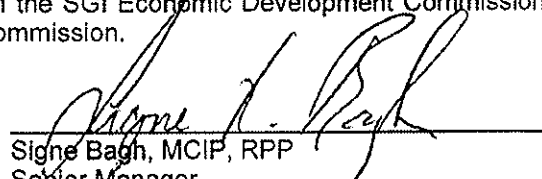

- 1 a. Receive the draft Terms of Reference (ToR) for a Salt Spring Island (SSI)/Southern Gulf Islands (SGI) New Service Review and refer to the SGI Economic Development Commission and SSI Community Economic Development Commission for review and comment, and;
- b. Direct staff to initiate the procurement process for a SSI/SGI new service review subject to feedback being received on the draft ToR from the SGI Economic Development Commission and SSI Community Economic Development Commission.



John Hicks, MCIP, RPP
Senior Transportation Planner
Regional and Strategic Planning



Kevin Lorette, P.Eng., MBA
General Manager
Planning and Protective Services
Concurrence


Signe Bagh, MCIP, RPP
Senior Manager
Regional and Strategic Planning
Concurrence
Robert Lapham, MCIP, RPP
Chief Administrative Officer
Concurrence

Salt Spring Island/Southern Gulf Islands New Service Review

Terms of Reference

These Terms of Reference (ToR) outline the objectives, scope, deliverables and approach for a proposed Service Review that would examine the merits of establishing an integrated service incorporating a variety of functions that have the potential to foster closer integration between the Southern Gulf Islands (SGI) and Salt Spring Island (SSI). Integrating certain services across the islands and focussing on identified opportunities and strengths could offer a greater opportunity to sustain the ability for residents to live and work in their own communities or within a reasonable commute of their island homes. These ToR would then form the scope of service to be outlined as part of the procurement process required to complete the work.

1.0 Introduction

SSI and the SGI, while separate electoral area jurisdictions in the CRD, are, for many purposes, one unique community in a number of areas. Both of the island jurisdictions have plans, visions and initiatives relating to areas such as transit, transportation, trails, tourism and recreation that would benefit from an integrated service model. A by-product of closer integration across these functions would be the potential for enhanced economic development that respects the preserve and protect mandate that defines the islands. Economic development on the islands cannot be linked to one single project or function, no matter how significant and must take into account the unique natural setting and local policy framework of the islands.

SGI and SSI have indicated an interest in collaborating to build on current initiatives and common objectives. Examining the possibility of creating a new broad-based service that has the potential to more closely integrate the SGI and SSI across various functions has been identified as a priority by both electoral areas.

A more integrated service approach across the islands that focusses on identified opportunities and strengths could act as a means to sustain the ability for residents to live and work in their own communities or within a reasonable commute of their island homes. Examining the transportation, recreational, social and economic linkages among the islands along with their strong ties to the Saanich Peninsula will lead to identification of shared priorities and opportunities.

A Service Review informed by recently developed plans and initiatives that pertain to strengthening the connections and working relationships between the island communities would set the stage for a potential future service that could deliver on the islands' aspirations.

2.0 Project Objectives

The objective of this Service Review is to undertake a detailed analysis that identifies options for establishing a broad-based, integrated service with a focus on transportation, tourism, recreation and potential related economic development opportunities for SSI and the SGI. The identified options in the study will provide the flexibility to incorporate additional functions in keeping with potential changes to the mandate.

Specifically, this project aims to generate a report which:

- Examines current economic and employment conditions on the Islands and generates a community profile and a regional economic profile.
- Explores how historical links between the SGI, SSI and the Saanich Peninsula can be further developed.
- Examines existing transportation, tourism, recreational and economic development plans and initiatives on a local and regional basis, identifying key themes and reporting back on them.
- Identifies the priorities of elected officials, the individual economic development commissions, and other key stakeholders.
- Builds awareness and support for the new service through its communication strategy and its collaborative approach with partners.
- Aligns with priorities and objectives identified in CRD corporate and local plans.
- Outlines and recommends service options for consideration by the Electoral Area Service Commission.
- Identifies and distinguishes between roles and responsibilities of staff at CRD headquarters and those in the local electoral areas.
- Recommends options, strategies and initiatives.
- Examines and recommends governance and funding possibilities for each identified option.
- Outlines a path towards implementation.

