



VANCOUVER ISLAND ECONOMIC ALLIANCE

VANCOUVER ISLAND WORKING TOGETHER

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Authors

Main report	Wendy Maurer
Case Study: Campbell River	Janet Simpson-Cooke
Case Study: West Coast Aquatics	Laurie Schuerbeke
Vancouver Island Lists	Jennifer Popein Melissa Braun Bonnie Postulo Trish Hoffman Sandeep Chauhan Janet Simpson-Cooke Laurie Schuerbeke

Link Interview Team

Wendy Maurer
Janet Simpson-Cooke
Laurie Schuerbeke

Link Advisory Board

Garry Bentham – *Village Design & Drafting*
Leanne Brunt - *Rivercorp*
Iain Cuthbert – *Streamline Environmental Consulting*
Ed Galenzoski – retired - *CanWest Community Publishing Group*
Cori Lynn Germiquet - *VIEA*
Cheryl McLay – *Regional Manager, Rural BC Secretariat*
Dave Petryk – *Tourism Vancouver Island*
Rick Roberts – *Rick Roberts Consulting*
Rob Simmonds – *Aboriginal Corporate Development*
Marianne Stolz – *Capital Asset Group*
Dave Willie – *Black and White Party Rentals*



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Ken Doiron - *Southern Railway VI*
Cori Lynn Germiquet, President - *VIEA*
Kathy Bishop, Facilitator - *Kathy Bishop and Associates*



“WORKING TOGETHER”

Dear Readers:

The Link team heard from the people interviewed for this project that they are tired of being involved in research for reports that just end up sitting on a shelf. We listened. The recommendations in this report include strategies, tactics and actions attached to them. The report contains six key recommendations that have been presented to the VIEA Board of Directors and approved.

Information in the report is presented in a linear fashion. The list of recommendations is stated, each recommendation is explained, has a series of strategies attached to say how to move the recommendation forward and for each strategy there are tactics and actions. The strategies are prioritized and timelines for implementation are included. There are a total of four strategies with thirty-six tactics and sixty-three actions to support the six recommendations. These strategies are the beginning and it is expected they will be built on and refined over time.

We encourage you to read this report and see how you and your organization can be part of keeping the report from gathering dust. VIEA welcomes the participation of partners. The work to be done requires broad participation ... so see how you fit in. It is important to encourage continued cooperation with private sector, academia, government and community.

The Link team appreciates that the leaders interviewed were generous in their welcome and the information shared with us. We promised that we were there to be neutral, listen, record and report back on what we heard. This report is primarily built on what we heard and also on what we learned through secondary research.

The Link team used a Vancouver Island lens throughout the project. As we looked for Vancouver Island information we discovered there wasn't a lot of information presented that way. So we compiled Vancouver Island lists and are sharing them with you. We heard that it is most useful if lists are shared in a non-protected format. This allows a potential user the ability to adjust the list to suit their needs. As well, the lists are presented as separate files rather than include them as appendices to this report. If you were not a delegate at the 4th Annual State of the Island Economic Summit, you will find these files posted on the VIEA website www.viea.ca under "Tools & Resources".

We Declare that we have listened with care and are proud to share the following report with you.

With enthusiasm for our future,

Wendy Maurer & The Link Team



Executive Summary – *Vancouver Island Working Together*

Vancouver Island Leaders recognize the value of collaboration on economic issues. Many actively practice collaboration within their own communities and with selected neighbours. They acknowledge that it is possible to cooperate and compete at the same time and there is value in working together as a Vancouver Island economic region.

The Vancouver Island Economic Alliance is recognized as the organization with the regional Vancouver Island mandate of supporting regional partners working together for economic prosperity.

Economic Development mandates of other Vancouver Island organizations are within Regional Districts, local governments, First Nation Alliances and individual First Nation governments and play an important function for each community.

The VIEA Linking Island Leaders Project used a community based research approach to create a snapshot of Vancouver Island's current "State of the Island" economic readiness. In some communities, cycles of poverty are holding communities back from reaching their potential. At the same time, some communities are creating vibrant, healthy environments through a local economic development strategy tailored to their community. By taking a community economic development approach, these communities are making Vancouver Island stronger and a region full of opportunity. We are all neighbours and can all achieve economic prosperity if we are willing to be inclusive.

The following key recommendations are based on over 200 meetings with Vancouver Island Leaders to ask for their thoughts about collaboration on economic development and a review of secondary research.

Key Recommendations:

- 1. VIEA supports a Collaborative Model of Regional Economic Development for Vancouver Island.**
- 2. VIEA broadens its communications strategy to include information to enhance collaboration.**
- 3. VIEA monitors and responds to issues affecting regional economic development.**
- 4. VIEA showcases value in working with First Nation governments on Vancouver Island.**
- 5. VIEA promotes retention of and attraction of young people to Vancouver Island as also determined in the Collaborative Workforce Strategy.**
- 6. VIEA includes Educators within both the public and private sectors in the collaborative model of regional economic development.**



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• In the electronic version of the report the following are added:	
○ Campbell River Case Study synopsis Powerpoint	
○ Link Project Brochure as circulated at beginning of project	
○ Link Project Powerpoint as presented to Regional Districts	



Introduction

On January 15, 2009, the Vancouver Island Economic Alliance (VIEA) held a Strategic Planning Session. Twenty seven people attended, including the VIEA Board of Directors and individuals representing a cross section of Vancouver Island leaders: Chambers of Commerce, Economic Development Corporations, Transportation, Agriculture, Technology, Business, Finance, and Government. As part of their Leadership Strategy it was identified that more information was required before a longer term strategy could be developed. The VIEA Link Project was created to gather that information and create a strategic plan to be presented to the VIEA Board.

Project funding was secured from the Ministry of Housing and Social Development through a Job Creation Partnership (JCP) contract. VIEA completed its research objectives and at the same time, provided full-time employment in four positions for people who were unemployed, and who wanted to gain work experience and skill enhancement as they actively worked to secure ongoing employment. Seven people transitioned through the project.

The Link Project proposal was written to be inclusive of all communities on Vancouver Island to ensure a comprehensive picture of Vancouver Island was created. The Link Team travelled over 15,000 km, visited 66 communities and interviewed more than 400 individuals during 201 separate sessions. This exceeded the initial project outline and was the result of interest in participation and community identification of leaders. The list could easily have been longer based on referrals, yet the Link team is confident that the voices of Vancouver Island communities were heard.

For the purposes of this report communities are defined as those governed by a local government or First Nation government.

Methodology

The Link Project team included: an eleven member volunteer Advisory Board, a full-time project manager and four full-time employees under the JCP program. The project term was from November 2, 2009 to October 29, 2010. The Advisory Board met monthly with the Project Manager to brainstorm, offer feedback, resources and discuss outcomes.

The Link Project research began with a review of local government documents to see what local governments had put in writing about their economic objectives. The list of documents reviewed and the highlights from them are included in the “Research Summaries” section of this report. The types of written documents used to state economic objectives varied by community. It was identified that there are three common goals throughout Vancouver Island: diversified local economy, improved relationships with First Nations and sustainability. To be thorough, the Link Project requested that local governments send a synopsis of their economic objectives. Few provided this information which could be construed as an indicator of economic readiness.

Five months of project time was devoted to in-person interviews and presentations. The contract provided opportunity to interview key leadership within all Vancouver Island communities, specifically including First Nations. The Link team identified the importance of meeting with: Local Government representatives, First Nation representatives, Educators, Media, Business organizations, Industry Associations and Individual community champions where identified.

The first people to be interviewed in communities were leaders with multiple affiliations. They were then asked to provide referrals to people they felt were leaders within their own communities – these were to be people they admired and who were making contributions to community building. They did not have to be people with high public profiles.

In addition, the Link Team attended the Remote and Rural Communities Conference in March and the Association of Vancouver Island & Coastal Communities Conference in April to network and talk with leaders about the project and monitor discussion about collaboration.

As the interview questions were being developed, Link was made aware of a Union of BC Municipalities (UBCM) survey done in mid 2009 throughout BC that asked many of the questions that the Link project would have asked. UBCM generously provided Link the survey questions and dataset for Vancouver Island prior to the release of the survey report so Link could avoid duplication of effort. Link was then able to build on the UBCM work and chose therefore to use the same definition of economic development as UBCM. The following definition was adapted by UBCM from the World Bank 2006 definition.

“ Economic Development – A collaborative process between all levels of government and non-government organizations that builds up the economic and social capacity of an area to improve its economic future and overall quality of life.”



Link interviews began in Victoria in February and progressed up the island through until the end of June. A set of interview questions was created and approved by the Link Advisory Board. The Link interview team included three members with backgrounds in: business, education and social work. Detailed notes were taken that will remain confidential. Individual comments during interviews are not for attribution unless the team has asked permission for the person interviewed to quote them. It became apparent after a few interviews that people were happy to educate the team about their organizations. The questions were answered and additional information was offered when the interviews were conducted as dialogues instead of question and answer sessions. This identified that individuals wanted to know about what was happening in other communities regarding specific issues. The team took an organic community based research approach and built in even more points to cover during subsequent interviews.

The team then began to ask at the end of each interview what the person being interviewed felt would be useful outcomes for them from the Link project. These “outcome” statements were recorded verbatim and the team ended up with over 500 statements. A synopsis of the utility that people are hoping to hear about in this report is contained in the “Research Summaries” section of this report titled *Interview Outcome Synopsis*.

Once the interviews were complete, the Link team compiled and reviewed the interview notes and organized the data to confirm common issues and opportunities.

While the interview team was travelling, the office staff was busy booking more appointments for them and looking at Vancouver Island through a regional lens, learning how data was being presented about Vancouver Island. It soon became apparent that while Vancouver Islanders talk about being an island region, we rarely compile information sources that are built to showcase Vancouver Island in this way. The team initially began making Vancouver Island lists so they could contact and set up interviews in various sectors throughout Vancouver Island. The first list was a list of Vancouver Island First Nations which was immediately posted on the VIEA website. Feedback on the list demonstrated that other groups were very appreciative of the data being compiled in this way. They only request was that future lists be offered in an unprotected file format so they could customize it to their own uses. The regional Vancouver Island data lists provided by the Link project are listed in the Appendices and are available as separate files for ease of use.



Recommendations

“Coming together is a beginning.

Keeping together is progress.

Working together is success.”

- Henry Ford

Linking Island Leaders Recommendations - Collaboration

The following strategies emerged after extensive consultation with over 400 Vancouver Island leaders from a variety of sectors, including: local government, First Nation government, business, industry associations, media, education and individual champions. The project used a Community Based Research approach and visited communities throughout Vancouver Island. The majority of consultation was through one hour interviews. The Link interview team approached the project as neutral observers, there to listen, record and report out what was heard. Leaders came from a variety of sectors and many were referred from within their own communities as the people who were making things happen locally. Conversations were initiated with key questions and then built on what was important to each community. What became evident was that those interviewed appreciated a neutral body there to listen. They participated on the understanding that there will be concrete outcomes that will be implemented. They acknowledged that collaboration is a fundamental building block of economic prosperity and their “truths” were shared and noted.

Attitude, trust, respect, agility and a desire for sustainable communities is the platform for building a healthy economic future for Vancouver Island. It doesn't matter how many resources you have and how great your plans if you don't have the right people to develop and implement them you are not reaching your potential. This is what the Link Team heard from leaders throughout Vancouver Island.

Each community on Vancouver Island considers itself unique and special. We recognize and acknowledge that quality of life is a determining factor for many locating on Vancouver Island. We know from experience that Vancouver Islanders are vocal about what is important to them. The fact remains that we are a clearly defined geographic region with common attributes and shared infrastructure. To be competitive in today's global marketplace we need to use all assets to best advantage. Working as a Vancouver Island region we can harness individual strategies to accelerate economic prosperity, job creation and build a sustainable regional economy.

The purpose of the VIEA Linking Island Leaders Project was to gather information about the plans, attitudes and regional knowledge of Vancouver Island Leaders and determine if there was a role for regional economic development and what that role could look like. External studies are now showing that regional leadership in economic development is different from local leadership. The job is different as are the skills needed. Regional leadership has no jurisdictional weight and no allocated

funding. It relies heavily on the people involved and their willingness to think regionally and their ability to see things through a Vancouver Island lens.

VIEA's role is to support Vancouver Island's regional economic development strategy, facilitate discussion, encourage participation and coordinate activities where reasonable. The intention is not for VIEA to do all the work to make these actions happen. A regional economic strategy requires broad participation amongst jurisdictions. The more groups participate in a regional economic development strategy, the stronger and more effective it will be.

The Link Project recommends that VIEA continue to implement its Strategic Plan which already includes some of the following findings of the Link Project. Those Link Project recommendations not already included to be incorporated into a revised VIEA strategy.

The following recommendations and strategies to achieve them are listed under priorities of high, medium and lower. The intent is to be realistic in creating actions that are achievable given funding, time and workload constraints being experienced throughout jurisdictions. Many of the strategies build on each other so there is also a strategic nature to the priorities. All of the recommendations and strategies are important. High priority items are expected to be in development or delivered in 2011, medium priority items are expected to be in development or delivered in 2012 and lower priorities will be added as resources permit with a goal of being development or delivered by 2013.

Key Recommendations:

- 1. VIEA supports a Collaborative Model of Regional Economic Development for Vancouver Island.**
- 2. VIEA broadens its communications strategy to include information to enhance collaboration.**
- 3. VIEA monitors and responds to issues affecting regional economic development.**
- 4. VIEA showcases value in working with First Nation governments on Vancouver Island.**
- 5. VIEA promotes retention of and attraction of young people to Vancouver Island as also determined in the Collaborative Workforce Strategy.**
- 6. VIEA includes Educators within both the public and private sectors in the collaborative model of regional economic development.**

For the ease of the reader, this report elaborates on each of the Key Recommendations in separate sections to allow for a variety of levels of reader interest.

Section 1: *"Recommendation Rationale"* – contains an explanation for the recommendations

Section 2: *"Recommendation Strategies Prioritized"* – adds strategies to achieve the recommendations

Section 3: *"Recommendation Strategy Tactics ACTIONED"* – adds actions to each strategy (includes priorities)

RECOMMENDATION RATIONALE

Recommendation 1. RATIONALE

VIEA supports a Collaborative Model of Regional Economic Development for Vancouver Island.

Link heard that communities and groups on Vancouver Island often work with others on issues or business matters. Some do on a regular basis and they see value in this. There is broad agreement that collaboration is a fundamental building block of economic development. Every community the Link Team visited was able to provide examples of cross jurisdictional collaboration. Collaboration is clearly a Vancouver Island strength.

In reviewing the existing models of regional economic development the collaborative model utilizes Vancouver Island's strengths, it respects and does not diminish the effectiveness of local models of economic development in place and offers a framework of collaboration so people can see how they can be part of it and gain value from it.

Collaborative Regional Economic Development for Vancouver Island – What it Looks Like

The basis of the Collaborative Regional model is the belief that there is more value to working outside silos than within silos and that the collective strength of a region creates enough presence on the world stage to attract attention and leverage opportunities. In the collaborative strategy, additional community benefits are

achieved as communities themselves experience the benefits of community collaboration. The work necessary to operate regionally requires that someone has the task of reinforcing the regional agenda. This was and is envisioned as the role that VIEA can play.

VIEA will be the mechanism to advance and promote regionalism and will work as a systems integrator. VIEA will initiate and facilitate conversations, connections and help build capacity for collaboration.

Adoption of a regional economic development strategy will have many benefits. A Collaborative strategy is suggested as the Link Project research indicates support for collaboration and understanding of its value. External research has shown that collaborative regional economic development is an effective approach. It *respects individual community priorities* and harnesses the power of working together on common goals.

In the Collaborative Regional Economic Development Strategy, VIEA as the lead will be responsible for:

- Multi-functional, comprehensive strategy of on-going activities
- Integration or merging of economic, social and ecological goals to bring about a sustainable economy
- Base of operating principles that enable a broad range of people to assume responsibility to contribute
- Process guided by strategic planning and analysis
- Businesslike financial management approach and a diverse range of partners and supporters
- Organizational format that is non profit, independent, and non-governmental, even though business or governmental entities are closely linked to its work

Operating Principles

1. VIEA will be a proactive, facilitative, independent body.
2. VIEA will operate using collaboration as a major tool.
3. VIEA will take the lead on some initiatives and support the leadership of others for different initiatives.
4. VIEA will incorporate accountability measures into projects/initiatives.

5. VIEA will encourage respect for individual community choices.
6. VIEA will, when and wherever possible, identify opportunities to partner and collaborate.
7. VIEA will be representative of a broad cross section of Vancouver Island economic partners and will not allow itself to be unduly influenced by any specific sector.

Vancouver Island communities will be proactive in creating their economic visions for the future and share those visions with other island communities so all know what the parts of the whole look like. As information is identified, it can be incorporated to create Vancouver Island regional plans to be achieved.

The existence of Vancouver Island regional plans will result in priority identification, resource allocation and commitments to action.

Recommendation #1 - includes tactics from:

Strategy 1: # 1,2,3,4,5,7

Strategy 2: # 10,11,12,14,17

Strategy 3: # 18, 24,26,27,28

Strategy 4: # 29,34,35,36

Recommendation 2. RATIONALE

VIEA broadens its communications strategy to include information to enhance collaboration.

VIEA's current communications strategy as a fairly new organization is to create awareness of the organization. This recommendation broadens that strategy to include information on the #1 key recommendation of collaboration.

Link heard that the road to effective collaboration can be rocky and people want help on what to do to avoid the rough spots or how to deal with them when they occur. So sharing information on what makes for effective collaboration will be an important part of the implementation plan for a Collaborative approach.

Link also heard that a common challenge is the effectiveness of communications between organizations. How VIEA shares information will be critical.

Link interviews highlighted that Vancouver Island has resources available that many are not aware of. The volume of information and communication has escalated to the point where previous tools of personal organization cannot be relied on to cope. Leaders and followers are facing burnout as they struggle to create a meaningful personal life and engage as they want to in their professional lives. Information overload is a critical part of this.

Organizations may have well developed communication strategies and tools but if the volume of information is so great that people don't absorb the information it isn't effective. For example: Individuals receive so many emails that they may choose to ignore those that don't appear urgent. Yet as silos crumble, it isn't always apparent which emails are relevant and can be ignored without loss of opportunity. People that have identified this are working to develop new ways to deal with monitoring information from their external environment.

Tasked with looking at the big picture of Vancouver Island, VIEA can provide support to effectively embrace the collaborative regional economic development strategy. This will require VIEA to be proactive, especially given the limited resources currently available in this field on Vancouver Island. It will be important how regional information is presented and circulated. VIEA can set an example by developing information channels that are actively monitored.

Recommendation #2 includes tactics from:

Strategy 2: # 9,10,16

Strategy 3: #18,24,26,28

Strategy 4: # 29

Recommendation 3. RATIONALE

VIEA monitors and responds to issues affecting regional economic development.

Throughout the Link interviews, the Link team actively listened to points raised. As patterns emerged, the Link team would then check in subsequent interviews for other leader's thoughts on those points if the leader had not initially raised them. It is to Vancouver Island's credit that so many leaders are looking so thoughtfully at their own communities and thinking about what it will take to build a strong economy.

The strongest trend that emerged relates to housing solutions. Link heard that at the grass roots level, there is pressure within all communities to address the

housing solutions challenge. People see a number of housing concerns as roadblocks to economic prosperity. The Link team has not run the numbers to verify the housing issues or others. Their job was to identify the points raised by Vancouver Island Leaders and recommend a strategy to address them. On the positive side, housing construction is an economic driver on Vancouver Island.

The strategies and actions listed under this section are ones that evolved specifically from the Link project research. They illustrate the value of neutral listeners collecting information throughout the entire Vancouver Island region.

Recommendation #3 includes tactics from:

Strategy 2: #6,8

Strategy 3: #13,15,16,17

Strategy 4: #19,21,30,31,32,33,34,35

Recommendation 4.RATIONALE

VIEA showcases the value/importance/opportunities/inclusive necessity of working with First Nation governments on Vancouver Island.

Link learned through reviewing local government documents at the beginning of the project that one of three economic priorities for all Vancouver Island communities was improved relations with First Nations. Link heard from everyone interviewed that there are ongoing opportunities for improvement in this area. Link also heard it is important to acknowledge that First Nation people on Vancouver Island include Aboriginal, Inuit and Métis.

Link heard that many Vancouver Islanders know little about Vancouver Island First Nations and do not have an appreciation of their potential contribution and current challenges. There are 51 First Nation governments with jurisdiction for parts of Vancouver Island. First Nation membership numbers are increasing at a rate higher than the birthrate for other sectors of Vancouver Island population. First Nation members have very strong ties to their traditional territories and many prefer to live on land within their own nation, they are often lifetime residents of Vancouver Island and the majority are young people. Legislation and legal challenges confirm the duty to consult with First Nation governments and a duty to accommodate. The general public's understanding of First Nation issues is limited and often based on misinformation and surface perceptions.

A substantial amount of planning and community development work is being done within Vancouver Island First Nations to provide the groundwork for improving the

social and economic circumstances of nation members. There are seven Aboriginal Economic Development Officers on Vancouver Island and bands without AEDO's have appointed members responsible for economic development. One of the challenges is a lack of federal funding for economic development, however a lot of energy, ideas and enthusiasm exists to go along with the entrepreneurial approaches being used.

The economic, social and educational foundation differs significantly from nation to nation and also between First Nations and non aboriginal communities on Vancouver Island. As First Nations move closer to self government they are escalating their community development work to be prepared to take full advantage of future economic activities. Understanding the responsibilities of First Nation governments is an important part of learning how to work effectively as partners. For more information on "What We Heard" related to how to work with First Nations, see the "Working with First Nations" section of this report

Recommendation #4 includes tactics from:
Strategy 3: # 20,21,22,24,25,26,27,28
Strategy 4: # 29,35,36

Recommendation 5. RATIONALE

VIEA promotes retention of and attraction of young people to Vancouver Island as also determined in the VIEA Collaborative Workforce Strategy.

Link heard that First Nation communities are predominantly young people while the percentage of total population for the local government jurisdictions is much smaller. Communities are concerned about the loss of young people from their communities. Comments largely centred on the need for future workers. Some included the desire for a well rounded community demographic for social reasons. It is acknowledged that young people also contribute vital energy and creativity as well as their participation in the workplace. They will be the ones creating long term vision for their futures if we let them. Link heard that the loss of young people is potentially compounded by the growing number of retired people throughout Vancouver Island. Some people believe that the immediate concern for workers will be partly mitigated by the changing employment patterns of the potential early retiree market, yet the baby boomer bulge will be past in a few years so that phenomena could be short lived.

Link heard that there are few concrete strategies for retaining young people in Vancouver Island communities. The issue of retaining young people came up near the beginning of the Link interviews so the Link team then began to specifically ask about local strategies for youth retention once the person interviewed raised the concern of retaining young people. VIEA's earlier report on regional collaborative workforce strategy also reinforces this concern. www.viea.ca

Recommendation #5 includes tactics from:
Strategy 3: #21,24,25,26,27,28
Strategy 4: #36

Recommendation 6. RATIONALE

VIEA includes Educators within both the public and private sectors in the collaborative model of regional economic development.

Link heard from educators and business that there needs to be a strong relationship between the two to ensure that young people are prepared for the real upcoming job market. Link also heard that the two groups are not familiar with each other's worlds, even language, yet they understand that they have to work together. For years we have heard about upcoming skills shortages, we had begun to experience the reality of the shortages when the economic downturn hit. Caution drove some people to delay their retirement and the crisis was averted for now but a ripple affect could be underway as this negatively impacts the expectations of subsequent layers regarding employment opportunities. This window of opportunity is predicted to close quickly as more baby boomers retire and the economy rebounds. Educators in the K-12 school system and the post secondary system have been working on new models of service delivery. One of the challenges for them is their funding. The programs they offer are driven by what the province will currently pay for. Link heard that there are disconnects between what is being funded and what is needed. Link also heard that over the past few decades the models used to support career exploration in the public secondary system have changed and have effectively been reduced over time. Some believe that this weakens the effectiveness of the system. One program which has been applauded is the dual-credit approach to trades training which Link heard is likely to expand to other fields such as health care.

Recommendation #6 Strategies include tactics from:
Strategy 3: #21, 24,25,26,27,28
Strategy 4: #36

Recommendation Strategies Prioritized

VIEA implements the Link Project recommendations focussing on strategic use of the tools of:

1. Conversation, 2. Connection, 3. Capacity, 4. Research.

The Link team heard frequently about the challenges of keeping up with communications, about time as a limiting factor, about the desire to work regionally and the appreciation that someone (VIEA) was taking a look at the big picture because they can see its value.

Link heard that collaboration requires trust. Trust requires knowing about your potential partners. Somebody has to do the groundwork to organize activities that will facilitate the interaction that will help build that knowledge and trust. There is no jurisdiction that has responsibility for Vancouver Island as a geographic, political, educational, or economic unit. It is however, VIEA's mandate to look at the big picture of Vancouver Island and the connectivity of all the parts as a system that supports the whole.

What the Link Team heard in the project interviews came from the heads and hearts of Vancouver Island leaders. It was thoughtful, constructive and put forward to offer value for Vancouver Island. There was also frustration, some anger and yet always optimism. There is a lot that Vancouver Island leaders want to talk about and improve, they see opportunities. There is even more that they are proud of and that they want to share with others.

The categories of "Conversation, Connection, Capacity and Research" provide understandable task labels for the work that can be done to support a collaborative model of regional economic development. The Link Team acknowledges the confidence that was inspired in the report recommendations based on the recently released study "Collaborate. Leading Regional Innovation Clusters" copyright 2010 Council on Competitiveness www.compete.org.

Recommendation Strategies: **Conversations, Connections, Capacity, Research**

Strategy 1 – Conversation – Tactics & Priorities

Priority: High

1. Develop Regional consensus on Collaboration strategy
2. Promote ongoing regional conversations
3. Build opportunities for face to face conversations – networking
4. Create a Vancouver Island “Awareness” campaign where VI groups and communities learn about each other “as they are now”, vs. who they were in the past

Priority: Medium

5. Model and provide education on effective community dialogue
6. Housing Solution Symposium
7. Facilitate annual regional ‘listening’ sessions to test and refine priorities of Regional Collaboration

Priority: Lower

8. Centres for Excellence – session to present a model and discuss how to establish one

Strategy 2 – Connections - Tactics & Priorities

Priority: High

9. Update the VIEA Communications Strategy
10. Link and Listen to Island Media
11. Offer support for Vancouver Island projects that are common to the majority of Vancouver Island communities as a way to illustrate the power of Vancouver Island collaboration
12. Organize regional networking on a regular basis
13. Emphasize importance of active Business Succession Planning being done NOW
14. Act as systems integrators for industry, government, education, business

Priority: Medium

15. Host Funder Forum – money sources for VI (grants, angel investors, financial institutions, CF, etc.)
16. Create a Vancouver Island Speaker’s Bureau

Priority: Lower

17. Encourage groups to Showcase Vancouver Island – work to support having the following accomplished

- Encourage a series of Interpretation centres on Vancouver Island
- Identify Vancouver Island "hot spots" of innovation
- Establish Site selection database for Vancouver Island
- Encourage Industry Sectors to share their Industry Strategies

Strategy 3 – Capacity – Tactics & Priorities

Priority: High

18. Create a culture of regionalism, with this region being inclusive of all of Vancouver Island.
19. Champion Leadership development and create strategy for building leaders and preventing burnout
20. Continue to work on regional workforce development
21. Find ways to Increase human capacity within organizations
22. Model how to work effectively with First Nation governments and organizations

Priority: Medium

23. Identify, enable and empower thought leaders and VI "aspiring regionalists" to engage their wisdom
24. Be coalition builders
25. Demonstrate youth are important to the future of Vancouver Island
26. Support VI common projects

Priority: Lower

27. Encourage development of cross cultural job coaches / mentors
28. Create and share written policies/processes that support collaboration

Strategy 4 – Research- Tactics & Priorities

Priority: High

29. Identify VI Business to Business and First Nation to Business examples of productive collaboration
30. Create Regional Benchmarking of indicators
31. Create clearer picture of business activity trends on Vancouver Island
32. Initiate Regional Sector Analysis
33. Identify demand/need/supply for business retention and expansion support

Priority: Medium

- 34. Lead a marketing exercise for Vancouver Island in a staged process.
- 35. Identify applications for GIS technology from a regional economic perspective

Priority: Lower

- 36. VI Strategic development plan to support a sustainable Vancouver Island regional economy

Recommendation Strategies & Tactics - ACTIONED

Strategy 1 – Conversations

Priority: High

1. Develop Regional consensus on Collaboration strategy

ACTIONS

- *Delegates at the October 2010 Economic Summit to be asked to confirm support of this model by signing a visibly large document while at the Summit. This will be offered as a photo op for each person signing - after the Link Project Report presentation with Concepts Photography taking photos.*
- *Local Governments be asked to provide letters of support in principle*
- *First Nation Governments be asked to provide letters of support in principle*
- *Chambers of Commerce and BIA's be asked to provide letters of support in principle*
- *School Boards and Post Secondary Institutions be asked to provide letters of support in principle*
- *Economic Development Corporations be asked to provide letters of support in principle, including ICET*
- *Industry Associations be asked to provide letters of support in principle*

2. Promote ongoing regional conversations

ACTION

- *Host Island Dialogue Series on Issues affecting Vancouver Island's economy. The objective of the dialogues would be to develop a strategic framework for action at the end of each dialogue. DRAFT business case completed.*

3. Build opportunities for face to face conversations – networking

ACTION

- *Initiate regional meeting on economic development with both First Nation and non First Nation representatives*
- *Continue to host the annual VI State of the Island Economic Summit*
- *Attend Association AGM's i.e. AVICC, UBCM, CFDC, VIREB*
- *Organize a VIEA Speaking Tour*

4. Create a Vancouver Island "Awareness" campaign where VI groups and communities learn about each other as they are now, vs. who they were in the past

ACTION

- *Community Showcase "Here is who we are!" each VI community tells their own story, shares their vision for the future.*
 - *See list of marketing slogans being used now on VI in appendices*
- *Develop a media series.*

Priority: Medium

5. Model and provide education on effective community dialogue

ACTION

- *Inventory the models of community dialogue used on Vancouver Island and their perceived effectiveness for the topic and community*
- *Work with BC Healthy Communities and other community dialogue groups to showcase alternative methods*

6. Housing Solution Symposium

ACTION

- *Inventory what is being done, how results are measured, ripple effects. Clarify depth of this issue which was raised consistently through the Link interviews as challenge for all communities.*
- *Identify VI partner(s) to lead this initiative*
 - *Present findings at a symposium to discuss solution fit with reality and then future actions*

7. Facilitate annual regional 'listening' sessions to test and refine priorities of Regional Collaboration

ACTION

- *Host sub-regional meetings to touch base, document successes and celebrate them*

Priority: Lower – Actions to be determined in 2011/2012

8. Centres for Excellence – session to present a model and discuss how to establish one

Strategy 2 – Connections Link, Listen & Leverage

Priority: High

9. Update the VIEA Communications Strategy

ACTION

- *Share information on collaboration tools and resources*
- *Incorporate elements of First Nation culture such as use of traditional place names, knowledge of correct pronunciation*
- *Incorporate measures to report on implementation and development of VI collaboration*

10. Link and Listen to Island Media

ACTION

- *Host an event that invites all Vancouver Island media to a single event to discuss their potential role in the economic success of Vancouver Island with reporting out of best practices appreciated by the media.*

11. Offer support for Vancouver Island projects that are common to the majority of Vancouver Island communities as a way to illustrate the power of Vancouver Island collaboration.

ACTION

- *Incorporate into updated VIEA Communications Strategy*
- *Possible topics for 2011 Summit*

12. Organize regional networking on a regular basis

ACTION

- *Organize and host annual Linking Island Business event – Business case to be developed*

13. Emphasize importance of active Business Succession Planning being done NOW

ACTION

- *Create Business Succession resource that will match potential sellers to buyers. Draft business case completed.*
 - *Compliment the business succession work being done by Community Futures and other potential partners*

14. Act as systems integrators for industry, government, education, business

- *Connect business, industry associations and education*

ACTION

- *Share key dates for AGM's, Strategic Plan reviews, recognition events*
- *Create an inventory of Vancouver Island Associations including their strategic plans and priority areas of focus*
- *Participate in the vertical coordination of economic development through three levels of government and within levels of government*

ACTION

- *Participate in multi ministry meetings with several ministries and levels of government showcasing the activities and the vision of the collaborative regional strategy*

Priority: Medium

15. Host Funder Forum – money sources for VI (grants, angel investors, financial institutions, CF, etc.)

ACTION

- *Host a forum with all funders of economic development on Vancouver Island and showcase best practices in proposal writing*

16. Create a Vancouver Island Speaker's Bureau

ACTION

- *Create an inventory of Vancouver Island Speakers*

Priority: Lower – Actions to be determined in 2011/2012

17. Encourage groups to Showcase Vancouver Island – work to support having the following accomplished

- Encourage a series of Interpretation centres on Vancouver Island
- Identify Vancouver Island "hot spots" of innovation
- Establish Site selection database for Vancouver Island
- Encourage Industry Sectors to share their Industry Strategies
- Illustrate how Community First Agreements on Vancouver Island can fit with regional collaboration

Strategy 3 - Capacity

Priority: High

18. Create a culture of regionalism, with this region being inclusive of all of Vancouver Island.

ACTION

- Prepare data lists using a VI lens – see Link report appendices for initial lists

19. Champion Leadership development and create strategy for building leaders and preventing burnout

ACTION

- *Inventory Vancouver Island leadership building programs and initiatives that support leadership development*
- *Work with associations to encourage programs to build/mentor/support leaders for Vancouver Island*

20. Continue to work on regional workforce development

ACTION

- *Implement the recommendations of the collaborative workforce strategy that were developed*

21. Find ways to Increase human capacity within organizations

ACTION

- *Inventory and encourage Collaboration coaching for organizations, communities, companies, leaders*
- *Encourage employee sharing within small communities or between organizations*

22. Model how to work effectively with First Nation governments and organizations

ACTION

- *Continue training and promoting – Working well with First Nation governments*
- *Collect and Share Agreement frameworks, create inventory of existing agreements*
 - *Initial list included in Link report appendices*

Priority: Medium

23. Identify, enable and empower thought leaders and VI “aspiring regionalists” to engage their wisdom

ACTION

- *Establish a VIEA working group of VIEA VISIONAIRES to work on big picture concepts*
 - *Consider Creative capitalism as a way to support building First Nation skill base*

24. Be coalition builders

ACTION

- *Inventory all policies, resolutions and position papers written on Vancouver Island identifying any opportunities for collaboration. I.e.: Resolutions presented at AVICC, UBCM, Canadian Chamber, BC Chamber, Vancouver Island Real Estate Board, Truck Loggers*

Association, Mining Association, BC Shellfish Growers Association, BC Salmon Farmers Association, etc.

- *Acknowledge the fit with big industry on VI and identify practical ways to recognize their role*

25. Demonstrate youth are important to the future of Vancouver Island

ACTION

- VIEA initiates the recommendations set out in the Collaborative Workforce Strategy (September 2009) which includes promotion of the retention and attraction of young people to Vancouver Island
- Encourage youth engagement into our Vancouver Island corporate and cultural practices
- Encourage VI communities to include youth as a stakeholder group
- VIEA will provide a minimum number of young people opportunities for leadership

26. Support VI common projects

ACTION

- *Where possible, create connections and share relevant information with VI wide projects such as Connect VI trails into one trail system*
<http://vispine.ca/>

Priority: Lower – actions to be determined in 2011/2012

27. Encourage development of cross cultural job coaches / mentors

28. Create and share written policies/processes that support collaboration

Strategy 4- Research

Priority: High

29. Identify VI Business to Business and First Nations to Business examples of productive collaboration

ACTION

- *Request VIEA Members, EDO's, AEDO's and Link Report readers contact VIEA with suggestions*
- *Include examples in 2011 summit*
- *Prepare additional case studies for illustration of benefits/challenges of collaboration*

30. Create Regional Benchmarking of indicators

ACTION

- *Prepare proposal for State of the Island Indicator Report. Draft proposal completed*

31. Create clearer picture of business activity trends on Vancouver Island

ACTION

Update the Regional Economic Analysis

32. Initiate Regional Sector Analysis

ACTION

- *Prepare proposal for Vancouver Island Sectoral Review. Draft proposal completed*

33. Identify demand/need/supply for business retention and expansion support

ACTION

- *Collect local data to form a master business license list for Vancouver Island with the facility to also track changes to numbers and types of businesses annually*

Priority: Medium

34. Lead a marketing exercise for Vancouver Island in a staged process.

ACTION

- *Define VI Advantage: Absolute and Comparative from a world perspective
i.e.. Recreation, retirement, resources*
- *Identify marketing messages per target markets/sectors*
- *Create common marketing stories/ promotional pieces about Vancouver Island that any Vancouver Island company or organization can use*

35. Identify applications for GIS technology from a regional economic perspective

ACTION

- *Inventory current uses of GIS technology and consider most valuable regional applications*

Priority: Lower – Actions to be determined in 2011/2012

36. VI Strategic development plan to support a sustainable Vancouver Island regional economy

- Youth drought strategy
- Silver tsunami strategy
- VI Land use plan
- VI Water plan
- VI Transportation plan
- VI Recreation plan
- VI Tourism plan
- VI Values Statement
- VI Resource plan
- VI Real Estate plan
- Marketing Vancouver Island strategy



What We Heard

“Global research networks developed around a solid core of regional collaborators accelerate the innovation process.”

Don Tillapaugh, Director, Centre for Shellfish Research

“For a community to move forward there has to be a vision so the community knows the direction it is taking. There has to be good collaboration between groups.”

Gillian Trumper

“I have long believed in the potential for Vancouver Island to dramatically enlarge its capacity in economic development toward global markets. This dream can only be achieved through collaboration by all sectors and interests.”

Ken Stratford, CEO of Business Victoria



VANCOUVER ISLAND
ECONOMIC ALLIANCE



WHAT WE HEARD!

WHAT WE HEARD!

Vancouver Island is “a place of great promise” and “needs to think big”. Thinking big, thinking strategically, and thinking to achieve sustainable economic prosperity look different for every community on Vancouver Island and require leadership. It takes different thinking and different leadership when we look at Vancouver Island itself as a region. One thing that is the same for both is that leadership needs to come from all sectors. Leadership is a joint responsibility, especially when there is broad recognition that we must all “do more with less”. The days of achieving success by operating within a silo are gone. Decisions can’t happen in isolation so community, business and government need to work together. It has been suggested that to understand the connectedness of our individual decisions and contributions, think of the Vancouver Island economy as an ecosystem and consider the role that each organization or resource plays in that ecosystem.

As you can imagine the volume of feedback from 201 meetings was substantial. What Link heard was optimism, hope, and determination to work to improve our economic foundation and future. People see opportunities and acknowledge the challenges we face.

In order to more fully utilize the thoughts shared with Link, many of the thoughts are presented in point form below. These and other thoughts form the basis of the Link Project recommendations. A separate section is presented for “*Working With First Nations*” due to the expressed desire by all parties to improve working relationships.

The following comments are the opinions of the people interviewed. This report presents them for the purpose of sharing the thoughts and illustrating that people are thinking about our future. If you disagree with any statements, consider that these are other people’s ‘truths’ and at least now you are aware that this could be their starting position as you might be sitting down to work together.

If you were interviewed and your specific points are not listed below, they are likely reflected elsewhere in the report. So much information was shared that it was difficult to capture it all.



WHAT WE HEARD!

Bullet points are organized into the following categories:

- | | | |
|------------------|----------------|--------------------|
| 1. Leadership | 5. People | 9. Tourism |
| 2. Values | 6. Business | 10. Transportation |
| 3. Collaboration | 7. Agriculture | 11. Government |
| 4. Communication | 8. Education | 12. First Nations |

VI = Vancouver Island FN = First Nations

1. Leadership – What We Heard

- Leadership and openness are important for collaboration. If groups are willing to recognize and share their assets generously then it creates a win/win. Assets include: space, money, staffing, expertise, registered charity number, etc.
- A challenge to find real players, get them to the table - people with roots and influence in their community
- Who has what power in reality? i.e. comment made that some specific groups don't have power
- Get to know the top media folks
- Many want to know who the players are on VI
- Educate those with power
- "Leadership is to reach a goal"
- "don't right what's wrong, create what's right"
- Get leaders to share information
- Encourage leaders to lead and be prepared to make mistakes
- Celebrate leadership
- Move old leaders out into new roles and bring in young leaders
- New Leaders can bring new energy and new creativity
- Build significant team of quality people
- It is a core group in each community that are involved in a wide variety of community building volunteer positions. These core groups want more people involved in community engagement.
- Support visionaries and champions, we need more of them
- Some people in positions of leadership have put themselves there – beware as this can be a result of lack of leadership for an area
- Encourage more people to make waves and stand up for what they think is important



WHAT WE HEARD!

- "Stop doing same old ... if it ain't broke break it!" to move things forward
- Think about Vancouver Island in 20, 30, 40, 50 years from now
- Ensure when people move on, institutional memory is not lost
- Link changes to new ideas vs. status quo
- "Don't be afraid to make mistakes, it gets things done and this is an exciting place to work"
- Don't be afraid of "green"

2. Values – What We Heard

- Some organizations want to know what organizational "values" VI companies have so they can decide who they want to work with
- Encourage groups to talk about their values. For example some want the big five forest companies to adopt an ecosystem based logging philosophy.
- Plant seeds of common values for VI that all can build on and that can be promoted to showcase Vancouver Island as a place to live, work and invest
- Business can play a role by choosing to be a catalyst and model specific types of action
- Some people feel we do not value our local entrepreneurs
- Consider when reviewing bids if there will be consideration for VI businesses
- Create understanding that there are a variety of ways to measure value i.e. protection of cultural values
- Keep business profits on VI for sustainability. This will be difficult and will require conscious choice. More and more the small retailer finds it harder to get product and is at a disadvantage regarding price due to volume pricing available to large corporations.
- Many large companies perceived to have a corporate philosophy of maximum profit vs. profit combined with community building
- One of the great strengths of VI is downtowns
- Some on VI have draw-bridge mentality – especially new residents and retirees
- Train people on Vancouver Island for Vancouver Island jobs
- Participate in community building
- Respect the community you do business in
- Every community has its own identity
- Engage stakeholders before you plan
- Local products and food are important to Vancouver Islanders
- Not all parts of Vancouver Island want to grow
- Create a system of working together bypassing politics
- Many Vancouver Islanders don't want change, yet do want sustainability



WHAT WE HEARD!

- A triple bottom line approach is valued by those who use it

3. Collaboration on Vancouver Island – What We Heard

- 6A's – accountable, approachable, adaptable, accommodating, appropriate, ally not an authority
- Greater Victoria has fragmented approach to many things which frustrates many groups
- Groups can be territorial within their own organizations
- Identify common goals i.e. Saanich Community Partners – put all proposals on the table to demonstrate they were not competing for clients. They had five days of training to learn about collaboration.
- Use conflict as a learning opportunity
- There is poor connectedness in general on Vancouver Island
- Collaboration can permeate everything – prove doing it, prove measuring it
- Building space and layout, influences collaboration
- Shocking lack of interest in doing business with local business
- Bring groups together and harness their energy
- There are two solitudes on VI – North and South. Some think east and west. Some think Malahat is the divide. Some think the hill to Port Alberni is a divide. Others see no divides.
- Staff need to constantly be on the ground and have a very active network and practice referrals
- VI needs to practice cross promotion
- Victoria should have a place to showcase the rest of VI
- Share list of workshop resources with relevant programs i.e. `bridging the generational divide`
- There are generational challenges to collaboration
- Would like more partnership with transit
- Dream: trail connectivity of walkway from downtown Victoria to Saxe Point – needs DND cooperation
- Several local governments want their business organizations to work together i.e. CofC, BIA`s, etc.
- Island Corridor Foundation station decisions should be regional vs. any one community
- Regions of how people work together are determined by the people on the ground and don't always fit with how government determines a region
- Stats may be collected for a region that differs from how a region is defined by others
- Take time to check if goals being met and if not, why
- Work on connectivity of VI trails



WHAT WE HEARD!

- Some communities are dealing with a lot of internal politics which is viewed as a waste of energy
- How are VI Chambers of Commerce working together since the BC Chamber restructuring
- When going into collaboration – be prepared to deal with conflict. Set up a process before we begin. I.e. conflict resolution including date, type of conflict, facilitator, process, resolution and healing rituals
- Joint Agreement: what degree of closeness have all organizations agreed to, what authority will each organization exercise, which responsibilities will each organization fulfill, etc.
- Be strategic partners vs. strategic competitors
- Work to industry sector strategies
- Focus on shared interests
- Consider shared priorities in regions
- Easy to get isolated in own community – provide opportunities for regional and VI interaction
- Does there always have to be a small negative group?
- Community leaders have limited elasticity due to time constraints of total workload
- VI Challenge: there is some turf protection in non-profit world
- Sometimes business groups work at cross purposes – would be good to get all within a specific community connected
- Partnerships are great – remember – partners bring their own lens to view things through: accountability differs, terms of success differ, evaluations differ, may not have capacity, partners have no control over how each performs
- The further north you go on VI, the more communities stay within their own boundaries. In the south island (Nanaimo and south, they operate in city mode.)
- Think of VI as an ecosystem and identify what it feeds off i.e. what is the plankton of VI – real estate? Legislature? Tourism? Services? Other? What will it be in the future?
- Some parts of the island are made up of neighbourhoods that don't care about each other (if I'm okay, I will stay below the radar)
- VI has a 100 year old mentality of competition which is incredibly dysfunctional
- Create a framework for collaboration with real direction, goals and strategies to make it happen
- "Amazing how many broken links there are on VI"

- Forest industry can create a joint solution if all the players come to the table. An incentive program with buy-in from the Province to encourage participation was suggested
- Attitude is important – don't fight, rather recognize problems and find solutions
- Collaboration success factors: think long term, big picture; put political differences aside; don't get nose out of joint; don't be jealous, attitude and altruism are important
- Collaboration – how to achieve it, many say on paper they do it to get grant funding but there is no true relationship for some
- Set goals for collaboration and identify what they will result in
- Large forest companies as land developers are viewed with a bit of fear and mistrust. Most municipalities are cautious/concerned and it could take decades to move major real estate developments through systems. They are looking for motivated neighbours who want to build a relationship and work out all the issues. Sometimes these relationships can be very complicated.
- Government and community advocates can work together to support actions
- Encourage everyone to work together
- Identify facilitators who can assist with building collaborative relationships
- Infrastructure projects can inspire people to work together
- Collaboration may work fine admin to admin but council to council may not work
- Can't force feed a system, have to create the right environment
- There is a lot of fragmentation in society as a whole
- North Island wants to be acknowledged and know they are included

4. Communication – What We Heard

- So many things to keep up on – most important now is simplification
- Summarize how business is doing on VI. Spread good news around. Share stories and ideas that might work for others.
- Let people know about "answers" that are out there
- Encourage site visits as a way to share information
- Who does what in some communities is not understood
- Communities want to know how they are perceived by other communities on VI
- Signage is important for communities
- PR War underway regarding aquaculture and both sides are seen as being irresponsible

- Promote "we" vs. "them and us" or "I"
- Keep information flowing
- If resistance to qualitative data, present differently so it appears more quantitative i.e. this many said..
- Some remote communities rely on satellite connectivity and it can be unreliable
- Opportunity: provide numbers for those who focus on numbers
- Use YET vs. BUT
- Position VI as eastern edge of Pacific vs. western edge of Canada
- "up island" "down island" "mid island" "north island" terms used relative to person's location
- Focus on the possible, potential and positive - "Imagine" vs. "SWOT", VI is relevant, responsive, innovative
- When shifting marketing dollars from print to social media, consider age of target customers
- Some areas "run on coffee vs. electronic social media"
- Many people use the internet so keep your website current
- Social Networking works for many groups i.e. Twitter, Facebook, etc.
- Idea: course in conflict resolution
- Cell phone coverage in remote areas desired. Some concern about students not learning new technology and Visitors not being served.
- Look at VI from a variety of perspectives and see if that alters our perspective, i.e. north south, east west, etc.
- ID what is the essence of VI – re marketing
- Challenge is to find connectedness for all
- We all share pride in VI
- Challenge the process so it does not get watered down to vanilla
- Communities, businesses and organizations are using the web to connect more
- Poor communication is seen as a problem in many sectors
- The communication function is easy to drop when busy but it is an important one
- "Communication door is a big door to open" Huu-ay-aht FN did it and it is helping them to move forward.
- "Communication is cheap – it just takes people to do it."