3.0 Relationship to other Plans, Services and Commissions

The above analysis will be conducted while remaining cognisant of the findings and objectives of:

- The Islands Trust Policy Statement
- The SSI Official Community Plan
- CRD Regional Transportation Plan (including the CRD Pedestrian and Cycling Master Plan and the SSI edition)
- CRD Board Strategic Plan and Update
- SGI Service Discussion document (Transit)
- Experience the SGI
- Experience the SGI cycling and pedestrian draft trail plan
- SGI Water Taxi Survey
- SSI Community Economic Development Strategy and Action Plan
- SSI Transit Service Review
- SGI Food and Agriculture Strategy
- SGI Community Tourism Strategy

- Any other relevant local plans
- SSI Transportation Commission
- SSI Community Economic Development Commission
- SGI Economic Development Commission

4.0 Phasing

The project can be split into several components/phases.

Phase 1 Context and Analysis

- Review the existing economic profile of SSI and SGI and undertake and prepare an overview of the strengths, weaknesses, opportunities and threats of a "business as usual" scenario.
- Examine all recent significant planning studies and initiatives that have the potential to influence or benefit from closer integration of services and strengthened working relationships between the islands. The key themes from each of the plans and initiatives are to be identified and reported back. The list of planning studies to be reviewed includes but is not limited to the following:
 - a. The Islands Trust Policy Statement
 - b. The SSI Official Community Plan
 - c. CRD Regional Transportation Plan (including the CRD Pedestrian and Cycling Master Plan and the SSI edition)
 - d. CRD Board Strategic Plan and Update
 - e. SGI Service Discussion Document (Transit)
 - f. Experience the SGI – proposal document
 - g. Experience the SGI Cycling and Pedestrian Trail Plan (draft)
 - h. SGI Water Taxi Survey
 - i. SSI Community Economic Development Strategy and Action Plan
 - j. SSI Transit Service Review
 - k. SGI Food and Agriculture Strategy
 - l. SGI Community Tourism Strategy
 - m. Any other relevant local plans
- Examine and report back on the goals, objectives and identified priorities of existing services, committees and commissions on the islands, that have the potential to influence or benefit from closer integration of services and strengthened working relationships between the islands. The list of services, committees and commissions to be examined includes but is not limited to the following:
 - a. SSI Transportation Commission
 - b. SSI Community Economic Development Commission
 - c. SGI Economic Development Commission
 - d. Fernwood Dock Management Commission
 - e. SGI Harbours Commission
- Identify existing and potential ties between the islands and the Saanich Peninsula including major employers.
- Identify potential opportunities and prioritise them.

- Establish a coordinated grant calendar and application process that:
 - a. identifies potential grants - government, philanthropists, non-profits and business
 - b. identifies eligibility for the grants and potential applicants and process for determining who the applicant should be
 - c. identifies criteria to determine priority projects for grants, including chain of responsibility and decision making
 - d. directs identified priority projects to specific grant applications

Phase 2 Options Analysis

Identify and examine potential service options and compare:

- strengths and weaknesses
- required resources and budget estimates to implement
- necessary bylaw requirements to implement the proposed change
- the scope of a potential new service
- the core functions for inclusion
- meeting, reporting and decision making structures (must provide for the opportunity for regular information sharing and collaboration between CRD, SSI and SGI)
- roles and responsibilities of CRD corporate and local electoral areas
- relationship to existing plans and initiatives
- organizational charts identifying key staff and volunteer contacts that can assist in the development and implementation
- proposed governance structures and funding mechanisms
- performance measures and complimentary metrics

Consultation and Partnerships

The extent of consultation with community stakeholders will be determined based on input from CRD staff, and staff and representatives of the electoral areas of SSI and SGI including area directors and members of the respective Economic Development commissions. Community stakeholders will be identified within a month of commencing work on the project by the consultant based on input from the groups identified above and would include representatives from key organizations, businesses and agencies.