5. People – What We Heard

- Make mistakes – apologize
- Own up to mistakes, don't deviate from your core values
- People make the difference

- Challenge: time
- Pride: own work, partners, community, collaboration
- Defensiveness: practices, public perception, communication
- Take an appreciative approach
- Remember independent entrepreneurs are important to the economy
- Showcase champions
- Practice strategic recruiting
- "Your commitment will strengthen our ability"
- People do transition out of communities so how to build on community knowledge before people leave
- There are too many meetings in communities where it is the same people around the table
- Grow pride on a regional basis
- Engage entrepreneurs that have chosen to locate on VI
- Collaboration takes mature people on both sides
- Inspire optimism
- Personalities can make or break collaboration
- "We all need to get over ourselves"
- Showcase "champions" and the work they have achieved for their communities
- "Be Aware" we can collaborate and still be competitive at the same time

6. Business related Ideas – What We Heard

- "Rather than be victims of circumstance, create your own future"
- "Be inspired to take action"
- "Don't accept rebound to the economy as "enough" – there is still a lot of work to be done"
- VI has good climate conditions for sport training
- Organizations are bound to their internal services first and some are so large they are the size of small municipalities and they don't reach beyond themselves
- There is more opportunity for business growth through increasing the role of women in executive roles
- Victoria is "downtown" VI just as Vancouver is "downtown" BC
- Services to people seeking employment are changing i.e. from training to employment, now include professional development to achieve long term training goals, employers want people who will stay longer
- Employment initiatives are overwhelming in their volume at the moment for some

- Employee shortages will be systemic and long term. What are you not going to do once you have staff shortages? How are you going to avoid them?
- VI needs to work more on succession planning for business
- Business succession – some businesses harder to sell as jobs are easier to get so no need to buy a job
- WHO on VI knows what businesses are for sale? Kootenay region does matchmaking
- Where are there overlaps in business service on VI
- What are commercial rents throughout VI
- Sometimes funders are viewed with caution and underutilized
- Create one stop shop for funding
- Wood Tech 21 in Port Alberni and Rivercorp in Campbell River are working on forestry issues
- Wood products need to move to higher value products
- Change rules on access to wood fiber
- Visualize jobs – i.e. build log home in center of community so people SEE what is going on
- Meet local needs vs. organizational policy
- Business newcomers to VI have NO idea of VI realities for doing business – most are geographic. Business practices and messaging differ per area
- Break through institutional inertia, need to be nimble and quick
- VI is gateway for international activity, portal for international understanding
- VIU sees “its role to provide resources for an evolving economy.”
- We seem to have distinct age bubbles: youth, young adults, young families, 30 to 45’s, 45 to 60, young retirees, seniors - so a focus on seniors is very narrow and ignores the needs of the rest. Each bubble has different communication preferences, housing needs, job preferences, values
- How to create fit with private services neighbourhood schools without feeling threatened
- Opportunity for Nanaimo – key is hotel to go with conference centre
- If a Chamber of Commerce is no longer in operation it puts an added burden on Council
- “Fish” has become very political and varying scientific views are in conflict
- Fish Farming issue is dividing communities
- “Other side” is well educated, well funded, it is easy for them to get media interviews, have PR expertise
- Share concept of “learning centre”
- Finding people with time and interest to defend resource industries
- Social issues easier for some to partner on than business ventures
- North Island is trapped in an “us and them” fight over alternative energy
- Who is providing business incubators?

- Who offers relocation packages?
- Cowichan Valley is now self-contained from a shopping perspective. Now trips to Victoria are strategic.
- Have to work to get people off the highway to shop in downtown core
- How entrepreneurial are all 4 generations?
- Capital needs good reception and high return
- How to get across message that we need to work smarter re business succession i.e. consider acquisition by one business of another business that has a good fit instead of starting another business
- Get people to look at the numbers to SEE what is coming
- Start "moving" business to preferred areas vs. opening up new commercial space – change zoning for the future
- Several communities or community organizations have said they are thinking about being the "centre of excellence" in a field i.e. sport, aboriginal studies, etc. what are they doing about it?
- Creation of "centres of excellence" takes dedicated leadership
- West Coast centre for excellence for coastal management and ecosystem health
- Need long term vision along with immediate projects then celebrate the things being done
- Where is all the shellfish on VI produced and who markets it?
- Environmental mitigation work is showing results i.e. herring are returning to Ucluelet harbour since recent harbour cleanup
- Idea put forward: central log sort area for VI to stream right size logs to specific facilities
- Service industry for training and employment is shifting due to government change of focus
- Some VI communities concerned about how other islanders talk about them and want to clarify their images
- Some funding contracts have moved from 3 year and 5 year contracts to one year contracts this year and this is a big concern on several levels
- Moving from a growth model of the economy to sustainable prosperity
- Right size communities. More isn't better anymore, need balance between jobs and services
- VI needs to look at the growing number of seniors and create a vision for what it will take for VI to have healthy, viable, vibrant communities. i.e. what percentage of seniors as a total of the overall population is sustainable from economic and service perspectives
- Don't be afraid of doing unpopular things such as getting rid of senior's discounts
- People we want to attract are not getting deals/incentives

- Reduce incentives that attract retirees, they don't need the incentives
- "We have to overcome the inertia of how we have done things since rail has stopped."
- Q. How long do we have to create the density required to create prosperity?
- Independent business is focused on survival and has no time for politics
- Build agreement frameworks so they get reviewed on a set basis so they continue to work
- NGO's strength can be their willingness to let things change
- It is an island strength that large companies fail yet small businesses succeed. This creates home grown jobs and the assets stay on VI.
- "Big Box stores do negatively impact on local businesses"
- VI Construction industry volume of work goes in cycles based on large projects and housing growth per region.
- green building – can have huge impact by creating great products vs. Band-Aids
- Look at VI and identify its natural assets. Then leverage them creatively to get government support. Highlight what VI is good at now.

7. Agriculture – What We Heard

- ED – Comox Valley, Denman, Hornby – creating joint Ag sector – driver ED committees on islands
- Growing food locally can be strategic decision for most profit, distribution is the biggest challenge
- Agriculture industry reps have lots of ideas on potential solutions
- Agriculture industry wants lead lists that are approachable as purchasers and able to pay a good price
- Federal Ministry of Agriculture regulations impair the local retailer's ability to buy local food. The regulatory system should work fair for everyone.
- Small business needs legislators to come and SEE and talk with farmers and growers to learn what our challenges are HERE on VI
- VI farm sizes don't fit federal programs i.e. Advance Payment program is geared to commodity farmers and we don't have that type of farming on VI
- VI farms are small and diversified and storage is a challenge due to cost
- Food distribution networks are suited to commodity farmers
- Challenge: due diligence tools for growers in dealing with the supply chain
- Build buyers guide for VI agricultural products for restaurant ordering. Understand what suppliers expect.
- Political will in support of agriculture is needed at the provincial level from all parties

- People from one community got on all funding organizations and therefore knew about grant funding first and all funding was gone by the time some others heard about grants
- Farm loan funding is seen as biased in favour of factory farming i.e. no money for farm start-ups, no bank funding for small scale agriculture projects (under \$100k)
- Community Agriculture wants regional representation on the BCAC instead of one seat
- Need an Agriculture plan for VI that all can buy into
- Want money from Feds for feasibility studies for Agriculture
- Farmers are tired of "groups" coming up with ideas then asking for funding to pay for the ideas that don't end up panning out
- Agriculture sector needs rules to market their product more effectively. Need political will to break up big monopolies.
- Need good network of VI food sources

8. Education & Young People – What We Heard

- Development of trades certification and inclusion of multiple partners – needs to be trust
- Demonstrate how to incorporate sustainability and technology into student experiences
- University planning degrees need to meet local needs vs. third world market needs
- Gets kids focused earlier on future career
- Educators want industry support
- Educators learning to develop business development plans
- Funding and interests can drive training
- Groups such as Camosun College working with VIEA workforce data – how are other school districts and post secondary engaged in other workforce strategy development and how do they know studies exist
- How many jobs are there in the education sector on Vancouver Island
- Opportunity: Transitioning of school properties no longer needed for teaching space
- Clarify which universities will help with community based research and what they will do
- VICRA wants more connections, difficult to know who to work with. This is an evolving model and network and all are still learning how to work with each other. A challenge is how to fit requests with faculty and graduate student projects. VICRA needs funding to move forward.
- Create a connection between education and government services



WHAT WE HEARD!

- Design on-reserve programs for FN students, understand gender, no one-size, communities know what they need
- Some high schools are now only offering core courses which limits future for students or forces students to move
- Challenge to keep kids in communities
- We need student "transition" point to begin earlier so they are ready for the workforce decision making when they leave school
- There can be niche specialities amongst all post sec on VI so the collective VI product is stronger
- Post sec can be more proactive regarding research opportunities for VI communities
- "Respect voices of young people"
- Which post secondary institutions allow credits to be transferred or students to mix courses between them i.e. NIC and VIU recently signed partnership
- Dual credit programming very appreciated by secondary and post secondary
- Understand that youth are capable of managing projects and of leadership and give them opportunities
- Don't just have "token" youth involved
- What is VI doing to attract middle age people to continuing education?
- Who is creating new knowledge about how man and nature can be sustainable?
- Education needed as to what makes a healthy community
- Need education system to be aligned with business.
- Language training for First Nations a growing field
- School career education / prep needs broader and explicit coordination
- SD 69 has a First Nation Aboriginal Enhancement Agreement
- SD 69 has a Community Response team which is a collaboration of various social support agencies
- School grounds are community assets which are managed in a variety of ways depending on community and the degree of collaboration / territorialism
- School Districts would like to have an understanding of how to work with employers, post secondary and community groups. Joint efforts can help avoid duplication. There is fierce competition for resources.
- Youth are totally absent from most processes of community development
- Public education can take too long to respond to industry needs
- Train people on VI for VI jobs
- Educational structures and processes need to be realigned to deal with needs of business
- Find challenges for young people to take on
- Retain young people in community, especially those that want to stay

- Best practice: identify fit with students, succession planning, College and Chamber in CR.
- Mentoring so educators will be more entrepreneurial
- Change education that professions are /or are not receiving re economic sustainability
- Educate the young on best practices and upcoming “values”

9. Tourism – What We Heard

- Unknown what will come out of Tourism BC changes
- Challenge: clarification on 2% hotel tax future
- There are a variety of types of organizations on VI that are tasked with doing external tourism marketing. I.e. BIA, DMO, CoC, TVI, etc.
- Who is providing circle tourism packages with air transportation links
- Tourism product should be developed at the local level i.e.. Milner Gardens & VI Garden Trail
- Tourism VI will have more responsibility for product development once new model of TBC built?
- Tourism operators want more weekday traffic and more shoulder season and winter traffic
- All economic development starts with tourism – so some believe
- VI has false reliance on tourism in some communities. Some small towns are no longer tourism destinations.
- Culture of 5pm business closures- how do you make this work for tourism?
- Lifestyle businesses – how do you make this work for tourism and the community?
- Salt Spring Island community doesn't recognize the tourist economy – SSI statement
- Q how is our VI tourism economy evolving? I.e. remote product, cultural tourism product, recreation product, sport product
- What training is being provided to support tourism?
- Tourism in summer is high use, off season is where businesses are working to build more traffic. Need to be good transportation off island during those times. Challenges in getting and keeping staff for periods of uncertain occupancy.
- How are we marketing tourism attractions that we already have? Are we doing an effective job as VI?
- Need tourism plan for entire Vancouver Island
- As property values rise it can move a community out of the tourism industry
- Some people want to see the hard numbers of tourism potential. I.e. number flights, ferry trips

- We are a service based island and tourism is the #1 sector say some. Retail is also important.
- What does it take for a community to show visible support for tourism? How important is this to successful tourism?
- What is happening with Tourism BC? How long are we going to be in limbo wondering?
- More tourism marketing of Vancouver Island is needed. We could use a VI spokesperson
- Victoria seen by many as VI, ferry cost is a psychological barrier for some, each tourism sector off doing their own marketing, better trail maps needed, and biospheres could be marketed as well as agritourism.
- TVI has many last minute marketing opportunities which is useful and could plan further out
- Tourism can't carry the entire VI economy. Must have understanding of how each community sees themselves involved in tourism in the future.
- Challenge: tourism needs good transportation infrastructure
- Ask: focus and impact of BC Ferries marketing strategies on bringing people to VI
- Ask: purpose of BC Ferries discounting last winter, this summer -Suggestion: collaboration is missing
- TVI working on Blueprint for VI tourism – by sector and geographic etc.
- Who is taking on task of tourism product development on VI, needs to be encouraged

10. Transportation – What We Heard

- Is there a VI transportation plan?
- Island Corridor Foundation (ICF) is still a hope for commuters
- Transportation on VI is slipping – off island travel a barrier
- Upgraded airports will be an important tool for businesses i.e. manufacturer, knowledge economy
- ICF – opportunity to do some base work re ED i.e. identification of aggregate near ICF for ease of shipping via rail – build reliable rail transportation corridor for freight.
- "Railway doesn't have ten years left if things don't change."
- All VI ports to be rejuvenated
- Nanaimo Port Authority was previously seen as a stand alone decision maker, now part of Nanaimo ED group. It is important to see if we bring companies to VI to manufacture goods to be shipped via port.

11. Government – What We Heard

- Tools must be useable by small communities
- FCM – Band-Aids only, huge \$ gap in replacement of aging infrastructure
- Grants need administrative dollars incorporated
- Small communities don't have the critical mass to support all services
- Challenge to keep low and middle income families due to housing costs
- Challenge: finding balance and capacity
- WHO is your community?
- VI communities need to plan to be "senior friendly" if not already
- Many communities are increasing population base through densification. Dilemma, how dense do you go without losing the small town feel.
- Want to know best practices for like size towns
- How to position more remote VI communities in positive way vs. hard to access
- "innovate, adapt, create"
- Department National Defence like a separate country with own rules
- GVDA is not funding by all within the jurisdiction
- Wanted: Examples of cross-jurisdictional economic best practices
- Some VI communities in transition, many at different stages
- How do proponents of new land-use models get them known and recognized on VI
- Funding agencies could work together on due diligence vs. each doing own i.e. informal checking to see if they are on the same page
- Island Coastal Economic Trust funds could be replenished now that they have systems in place and have demonstrated they can work effectively to leverage the investment
- Project proposals to grant funders could connect with EDO's - to assist with community priority fit
- Having shelf ready projects when funding is announced and ones that fit with a strategic plan is a bonus, yet hard for many due to lack of available human resources to create them
- Ask: which communities on VI are now restricted from further growth due to water constraints
- Which VI municipalities are debt free, how much debt do each have? What is the result of their infrastructure audit? List implications of debt load or no debt.
- IDEA: Island papers could send every Council a subscription so they can keep up with Island news



WHAT WE HEARD!

- Other Island papers could do the same for Council's in their immediate and adjacent jurisdictions
- Tax models need to evolve as they relate to regional recreation services
- Form a common approach to data collection amongst three levels of government
- Make sure business practices support community values. Raise the bar in our expectation for who we attract.
- Communities should have a list of priorities they want before bringing any retailers to a community
- Infrastructure spending going to votes to get re-elected vs. to the right places such as economic development infrastructure
- Fit between local government planning, economic development, sustainability, funding requests
- Communities have different incentives to attract /deter economic development
- Economic indicators vary by organization and within community and between communities
- Economic development can start in small ways today
- Some use the approach "throw the dollars at them, and see who catches them"
- Clarify what role of Economic Development Officers and their office is per region as it can differ
- Want knowledge of funding sources and understanding of what funders want to focus on and why
- Sayward wants to attract small business – talk to them today
- Tahsis has a hotel opportunity which is a core component of their community
- Internal processes can create combative culture
- Many communities want to attract young families
- What incentives are used for business attraction in which communities?
- How to hold effective town hall meetings and community dialogue is useful knowledge to be shared
- Learn how to invite big players such as Island Timberlands to the table to talk
- Who is funding transition studies these days? Who is checking that past ones are working?
- Provincial programs such as "towns for tomorrow" and "small communities grant" a godsend for small communities and they hope they will continue. They don't have manpower for all the grants.
- Valley living vs. village living can cause community conflicts
- What role do small communities play on Vancouver Island and how important are they?

- What role are “transient” property owners now playing on VI and what are the impacts on communities? Ask percentage absentee owners per community. Is a big concern for some.
- How many regional services are paid for by one partner vs. a group that all use them?
- Idea – secret shopper concept where a team would visit a community to see how visitor/investor friendly it is
- Some Mayors don’t ‘get’ tourism
- When should we consider incorporation and should it be population based?
- Should amalgamation be considered for some areas?
- What is the province’s position regarding economic development on VI and how does this fit with the provincial economic development objectives?
- What is the fit between provincial investment – seen to be disparities in investment
- Island Regional priorities funding – is it working?
- How does the disposition of forest lands fit with regional priorities?
- Province is not communicating effectively enough with municipalities
- Local governments need to ensure there is link between capital investment and plans
- Political will is very important for driving change
- Greater Victoria can start with amalgamating fire and police
- Business licences for multi jurisdictions would be useful
- Know which municipalities want what re new business
- There are many leaders on VI that are not interested in elected office, how do we best use them as resources
- Questioning if government is not investing on Vancouver Island because most seats are not the party in power – an observation that fits no matter who is in power
- What are the key success factors for communities that are doing well i.e. model, tactics, tools
- VI missed the boat at 2010 Olympics in positioning VI as a region
- Province needs to consider needs of VI. Decisions are now seen as political and credibility and confidence are out the window, trust is gone for some.
- Province can strengthen regional government
- Municipalities are being asked to carry burden of treaty outcomes and are not at the treaty table
- UBCM would benefit with a dedicated Economic Development function
- Opinion -Business attraction is out of date as few companies relocate
- Greater Victoria could work better if they had a common ability to make decisions. Transportation needs to be regulated better, as do police and fire services. The regional district is not perceived to be the answer.

- Okay for communities to be proud enough to be who they are and stand up for being who they are
- Local governments need more education/information on how economic development committees can work for them and what their options are.
- Find something for greater Victoria to work together on. Differences will continue if Victoria and Saanich don't collaborate
- Opportunity: Province and Feds can do more
- Province needs to be more involved with working with local government to establish mechanisms for revenue generation, etc.
- Elected officials CAN take bold action
- How will you bring VI to your VI community?
- Some communities make local information easy to access, others it is difficult to find
- Leadership, partnership and "imagine" the potential for the future
- Incentive – come home for 2 years and get student loan forgiven or get \$ towards a home
- Need linkages to community economic development training
- Need to access data for individual communities
- ICE-T board is a valuable experience for mayors: see breadth of initiatives, good regional interchange
- Challenge: lack of expertise to move economic development forward
- Challenge: shelf ready proposals get funding (with how current systems set up) but resources are needed to create the shelf ready proposals and that takes resources that are not there
- Some communities are willing to share staff
- Communities engage in economic development for many reasons: deal with growth pressures, money to pay for social amenities, use to create a social net
- Include incentives such as: reducing red tape, leadership, communication, include economic development in Official Community Plans (OCP) as an important pillar along with sustainability, smart growth and inclusiveness. Inter municipal trade's license, standardizing some development fee processes, tax revitalization, zoning, etc.
- Regional economic development functions can get spread thin, some individual communities also have their own economic development committee to augment the regional function
- "cumulative regulatory environment hamstringing development"
- Economic Development has looked at traditional - now need courage to look at new i.e. energy, food
- Don't want to get silo'd with economic development, want an integrated approach



WHAT WE HEARD!

- What is the best way for communities to discuss and plan to use “magical” pieces of land
- Challenge: Brownfield mitigation. BC deals with marine and human health problems first, but communities are dealing with their own priorities, not always a timing fit.
- Council appreciate the opportunity to be interviewed by media as a story is being written as stories have an impact on community.
- Utilize space effectively – will take a paradigm shift i.e. Big Box in some communities could have been in downtown core
- Infrastructure File: BC wants its fair share. UBCM will present concern to Feds about late announcements and March 2011 deadline for completion. In some case construction time has already passed.
- Regional District Task Force – important to vary by region, refine vs. replace, report intended to empower
- Some communities have a strong sense of entitlement – someone will save us
- Some communities don’t want change – still in stamping feet stage or are where they want to be
- Local government needs to show more leadership in relation to a vital local economy
- Want local government to be proactive not reactionary
- Some local governments driven by risk of legal challenges vs “Vision trumps potential legal challenges”
- “Transfer bureaucracy, politics and fear into tools for cooperation”
- Elected officials should tell why they made decisions when there are tough decisions
- Perception: Some long term people on council do a lot of fence sitting
- Look at road infrastructure to see how that is impacting flow of traffic to business areas
- Clarify who gets to sit at treaty table. Many local governments concerned they are not there yet some are.
- Vacation rentals can pose problems for communities due to: party houses noise, lack of engagement in community building, parking
- small and remote communities don’t have enough volume to support trades within the community on a full-time basis
- Opportunity: learn more about transition towns
- When a community receives awards and is seen to be strong and doing good things – they can be perceived by other levels of government as a “good thing” to support
- Local governments can practice consistent relationship and not always be there with their hands out

- Coastal communities work hard to keep Coast Guard and Parks employees based in their communities. This is a growing challenge as some speculate the drive to regionalize is driven by aging employee base that want to live in larger centres.
- How will VI coastal communities chose to use waterfront land in future i.e. land zoned industrial now facing pressure to change land use
- Local communities don't want their EDO's to burn out. Be prepared to rethink staffing /prevent
- Government wants business and NGO's to develop high level plans with no money to create the plans and no training on how to do this.
- VI could us VI Site Selector help – take a VI regional view
- Local Government needs to understand the linkages between: community dialogue, creating community plans, building trust and council altering the plan prior to final adoption with items not discussed by community. Trust and confidence in process is critical for the community to support it.
- "Important to develop a plan before a community actually HAS a high senior population".
- "A community needs to be active to work on economic development"
- Role of political will: zoning, leadership, bylaws, collaboration, flexibility for creative thinking
- "Government wants inter sectoral partnerships and VI is unique how VI sectors organize themselves."
- Communities and groups within communities don't share a common definition of economic development
- Question: what is the fit between future housing and sustainability Plans?
- Challenge: how will we be able to support small communities such as Sayward, Tahsis and Alert Bay in the future? Absentee landlords, loss of social programs, loss of businesses, loss of schools, loss of medical care, loss of community volunteer capacity, less of an interest in community from part time residents or transient residents, etc.
- Quality of local governance has decreased at exponential rates in last five years. 16 admin on VI terminated without cause – good strong leaders being done away with. Clerks and Finance people are being promoted and this is impacting local government future planning. Something is fundamentally broken. Serious change is needed to plan for the future.
- Not all communities reaching out to First Nations
- UBCM "C to C" forums a good idea but some don't see the outcomes
- No rural or regional approaches identified so missed opportunities
- Sometimes need for diversification creates barriers – fear of losing identity
- Government should ensure tech infrastructure available for ability to be engaged i.e. broadband infrastructure planning should be mandated

- Business needs to drive economic development, local government needs to create climate for economic development. EDO's are under resourced.
- "Our strength is grounded in our participation" – be in the room to vote on resolutions at UBCM
- Some elected local officials are driven more by getting re-elected than by making solid choices for the future economy
- Need sources of capital to inject into communities to foster innovation and grow a conservation economy
- Economic development incentive: one community dropped permit fees for 6 months
- Business retention – who is monitoring this? Who knows how healthy/fragile a local business community is?
- The whole of VI has a young economy and there are growing pains. In some places it is scarier than others.
- Cities need to develop commercial zones, get more aggressive to attract business
- Question: with many communities looking at densification in the downtown core areas, are developers looking at doing this? Is it what people want to buy?
- Some rural regions are very impacted by large corporations moving into their areas
- Regional Districts have become a government but their powers don't support that
- Inequity between services used regionally and paid for by one community
- Little training geared to government administrators and jobs are now being filled by a wide range of disciplines
- Deficit in staff leadership training for local government
- Local government administrators need access to "decision making" training. Need to create linkages of disciplines to decision making.
- Local government doesn't celebrate successes
- Local government's primary motivation appears to be how to keep taxes low. This creates disconnect between decisions that result in votes to get re-elected and what a community needs to function for the long term.
- Local government needs to understand business
- Especially in a transitional economy, local government decisions need to be communicated. The expectation is here now for meaningful community dialogue so there needs to be willingness to learn from decisions.
- Challenge: faster decision making – "at the speed of business"
- Make solid recommendations that can impact local government, now and in the future

- Province has huge impact and they are seen by some to be totally removed and remote
- Challenge: how to get elected officials to listen to the business community the way they listen to citizens associations
- Don't rely on Government moving things forward, we don't have that much time
- Challenge: provincial ministries should be having conversations between ministries to offer the needed services within communities i.e. use of schools, integration of various age groups vs. vertical isolated silos. Need language around community school model to be understood. Want government to develop framework around how to implement neighbourhood learning.
- Challenge: a VI economic strategy needs to take into consideration the vulnerable aspects of the island
- Best practice: Comox Valley local governments created shared bylaw to all pay equally towards homelessness (for the first \$500,000)
- Some larger players in regional districts make "demands" that need to be met vs. cooperation
- Opportunity: strengthen VI basic research for economic development proposals
- Local governments don't understand economic development
- Challenge: how to improve the human capital engaged in economic development on VI
- Not enough regional thinking
- Federal and Provincial grant programs are too rigid and don't take enough effort to work with proponents to see if proposal can be improved. Date rigidity is also a problem.
- Encourage entrepreneurial attitudes for all involved in economic development
- Some regional districts are perceived to be open for business and some are not
- Find a new word for "economic development"
- Create a model to explain economic development to the average person and show them they are a part of it
- Some towns in transition are just starting to realize that the town is going to stay the way it is
- Understanding the fit between community beautification and business attraction, quality of life – making choices in tough economic times is important and needs to include qualitative as well as quantitative information
- Some local governments are asking developers to do major planning work for them and it isn't always realistic to ask to for these amenities
- Local governments don't know how to negotiate effectively

- Lack of continuity for approvals with local government when staff on holidays
- Let people know how to share innovative ideas with elected officials
- Some school districts and local governments work very closely together and share resources, others don't work together at all
- Some regional districts come across as having a "big brother" attitude
- Let province know some municipalities want to be more innovative in approaches
- Challenge: not all mayors get along
- Challenge: choice of dollars to local vs. regional economic development
- Challenge: should economic development be separate from politicians or include them
- Too many Provincial and Federal regulations stifle business
- Gently prod provincial government about rural policy and that it is important
- Remote areas feel the movement of government jobs out of resource adjacent areas is due to a mindset that rural jobs don't have career prestige and senior people have restructured locations to fit with their retirement plans.
- By "counting heads" as a measure of funding – denies service to rural areas
- Challenge: mayors threaten to withdraw from regional services. At the slightest whiff of divide and conquer it results in competition.
- Municipal and regional district dynamics can be unhealthy
- EDO's seen to have limited ability to influence certain industries i.e. real estate and tourism
- Rural matters closely linked to planning matters would be useful
- Short term politicians can't make long term decisions
- Business and industry value Mayors mentioning them in their year end speech, etc.
- Neighbour advice: have area Mayors get together on a monthly basis for informal, open discussion about issues. Tell people you do this and that even though you don't always agree, you do talk things through. Celebrate disagreements. Show each community can maintain own integrity.
- Neighbour advice: create regional value statements i.e. no environmental damage, ALR land is untouchable, airport is supported by all communities
- Neighbour advice: showcase your important documents i.e. "Voice of the People", "Accord"
- Neighbour advice: understand your community's role within the region
- Identify which communities on VI are now largely built out according to their current plans i.e. Comox, View Royal, Qualicum Beach
- IDEA: housing is an issue throughout the island – which communities allow secondary suites and do any fast track approvals for either secondary suites

or small lot development. Which communities have identified that they want to encourage large lots to be made into smaller lots?

12. First Nations – What We Heard

ALSO SEE THIS REPORT'S SECTION: "*WORKING WITH FIRST NATION GOVERNMENTS ON VANCOUVER ISLAND*"

First Nations – FN, Vancouver Island - VI

- Find FN mentors
- FN advice: face to face meeting first step, negotiate some kind of agreement, food – seeing and being seen together has value. Maybe a gift exchange after initial talks. "Listen to FN first, then talk to community builders."
- Hire professionals when expertise is not available in-house, use mentors, coaches and training
- FN looking at land use issues, future land purchases, land protection for cultural value
- Moving forward on own if others not ready, leaders always lobbying
- Some FN building membership code
- Time is right, don't want to fight anymore, want to move faster, need staff
- Challenge for FN – support from parents to want students to succeed
- Energy from province is going to bands in treaty
- Some FN have regular meetings with FN land managers
- Some bands have a "referrals" checklist i.e. Tsawout
- organize meeting with all FN land managers
- Islands Trust did not consult re potential water use on the Fulford reserve so the plan for future Salt Spring water usage is flawed
- FN advice: just sit down and listen, speak when necessary, some not seeing a shift in understanding
- First Nations are not funded to deal with referrals. As well there is a time and human capacity challenge.
- If you say you are coming to a meeting – Show up!
- There are crown land use issues as the province refers proponents to FN and as treaty negotiations move forward and land is held until treaty settlement
- Some First Nations are fed up with the referrals process because when they do it all they get is a response "thanks for your input" and plans go ahead despite what information was provided.
- Transparency in FN government is important, perceptions of corruption do sometimes occur

- The Ministry of Community Development should be present at the treaty table
- Would be fantastic if someone would establish meeting with FN and business
- FN advice: demonstrate credibility, create strategic alliances, create trust, be seen as an individual, work to develop a relationship
- FN want atmosphere of transparency and inclusion
- Stay focused on step by step progress
- FN infrastructure fund didn't end up funding anyone – they couldn't pick and it timed out
- Community internet connectivity is critical to all communities
- In 50% of what you do – "Success is showing up"
- FN Advice – empower, make mistakes, don't tell them how to do things, ask FN what do you need to make it work, come to visit
- Work with FN leaders to tailor services to the needs of their particular Nation as needs vary considerably, nation to nation.
- Comment that "FN are tied up in treaty" and expectation that FN have little other time to be engaged
- FN have reserve lands that are often not contiguous within their nation.
- Fit between sewage outfalls on VI and FN clam and oyster beds need to be recognized and planned for
- FN want to know what other FN are doing
- FN education is evolving and incorporating more elements of FN culture. This also applies to school districts as many are offering a variety of programs. Students love it.
- As FN move towards home ownership, bands are being more active in teaching members about home maintenance, housekeeping and how to maintain this asset.
- Relationships with FN are often non-linear
- FN are learning local government processes and can get frustrated by them as they want to develop
- FN want to be self sufficient, contribute to overall community, reclaim their heritage
- Some consultants hired by FN don't offer good customer service i.e. mailing FN a final report vs. visit
- Cowichan Tribes: Legacy Projects i.e. Utilities project, first of kind in Canada
- "Connecting the Cowichans" one year media program to deal with prejudice
- Several nations have chosen to separate economic development from FN elected officials
- Status for FN partnering with utilities varies
- Many FN want to partner, some just don't have time

- Mindset of some Band Managers 45 to 65 is they are still focused on healing from residential schools
- Resource - ICAB – Industry Council Aboriginal Business
- FN social unrest is a consequence of intense frustration with systems that put other organizations needs first and there may not be good communication about the specific concerns of the FN or about how they are being considered.
- Some FN leadership goals: improve cultural consciousness, family empowerment, lifelong learning strategies, partnership outreach strategies
- FN relationships – work at it, visit their council, sponsor FN events, meet on a regular basis i.e. monthly
- FN – respect must be two ways – for culture and as individuals
- Aboriginal Economic Development Officers (AEDO's) roles vary a lot between nations
- FN – some businesses want to take advantage of FN, especially if they are near treaty. There are growing opportunities for partnerships, they must be for right reasons.
- 8 out of 10 proposals submitted to some FN now are sent to the shredder so businesses need to learn how to work more effectively and not waste time
- Question: do bands have policies about giving priority to doing business with FN businesses?
- Some nations are more entrepreneurial than others just as some local governments are
- Many bands are using the internet to communicate with their members as many live off reserve
- Question: what is an effective way to survey FN since they are time and resource challenged?
- Treaties will help stimulate the economy of an entire area – “if we do well, our neighbours will do well too”
- Huu-ay-aht FN has a traffic light approach to cultural referrals. Red = stop, yellow = need more information, green = go. Were told Ministry of Forests adopted the same stoplight system.
- First Nations know about public administration because of their association with INAC
- FN also want political stability and understand value in providing certainty to business and investors
- FN in discussions with financial institutions about what they will lend against – slowly changing
- FN are in process of land surveys and determining their land use codes and land survey standards i.e. will they be a standard to enter the BC Land Registry



WHAT WE HEARD!

- FN and non FN want to provide quality jobs
- Huu-ay-aht FN has 2 lists of 6 values they use to evaluate business proposals
- First Nation governments are there to serve their band members. "If a person has ambition and will – there is a spot for them"
- Some FN are putting data layers into referral tool and will build capacity for better decision making.
- FN to FN relationships are sensitive, they are all guarding their own plans.
- Some FN working on providing their own power sources and selling excess power to the Hydro grid.
- Question: what happens in school districts and the money allocated for aboriginal education?
- UVIC doing "huge things" with their support for FN students
- Create a cultural understanding of the impact of death for a band and how people have responsibilities and roles that take people out of schools, away from employment, etc.
- "Let the tsunami come through and dry off after"
- FN advice: If a topic is raised and the FN rep says they can't talk about it, respect that
- FN advice: have a compelling story why they should deal with you. Be able to tell a good story.
- FN Advice: the earlier you talk the better
- FN advice: be sincere, genuine, open and transparent. Meet at FN office. Take time to build relationship.
- FN advice: bring in FN early, and get their approval on community projects
- FN advice: consult, have dialogue re major OCP process, invite each other to events, encourage staff to staff relationships as well as elected official to elected official
- FN advice: consult, have open doors, don't decide and inform, build a good relationship and keep it up
- "You will get more done with food than a proposal"
- "When some people come to collaborate they want to be cowboys"
- FN advice: fit between student loan funding and long term absences needs to be addressed. The student loan system is not set up to accommodate this.
- FN advice: they want control and want to make their situations better
- FN Advice: Dr. Ellen White, SFN "Guide Me" is an approach with FN
- FN Advice: some nations want to engage in protocol agreements and some are ready to work on more detailed MOU's
- FN Advice: the principle of autonomy needs to be recognized for each FN community
- FN Advice: if you have a FN representative on your committee, use them as a resource on all FN issues



WHAT WE HEARD!

- FN Advice: educators have a stronger role to play in building better relationships. They must be more proactive and stop being on the sidelines.
- FN Advice: move economic development to economic justice
- Opportunity: UBCM can work with FN
- Opportunity: Vancouver Island can be a leader in Canada in building relationships with FN with mutual respect that are economic in nature
- FN Advice: FN, Inuit and Métis all have distinct status and should all be recognized
- Opportunity: Post Secondary institutions can break the patterns of the past and rather than have FN programs jockey for funding, acknowledge FN and the programming that they want and need, as well as open up the political space for discussions
- FN Advice: when you send people knocking on FN door, "send people with confidence in themselves"
- FN Advice: bottom line, FN want to benefit economically from interactions
- FN need to work together on common economic opportunities
- FN Advice: start with philosophy of working together, don't burn bridges, share successes
- Challenge: financing for FN
- FN to FN advice: have confidence and vision, share creativity and innovation, use every dollar to go after vision, must plan ahead
- FN concerned about mineral tenures and the online registration process
- FN Advice: trick is to exercise the relationship, dream big
- FN to FN advice: by being at the table, it is a way to gain acknowledgement
- FN to FN advice: must have partnerships or projects won't get off the ground when starting out
- FN to FN: have own lawyers, get a good one, not one you have to train
- FN to FN: share information but not through INAC
- FN to FN: have to take baby steps to get to economic prosperity
- FN role will be obstructionist if they are not consulted with
- FN don't have the human capacity right now and need champions
- Perception that Province and Feds don't seem to want to bring treaties to conclusion
- "mentorship" policy being created by Friendship Centre
- Businesses should recognize size of FN customer base and value them as customers. Aboriginal people shop where they are respected.
- Opportunity: share copies of FN head lease or a head lease template if one exists
- FN advice via marketing messages: humility, respect, honesty, truth, bravery, wisdom, love



Working With First Nations

"We can't survive unless we have a sound economic base and its' through relationships and partnerships with a common vision that we will create that economic base. Paquachin's focus is on sustainable ways. Through our engagement in our community we will foster economic development. Through engagement of our community we can make the best economic decisions made by our own people. It's about building the relationships and trust amongst ourselves and then it branches out to local government and others."

Danny Henry, Paquachin Indian Band

"Nature; resources link all of us to one another. This gives to a full understanding that we as a people, in order to move beyond our present situations, will have to look to finding the links that bind us as a people. In my language "Ca Waak Nis" We are one."

Michael McCarthy, Community Planner, Esquimalt First Nation



Working with First Nations on Vancouver Island

The story of what is happening within First Nation governments is important to the future of Vancouver Island's economic prosperity. With a 'can do' attitude, high numbers of young people, increasingly better educated members, land based and other resources and a strong desire for self-reliance, Vancouver Island Aboriginal peoples are making significant contributions to the economy of Vancouver Island. First Nations governments are well positioned to help build a stronger Vancouver Island economy for everyone.

The Link team had 35 interviews with First Nation groups: First Nation governments, Métis Nation, Friendship Centres. The Aboriginal population on Vancouver Island includes First Nations, Inuit and Métis.

Link heard that the current status of community to community relationships travels along a continuum from "not talking to each other" to "combined community planning". Some say the continuum begins at "deep conflict". All say there is room for improvement. There is still racism on Vancouver Island and as with perceptions of various communities on Vancouver Island, until we all undertake to learn more about who we are today, we will miss opportunities.

Improving working relationships between local governments and First Nation governments has previously been identified as a goal by individual local governments. First Nation and business leaders interviewed also identified that improved relationships are necessary.

There are 51 First Nation governments on Vancouver Island. Note that most now use their traditional names. Some nations have Treaty Group affiliations, some have Tribal Council affiliations and some have neither. All Nations are independent nations, although until they sign a modern treaty they are governed by rules set out by Indian and Northern Affairs Canada - INAC. Not all nations intend to engage in the current treaty process. To learn more detail about the treaty process and which stage each Nation is at, visit http://www.bctreaty.net/files/nations_negotiations.php <http://www.treaties.gov.bc.ca>. For a list of Vancouver Island First Nations visit www.viea.ca - "Tools & Resources – Regional Information".

First Nation governments manage reserve land which is owned by the Federal government. This will change once nations achieve modern treaty agreements. The first five Nations on Vancouver Island to sign modern treaties signed the Maa-nulth Treaty and their effective date is April 1, 2011.

http://www.gov.bc.ca/arr/firstnation/maa_nulth/down/maa_nulth_final_agreement_signed2009.pdf

Elected Band Councils govern what happens on reserve and within their nation: housing, education, health, administration, economic development, social development, cultural activities and land use and planning. Band election dates vary, most are on a two year cycle. Protocol can vary from elected band council to elected band council within a Nation so it is important to check on protocol after each election. Nations vary in their use of the



Working with First Nations on Vancouver Island

terms “tribe” and “band”. Look on their websites to see which term a nation uses. A variety of governance models are used by nations and this will impact on the internal structure and processes so it is useful to learn about the nation you want to work with.

The membership sizes of nations vary with the average size of 200 members. Cowichan Tribes is the largest in BC at 4,000+. Lake Cowichan is the smallest visited at 27 members. Details about each nation are posted at <http://pse5-esd5.ainc-inac.gc.ca/fnp/Main/index.aspx?lang=eng>.

The amount of land per nation varies significantly. Some nations have very little land base. Several nations Link spoke with have identified land in the surrounding community that they plan to purchase to expand their nations.

If Reserve land is within municipal boundaries it is not part of the municipality and is therefore not subject to municipal regulations. Some bands have the right to vote in municipal elections and some don't.

Nations are thinking seriously about their long term futures. As Nations prepare for treaty settlement they are urgently engaged in community development planning. The state of community development varies significantly between bands. The current treaty process has been underway in BC since 1993 and nations are anxious to keep the process moving forward. Nations want to be prepared to make best use of their treaty settlement so that it will benefit all generations to come.

Some First Nations currently have written agreements with local governments and other institutions. Some are Memorandums of Understanding with broad statements that there is a desire to work together; some are Service Agreements for services such as water, sewer and fire protection. Examples of agreements are available on the VIEA website under *“Tools and Resources – Agreement Examples”*. As relationships deepen and groups work more closely, expect that broad MOU's will evolve into documents with more detailed objectives included.

Link heard that First Nations Councils govern within their own nations, yet currently the funding is allocated by INAC and depending on what INAC budgets per nation, INAC impacts what can be achieved. For example: INAC controls infrastructure funding for First Nations and can block a Nations preferred approach to infrastructure such as sewage treatment. Link heard that INAC has told First Nations that they must designate which part of their lands they want to use for economic development by the end of 2011, yet there was no funding allocated for the necessary work to do the planning.

Nations want more funds allocated to economic development. In a review of the “INAC Budget 2010 Highlights – Aboriginal and Northern Investments” there is no mention of economic development, however the Federal government announced a new federal framework for aboriginal economic development in 2009. The framework has four strategic priorities: Strengthening aboriginal entrepreneurship, developing aboriginal human capital,



Working with First Nations on Vancouver Island

enhancing the value of aboriginal assets and forging new and effective partnerships. The expected outcomes are stated as: opportunity-ready Aboriginal communities, viable Aboriginal businesses and a skilled Aboriginal workforce. "Opportunity-ready" communities are defined as "having stable, efficient and predictable investment climates attractive to business and investors. The Government of Canada will work with Aboriginal Canadians and other partners, where appropriate to" remove legislative and regulatory barriers to economic development, provide Aboriginal Canadians greater access to and control of lands, build greater capacity in economic development institutions and support commercial infrastructure." *P20 Federal Framework for Aboriginal Economic Development*.
<http://www.ainc-inac.gc.ca/ecd/ffaed1-eng.pdf>

Aboriginal people value quality of life as much as anyone else and what creates quality of life can in part be determined by culture. Link heard often that family is very important as are the rituals and obligations supporting family. Employers and Aboriginal employees can more likely reach accommodation for circumstances such as a death in the family if the employer is aware of the cultural significance of obligations.

The issue of residential schools is a multi generational one for Aboriginal people and has influenced the way generations of Aboriginal people perceive the motivations of non-Aboriginals. The numbers of survivors from the residential school experience is declining and is now a much smaller percentage of the total population. The legacy of the schools continues however. Some Nations are faced with challenges of low student graduation rates, high unemployment and drug and alcohol abuse. As healing continues there is increasing desire for reconciliation. One impetus for this is to improve social issues prior to treaty so a nation's members will be able to be employed in enterprises they establish and nations will be self reliant. First Nations' current story is about the "journey of a generation".

Education is seen as significant for prosperity for First Nation communities. It is a challenge for several Nations where young people frequently drop out of school prior to graduation. Some nations are taking new approaches to providing education. Education is provided for young and mature students on some reserves. Some nations are choosing to provide education within Aboriginal schools. Others are choosing to work to incorporate elements of Aboriginal culture into the public school system. Some nations have had a focus on education for decades and their prosperity is reflective of this.

As First Nation governments move forward with community planning, they are willing to take action to protect their basic resources such as water, food supply, transportation corridors.

Financing for housing and projects on reserve is much more difficult than off reserve due to the fact that the land is owned by the Federal government.



Working with First Nations on Vancouver Island

Some nations have expressed the objective of long term employment for administrative staff from within their band. Some people in administrative positions have worked for several nations over their careers.

First Nation Staff Capacity is stretched thin in all nations visited – by their observation and the Link teams’.

Building a Working Relationship

ADVICE Link heard

- Just do it – get started now
- Show your genuine interest
- Show respect
- Build trust, you are creating a lasting relationship
- Take baby steps and keep moving
- Be sincere and honest
- Be confident in who you are
- Do your homework - What is in it for the Nation you are meeting with?
- Let the band determine who you will meet with
- Start by meeting socially first
 - Create face time
 - Drop by for coffee
 - Invite each other out for lunch
 - Bring your sense of humour
- Then move to business later
- Learn about each other and your cultures. Many existing relationships are between friends and people who have known each other for a long time.
- Be there to listen vs. “offering help”, don’t be paternalistic
- Pause to listen, you don’t have to jump into what you think is a conversational void
- Share information
- Confirm meetings ahead of time as circumstances can change quickly
- Build a lasting relationship
- Be aware of election dates and touch base after elections to learn what changes have occurred
- Invite each other into your community: socially, as dignitaries, as business associates
- Learn protocol
- Create MOU’s and be prepared to update them over time
- With some it is okay to make mistakes if you learn from them
- Or the advice might beDon’t screw up or you have to wait for the next elected council as the current one won’t want to deal with you
- First Nations don’t want people to do things for them, rather to work with them. Ask what a Nation’s goals and objectives are.



Working with First Nations on Vancouver Island

- Establish a relationship, then work at it to keep it active
- Understand the roles of Hereditary Chief, Elected Chief Councillor, Council and Elders and who can speak publicly to commit a nation
- Talk with First Nation prior to taking project public
- Communication and collaboration is a two way street so it is important that all people understand what is important to the other
- Getting a response to an enquiry is helpful and appreciated
- Don't be afraid to take the first step/next step
- Be authentic

Link Heard:

Education – is a fundamental building block and high priority for all nations
Being addressed by some school districts and post secondary institutions

- K-12 i.e. Gold River School District
- Trades i.e. North Island College, VIU
- Post secondary i.e. North Island College, VIU

Engagement

- Community engagement and dialogue within First Nations is being addressed by most bands we visited and is sometimes assisted with help from consultants. Link observation is that it is often self directed from within the nation. As with other communities this is an emerging field that will continue to develop.
- Be thoughtful in asking for participation to avoid a perception of tokenism
- Also ask if the First Nation representative sees other opportunity within your organization to add value
- When sharing information/opportunity consider the whole picture and each others background knowledge and be sure to share enough information for understanding of the rationale behind recommendations, requests and decisions.

Capacity and planning -There is a huge amount of work to be done in this area

- As First Nations move forward rapidly in comparison to the pace within local government there is desire for qualified staff. As members are trained to do work, Nations are engaging services of consultants as an interim measure. Nations still want ownership of the resulting work.
- Some local governments share resources if required to move a project forward

Finance – access to funding for First Nations is an area where partnerships can be built and one that is holding projects back

- Sources and Availability
 - Link heard repeatedly about the Royal Bank, and also about Credit Unions and Canadian Western Bank
- Grant opportunities



Working with First Nations on Vancouver Island

- ICET has links to funding sources
http://www.islandcoastaltrust.ca/resources_links.php

Referrals – the duty to consult is written in law. It is up to each nation to determine how to leverage these. Responses vary considerably between nations depending on available resources and priorities. It may be useful to determine:

- Position of First Nation on providing responses
- Capacity of First Nation to provide responses
- Workload of First Nation affecting timing of responses
- Opportunities for First Nations in tracking activity requiring responses
 - I.e. potential opportunities / trends

Partnerships

- Building relationships is critical
- Consider carefully how and when to approach First Nations with an idea
 - Who to approach
 - How to do follow-up
 - What to include in proposal
- For FN – how to evaluate a proposal
 - Regular proposal evaluation criteria
 - What incentives the First Nation wants to be included
 - Jobs
 - Equity
 - Offer to purchase
 - Employee training
 - Cultural sensitivity
 - Environmental protection
 - Other
- Treaty Process
 - Has impact on use of Federal lands during negotiations
 - Timeframes are lengthy and it is unclear what is holding things up
 - Local government representation pre treaty is a concern to local government, some want to be involved earlier



Case Study:

West Coast Aquatics

Illustrating
Breadth of Collaboration



VIEA VANCOUVER ISLAND
ECONOMIC ALLIANCE



VIEA Link Project – Case Study - “West Coast Aquatics”

Prepared by Laurie Schuerbeke, VIEA - with coordination through Jake Martins, WCA

West Coast Aquatics is a unique management board focused on the health and wealth of the West Coast of Vancouver Island. Starting in the mid 1990s as a partnership between First Nations and local governments and businesses, it evolved in 2002 to include representatives from federal, provincial, local and First Nations governments as well as tourism, aquaculture, environment, labour, processing, and commercial, recreational and aboriginal fishing. In 2009, it launched the “Tsawalk Partnership” in recognition of the many additional partners needed to implement its ambitious strategic plan.