A communications plan will be drafted by the consultant that reflects the findings of the above stakeholder identification process. The communications plan will identify the stakeholders who will be requested to participate in the process, the level of public engagement and frequency of communication and engagement.

The communications plan should identify key messages that will be shared with all third parties surrounding vision, priorities and barriers. The communications plan should also identify the proposed means by which information will be shared with stakeholder groups and the public (e.g., website, information reports, regular meetings, etc.).

It is a requirement that the consultant undertake a minimum of one workshop with each of the electoral area development commissions along with one joint workshop of both commissions and identified Corporate and local CRD staff. It is also required that the consultant schedule regular (at minimum monthly) meetings with the CRD Project Manager as determined by the General Manager, Planning and Protective Services.

The consultant is further required to circulate the draft service review plan to the SGI Economic Development Commission and the SSI Community Economic Development Commission and the General Manager, Planning and Protective Services for review and comment prior to completing the final draft.

Ongoing development and maintenance of relationships with a strategic network of stakeholders including partners, government agencies (municipal, provincial and federal), community groups and other internal and external stakeholders such as members of the general public, Islands Trust staff and Ministry of Transportation and Infrastructure staff is required.

Roles and Responsibilities

The service review will be led and drafted by a consultant using a collaborative approach between the consultant, the CRD Corporate office and the electoral areas of SSI and SGI including area directors and members of the respective economic development commissions.

The consultant would be responsible for researching, data collection, analysis, drafting and implementing the communications strategy (including fostering and maintaining relationships), reviewing related plans and initiatives, identifying the options and making a recommendation, preparing and circulating the draft review document, updating the draft in accordance with stakeholder comments and preparing and presenting the final report including identification of next steps.

CRD Corporate and electoral area staff will be made available to the consultant to answer questions and supply relevant information in a support capacity.

5.0 Timeline

It is anticipated that this project will take up to six months to complete.

6.0 Budget Implications

The project cost is to be identified through the procurement process.

7.0 Deliverables

The key interim deliverables will be:

- a. A communication plan outlining plans for stakeholder and public engagement.
- b. A summary document containing information from Phase 1 – Context and Analysis.
- c. A draft report outlining options as identified in Phase 2 – Options Analysis outlining options for a potential new integrated service that can incorporate a variety of functions on the SGI and SSI. The draft will be reviewed by staff and the contractor will incorporate changes before circulating to stakeholders.
- d. A list of input provided by stakeholders on the draft plan and identification of what input has been included in the final draft.

The final deliverable will be:

A report outlining options and a recommendation for the framework of a potential new integrated service that can incorporate a variety of functions on the SGI and SSI including an implementation plan that outlines the required next steps to implement a new service.

23 October 2014

Robert Lapham, Chief Administrative Officer
Kevin Lorette, General Manager, Planning and Protective Services

Capital Regional District
625 Fisgard Street
PO Box 1000
Victoria BC V5W 2S6

Dear Bob and Kevin:

Thank you both so much for taking the time to visit Salt Spring and to get up-to-date information on the Salt Spring and Southern Gulf islands economies. Thank you too for giving us a better sense of some of the challenges that the CRD faces regarding economic development.

We thought it would be useful to summarize some of the issues we discussed during our conversation on Salt Spring.

Salt Spring (SSI) and Southern Gulf Islands (SGI) are a single community.

While we are separate jurisdictions for the CRD, for many purposes - including economic development - we are better thought of as a single community with neighbourhoods separated by water. Accordingly, for many CRD purposes, such as information sharing meetings, it could be both more effective and more cost efficient to stage activities for the two jurisdictions together.