With approximately twenty formal partnerships and another twenty project related partnerships, West Coast Aquatics has produced tangible benefits under each of its seven goals: more jobs and training, healthier species and habitat, increased access to opportunities, stronger partnerships and pride, vibrant recreation and culture, advanced knowledge and tools, and good management. Andrew Day, Director of Tsawalk Partnership asserts “These are the goal posts to meaningful community partnership. We start with people from different backgrounds and experiences talking and outlining what they need to do, what issues exist, what opportunities are there. Then our Board sifts, sorts, and prioritizes and builds consensus on a plan. Staff and Board members take that and build the partnerships to make things happen.” The philosophy underpinning the work is that “the best strategies, policies and decisions are those made through meaningful dialogue and collaboration with individuals, communities, and stakeholders”. (West Coast Aquatics, Annual report, 2009)

This case study will illustrate the evolution of West Coast Aquatics and the collaborative processes involved, culminating into Tsawalk Partnership. It looks at the following:

- Objectives for working with partnerships
- Stages of evolution
- Who is involved
- Benefits
- Challenges
- Sustainability



Objectives for working with partnerships

- Get best available people and resources to help make things happen
- Build greater long-term capacity and knowledge in the WCVI area
- Deliver tangible outcomes and deliverables
- Create understanding of how sectors and their activities are connected
- Create innovation and new ideas by connecting people from different backgrounds
- Build relationships that help get things done now and in future

Stages of evolution: (detailed chronology available on WCA website)

Phase 1 Community activism (Mid 1990's-2002)

- **In 1986-1994, forestry conflicts in Clayoquot Sound result in a variety of government-led land use planning processes, few of which produce outcomes acceptable to First Nations or local communities. People felt the need to come together to respond to ecological change and Federal and Provincial Government policy that did not consider social, cultural, ecological and economic realities. At a community level there was a common threat.** Individuals started talking to one another and building relationships , eventually formalizing into the West Coast Sustainability Association in Clayoquot Sound
- Next Native & non-native government and business leaders came together and agreed on a vision and draft terms of reference for West Coast Vancouver Island Management Board. Nuuchahnulth principles of Hishukish Tsawalk (Everything is One) and Iisaak (Respect) are used as a foundation.
- Non-profit Regional Aquatic Management Society (RAMS) was formed to demonstrate how it can work, taking on over five million dollars worth of projects over five years. RAMS also spear-headed negotiations with federal and provincial governments and groups outside the region to establish a management board.

Phase 2 Federal, Provincial and sectoral ratification. First 3 years of entity (West Coast Vancouver Island Aquatic Management Board) 2002-2005

- Formalized a board with sectoral representatives. The group was a mix of the people who fought to make it happen and are participating to protect their interests and others who do not share the same interests. There is period of differing opinions and tensions on the role of the board. In this phase many projects are being done to show tangible benefits and this counterbalances the



politics and lack of agreement on policy issues. There is good tangible practical work being done.

- Limited budget and staff mean limited partnerships and outreach were possible

Phase 3 Period of evaluation and Board retreat for development of strategic plan (2005-2007)

- A formal independent evaluation of the Board was undertaken, with a recommendation that the Board should continue based on its many tangible and diverse results and roles
- Community support for the Board was strong and keeps it alive amidst pressure from some interests outside the region to end it. Change in people
- New board members joined tensions have dropped off and people involved see the potential and want to see it work
- Board participated in retreat to begin strategic plan development and engages constituents in discussions. 5 year strategic plan created

Phase 4 implementation of Strategic Plan (2007-2010)

- Board lays out implementation & project plans (timelines & budgets in place)
- Funding is secured
- Staff are hired and background information and resources are assembled
- Developed and launched partnership approach called Tsawalk Partnership
- Significant engagement effort and establishing formal partnerships around specific deliverables

Phase 5 Next Steps

- Delivering
 - Economic opportunity strategies
 - Spatial plans
 - Rehabilitation and sustainability projects
 - Knowledge and technology hub
 - Community dialogue and planning sessions
 - Improved governance



CASE STUDY

West Coast Aquatics

Who is involved?

The following are formal project partners and participants:

City of Port Alberni	Stanford University
District of Ucluelet	Vancouver Island University
District of Tofino	Royal Roads University
Alberni Clayoquot Regional District	Bamfield Marine Science Centre
Strathcona Regional District	Ecotrust Canada
Department of Fisheries and Oceans	BC Seafood Alliance
Tseshah First Nation	Raincoast Education Society
Ucluelet First Nation	BC Salmon Farmers Association
Nuu-chah-nulth Tribal Council	Canadian Fisheries and Allied Workers Union
Hupacasath First Nation	Canadian Parks and Wilderness Society
Toquaht First Nation	
Huu-ay-aht First Nation	
Tla-o-qui-aht First Nation	
Uchucklesaht First Nation	Area D Gillnet Association
University of British Columbia	BC Ministry of Environment
University of Victoria	

Businesses are one of our partnership pillars (governments, communities, businesses, non-profits and institutions). The private sector is represented on our board through the non-government seats, and we engage the private sector in all of our work. Businesses contribute to funding or sponsorships, carry out or participate in projects, participate on committees and the board, and provide their input directly through interviews, writing, or discussions. We work to find the means of participation that work best for each business.

There are also over 400 individuals in the WCVI region who have signed up to support WCA.

Benefits

Further information can be found in a 2005 independent evaluation of the Board (www.Westcoastaquatic.ca). WCA also tracks and publicizes results on their new partnership website, Tsawalk.ca.

Contributes to economic development

- Contributing approximately \$4 million in direct economic activity
- Creating more than 110 new full-time, part-time, and temporary jobs



CASE STUDY

West Coast Aquatics

- The WCA's creation of an experimental fishery produced \$200,000 in landed value in the region in its first year.

Serves as a catalyst for entrepreneurship, partnerships, and capacity building

- Introducing investors or researchers to relevant parties in the area, and highlighting areas of opportunity
- Helping reconcile First Nations concerns with areas of opportunity
- Creating local mentoring, training, and economic opportunities
- Acting as a neutral facilitator and/or administrative agent on joint initiatives between parties that do not have a high degree of trust

Is a cost effective investment

- Raising approximately \$3,600,000 for projects, leveraging a further \$500,000, garnering \$300,000 in other financial or asset gains, and generating more than \$300,000 in contributions in-kind.

Contributes to ocean action in the area

- Initiated and are developing coastal plans in the area
- Creating an on-line atlas with GIS and text information about the area
- Integrating local and other knowledge to create GIS maps and scenarios of social, economic and ecological values of the WCVI marine environment.
- Contributing to partnership with US and Canadian agencies and groups regarding trans-boundary management issues in WCVI/Washington State.
- Hosted a Barkley Sound knowledge symposium and created a knowledge network



Facilitates policy recommendations and strategies on key issues and processes affecting the area

- Wild salmon strategy, ocean dumping, marine hazards, ground fish management, Pacific Salmon Treaty, and other issues.
- Co-hosted numerous community dialogues and planning sessions and provided reports from each.

Creates infrastructure that promotes the area, raises awareness of ocean issues, and provides a valuable service to all users of the area

- Creating an internet-based atlas and library of articles, maps, documents, and other data from federal, provincial, first nations, community, media, academic, and industry
- Creating a WCVI brand name and identity to raise the profile and value of aquatic goods and services and to generate action (see tsawalk.ca).

Contributes to habitat and species sustainability, education, and culture

- Developing and implementing projects such as sea lice monitoring, salmon habitat restoration, kelp surveys, salmon status mapping, estuary management planning, sea otter surveys and education, abalone conservation, watershed planning, cook book, kid's activity book, sea creatures poster and language learning tool, green boating guide, harbour and beach clean ups, and much more!

Challenges

- Capacity to manage multiple partnerships and relationships
- Long-term core funding
- It's easy to come into competition with organizations with similar mandates and the solution appears to be to partner or collaborate. Unless you can carve out niches it is not a good idea to partner.
- Partnerships that don't work. It takes a lot of time and energy to extract from partnerships and relationships that aren't working. It is important to take time, focus attention, and be cautious yet enthusiastic.
- It is easy to get scattered and very important to stay focused. There are lots of opportunities for partnerships and endless number of people who want to partner and you have to be able to say no.



CASE STUDY

West Coast Aquatics

- Community priorities at times are not aligned with what will get funding.
- There are always those who oppose change and are invested in the status quo

Sustainability

- Funding is an obvious feature of sustainability.
- People with a lot of enthusiasm and commitment
- Strong relationships and a high degree of community support and buy in
- High degree of technical, legal and administrative capacity
- Producing tangible benefits
- Maintain positive relationships with power brokers
- Almost all staff are from the area and are younger

The following section contains notes taken during telephone interviews with some of the Tsawalk Partners. Transcripts of these interviews are used here with the permission of each interviewee – with thanks!



Telephone Interviews with Tsawalk Partners

Peter Mieras: Rendezvous Diving

Peter Mieras and his wife, Kathy Johnson, live and work all year round off the west coast of Vancouver Island in the tiny inlet of Rainy Bay, tucked deeply in the Barkley Sound. They own and operate a small-scale scuba diving resort called Rendezvous Dive Adventures. Over the past decade, diving has become a part of every day for Mieras, marring the line between his personal and professional life. Because he lives and works in the same space, in an isolated, self-sufficient area, he sees hishuk ish tsawalk all around him, all the time.

"On the scientific side," Mieras adds, "We help out in a number of projects like collecting data for the BCCSN [BC Cetacean Sighting Network], the annual lingcod egg mass count, species frequency and density surveys for REEF.org, are members of the BC Marine Mammal Rescue Network, and we are currently starting to map eelgrass patches for the Bamfield Marine Sciences Centre."

Why did you get involved with Tsawalk Partnership?

We are permanent residents in Barclay Sound and so we have a vested interest in keeping the sound healthy and vibrant. Our livelihood is connected to the Sound and we are doing a lot of research for various organizations. When we were invited to be a panel speaker at the symposium, we saw a synergy with our business and getting involved with the partnership. We wanted to be involved and have a voice in the matter.

What have been the benefits?

As a business, the benefits have been mostly talking directly to the people in the project and give our input and hopefully it will be integrated. It's one project that has a global view and it has been an outlet point for our opinions and views. Also, at the symposium we got direct access to researchers we were not aware of or in contact with and it helped us to build a network that we are trying to set up.

What have been the challenges?

I don't think there were many challenges as such. Our remote location is a challenge because daily communication such as quick and easy email isn't always guaranteed. Maybe related to being a challenge for Tsawalk is trying to get all user groups together and talk and discuss where they could perform a little more and understand the



Telephone Interviews Tsawalk Partners

limitations. An example is the coal project. They really are not able to take a leading role with that issue. Off the record they agree with the concerns of the community and yet because of funding they do not take a stance. The organization does not take a leadership role in terms of voicing an opposition to the coal project. I would expect such an organization to take the leadership role because they developed the vision. They have only been around for a year and a bit and so they may still be in the processes of developing the relationships.

What sustains your involvement?

I believe in their mandate which is to develop a vision for the entire sound. It's going to take a lot of research, talking to people and I just want to stay involved and not let it go. It's our livelihood and so it's in our interest to develop this vision. If it's not for me it's going to be for the next generation.

What advice would you give other organizations that want to set up similar partnerships?

If you think it is worth your while and you want your voice heard and be a part of a partnership then come with an open mind and burry your baggage from the past. If you have had bad past experiences it's so easy to bring it forward. Try to look at it as you being part of a grander total and don't take old luggage of less positive experience of the past to the table or nothing will advance. It is astounding to me among FN and industry groups how their sandbagged and entrenched in old experiences. This is one of the main reasons why trust isn't created. Also, be realistic and patient about your expectations. If you expect immediate turn around results you may get very frustrated and quit and not be heard at all.

Is there anything else you would like to add?

There is nothing more than what I have already spoken to. The coal project is in a lot of people's minds. The limitations and the mandate of Tsawalk are understandable yet frustrating. This is not a criticism on Jake or the staff. In reality if you want to develop a vision you have to take a stance. At some point, whether they like it or not they will have to take a stance. They are still in the process and it's great to develop a vision and if other developments have obliterated the possibility of that vision it's puts into question the merits of the process and the vision.



Telephone Interviews Tsawalk Partners

Josie Osborne: Raincoast Education Society

The Raincoast Education Society (RES) is an independent non-profit society and registered Canadian charity. The RES was established in August 2000 with a mission to help shape an environmentally sensitive future for the Clayoquot and Barkley Sound region through education and community stewardship. Our aim is to enable citizens within and beyond the Clayoquot and Barkley Sound region to participate knowledgeably, effectively and responsibly in the work of shaping this future for our region and for our planet.

We seek to accomplish our mission by delivering a broad range of high-quality educational and interpretive programs, such as interpretive walks, seminar series, school programs, and slideshows focused on the natural environment, cultures, and communities of the Clayoquot and Barkley Sound region. We also bring outside educators and experts to our region for programs and presentations.

We work with a broad range of public, private and community institutions and agencies, both within and beyond the region, in order to establish and maintain a high-calibre education and interpretive network and to reflect a wide range of perspectives in all educational and interpretive activities.

Why did you get involved with Tsawalk Partnership?

I used to work with Andrew Day in my former job (I worked as a fisheries biologist for Nuuchah-nulth Tribal Council), so since 1998 I have been aware of WCA (and its predecessors) and its initiatives, what it does and I understand it well. When I left that position and moved into environmental education with the Raincoast Education Society, I stayed in touch and believe in what Tsawalk is doing. Even if I didn't work for Raincoast Education Society, I believe the two organizations would have formed the partnership: there is a synchronicity between the two.

What have been the benefits?

The profile they have given the Raincoast Education Society through their communications activities is a major benefit, and all of their public relations work. They help to draw the links between different organizations and initiatives on the West Coast of Vancouver Island and publicize it. This helps the public understand that there are a lot of organizations working on good things, that they are linked, and that ultimately they are working towards a common cause.



Telephone Interviews Tsawalk Partners

What have been the challenges?

Just a couple little detail things in working with staff writers such as having our name spelled incorrectly.

Little mistakes happen when you are working to deadlines and it's minor (I am really picky). They always send us the article before it goes to print which is great.

What sustains your involvement?

They have really good, committed, and dedicated people working for them. It's fun. The quality of the product is high.

What advice would you give other organizations that want to set up similar partnerships?

You've got to take the time to develop a relationship and being friendly helps. You need to be able to communicate very simply and very clearly what you are doing. If you are an organization like Tsawalk, you need to be able to give people short and snappy answers to what you are doing. The quality of your telephone and face-to-face communication is as important or more than the quality of your communication products. It's important to have the enthusiasm, excitement, and passion and an ability to explain the benefits. You have to work hard to establish that credibility.

Is there anything else you would like to add?

One recommendation I would add is that if you have a team of people working on an initiative like this, then each staff person has to be able to communicate the whole project at a simple level. Each person on staff is responsible for a deeper aspect of the project, but they should be able to give a general overview too. You just never know who you are going to meet and talk to...

Pat Deakin: Economic Development Officer City of Port Alberni

Pat Deakin has been in the community economic development field for many years starting with Port Alberni's West Coast Information and Research Group (now the Centre for Community Enterprise). His private sector experience includes forestry, tourism, high tech, mining, transportation and retail. Prior to becoming the City of Port Alberni's Economic Development Manager, Pat worked for the provincial government in the OneStop Business Registry. Pat received an Economic Development Association



Telephone Interviews Tsawalk Partners

of BC/Bank of Montreal award for his work branding Oliver and District as the Wine Capital of Canada. Pat has also worked for the Uchucklesaht Band Council and was contracted by the Nuu-Chah-Nulth Tribal Council to do treaty research.

Why did you get involved with Tsawalk Partnership?

Because I was looking for an opportunity to introduce or leverage my work with any economic development component they would be introducing to their work. When I first got approached by them they said there was going to be an economic development component. I wanted to be involved, aware, influencing and complementing their work.

What have been the benefits?

From a community perspective they are indeed doing what they set out to do which was to involve more communities, individuals and organizations in the management of aquatic resources. That's a huge benefit because otherwise the people are divorced from it. Another benefit is this community has an organization that is focusing on aquatic management issues and that they are bring the community's attention to it.

What have been the challenges?

Any time an organization sets out to involve a whole number of stakeholders the challenge becomes how do you address and satisfy all of the interests of the stakeholders. Any time an organization gets introduced to a community and especially as well resourced as they are there is a lot of expectation and it is hard to keep everyone satisfied.

They are doing a lot of research, putting on events and now we are wondering when the rubber is going to hit the road. It's not a criticism it's a question. The same questions are being asked of me.

What sustains your involvement?

The belief that the organization will accomplish the goals.



Telephone Interviews Tsawalk Partners

What advice would you give other organizations that want to set up similar partnerships?

Meet with West Coast Aquatics and find out directly from them what their challenges have been and what their successes are. They are unique in the country and being held out as a role model for fisheries and oceans. They have been at it for a long time in different forms. The fact that they survived and prospered speaks highly of the governance approach they established, the goals they achieved and credibility they have gained.

Is there anything else you would like to add?

I have been happy to see some of the staff members of West Coast Aquatics showing up in other venues and other organizations. (IE: Somas Basin Water Management Board) This allows awareness and collaboration to take place.

Mayor Ken McRae: City of Port Alberni

Mayor Ken McRae was first elected as Mayor of the City of Port Alberni in September, 2001. He had previously served as Councillor for two years. Ken is currently a Director of the Alberni-Clayoquot Regional District, Director of Upnit Power Corporation, Director of the Island Corridor Rail Foundation as well as President for the Coastal Community Network.

Why did you get involved with Tsawalk Partnership?

I am the president of Coastal Community Network for fisheries. We deal with the big independent companies and we want to make sure we keep our rightful share. It's a west coast organization and it's not controlled by others and so we have a lot of say.

What have been the benefits?

The benefits have been about dealing with local people and First Nations. The fisheries is going to be controlled by First Nations one day so it's good to make sure it's going to be done right. I have a close relationship with First Nation.



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What have been the challenges?

The challenge has been financial. The only reason that organization is going is because the regional government support it. Clifford Atleo has always been involved which is key.

What sustains your involvement?

My parents and grandparents came to Barclay Sound 100 years ago. They were involved in fishing and I have a real history with the Sound. It's a relationship. All my family are big fisherman. We want to make sure that resource is going to be there forever.

What advice would you give other organizations that want to set up similar partnerships?

Make sure you have a partnership with First Nations. In the past, the First Nations had quite a bit of trust in big environmental groups and that was a big show. We are all going to live together in this area, so you want to have good relationships with First Nation.

Is there anything else you would like to add?

No.

Tony Bennett: Director Alberni Clayoquot Regional District

Tony has spent the last 35 years living on the West Coast of VI. Most of it working in the logging, fishing and tourism industries. He has in the past held the positions of IWA Camp Chairman, Director Clayoquot Biosphere Trust, Director Long Beach Model Forest and Area Planning Committee Member ACRD. Tony currently represents Area C Long Beach at the ACRD and sit as Co-Chair West Coast Aquatics. He is also a Director for the West Coast Forest Society. Tony resides in the quiet community of Port Albion for the last 25 years with his partner Linda daughter Marisa and Granddaughter Semiah.



Why did you get involved with Tsawalk Partnership?

My involvement came out of the Alberni Clayoquot Regional District involvement with WCA and as well the Coastal planning project. We feel very strongly, within the regional district and communities, that we have a bright future with regards to our coastal resources. We are all fishing communities and we have had little say in management issues and we felt it was really important to partner with First Nations and be involved in the management process of those resources. Part of that management process is to have a strong historical and cultural perspective of the resources and an understanding of the principles of Tsawalk.

What have been the benefits?

Both WCA and Tsawalk have been helpful in furthering communication and relationships with First Nations. It is providing a forum for a better understanding of the issues that are confronting the First Nations communities. There is a stronger recognition of the heritage and cultural values and the ways First Nations are tied to the ocean and the riches it has provided all of our communities.

What have been the challenges?

Challenges in the partnership are to do with a grasping of some of the understanding related to the issues confronting the First Nations. Also, working together to reach consensus on issues when there are conflicting viewpoints can be a challenge.

What sustains your involvement?

The belief that we have a vibrant resource out there that will be able to provide for future generations. There is a strong connection with the local DFO folk but there is disconnect with what happens in Ottawa, with policy decisions, and the reality that those decisions have and continue to have on the coast.

What advice would you give other organizations that want to set up similar partnerships?

Have a few keystone projects. The coastal plan has become our keystone project. It provides the cornerstone that enables the vision of the WCA to proceed to the next level. It addresses some of the most difficult issues that needed to be addressed in order to gain community support. A decent plan that is based on knowledge of resources and what the community wants is good management. Ask the questions that arises from the plan and look at how they can be addressed.



Telephone Interviews Tsawalk Partners

Is there anything else you would like to add?

There has been difficulty in that the one thing you don't have is a mechanism that resolves critical disagreements in the group especially as it relates to the livelihood of fisherman and the decisions made at higher level. It creates a division in the partnership that has been in some cases difficult to resolve. We continue to stick by the principles of community involvement. If we tried to "lobby" in isolation without all our communities and sector involvement it would be far more difficult to bring forth a unified viewpoint.

Jim Lane: Uu-a-thluk

Uu-a-thluk is an aquatic management organization enabling 15 Nuu-chah-nulth First Nations to work collaboratively with other governments and groups for the sustainable management and economic development of ocean resources in Nuu-chah-nulth Ha-houlthee (Chiefly Territories).

Why did you get involved with Tsawalk Partnership?

We work closely together with WCA on a number of different issues/projects/tasks. There is a strong connection and logical fit. A year ago we put in a joint proposal to western economic diversification fund for capacity building to support marine planning and fisheries issues with First Nations. We also provide mentorship to the Na-a-qu-us workers and the Tsawalk Partnership paralleled that development. Tsawalk is Nuu-chah-nulth for One. We are already linked.

What have been the benefits?

The benefits have been between the Tsawalk partnership and the Na-a-qu-us workers. Tsawalk partnership is trying to broaden the base of sharing the info and spreading the message of what effects one affects everything and that has a benefit for everyone. We have had projects that we wanted to get underway with fisheries, assessments and capacity and the partnership with Tsawalk has been positive. The people who came on as the workers we didn't previously have any involvement with and now we have been able to give them a fisheries focus that they can take the lead



on. In some of the tribes especially in smaller communities there is increased capacity and more hands on involvement. It brought another level of opportunities to bring people together.

What have been the challenges?

The challenge is always the same thing. You only have so much time. You have priorities with your job and the larger organization. Staying in contact with the people that you don't always have contact with is a challenge. The challenge is the time and space between people and the challenges in communication. It is much easier if people are coming and talking to you versus going to them. Some people are really remote. We see them on specific projects and if they ask us for help it's better than trying to get people to do a bunch of stuff. You really need to have an understanding between all the parties that if they are doing something and need help that they must ask.

What sustains your involvement?

This is something we have agreed on which is important. We like what we are doing and the people involved. Personal relationships are important. If you have positive working relationships with people it is a much happier place and then it's much easier to be sustained. Happy people are productive people.

What advice would you give other organizations that want to set up similar partnerships?

There needs to be a strong foundation of support both with personnel and in administration. Also, there needs to be a good understanding of what you are trying to accomplish. If it's vague and not clear then you can go off in lots of directions and it's much harder to focus. Identify the main focus and interest for the partner groups to agree to put energy into it. If you don't have that it won't survive. Also, have a clear understanding of who is doing what on the project.

Is there anything else you would like to add?

No.



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Don Radford: Department of Fisheries and Oceans

Don has worked for DFO since the late 1970s. He worked in various enforcement and biologist positions before becoming Manager of Aboriginal Fisheries and then North Coast Area Director in the 1990s. Subsequently Don served in senior management positions at DFO Regional Headquarters in Vancouver. In early 2008, he accepted the position of South Coast Area Director working out of Nanaimo.

1) Why did you get involved with Tsawalk Partnership?

I am involved in the process in an ex officio capacity. In other words, it is a function of my office. DFO has decided that its representation at the table will be through the office of the Area Director, South Coast, and when I assumed that position in April 2008, I also assumed membership in this process.

2) What have been the benefits?

DFO continues to operate in partnership in areas of mutual interest with the process.

3) What have been the challenges?

DFO continually finds its role challenged by departures from the mandate of the process and by other local issues being added to the agenda. Many issues come to the board that put me, as a public servant in a potential conflict of interest situation.

4) What sustains your involvement?

As noted previously, it is a function of my current position.

5) What advice would you give other organizations that want to set up similar partnerships?

Focus on the mandate, be mindful of the responsibilities of statutory decision makers, be respectful of the participating individuals and the partners and their roles both within the process and in their home organisations, and above all, celebrate the partners and the partnerships. Respect for all partners' mandates is required to maintain the most productive relationships.



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6) Is there anything else you would like to add?

No.

Larry Johnson: Huu-ay-aht First Nation

A Huu-ay-aht First Nation member who was born and raised in Bamfield, Johnson has spent his life exploring and understanding the connectedness of everything as related to Huu-ay-aht tourism initiatives within his community. He uses the basis of hish-uk-tsawalk (everything is one and all is connected) to try to redirect economic development focus from fish and forestry to tourism, which is more sustainable for his people's future.

Johnson is a strong voice for both himself and his community. He knows how to walk the Tsawalk and he does everyday. Johnson has been working on an advisory level with West Coast Aquatic (WCA) since 2003 and climbed onboard the WCA bus as a result of his involvement with Huu-ay-aht's tourism focus. Watching stores and coffee shops open and close in Bamfield, he often wonders what the future holds for the tiny coastal community, if it does not redirect its gaze to the potential of tourism.

"Everyone living on the West Coast should be looking forward to participating in the Tsawalk Partnership in some way. Without full participation, and input," he warns, "there will be gaps in the plan. I hope that everyone fully engages because coastal planning done at a grassroots community level can improve the lives of everyone on the West Coast, if we do it right and we work together."

Johnson's role with WCA is to provide input to areas that impact what tourism will look like, keeping in mind the principles of hishukish tsawalk when developing future tourism plans.

Why did you get involved with Tsawalk Partnership?

I am on the board of directors of West Coast Aquatics. I liked the notion and I was there from the ground up. If everyone participated and collaborated like this partnership elsewhere on the Island then Vancouver Island would be a better place.



What have been the benefits?

The benefits have been in bringing the local community members together to network and work together. More importantly, as you see the work coming together it brings communities together. The benefit for my community was a several day clean up and it was good to see the collaboration. It closes the page on the past in terms of things we didn't think of back then. When a motor broke we replaced it and just left the old one there. We cleaned up the mess. It is an end of an era which is sad but opens up for new opportunity.

What have been the challenges?

It would have been nice to embark on this kind of initiative sooner rather than later. A challenge has been to get information out to people who listen and see the benefit. When we were starting we asked ourselves what our slogan was going to be. We knew what our organization was doing which was about local people coming together to work on local issues. A lot of people on the West Coast come from fishing communities and mandates from back east were made and no one ever heard us out here. This initiative allowing us to have a voice in resources that are out here in West Coast as opposed to living with decisions that are made elsewhere.

What sustains your involvement?

I believe in the process. If you don't get involved and don't have a voice you shouldn't have an opinion. I think this is a solution that is going to help each of the communities that we are working with.

What advice would you give other organizations that want to set up similar partnerships?

Come and talk with various people from our organization. Take what we've done, apply it to your community and build on successes.

6) Is there anything else you would like to add?

No.



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Leah Malkinson: Integrated Land Management Bureau

Leah Malkinson works for the Integrated Land Management Bureau (ILMB) on various land and resource management initiatives, including engagement in West Coast Aquatic's marine planning initiative (the Tsawalk Partnership).

The Integrated Land Management Bureau provides an array of services to the public and to other government agencies involved in using and managing Crown land and natural resources. ILMB services include coordinating access to tenures, permits and licences; Crown land sales and grants; coordinating multi-agency consultation and engagement agreements with First Nations on land and resource issues including implementation of land use planning agreements; and managing and providing land and resource geographic information.

1) Why did you get involved?

The Ministry of Environment (Ocean and Marine Fisheries Branch) has been consistently involved with WCA since its inception, and the Integrated Land Management Bureau (and its precursor agency the Ministry of Sustainable Resource Management) has periodically engaged when there have been issues or topics directly related to ILMB's mandate. In 2008 ILMB began to engage regularly when WCA decided to initiate a Coastal and Marine Planning process for Barkley and Clayoquot Sounds. ILMB staff have expertise and interest in coastal planning, and have completed coastal zone plans for a number of areas on the BC Coast in the past. ILMB is also responsible for the authorization of Land Act tenures in the coastal zone.

2) What have been the benefits of partnering?

WCA has demonstrated great leadership and initiative in securing external resourcing and stakeholder and government support for a coastal and marine planning process (the Tsawalk Partnership). They have forged ahead with designing, managing, and staffing the process, and have continued to seek input from and direction from all partners, including the provincial government. They have developed a good working relationship with the Nuuchah Nulth nations in the area, who are collaborating on the development of plans for their respective territories. If WCA can successfully manage the process, and develop a plan that can be supported by the provincial government, all other levels of government and stakeholders, this can create numerous longer term benefits. For example, it can provide certainty for business and communities in identifying areas of greatest potential and community support for various types of economic development activities. This can also help to streamline government approval processes for land and resource tenuring. And the plan(s) may help to



minimize future land use conflicts, by proactively designating areas acceptable for different uses, and separating potentially conflicting uses.

3) What have been the challenges of partnering?

Working in a partnership such as this inevitably takes an upfront investment of staff time and resources, while the longer term benefits (i.e. good working relationships, avoidance of land use conflicts, streamlined approval processes) are not always easy to quantify monetarily. In an era of fiscal restraint, it can be difficult to justify a continued investment of limited staff time in these types of initiatives.

4) What sustains your involvement?

- a. The potential benefits associated with achieving agreement amongst First nations, all levels of government and stakeholders on a marine plan for the WCA area
- b. A desire to maintain good working relationships with the parties engaged in WCA,
- c. Confidence in the dedication and ability of WCA staff to manage the marine planning process

5) What advice would you give to other organizations that want to set up a similar organization?

Be sure to take the time to develop a clear vision and goals, and terms of reference for the organization, and focus energy on the issues or topics where there is the greatest potential to influence desired outcomes.

6) Is there anything else you would like to add?

No.



Case Study:

Campbell River A Community Working Together

"It's important for all the island to work together. Any investment in industry and in the region benefits us all. Collaboration starts inside your community and then once you got that going, take the extra step."

Charlie Cornfield, Mayor of Campbell River



VIEA VANCOUVER ISLAND
ECONOMIC ALLIANCE



A Case Study in Collaboration - Campbell River, BC

By Janet Simpson-Cooke

Background

Many Vancouver Island communities are looking for innovative approaches in a time of economic challenges. The idea that agencies and organizations can work together or “collaborate” to meet their own needs and contribute to the well being of the community has been embraced by multiple partners in Campbell River.

Campbell River is proud of their history of innovation and entrepreneurial spirit that has brought community members together. The community believe this has laid the groundwork for finding new ways to face challenges and opportunities. An example of early collaboration in Campbell River was the partnerships between North Island College and School District #72 and the creation of a joint high school and North Island College facility and campus.

In the mid-nineties partnerships were being developed between organizations who shared a common interest in economic, business, training, education and workforce development. Over time these partnerships led to the development of joint projects where it made sense for organizations to work together to achieve shared goals. The success of this approach led organizations to look at how the initial success of the early projects could be broadened to include other key relationships. Recently this has led to multiple organizations coming together through the Development of Community Accords to address issues of common concern.

In the last few years, the closure of the Catalyst pulp mill and the downturn in forestry and other resource industries means the community has experienced an urgency to create positive change. They chose collaboration as a tool. They realized that no single organization could drive the economic shift needed. Collaboration is also cost effective and it feeds the enthusiasm and optimism of the people involved.

Conditions for Collaboration

- leadership that has the ability to allocate human resources and funds to support partnership development
- Leadership in senior staff, board and local government that see the benefit and opportunities that can be created through coordinated efforts



- New leaders entered key positions and saw and championed opportunities to coordinate and partner
- an economic shift created an environment and culture for change
- funders valued collaboration which gave those already using collaboration a competitive edge
- “strong, accountable, responsible and effective leadership.” that is able and willing to commit the resources of their organization to supporting coordinating efforts
- local organizations were willing to work with co-ordinated models
- willingness to share internal intelligence and labour market information
- willingness to be involved in and link strategic planning

Joan Miller, Film Commissioner, InFilm from a recent media release on Campbell River Creative Industries Council states: “Our strategy pulls together existing initiatives with ongoing activities to create a cohesive action plan that is supported by several community organizations and demonstrates the **strong collaborative spirit found in the Campbell River region.**”

Leadership

Campbell River found that collaboration requires a leadership fit. Some valuable leadership traits recognized by the organizations were:

- Openness to new ideas
- Active listening
- Reliability
- Accountability
- Empowering others
- Being empathetic
- Generous with time and talent
- Willing to share expertise
- Respectful
- Future focused
- Positive attitudes

Colleen Evans, Executive Director, Campbell River & District Chamber of Commerce (CRDCC) states that “Leadership does not automatically come with the position and authority of the position... Leaders tend to recognize leadership qualities in others and intrinsically understand the value and benefit in nurturing and supporting those leadership skills and leaders for multiple purposes.”

A Community Champion

- A noted leader from the beginning is Doug Preston, Executive Director of North Island Employment Society (NIEFS).
- It was NIEFS mandate to provide the human resources and capital to take the lead on a collaborative message
- He stepped forward to share a collaborative vision with individual agencies and organizations in the community around coordinated workforce development.
- He was able to do this because he was not viewed as a threat.

"Doug at NIEFS was dynamic and he shared insightful conversations, thus he was encouraged to take the lead." (Charlie Cornfield, Mayor of Campbell River)

Challenges with Collaboration

- An initial challenge was "silos" that created barriers between organizations for information sharing and limited understanding on how coordination could increase capacity and leverage resources.
- There was good sharing of service and operational information but weak linkages in the community for sharing strategic information and linking planning processes between key stakeholders. A necessary step was building trust between organizations and demonstrating that coordination could result in win-win outcomes for the community and for the organization.

Benefits from Collaboration

"At the same time as organizations started to realize the implications and missed opportunities of "not sharing" or being aware of other organization needs—it became self-evident that sharing and collaboration were a value added outcome and benefit." Colleen Evans (CRDCC)

Issues resolved by Collaboration:

- In some cases information gathering was being duplicated by multiple organizations and key information wasn't being collected
- Time and resources were being wasted by not sharing the information

- Critical data to inform decision making was available, but not easily accessed,
- Organizations were not aware of data and so were not accessing it
- Organizations were not aware their data could potentially benefit another organization
- Limited resources are able to be better stretched to fulfill mandate

Collaboration moving forward:

Outcomes of collaboration were the development of multiple Memorandums of Understandings (MOU) in the community. Examples of organizations involved in these MOU include: North Island Employment Foundations Society (NIEFS), Nuuchahnulth Employment Training Program, Campbell River & Area Multicultural & Immigrant Services Association (MISA), Campbell River & District Chamber of Commerce (CRDCC), North Island College, School District #72 and Mt. Waddington Regional District.

These formal agreements created opportunity for organizations to work together through joint projects, sharing of labour market information and linked planning processes. These bilateral partnerships supported organizations in creating larger community accords that have brought multiple organizations, local government and business together where there is a shared common purpose. Momentum has been created where leadership across the community is looking at how coordinated efforts can build community capacity to respond to economic change, manage the resulting impacts and participate in new opportunities.

“What started off as tangible demonstrated benefits of two organizations working together became multiple organizations ‘valuing’ the benefits of inclusion in those discussions and quickly resulted in broader engagement and active participation across sectors and organizations.” Colleens Evans (CRDCC)

Benefits from Memorandum of Understanding

External

- An external benefit from the MOU between NIEFS and MISA was it served to fill the gap in employment services for newcomers.
- Created direct links for immigrants to access community employment services at the MISA office.



- Linked MISA and NIEFS strategic planning
- Linked MISA with NIEFS urban partner in Richmond and sparked the creation of urban-rural immigrant transition strategy
- Aligned both organizations efforts and service agreements to maximize how funds could best support immigrant attraction, settlement and employment

Internal-Linked strategic planning

MOU between CRDCC and NIEFS provides a strong link internally between these two organizations, for example:

- CRDCC and NIEFS staff will at a minimum meet semi-annually to coordinate information sharing and planning to enable and enhance economic growth and workforce development (Memorandum of Understanding between NIEFS & CRDCC p.2).
- CRDCC will communicate to NIEFS its key directions and policies to support business development in Campbell River (Memorandum of Understanding between NIEFS & CRDCC p. 2)
- As a result of the MOU between the organizations and the multiple projects the organizations are jointly working on there is now extensive communication, linked planning and formal work plans between the two organizations.
- Current projects are focused on building community capacity to track local economic, business, and labour market key indicators and the development of an information system to analysis and share this information across the community

Development of Community Accords

- With the development of Memorandum of Understandings between agencies came the creation of the Campbell River Attraction and Retention Community Accord, signed in July 2009, and
- More recently, the Campbell River Community Accord in Support of Work Force Development, January 2010.
- Accords demonstrate the depth of community collaboration that can be achieved and the value this can add to participating organizations and the community.
- Meaningful relationships based on trust between the organizations were established from the development of these two Accords.



- For example, trust was developed because senior leaders followed through on commitments and provided support.

Campbell River Attraction and Retention Accord

"The formation of the Accord was reflective of the need for many small communities across the country. As our population ages, the need for an immigrant workforce and community members increases. Young people are leaving small rural communities and estimated 85% of newcomers to the province land and remain in the lower mainland. The stakeholders recognized that immigrants are valuable to Campbell River as a workforce and as investors." Rachel Blaney, Executive Director MISA

Purpose

"We, the signers of this Accord, formally establish a collaborative partnership with a common vision of Campbell River as welcoming and inclusive for immigrants and others representing a diverse heritage who wish to become an integral and sustainable part of our social, educational, economic and employment community." (Attraction and Retention Strategy for Immigrants to Campbell River, Accord document, p. 1)

Foundation

- The creation of Campbell River Attraction and Retention Accord was initiated by MISA with the support of NIEFS.
- Founding committee solicited the support of the City of Campbell River as well as other organizations required to ensure the Accord's success.

Partners in the Accord:

- Campbell River & Area Multicultural & Immigrant Services Association (MISA)
- Campbell River & District Chamber of Commerce (CRDCC)
- Campbell River Economic Development Corporation (Rivercorp)



- City of Campbell River
- North Island Employment Foundations Society (NIEFS)
- School District # 72
- North Island College
- Youth 4 Diversity
- Community Futures Development Corporation of Strathcona

Benefits

- Relationships were established because they were able to recognize the issues around immigration, and
- How they were relevant to each stakeholder group
- Each organization said what they could offer
- MISA was able to find a solution to not having a road map by highlighting five strategies and then, meet in smaller sub groups to identify action items

Challenges

- There were a lot of meetings because organizations and agencies had trouble identifying where the issues around immigrants were relevant to each stakeholder
- It was frustrating to find a time when all of the partners could meet.
- No road map to follow

Key Issues

Some examples of issues relevant to individual organizations were:

- City of Campbell River was concerned about workforce challenges throughout Vancouver Island, and
- the aging workforce of City Hall
- Community Futures was interested in newcomers having opportunities to buy existing businesses

Next Steps

"As the process unfolded, many of the stakeholders were eager to see if something similar could occur within the First Nation community. In the second phase of our funding, MISA is exploring this. We have hired a First Nation Leadership



Coordinator, have struck a Three Nations Elders Advisory Committee and are working to see if there is a role for MISA to play.” (Rachel Blaney, MISA)

The Community Accord in Support of Work Force Development

“...Achievement of this vision will result in businesses meeting their current and future resource needs. Job seekers and employers will be able to develop and maintain sustainable and quality lifestyles for themselves and their families. Shared prosperity will result in healthy, growing communities that are able to sustain their economic, social, cultural, and environmental well being.” (Vision Statement, A Presentation to Mayor & Council pg. 31)

Purpose

“We endeavour to build community capacity to sustain and continuously improve work force development services that will assist people to become employed or self-employed and that will result in employers human resource needs being met” (Community Accord in Support of Work Force Development, pg. 1)

Foundation

- The second accord is a significant step in the evolution of collaboration within the City of Campbell River.
- On January 30, 2010 in Campbell River a community consultation on workforce development was held. At this consultation major industries, businesses, community organizations, ministries, and local government came together to discuss workforce development, the need for greater coordination and to identify next steps
- Key outcomes were: Champions were identified to lead the development of A Community Accord on Workforce Development, identify and build community supply and demand side labour market information systems, develop a strategic communications and marketing plan for the coordinated workforce developments strategy, and engage the City of Campbell River to have workforce development included in the Sustainability section in the redevelopment of the Official Community Plan.

Partners in the Development of the Accord

- Campbell River & District Chamber of Commerce (CRDCC)
- North Island Employment Foundations Society (NIEFS)
- Campbell River Economic Development Corporation (Rivercorp)
- School District No. 72
- North Island College
- Cruise HR Solutions
- Campbell River & Area Multicultural & Immigrant Services Association (MISA)
- Strategic Forest Management
- City of Campbell River
- North Vancouver Island Aboriginal Training Society
- Strathcona Community Futures Development Corporation
- London Drugs

New Partners joining the Accord will include labour organizations, aboriginal organizations, Sector organizations, Community Social Service organizations and major employers from mining, forestry, fishing, retail, health care, community services, financial services, skill development, construction, and manufacturing.

Benefits

- Interaction between the two Accords on Immigrant workers and their issues
- The stakeholders in both Accords continue to work towards educating the community, and
- Creating strategies to overcome these barriers.
- City of Campbell River will include Work Force Development within the Sustainability Section of the Official Community Plan
- Many projects have unfolded out of the Accord Development process, including
Labour Market Studies, occupational training directly linking employers and job seekers, increased occupational skill development for rural aboriginal communities
- The potential for new Accords to be developed in the community—for example a Business and Economic Development Accord.
- Identification, collection and distribution of community specific supply and demand side labour market information
- Increased ability to describe the economic base of the community and how it is changing



- A framework for linking economic, business, training, employment and community services

Challenges

- The building of capacity and creating of meaningful relationships with Youth, and First Nation
- Leadership and the need for mentoring
- Knowing how to leverage each individual leaders strengths
- The time and resource commitments needed to support the implementation

Key Issues

Building community capacity through the relationships developed and the successes experienced through work force development initiatives that will lead to further community accords, development projects, initiatives, approaches and actions (p 2 sec. 3.0 goal 3.8 A Community Accord in Support of Work Force Development)

Next Steps

"Today Campbell River's collaborative partners are at the point where they recognize potential opportunities for other organizations and actively seek out those opportunities to collaborate. At any give time there could be multiple organizations that are in a collaborative role, but is identified up front—which organization is the "lead" organization on the project and then the other organizations take a supportive/collaborative role. This is critical to effective collaboration so that goals and objectives are clear at the start and also that action and deliverables are accountable and measured." (Colleen Evans, CRDCC)

Outcomes from Collaboration

"...the huge benefits of a coordinated approach...we are going to make it much easier when opportunities come forward to present to the funders a solid case for why the community should receive the resources because:

- they are acting in a coordinated way
- there is common agreement on what the goals are, and
- a common agreement on how the organizations will work together."

(Doug Preston, Executive Director, North Island Employment Foundations).



Partnership Outcomes

- Campbell River Attraction and Retention Community Accord:
 - MISA is developing Urban and Rural partnerships; an existing relationship between CHIMO crisis services in Richmond and NIEFS was built upon; MISA developed their relationship with CHIMO and is leading the development of an urban to rural attraction and settlement strategy for immigrants
- Community Accord in Support of Work Force Development:
 - Increased sharing of labour market information between all partners;
 - Increased tracking of labour market outcomes for people funded in occupational training
 - in turn this information is distributed into the community;
 - the key is to be able to describe the training needs of the community and the region
- Organizations are working to increase employers, labour organizations and aboriginal participation
- Different organizations will partner with different members that are project specific to each organization's mandates and goals
- NIEFS is currently working with three North Island School Districts #72, #84, #85 to support school to work transitions and the employment and career decision making of youth. A key message throughout this work is, "It Pays to Learn". Labour market information and workshops are accessed by students and teachers that assists them in learning about the changing nature of the north island economy and how to prepare for their future.

Project Outcomes

- RFP: Workforce Development with a Rural Transitioning Economy Project with the Campbell River and District Chamber of Commerce and NIEFS 2010-2011
- Project on strong information systems that are shared between North Island College and NIEFS and then community organizations
- A Project linking strategic planning among multiple organizations to give the community the ability to rapidly respond to the changing economic conditions at the community level
For example, Catalyst shutting down the pulp and paper mill NIEFS, North Island College, BCIT, and the two unions and Petroleum Human Resource Council worked together for an overall strategy for displaced pulp and paper workers. Concrete project



that lasted a year and is still working helping pulp and paper workers transition to the oil and gas industry

- Three clusters of organizations over several projects:
 - Creative Industry Cluster** with Infilm, aboriginal participants, NIEFS, Chamber of Commerce
 - Labour Project Cluster** with NIEFS and Chamber of Commerce
 - MISA clusters** with NIEFS, Community Futures, & Chamber of Commerce
- Successive planning project with Community Futures and MISA

Jobs Outcomes

- Emergency Recovery Training Project Funds (ERTP) and Skill Development Employment Training Benefit Funds (SDEB) will assist over 1200 people with short term occupational skill development for jobs in rural communities across the north island that is leading to their post-training employment. Many of the people assisted are from aboriginal communities. The strong relationships that have been developed between employers, training organizations, community employment centres and bands are a key asset in training and employing people affected by economic change.
- Coordinated career and hiring events—attended by 700-1000 people per event. Hiring fairs are held with employers in emerging industries, by sector, and by occupational theme.
- Direct engagement with employers regarding their current and future human resource needs
- Increased retention of displaced workers within their existing communities

Community Partnerships in the Attraction & Retention Community Accord & Community Accord in Support of Work Force Development

City of Campbell River

The responsibility for local government is vested in a Mayor and six Councilors who collectively make up the City of Campbell River Council. The function of Council is to establish corporate policy and to set direction for the community. This is achieved through the annual Strategic Plan, Financial Plan, Council Policies and Bylaws. Implementation of Council Policy is delegated to the Chief Administrative Officer who is responsible for the actions of all staff.



Campbell River & District Chamber of Commerce

As the Voice of Business, the Campbell River & District Chamber of Commerce is the community's leading advocate and champion for business. They provide leadership opportunities and business-building initiatives that focus on the critical priorities of members and community and a business enabling environment.

Campbell River Multicultural & Immigrant Services Society – MISA

MISA provides information and help to people who have moved to Canada from other countries. Through offerings resources, workshops and training to other agencies and community groups to assist them as they strive to provide service in a welcoming and sensitive way to people from diverse backgrounds. MISA also provides opportunities to celebrate diversity, meet people from other cultural backgrounds, and learn about racism and multiculturalism. This organization is always looking for volunteers who want to learn and share about multiculturalism.