Organizing to advance economic development on SSI and SGI

We recognize that the structure of the CRD creates challenges in finding the most appropriate location for the economic development function at the regional level, and we look forward to hearing about your solution to this challenge.

We also believe that SSI and SGI offer unique opportunities for the region to engage in economic development activities, because we very much welcome such engagement. There are many ways in which regional engagement would produce enormous benefit for our jurisdictions, without any significant cost to the region, and in some cases, with potential advantages to the region. Specific actions we'd like you to consider include:

- Identifying an economic development point person at CRD, hopefully full time, who would work with us, bringing regional expertise and contacts to our work
- Instigating quarterly economic development meetings among the three jurisdictions. Among other agenda items, these meetings could be an

- opportunity for sharing relevant regional expertise in economic development-related areas such as long term sustainability planning
- Ensuring that regional projects involving our two jurisdictions are managed in a way that takes into account the challenges we have in maintaining volunteer enthusiasm where long timelines are unavoidable
 - Recognizing that the *Experience the Gulf Islands (ETGI)* project is not just a trails/parks/biking project, but a long term economic development initiative and priority of SSI and SGI, which is fundamental to our economic resilience
 - Looking at the potentially significant economic development implications of solid waste disposal and recycling policies (not really touched on at our meeting)

Addressing SSI and SGI economic concerns to senior levels of government and others

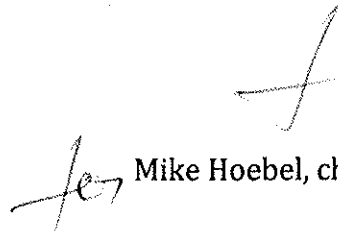
SSI and SGI have determined that there are a number of areas in which they must become more engaged in providing input to senior government decision-making. Currently, the three priority issues for engaging senior governments are: opposing adverse BC Ferries policies, seeking "rural" designation for all islands under Islands Trust jurisdiction, and seeking support for the ETGI program. As we work on these issues, we will share information with you on an ongoing basis, in the hope that you may be able to assist us in highlighting our concerns to senior governments and avoid taking actions that inadvertently undermine our efforts.

Thank you both again for a very helpful initial discussion about economic development on Salt Spring and the Southern Gulf Islands. We look forward to many more fruitful discussions.

Best regards



John Tylee, chair, SSI CEDC



Mike Hoebel, chair, SGI EDC

Copies to:

Wayne McIntyre, regional director SSI

Dave Howe, regional director SGI

Karla Campbell, senior manager SSI



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Email: ssicedc@crd.bc.ca
Web: www.crd.bc.ca/ssicedc



Salt Spring Island Community Development Program Guideline

The Salt Spring Island Community Economic Development Commission (CEDC) drafted an economic development strategy, **"Toward a More Resilient Salt Spring"**, for Salt Spring Island (SSI) **outlining** comprehensive action plans for 2014 – 2018 in the areas of tourism, agriculture **and food, diversifying the economy, business support, Ganges and Fulford, and communication and advocacy** Ganges Village, enabling entrepreneurs, and community engagement. The CEDC's goal is to support the establishment and expansion of island businesses, while respecting Salt Spring's rural ambience, environment and unique quality of life. The CEDC works primarily by engaging with others, who are interested in community economic development, in projects that strengthen the economy and that foster partnerships with other organizations and individuals.

In fulfilling this mandate, the Commission will consider proposals that coordinate economic development activities within the service area including the development of an active marketing program for the encouragement of both new and existing island businesses and potential investors. For projects that meet the eligibility criteria, the CEDC will enter into a business agreement with the project's sponsors whereby the Commission may provide financial support to the project. Support for individual projects will generally be less than \$2,000 but in exceptional cases could go up to \$5,000.

EVALUATION CRITERIA

A. General:

Applicants are encouraged to become familiar with the CEDC's current Economic Development Strategy and Action Plan prior to developing and submitting a proposal to the CEDC. This will help applicants gain an understanding of the CEDC objectives in order to align their proposal with a CEDC initiative.