North Island College

This community college is committed to high quality and excellence in our programs and services. Our wide range of program options is supported by a dedicated faculty, staff and administration – all working together to help students to achieve their goals. Their expert faculty will lead students through a relevant course of study using up-to-date materials. Small classes allow more time for students with instructors. Four campuses and four centres make up the College Region.

Campbell River School District No. 72

School District 72 is located on the east coast of central Vancouver Island, extending north to Sayward and south to Oyster River. The district also includes the outer islands of Read, Cortes, and Quadra. The area has a combined population of approximately 43,000 residents.

The school district serves approximately 6,000 students in 20 schools and administers a yearly budget of approximately \$51 million.

School District 72 is dedicated to the achievement of personal excellence for all members of its learning community; staff, students, and parents alike. And each day this district strives for students who are literate, numerate and socially responsible.



North Island Employment Foundation Society - NIEFS

NIEFS assists over 5000 people annually with the development of skills that will enable them to find and hold employment in an ever-changing world. NIEFS currently works with over 600 hundred employers annually to help them find the right people, with the right skills at the right time. NIEFS services and relationships support workforce development. Workforce Development is the education, employment and job training efforts designed to help individuals succeed in the workplace and to help employers get a skilled workforce.

Community Futures Strathcona

Founded in 1988, Community Futures Strathcona has approved more than 600 business loans, injected \$19 million into the local economy; provided business consultation and training to over 2000 clients; helped to create and maintain over 2500 full-time and part-time jobs; encouraged people to become self-employed entrepreneurs; supported community led economic development projects

Youth 4 Diversity (Y4D)

The purpose of this project is to develop inclusive youth leaders who want to make a difference in our schools and community. Some of their key values include: being inclusive, role modeling positive behaviours, reaching across differences, celebrating diversity, and promoting a welcoming and respectful school community. Youth learn how to respond to, and prevent racism and discrimination, plan activities and strategies to encourage others to explore and build on their leadership skills, and most importantly have fun while celebrating diversity.

Cruise HR Management

Cruise HR Management is a Human Resource consultancy based in Campbell River that aids small or mid-size business, not for profit or civic administrations on Vancouver Island as well as north and central British Columbia. Their services include evaluation and management of employee performance, management HR coaching and training, employee recruitment, policy development and implementation, attendance management, meeting facilitation and more.

North Vancouver Island Aboriginal Training Society

The North Vancouver Island Aboriginal Training Society (NVIATS) is an Aboriginal training and employment organization that operates under the Aboriginal Human



Resources Development Agreement (AHRDA). The NVIATS became an incorporated society in May 1996, and has been in existence since 1986. The NVIATS delivers training and employment to 15 First Nations, and a variety of Aboriginal organizations, including Friendship Centers, cultural groups, social development and a walk in client system that assists any FN person residing in our territories.

The North Vancouver Island Aboriginal Training Society covers the Vancouver Island area north of Qualicum Beach to Port Hardy and Alert Bay. This constituency also includes communities on the mainland. The membership of the North Vancouver Island Aboriginal Training Society consists of 6 members, with 3 each from both the Kwakiutl District Council (KDC) and the Musgamagw Tsawataineuk.

London Drugs

London Drugs is 100% Canadian owned and is focused on local customers' satisfaction. Across Alberta, Saskatchewan, Manitoba and British Columbia, London Drugs' 73 stores employ more than 6000 staff dedicated to providing our customers with a superior shopping experience. They serve their customers better through innovation and a continued involvement in the communities they service.

Strategic Forest Management

Strategic Forest Management provides professional support, such as resource reconnaissance and inventory, planning, project management, and operational implementation to forest companies, public and private utilities (BC Hydro, BCTC, and IPP's), mining companies, First Nations, government (municipal, provincial & federal), BC Parks, property developers and tourism operators.

A Community Accord in Support of Work Force Development

We, the signers of this Accord, formally establish a collaborative partnership to support workforce development for Campbell River and area.

1.0 Purpose:

We endeavour to build community capacity to sustain and continuously improve workforce development services that will assist people to become employed or self-employed and that will result in employers human resource needs being met.

2.0 Vision:

An appropriately skilled work force is a key asset for our traditional resource industries and the development of emerging industries. It is a powerful attractor for new investment and it supports an enabling environment for business success.

Broad, long-term partnerships across sectors and stakeholder groups enable employers to acquire skilled workforces and individuals to meet their employment, skill development and career goals.

Work force development capacity is strong because economic development, social, education and skill development and employment services are linked through rich local economic and labour market information systems. Where there is shared interest in goal attainment, strategic planning across our organizations is linked.

We support the employment of those affected by economic change and those who are under-represented in the work force – aboriginal peoples, immigrants and others. They are valued human resources that contribute to meeting employer's human resource needs.

Through our participation in this accord, employers will recruit and sustain skilled workforces that relate directly to their business's needs; job seekers will access the resources they need to develop and pursue their work and career goals.

Achievement of this Vision will result in businesses meeting their current and future human resource needs. Job seekers and employees will be able to develop and maintain sustainable and quality lifestyles for themselves and their families. Shared prosperity will result in healthy, growing communities that are able to sustain their economic, social, cultural, and environmental well being.

3.0 Goals

The Goals of this Vision include:

- 3.1 Workers meet their employment, skill development and career goals.
- 3.2 Employers meet their human resource needs in a timely and cost efficient manner.
- 3.3 The community is able to accurately describe its economic and demographic base, how it is changing, the required skills and those occupations that are and will be in demand.
- 3.4 Campbell River, its businesses and its communities achieve an economic competitive advantage
- 3.5 The community successfully attracts working age families, immigrants and skilled workers .
- 3.6 There is increased retention and labour market participation of youth, aboriginal people, immigrants, people with disabilities and people dislocated from traditional economic sectors.
- 3.7 There is an appropriate and coordinated supply of occupational skill development that meets the diverse needs of job seekers, employers and employees.
- 3.8 The relationships that are developed and the successes experienced through workforce development initiatives enables and enhances other community accords, development projects, initiatives, approaches and actions.

4.0 Principles:

The Partners to this Accord agree that:

- 4.1 Workforce development is relevant and important to their organization's purpose and mandate.
- 4.2 Each partner organization has unique strengths to build upon and to contribute to the advancement of workforce development.
- 4.3 Collaboration between the Partners will advance the Vision and Goals of workforce development.
- 4.4 Community capacity, goodwill and productive relationships will arise from collaborating, communicating and planning in an effective and efficient manner.
- 4.5 Our shared Purpose, Vision, and Goals will be achieved with the support of leadership that is committed to concrete, specific, and measureable actions.
- 4.6 This Accord is inclusive and will link with other community initiatives that seek to build a healthy and prosperous future for our communities and region.

5.0 Partners in the Accord:

Campbell River & District Chamber of
Commerce
Enterprise Centre
900 Alder Street
Campbell River, BC V9W 6A7

Campbell River Economic Development
Corporation (Rivercorp)
Enterprise Centre
900 Alder Street
Campbell River, BC V9W 6A7

Campbell River & Area Multicultural &
Immigrant Services Association (MISA)
A114 - 740 Robron Road
Campbell River, BC V9W 6J7

City of Campbell River
301 St. Ann's Road
Campbell River, BC V9W 4C7

Strathcona Community Futures
Development Corporation
Enterprise Centre
900 Alder Street
Campbell River, BC

North Island Employment Foundations
Society (NIEFS)
870C 13th Avenue
Campbell River, BC V9W 4H2

School District No. 72
425 Pinecrest Road
Campbell River, BC V9W 3P2

North Island College
1685 South Dogwood Street
Campbell River, BC V9W 8C1

Strategic Forest Management
1271 Petersen Rd,
Campbell River, BC V9W 3H8

North Vancouver Island Aboriginal
Training Society
103 - 2005 Eagle Drive
Campbell River, BC
V9H 1P9

London Drugs
Store #73 - Mariners Square
#260 - 1400 Dogwood Street
Campbell River, BC
V9W 3A6

Note:

The partnering organizations will be
expanding from the steering committee to
broader membership including unions,
sector councils, community organizations,
aboriginal organizations, industries and
businesses

6.0 Endorsement of Accord and Signing Officer Signature

Appendix 1

1.1 Rationale

In June 2007 Statistics Canada released a feature article entitled, “Labour Force Projections for Canada, 2006 – 2031, which contained some sobering predictions about the combined impact of a low birth rate and aging population of Canada’s labour force as well as its overall economy.

<http://statcan.ca/english/ads/11-010-XPB/pdf/jun07.pdf>

Since October 2008 a temporary recession has masked what were and will be significant skill and labour shortages across most sectors of the BC, Canadian and global economies. As we move out past 2011, a shrinking working age population and the attrition of an aging workforce will create skill and labour shortages that will challenge the ability of BC’s communities, businesses and industries to fully participate in the economic prosperity that will result from a growing economy. These labour force and economic changes are driven by: the demographic shifts of an aging workforce; sharp declines in birth rates; globalization of financial systems, economies and supply chains; a shift to service driven economic growth; the impact of new technologies; the greening of economies; and the need for increased productivity to retain economic competitiveness. For Campbell River and the North Island our traditional resource sectors and goods producing industries will continue to be an important part of our regional economy. However, the shift over the past 10 years for Campbell River employment growth to be driven by service sector industries will continue to accelerate. The up-skilling of occupations will also continue to accelerate as employers work to increase the productivity of their workforces in response to global market competition.

1.2 Accord Definitions:

Workforce development

Workforce development is the education, employment and job-training efforts designed to help individuals to succeed in the workplace and to help employers get a skilled workforce.

Coordinated workforce development

Coordinated workforce development is the alignment of public policy and resources, employment services, education, and training and skill development systems so they meet the human resource needs of employers and the employment, learning and career goals of employees and job seekers.

Community

A community is a specific group of people who all hold something in common. Community is associated with two key aspects; firstly, people who share locality or geographical place; secondly, people who are communities of interest. Communities of interest are groups of people who share an identity and/or a purpose.

Community capacity building

Community capacity building is the activities, resources and support that strengthen the skills, abilities and confidence of people and community groups to take effective action and leading roles in the development of their communities.

Appendix 2

2.0 Accord Action Plan:

To build the foundation upon which this Accord will stand, partners to the Accord will:

- 2.1 Move the Accord through internal organizational approval processes by October 30th, 2010
- 2.2 Participate in a formal, public signing of the Accord in November 2010.
- 2.3 On an on-going basis, create strategies to seek and receive endorsements of other stakeholders and the community at large for joining onto this Accord
- 2.4 Identify leaders and champions who will take forward the Accord's purpose, vision, goals, and principles within their respective organizations, industries and sectors
- 2.5 Meet in October 2010 to identify how and when to link future initiatives, and to establish a work plan for achieving the Accord's purpose, vision and goals
- 2.6 Reflect in their strategic and operational plans their commitment to support this Accord, its purpose, vision, goals and principles
- 2.7 Work to help the community proactively identify demand and supply side labour market information and the needed infrastructure, skills and human resources to support a robust, sustainable community
- 2.8 Where there are common goals and/or strategies, organizations will seek to link actions that will enhance workforce development
- 2.9 Develop a SMART action plan that includes concrete actions with measurable and reportable outcomes in four areas:
 - 2.9.1 a strategic plan for coordinated work force development in Campbell River and the North Island, partly based on mapping the interests, services, resources, and current partnerships of the organizations involved with work force development
 - 2.9.2 a coordinated approach to collecting, sharing, and disseminating community-based economic and labour market information
 - 2.9.3 a strategic communications and marketing plan for coordinated work force development in Campbell River and the North Island
 - 2.9.4 engagement with the City of Campbell River to have workforce development reviewed and included in the Sustainability Section in the redevelopment of the Official Community Plan

Attraction and Retention Strategy for Immigrants to Campbell River

Partners in the Accord:

Campbell River & Area Multicultural &
Immigrant Services Association (MISA)
A114 - 740 Robron Road
Campbell River, BC V9W 6J7

North Island Employment Foundations
Society (NIEFS)
870C 13th Avenue
Campbell River, BC V9W 4H2

Campbell River & District Chamber of
Commerce
Enterprise Centre
900 Alder Street
Campbell River, BC V9W 6A7

School District No. 72
425 Pinecrest Road
Campbell River, BC V9W 3P2

Campbell River Economic Development
Corporation (Rivercorp)
Enterprise Centre
900 Alder Street
Campbell River, BC V9W 6A7

North Island College
1685 South Dogwood Street
Campbell River, BC V9W 8C1

City of Campbell River
301 St. Ann's Road
Campbell River, BC V9W 4C7

Youth 4 Diversity (Y4D)
Carihi Secondary/Timberline Secondary
School District No. 72
Dogwood Road
Campbell River, BC

Community Futures Strathcona
900 Alder Street
Campbell River, BC V9W 2P6

Purpose:

We, the signers of this Accord, formally establish a collaborative partnership with a common vision of Campbell River as welcoming and inclusive for immigrants and others representing a diverse heritage who wish to become an integral and sustainable part of our social, educational, economic and employment community.

Vision:

Campbell River is a welcoming and inclusive community for immigrants and others representing a diverse heritage who wish to become an integral and sustainable part of our economic and employment community. People realize their full potential, racism is eliminated and cultural diversity is valued and celebrated. Community capacity is strong and well integrated with broader regional and provincial efforts. Broad, long-term partnerships across sectors and stakeholder groups serve as a catalyst for systemic improvement that enables immigrants to participate fully in the life of our community.

Outcomes:

Outcomes of achieving this vision include the following:

- Campbell River smoothly and easily integrates newcomers into the employment community as productive contributors to the local and regional economy
- Key stakeholders drive a process to strengthen collaboration, networking and capacity building in the community
- Partners coordinate community action on immigrant settlement, elimination of racism, enhancement of multiculturalism and workplace diversity, and building and sustaining Campbell River as a welcoming and inclusive community
- The community appreciates and celebrates its cultural diversity, and formally recognizes the important historical and contemporary contributions immigrants have made to the economic and social fabric of Campbell River

Partnership Principles:

- Leadership in all partner organizations is committed to supporting our shared purpose, principles and desired outcomes through concrete, specific and measurable actions
- Each organization has unique strengths to build upon and to contribute to the community
- The partners collaborate on matters of common interest and mutual gain in advancing the principles of the Accord
- The partners commit to a process involving open communication and effective planning
- The community benefits when organizations with complementary aims and objectives coordinate their activities

Accord Principles:

- The community and our economy benefit from joint planning and proactive service coordination to enhance the effective and efficient linking of business workforce needs with the supply of appropriately skilled workers
- Partners proactively identify economic drivers and the needed infrastructure, skills and human resources to support a robust, sustainable community
- Programs and services are client-centred and meet community and labour market needs
- Joint planning and proactive service coordination enhance the effective and efficient delivery of employment and skill development services for new Canadians in Campbell River
- Participation in community consultation reflects Campbell River's diversity
- To advance the vision of the Accord and serve the best interest of the community, common strategies (1) derive from the partners' diverse goals and values and (2) identify the shared benefits key players will realize

Action Plan:

To build the foundation upon which this Accord will stand, partners to the Accord will:

- Meet by 30 June 2009 to identify how and when to link future initiatives, and to establish a plan for achieving the Accord's objectives
- Create strategies to seek and receive endorsements of other stakeholders and the community at large
- Reflect in their strategic and operational plans their commitment to support this Accord, its vision and principles
- Identify strategic objectives that link partners' programs and services
- Develop a SMART action plan that includes concrete actions with measurable and reportable outcomes
- Build strategies for communicating within the Accord as well as between members and the community at large.
- Prepare a community asset map with key stakeholder of the needs, supports and services available to support a welcoming community for immigrants



ACKNOWLEDGEMENTS

THANK YOU!

To all the Leaders who met with the Link Team and supported this project.

VISION

“Vision is the lifeblood of any organization. It is what keeps it moving forward. It provides meaning to the day-to-day challenges and setbacks that make up the rumble and tumble of real life.

In a down economy – particularly one that has taken most of us by surprise – things get very tactical. We are just trying to survive. What worked yesterday does not necessarily work today. What works today may not necessarily work tomorrow. Decisions become pragmatic.

But after a while this wears on people. They don’t know why their efforts matter. They cannot connect their actions to a larger story. Their work becomes a matter of just going through the motions, living from weekend to weekend, paycheck to paycheck.

This is where great leadership makes all the difference. Leadership is more than influence. It is about reminding people of what we are trying to build – and why it matters. It is about painting a picture of a better future. It comes down to pointing the way and saying “C’mon. We can do this!”

When times are tough, vision is the first casualty. Before conditions can improve, it is the first thing we must recover.”

Michael Hyatt is the CEO of Thomas Nelson Publishers. He blogs on “Leading with Purpose” at MichaelHyatt.com and also Twitters at @MichaelHyatt.





THANK YOU FOR PARTICIPATING!

GOVERNMENTS

Provincial Government

BC Ministry of Tourism, Culture and the Arts
Ministry of Community & Rural Development
Lieutenant Governor, Honourable Steven Point

Municipal Government

Alberni-Clayoquot Regional District
Alert Bay, Village of
Campbell River, City of
Capital Regional District
Comox Valley Regional District
Comox, Town of
Courtenay, City of
Cowichan Valley Regional District
Cumberland, Town of
Duncan, City of
Esquimalt, Township of
Gold River, Village of
Highlands, District of
Ladysmith, Town of
Lake Cowichan, Town of
Langford, City of
Lantzville, District of
Mount Waddington, Regional District of
Nanaimo, City of
Nanaimo, Regional District of
North Cowichan District
North Saanich, District of
Oak Bay, District of
Parksville, City of
Port Alberni, City of
Port Alice, Village of
Port Hardy, District of

Port McNeill, Town of
Qualicum Beach, Town of
Central Saanich, District of
Salt Spring Island Electoral Area - CRD
Sayward, Village of
Sidney Town of
Sooke, District of
Strathcona Regional District
Tahsis, Village of
Tofino, District of
Ucluelet, District of
Victoria, City of
View Royal, Town of
Zeballos, Village of

FIRST NATION GOVERNMENTS and Organizations

Assembly of First Nations National Chief, Shawn A-in-chut Atleo
Chemainus First Nation
Coast Salish Education & Training Society
Cowichan Tribes
Ditidaht First Nation
Esquimalt First Nation
Halalt First Nation
Homalco First Nation
Hupacasath First Nation
Huu-ay-aht First Nation Board
Kwaikah First Nation
Kwakiutl Indian Band
Lake Cowichan First Nation
Lyackson First Nation
Mamalikulla-Qwe'Qwa'Sot'Em First Nation
Mid Island Metis Nation



THANK YOU FOR PARTICIPATING!

Mowaxhaht/Muchalaht First Nation

Namgis First Nation

Nanoose First Nation

Nawakolas Economic Development Corporation

Nuu-Cha-Nulth First Nation

Paquachin Indian Band

Qualicum First Nation

Quatsino First Nation

Snuneymuxw First Nation

Tla-o-qui-aht First Nation

Tsartlip First Nation

Tsawout First Nation

Tseshah Band

Tseycum First Nation

T'Souke First Nation

Ucluth Development Corporation

U'Mista Cultural Centre

Wei Wai Kum First Nation

FRIENDSHIP CENTRES

Victoria Native Friendship Centre

Wachiy Friendship Centre

BC Assn of Aboriginal Friendship Centres

EDUCATIONAL INSTITUTIONS

Brentwood College

North Island College

Royal Roads University

School District #68

School District #69

School District #71

School District #84

Sprott-Shaw Community College

South Island Partnership - Camosun

College

University of Victoria – Community Based Research

University of Victoria - Faculty of Business

Vancouver Island University (VIU)

VIU - Centre for Shellfish Research

VIU - Community Based Research Institute

VIU - Faculty of Management

MEDIA

Harbour Living Magazine

Nanaimo Daily News

Oceanside Star

Times Colonist

INDIVIDUALS

Bob Cole

Dewayne Parfitt

Gerald Hodge

Honourable Brian Peckford

Judith Sayers

Gillian Trumper

BUSINESSES & ORGANIZATIONS

AGS Business Systems

Alberni Community & Women's Society

Alberni Valley Chamber of Commerce

Alien Sports

BC Ferries

Beef Sector - Vancouver Island

Business Management Consultants

Business Victoria



THANK YOU FOR PARTICIPATING!

Campbell River & Area Multicultural and Immigrant Services Association
Canadian Western Bank
Centre of Aquatic Health Sciences
Chemainus Chamber of Commerce
Coastal Colour
Coastal Community Network
Community Futures - Campbell River
Community Futures - Courtenay
Community Futures - Duncan
Community Futures - Port Alberni
Community Social Planning Council
Comox 19 Wing
Comox Valley Airport
Comox Valley Chamber of Commerce
District A Farmers Institutes & Community Agriculture Associations
Downtown Business Improvement Association - Duncan
Duncan Chamber of Commerce
Ecotrust Canada
Etraffic Solutions Inc.
Film Cowichan
Greater Victoria Development Agency
Harmac Pacific
InFilm
Intraworks I.T. Management
Invest Comox Valley
Island Coastal Economic Trust
Island Corridor Foundation
Island Taste Sensations
Island Timberlands
Jawl Properties
Keith Dagg Consulting
Ladysmith Chamber of Commerce
Lake Cowichan Chamber of Commerce
Leadership BC/CVI Fresh Water Sustainability

Living Forest Communities
McDonalds Restaurant - Courtenay
Nanaimo Airport
Nanaimo Chamber of Commerce
Nanaimo Port Authority
North Island Employment Foundations
Ocean Initiaves BC
Oceanside Development Construction Agency
Oceanside Tourism Association
Parksville Chamber of Commerce
Parksville Citizens' Forum
Parksville/Qualicum Foundation
Port Hardy & District Chamber of Commerce
Port McNeill Auto Body
Qualicum Beach Chamber of Commerce
Quality Foods
Rivercorp
Ron Maine Consulting
Roycroft Consulting
Salt Spring Island Chamber of Commerce
Small Scale Food Processors
Society of Organized Services
Standpoint Decision Support
Streamline Environmental Consulting
Tahsis Chamber of Commerce
The Career Centre - Parksville
Three Point Properties
Tigh-Na-Mara Spa Resort & Conference Centre
Tim Hortons - Port Alberni
Timberwest
Tofino Chamber of Commerce
Tom Harris Group
Tourism Vancouver Island
Tourism Victoria
Trapeze Communication



THANK YOU FOR PARTICIPATING!

Ucluelet Chamber of Commerce
Vancouver Island Community Research
Alliance

Vancouver Island Conference Centre
Vancouver Island Real Estate Board
Vancouver Island Technology Park
Victoria Airport Authority
Victoria Chamber of Commerce
West Coast Aquatics
West Coast Helicopters
West Shore Chamber of Commerce
Women's Enterprise Centre
Woodwyn Farms
Young Entrepreneurs of Nanaimo
Youth Action Committee - Parksville

VANCOUVER ECONOMIC ALLIANCE BOARD

Rick Roberts, Chair
Sasha Angus, Past Chair
Bill Benoit, Chair Elect
Ron Arcos, Director
Russ Burke, Director
Iain Cuthbert, Director
Lisa DeLeeuw, Director
Colleen Evans, Director
Arnold Harasymchuk, Director
Sandy Herle, Director
Dr. Pedro Marquez, Director
Olaf Nielsen, Director
Marlene Rice, Director
Dan Smith, Director

Dave Willie, Director

LINK PROJECT ADVISORY BOARD

Cori Lynn Germiquet
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Marianne Stolz
Rick Roberts
Rob Simonds
Ed Galenzoski
Cheryl McLay

FUNDER

Ministry of Housing and Social Development
Canada British Columbia Labour Market
Development Agreement

SPECIAL THANKS

Union of BC Municipalities (UBCM) for their
economic survey data
Qualicum Foods for donating their boardroom
facilities
InFilm for access and use of their photo images



Research Summaries

"Having a project that makes people aware of the natural issues on a larger regional scale is important."

Phil Kent, Mayor of Duncan



VANCOUVER ISLAND
ECONOMIC ALLIANCE



Summaries of Regional and Municipal Economic Planning Objectives

VIEA Link Project – overview of Vancouver Island Local Government documents prepared December 2009. For general review only, check original documents to confirm and put into plan context.