B. Proposal:

- a. Provide a summary of the proposed initiative with the following information:
 - i. Overall goal of the initiative and a summary of the benefits of the proposal.
 - ii. Describe how it promotes and strengthens the Salt Spring Island economy and is in alignment with the CEDC Economic Development Plan. Link the proposal's initiatives to economic and business development such as:
 - qualifying a need or opportunity
 - contributing to long-term viability (resiliency) of community
 - identifying commercial opportunity
 - providing employment benefits
 - promoting sector development and capacity building

- impacting private sector.

C. Organization and Background:

- a. Provide project contact person, title, email address, and telephone numbers.
- b. Provide an overview of your organization's mandate and guiding principles.
- c. Provide a complete list of the names and positions of all principals involved and their relevant experience (short, not resumes).
- d. List other successful initiatives completed to date.

D. Financial:

- a. Provide a budget for project, including:
 - i. total amount of funding committed to the project, where revenue is expected and detailed project costs.
 - ii. the sources of in-kind support, other funding support and status of this funding (where applicable provide written confirmation). In-kind support is a contribution, of goods or services, that is not paid for by the applicant. These types of contributions should be demonstrated in the application at fair market value.
 - iii. Financial projections and rationale for the estimates/forecasts.
- b. Submit current financial statements.

E. Program Plans:

- a. Anticipated short and long term outcomes, and return on investment where applicable.
- b. Detailed work plan and marketing plan.
- c. Outline how the initiative will be implemented.
- d. Define the framework or benchmark showing how the initiative will be evaluated in meeting its objectives.

F. Support:

- a. Salt Spring Island organizations and other agencies supporting the project (letters of support, not necessarily contributions).

G. Promoting CEDC:

- a. Describe how the CEDC will be mentioned in materials developed for the project.

H. Intake, Assessment, and Reporting Requirements:

- a. Please submit completed proposals either by email at ssicedc@crd.bc.ca, or facsimile at 1-250-537-4456.
- b. Only complete proposals will be placed on the next CEDC agenda for assessment. Upon submitting your proposal you may arrange for an opportunity to present your proposal to the CEDC in person.
- c. Should you be successful in attaining support for your initiative you will be required to enter into a fee for service contract for services agreement. The CEDC will advance 75% of the fees for the services and holdback 25% until completion of the work, invoices, supporting documentation, and final report.
- d. All recipients of a contract for service issued by the CEDC will be required to submit written regular progress reports to the CEDC throughout the initiative. Upon completion of the contract, the recipient(s) will be required to present the project results and performance outcomes to the CEDC.

Entrepreneur Event (workshop)

The concept is to host an event on the island that will spur interest in entrepreneurial activity on the island. Not just for start-ups but helping existing businesses to expand into new product and service offerings; find and service off-island customers.

Presentations:

- Green Business Incubator Video 10 minutes
- Presentation by Futurpreneur- organization supporting start-up businesses
- Presentation by SSI Chamber
- Presentation by Transitions Enterprise Co-op- micro-lending organization
- Presentation by Economic Development Cowichan
- Presentation by Cheryl McLay

Time:

Early June

Healthy Harbours

Background

The bays of Ganges, Fulford, Vesuvius and Burgoyne are crucial to SSI as:

nurseries to sea life,

areas of scenic beauty

corridors for transportation of people, goods and vehicles

Areas where residents and visitors can enjoy life's activities close to the sea

Concept

The healthy harbor concept would be a multiyear initiative to improve the capacity of these bays and their harbours in all 3 aspects- not one at the expense of the other.

The result would be harbours that are healthy in all aspects:

Ecologically

Economically

Scenically

The first step would be to find interested partners and create a scope of work and budget.

Challenges will be to find funding, dispute resolution mechanisms, scientific data.

April 8, 2015