Regional District of Mount Waddington

Regional District of Mount Waddington Economic Development Commission *Strategic Vision and Business Plan (2008-2009)*

Objectives:

- Consolidation of the forest harvest industry in response to the Forest Revitalization Plan
- Ongoing First Nations treaty negotiations
- Controversy around wild salmon stocks
- Consolidation of fish processing facilities,
- Continued population loss
- and reduction of government services within the region
- Research and data building
- Engaging stakeholders
- Enhance regional visibility
- Targeted sectoral advocacy

District of Port Hardy *Strategic Plan (2005-2010)*

Objectives:

Aquaculture

- Work with the aquaculture industry to become the service centre for the Island

Tourism

- Promotion of the North Island for hiking, kayaking, whale watching, spelunking, biking, wind surfing, diving
- Eco tourism
- Small casino
- Cultural tourism with First Nation
- Shopping opportunities for tourists on docks

Overall Economic Revitalization

- A comprehensive plan that is focused on long term
- Informed community
- Diversification
- Expansion of ferry system
- Expansion of health facility
- Improved relationship with Regional District
- Improved relationship with local First Nations

Improved Efficiency

- Cost effective contracting out of services
- Strategic planning/core review on core issues



Summaries of Regional and Municipal Economic Planning Objectives

Town of Port McNeill

Annual report 2008

Objectives:

- Continue the encouragement of economic development in our resource industries
- Orca Sand and Gravel
- Grant approval and Harbour Front Development Project to be started by June 2008 and completed by the end of 2013.
- The trail is near completed from Guide/Scout Hall, Community Hall to Campsite
- Work with the Chamber of Commerce in the best interest of the Community
- Work with Port Hardy and Port Alice on acquiring a Community Forest License
- Co-operate with industry organizations

Village of Port Alice

Annual report 2008

Objectives:

- Diversify & increase employment options; encourage and support new business opportunities at Light Industrial Par; review number of businesses actively operating at 31-12-09
- Diversify and increase employment options; sell Marine Drive Commercial Lots; Resort development construction Summer 2009-12-21
- Diversity and increase employment options; marina development; secure funding for marina, 2009

Village of Alert Bay

Annual report 2008

Objectives

- Continued the production of a Strategic Economic Development Plan; in progress
- Complete the acquisition of tenure for new section of the Boardwalk; foreshore tenure has been established with BC Agriculture and Lands
- Continue negotiations of land crossing agreements with property owners where necessary to extend the Board walk; negotiations for boardwalk easements at 42 Fir underway; Boardwalk complete
- Secure required easements through private properties; outstanding sewer line connections complete; some easements are still outstanding
- Continue working with the Regional district to develop updated GIS based address, cadastral and zoning maps
- Develop a commercial lease for the old fishing pier through the Historic Alert Bay Development Corporation; bids to be reviewed by HABDC at next meeting
- Continue work on GIS base adding asset inventory to mapping system; property address maps available digitally on village website
- Complete the Official Community Plan Final Draft June 2009



Summaries of Regional and Municipal Economic Planning Objectives

- Pursue funding for airport runway lighting—very little grant support as the airport is non commercial
- Design and install marine signage on downtown waterfront
- Reinstall the welcome to Alert Bay sign and refurbish the map of Cormorant Island
- Creation of new heritage building tour and brochure; would require brochure and signage that could be placed either directly on buildings or on steel pedestal
- Continue efforts to have the moorage float and access ramp installed at the HABDC fishing pier
- Revisit policies around Village of Alert Bay participation in Cormorant Island Joint Tourism Committee to ensure balanced advertising content and review of promotional material before printing
- Work on revision of the Totem Tour brochure revision
- Develop a Village of Alert Bay specific cardstock brochure to augment Cormorant Island brochure with promotion specific to Alert Bay

Strathcona Regional District

Strathcona Regional District 2008 Annual Report

Objectives:

Delivering quality services

- Determine capital and operating priorities
- Develop/resource a service delivery model

Supporting a Healthy Community

- Build a hospital
- A social planning strategy

Protecting Our Environment

- Environment management plan
- A regional fisheries strategy and function
- Develop a climate action plan
- Develop a liveable region plan
- Endorse an implement smart growth principles

Diversifying the Economy

- Support innovation in aquaculture industry
- A new economic vision and strategy
- A regional tourism strategy

Building the Team

- Autonomous SRD
- Staff Board Team building
- Improved relations with First Nations
- Communications Strategy



Summaries of Regional and Municipal Economic Planning Objectives

Village of Tahsis

Official Community Report

Objectives:

- To grow and diversify the Village's economic base
- To promote a local economy that compliments its rich resource-based nature, the history, the culture, and the natural characteristics of the Village and surrounding region
- To facilitate economic development through the improvement of regional transportation links and the provision of an enhanced level of telecommunications support, community services and tourist amenities
- To facilitate the continued expansion of the region's growing eco-tourism
- The village shall endeavour to expand the economic base of the community
- A vibrant economic Village shall promote the development of community and tourist related services, home-based businesses, telecommuting opportunities, value-added wood processing and aqua-marine related industries.
- Economic diversification shall be promoted by encouraging the building of strong partnerships between the community, major employers, levels of government and neighbouring communities.
- The development of new ecologically sustainable economic opportunities and the growth of existing industrial, trade and service establishments, and tourist recreational facilities shall be strongly encouraged and supported wherever possible.
- Promote the Tahsis deep-sea harbour as an opportunity for the development of marine-based activities. Work with the provincial government to provide a continued fibre supply to the Nootka Sound Economic Development Corporation. The Village will continue to support tourism and eco-tourism oriented businesses.

Village of Gold River

2009 Annual Report & SOFI Report for 2008

Objectives:

Admin. Council

- # of bylaws updated
- # of policies updated
- Finalized detailed capital asset ledger
- Report to council
- Recommendation to council
- Equipment selected and installation scheduled early 2009

Public Safety

- Project on going for Emergency Planning; completion of final report
- Procedures developed into emergency program
- Develop neighbourhood emergency preparedness program

Solid Waste, Environmental



Summaries of Regional and Municipal Economic Planning Objectives

- Develop new depot/transfer station finalize agreement for council approval
- Improve commercial garbage collect, number of cement pads installed
- Reduce bear activity; purchase bear proof bins

Public Works

- Improve snow plowing and sidewalk snow removal by implement new equipment or procedures
- Clean up Muchalat Drive

Fire Department

- Purchase new SCBA's

Wharf

- Review operation of wharf
- Implement improvements
- Undertake dredging
- Acquire water lot at dock

Tourism

- Complete UBCM Phase and 2 projects
- Upgrade tourist Info Centre

Recreation

- Purchase of zamboni
- Complete ice plant
- Construct new female dressing room
- Phone equipment purchased set for 2009
- Purchase mower for parks
- Increase program attendance
- Revitalize summer programs

Sewer

- Installation of new lift station
- Replace force main
- Purchase/install generator

Water

- Purchase and install back-up generator
- Increase well protection

VILLAGE OF SAYWARD

Annual Report 2008

Objectives

Infrastructure sustainability

- Complete the sewer inflow construction project and apply to receive the approved funds from Towns for Tomorrow grants
- Respond to water source options study Phase I and consider a Phase II program and apply for any related grants
- Add automatic chlorination equipment to water system



Summaries of Regional and Municipal Economic Planning Objectives

Community Communications

- Mayor to initiate a monthly meet the community meeting
- Continue to add content and links on the Village website
- Add an additional public input opportunity to the regular council agenda

Tourism

- Finish the tourism signage project and report on fund expenditures for the provincial community tourism grant
- Apply for a towns for tomorrow grant to add a solar operated pump to reduce summer weed growth (pond aeration) in the park pond

Fiscal sustainability

- Use surplus for unbudgeted items as required
- Develop financial impact of policy on tangible capital assets
- Initiate 2010 budget discussions in 2009

Equipment sustainability

- PW regularize the equipment maintenance program and monitor costs for the repair of the truck

Parks, Recreation and Culture

- Reopen the swimming pool in October 2009
- Upgrade playground to meet safety standards
- Continuation of the Success by Six program for 2009

City of Campbell River

Annual Report 2008

Objectives:

- Launch new brand with communication campaign
- Complete new websites and maximize revenue potential through education and return on investment for stakeholders using new web site
- Explore and support alternate energy projects within the region
- Drive a new provincial cultural tourism initiative forward through inclusion stakeholder groups such a Museum, Art Gallery, Haig-Brown House, Library, Tyee Club and private businesses, by product development and recognition
- Finalize collateral material needed to support attraction and retention of business and residents to the region.
- Continue to support the re-evaluation of DCC's to give Campbell River a competitive advantage in attracting industry.
- Continue to research and develop the Resource Center concept



Summaries of Regional and Municipal Economic Planning Objectives

- Continue to support community initiatives to attract funding to the region
- Continue to work with community groups for the betterment of the residents of the region
- Establish a more productive working relationship with the Regional District, First Nations, the City of Campbell River and NIEFS
- To work more effectively with the Chamber of Commerce to support expanding business and showcase the region to prospective clients

Comox Valley Regional District

Comox Valley Regional District

Comox Valley Economic Development Strategy and Implementation Plan

Objectives:

- To maintain and strengthen the traditional resource-based core sectors of the regional economy including agriculture, aquaculture, and forestry.
- To develop a stronger nucleus of activity in key growth sectors of the economy
- To strengthen Valley-wide business retention and expansion efforts, to help existing businesses prosper, expand and diversify.
- To effectively address key Valley-wide infrastructure issues to reduce existing and potential constraints to economic development.
- To further develop and market the Comox Valley's significant tourism sector, focusing on opportunities that will strengthen year-round visitation.
- To facilitate initiatives that will enhance community and regional appearance and quality of life.
- To identify appropriate business and investment attraction target industries and sectors, and strategies for attracting investment from them.
- To develop an approach for effectively branding and marketing the Comox Valley.

Town of Comox

Strategic Plan 2009-2013

Objectives:

The Three priorities that Council has identified for the period 2009-2013 are

- Sustainable Infrastructure
- Sustainability and Liveability and
- Good Governance

Village of Cumberland

Corporate Goals and Objectives 2009 & 2010

Objectives:

- Strategic Priority A-Infrastructure



Summaries of Regional and Municipal Economic Planning Objectives

- Strategic Priority B Management & Operations
- Strategic Priority C-Community Relations
- Strategic Priority D- Recreation
- Strategic Priority E-Planning & Development
- Strategic Priority F-Financial Services
- Strategic Priority G- Regional Collaboration
- Strategic Priority H- Tourism & Economic Development

City of Courtenay

Official Community Plan

Objectives:

- An inclusive, open and caring community
- Commitment to continued excellence
- A strong downtown
- The ability to ensure a high level of aesthetic and architectural design
- A reputation as the premier regional centre for arts and culture
- Balance and ability to lead growth and the provision of services
- A role to be the centre of commerce for the Comox valley
- An expanding parks, natural areas and greenways system
- A strategy to lead in environmental protection
- Commitment to serve youth and seniors
- Support for a viable agricultural economy and ensure the protective of agricultural lands

Alberni-Clayoquot Regional District

Alberni-Clayoquot Regional District

Somass Estuary Management Plan

- The vision is to maintain and enhance the productivity and diversity of the natural resources in the estuary
- With consideration for social and economic returns and benefits to the community as a whole.
- The plan will provide a balanced approach to the future management use of the Somass River estuary
- Recognizing that it is one of the greatest natural assets in the region.

Background Study of the Alberni Valley (in Process)



Summaries of Regional and Municipal Economic Planning Objectives

City of Port Alberni Annual Report 2008

Objectives:

- Support economic growth via our Economic Development Service and Heritage Tourism network.
- Diversification efforts are being directed into tourism, marine industry, fish processing, the arts and new technologies.
- Partner with other community agencies dedicated to economic growth.
- Provide a business friendly environment with the minimum of "red tape" consistent with adequate protection of community interests and the environment.
- Welcome with enthusiasm new industrial, residential and commercial development providing required servicing costs are paid by the developer.

OCP 2007

Objectives:

- Need to diversify the local economy so that it is more vibrant and sustainable in the long term.
- To enhance the economic and social vitality of key commercial areas by limiting commercial growth to these locations.
- To encourage the development of built form in Northport and Southport that substantially enhances the pedestrian experience, stimulates social activity, and generates a distinctive shopping experience.
- To promote tourism by capitalizing on existing amenities in the Northport and Southport areas, and community recreational infrastructure.
- To ensure the City provides a positive environment for industry and associated businesses.

District of Tofino

Council Strategic Visioning Workshop Report, January 2009

Objectives:

- Community Relations
- Living Green
- Planning the Future
- Organizational Leadership
- Fiscal Strategy
- Liveable community (taking a lead role in support and responsible economic development)

OCP, 2009

Objectives:

- Expand air service to the area



Summaries of Regional and Municipal Economic Planning Objectives

- Provide more visitor services
- Diversify the economy
- Promote resort development

District of Ucluelet Annual Report, 2008

Priorities 2009:

- Local infrastructure
- Maintain social and economic diversity.
- Continue to work closely and look for strategic partnerships with First Nation neighbours
- Diversity of economy
- To provide the economic development function for the District
- To manage a community forest in partnership with area First Nations
- To pursue projects as directed by Mayor and Council

Regional District of Nanaimo

Regional District of Nanaimo 2006-2009 Strategic Plan

Objectives:

Local Environmental Trends

- Increasing demands for water & water supply protection
- Increasing threats to existing water supply sources
- Increasing concerns about sewage disposal
- Increasing demands for environmental protection
- Increasing demands to acquire environmentally significant properties for parkland
- Increasing threat to air quality
- Increasing demands for public transit
- Increasing need to reduce amount of solid waste disposed

Social Trends

- Steadily increasing population
- Increasing proportion of older residents
- Increasing cost of housing
- Migration of urbanites with high service expectations to rural areas of region
- Increasing demand for community facilities & limited funding to provide them
- Increased desire for access to services and jobs within local neighbourhoods

Economic Trends

- Increasing construction costs
- Continued decline of forestry & fishing industries on the island
- Increased interest in tourism, particularly ecological and cultural based tourism
- Increasing focus on the development of tourism infrastructure (e.g. convention centre, downtown development)



Summaries of Regional and Municipal Economic Planning Objectives

- Increasing cost of energy
- Increasing urgency to replace aging infrastructure

Town of Qualicum Beach

Strategic Plan 2009

Objectives

- Encourage community & appropriate economic development
- Promote & facilitate primary healthcare facility e.g. clinic, urgent care
Council/community initiative; funded provincially, awaiting VIHA response to healthcare

Facility

- Develop economic development policy including working with regional partners; draft policy completed; RDN budget; 2009; discussions underway with RDN
- Participate in research re: trends in tourism; retail and tourism gap analysis presentation March 9; \$10,000; Tourism grant; consultant nearing completion of report
- Community Branding; professional expertise needs to be retained; not funded to date; not in work plan
- Participate in research re: commercial baser; retail and tourism gap analysis presentation March 9 \$12,500; tourism grant; 2009; consultant nearing completion of report
- Explore the potential for economic drivers; arts& culture, healthcare, airport tourism; healthcare facility being pursue (see above)

City of Parksville

Annual Report 2008

Objectives

- Parksville's economic development foundation will support its overall community goals.
- We will develop increasingly diverse economic goals for all seasons, including commercial, office, retail, clean industrial, service industries that support the resource sector and others
- Parksville will continue to excel as a vibrant tourist destination highlighting its competitive position and its natural beauty and small city character.
- We will achieve additional market share and facilities for conferences and conventions. Related activities will bring more people to Parksville and draw them back again and again.
- Building on its beauty and lifestyle the City will support a growing high tech and related industry cluster, medical services and educational institutions.
- Attracting and supporting families and young professionals will be encouraged
- The City will take measures to support these goals including development of business incubator areas and including these goals and strategies in business recruitment and retention work.



Summaries of Regional and Municipal Economic Planning Objectives

District of Lantzville

Annual report 2008

Objectives

Infrastructure:

- Sewer, water supply, Knarston Creek Overflow Project, Road Maintenance

Environmental implications

- Sewage improvements, low impact development standards, water conservation methods/ restrictions and public education; and recycling program initiated by Hurford District Girl Guides/Brownies & Sparks at Seaview Elementary School

Planning

- Formalize policy dealing with large scale development incorporating long-term amenities
- Downtown revitalization & Beautification Committee

Communications

- Re-establishing communications with the members of our Fire Department and neighbouring First Nations

Parks & Recreation

- Review Foothills to Foreshore Plan
- Facilitate Mine Town Day
- Develop a Tourism Plan

Service Delivery

- Service delivery consists of a number of components such as existing contractual arrangements with the Regional District of Nanaimo (a number of functions) planning consultant and approving officer

City of Nanaimo

Official Community Plan

Objectives

- To support business, political, community leaders that commit to a clear economic vision act consistently and focus on priorities
- To support well-informed decision makers who improve the community and look to the future
- To encourage a business friendly environment that welcomes and supports business
- To focus on economic drivers that generate new and sustainable wealth
- To provide a community with a skilled and talented workforce that meets the needs of "economic drivers"
- To provide a physical infrastructure that connects businesses to their markets
- To promote unique features that contribute to the quality of life for people and business
- To encourage a positive attitude about Nanaimo among the local population, and a positive reputation for Nanaimo outside the region.

Cowichan Valley Regional District



Summaries of Regional and Municipal Economic Planning Objectives

Cowichan Valley Regional District Economic Development Cowichan Website, 2009

Objectives:

- Support, coordinate and promote economic development efforts within the CVRD.
- Develop and implement a community economic development strategy that facilitates managed growth, diversification, job creation and long-term economic stability for CVRD.

Town of Ladysmith Annual Report 2008

Objectives:

- Dynamic Economic Development
- Keep and foster local business
- Attract new business
- Expand tax and employment base
- Development Services Department responsible for guiding and promoting economic development in Ladysmith

OCP 2003

Objectives:

- Continue the support of traditional economic base of the resource and service sectors as the core of the local economy.
- Build on a business-friendly environment through streamlined approval processes, open and responsive government, efficient use of taxation resources and timely delivery of services.
- Explore partnership opportunities with local private and public sector and other organizations to achieve community improvements, local business support, external investment, joint marketing initiatives, and to position Ladysmith to support economic growth.

Lake Cowichan Annual Report 2008

Objectives:

- Leadership & Informed decision-making
Visits to communities of Langford and Duncan to gather useful information relating to town centre area improvements
Complete revisions to the OCP (n/a on website, call for it)
- Excellence in customer service
- Effective financial reporting and management of assets and resources
- Transportation improvements
- Water and sewer utility services improvements
- Improved parks and playgrounds and the establishment of walkway strategy



Summaries of Regional and Municipal Economic Planning Objectives

North Cowichan

Annual Report 2008

Objectives:

- Adopt Echo Heights Development Plan.
- Reduce Industrial property taxes.
- Begin Official Community Plan review. Final OCP presented to council in fall of 2009. (n/a on website call for it)
- Develop and sell lots on Gilana Place
- Sell Maple Bay Fire Hall
- Explore implications of eliminating recreation areas
- Update development cost charges and add park development cost charges
- Review property tax apportionment policy
- Renewed economic development function: Economic Development Committee Terms of Reference established; work plan developed, stakeholders engaged; issues and concerns identified

Proposed 2010 Objectives

- Reduce Industrial Property taxes
- Subdivide Crofton municipal land
- Set 5-year property tax apportionment targets
- Develop Municipal land
- Implement Economic Development Committee work plan.
- Explore service integration

City of Duncan

OCP 2007

Objectives:

- To maintain and enhance Duncan's role as the business hub of the Cowichan Valley
- To cultivate a business-friendly atmosphere to support existing, new, re-located, and start-up businesses.
- To link and align economic activities with environmental, social and cultural policies.
- To promote tourism
- To provide employment and create diversified employment opportunities.
- To encourage growth in the tax base.

Annual Report 2008

Objectives:

- City Vitality: (plan gateway improvements, tourism strategy implementation, zoning bylaw revision, centennial park revitalization, implementation of Climate action Charter obligations.



Summaries of Regional and Municipal Economic Planning Objectives

- Infrastructure

Capital Regional District

Capital Regional District Strategic Plan 2009-2011

Objectives:

- To build a liveable/prosperous, sustainable region.
- climate action (CRD and many member municipalities have signed on to the Climate Action Charter which commits us to becoming carbon neutral, with respect to our operations by 2012)
- environmental protection
- housing
- regional transportation
- waste management

Regional sustainability:

- Implement corporate sustainability strategy that addresses all aspects of operations.
- Work with local government partners to evolve the Regional Growth Strategy into a regional sustainability strategy, incorporating housing, economic development, environmental protection, transportation, climate action and land use.
- Host dialogues and forums with related authorities to explore commitments related to green business, green buildings, sustainable agriculture, protecting biodiversity, community eco-economic development, sustainability education, and the shift to renewable energy resources.
- Triple bottom line lens approach (focuses decision makers on the economic, environmental, and social costs and benefits)
- Strengthening Foundation from which the services are provided
- Support development of urban agriculture and protection of agriculture lands to increase access to local foods
- Work with First Nations on stewardship collaborations

Greater Victoria Developmental Agency Annual Report, 2008

Objectives:

- Assist existing business to grow
- Retain existing companies
- Attract new business development to the region
- Develop Sustainable Development Business Cluster



Summaries of Regional and Municipal Economic Planning Objectives

- Maximize Industry, Government, and Academic Partnerships
- Address Labour Force Shortage in the Region
- Regional Economic Data and Information Portal

Strategic Plan, 2009

Objectives:

- District will attract, keep and nurture business and industry appropriate to our community and as identified in the OCP.
- Partner with Chamber
- Participate in regional economic development discussions
- Review district's internal processes and procedures in regards to development and building permits
- Support growth of the home based business sector
- Take a proactive approach to support appropriate agricultural activities. Proposed Agricultural Area Plan for the District, in consultation with Peninsula Agricultural Commission, Agricultural Land Commission and Ministry of Agriculture to the development of policies. Developing and implementing a criteria guide for additional dwellings and farm worker housing in the ALR.

Town of Sidney

OCP, 2007

Objectives

- Accommodate industrial and commercial development to grow and progress as a major service and employment centre for the Saanich Peninsula.
- Acknowledge economic significance of home-based occupations

Annual Report, 2008 & Vision 2020 Strategic Plan 2009-2011

Objectives:

- Successful commercial and light industrial centres.
- Vibrant and diverse downtown experience
- Key gateway to Vancouver Island and Gulf Islands
- Vital Tourism destination
- Important cultural and artistic centre
- Premier marine destination

District of North Saanich

Annual Report: 2008

Objectives:



Summaries of Regional and Municipal Economic Planning Objectives

- Develop and implement a 10 year Economic Development Strategy and include business attraction and retention strategies.
- Support for Agricultural Advisory Commission to foster an agricultural economy that enhances local food production, security and marketing.
- Continue ongoing support for the Peninsula Agricultural Commission to develop strategies that will support the economic viability of farms in the area (agri-tourism & farm markets)
- Include heritage sites on the District's parks and recreation map
- Implementation for the review of the District's Fee and Charges Bylaw to be dealt with during the September 2009 budget discussions for 2010.
- Continue to develop a competitive commercial tax rate based on the 2005 Financial Forecast review (Sussex Report).

OCP 2007

Objectives:

- Retain the present rural, agricultural and marine character of the community.
- Commit to the protection, and where possible the restoration of the natural environment, and the enhancement of the District's parks, land, air and water qualities.
- Preserve and protect Agricultural Land Reserve lands and support initiatives of the Agricultural Land Commission to assist farming to be economically viable.
- Support economic activity in select areas that is compatible with the District's fundamental characteristics and may broaden the tax base.
- Generally retain the existing levels of servicing in the community
- Ensure that long-term residential development of the community will retain the character of current neighbourhoods while responding to the need for seniors' and affordable family housing.
- Continue to work with Sidney and Central Saanich to seek mutually beneficial and economically feasible solutions to common concerns
- Support the concept of a socially inclusive and culturally diverse community while promoting the protection of heritage values;
- Support the provision of services towards community, cultural, artistic recreational and athletic pursuits.
- Additionally, it is the intention of the District to foster cooperation, respect and understanding with neighbouring First Nation communities through consultation and referral processes on land use issues.

District of Central Saanich

OCP, 2008

Objectives:

- To develop a long-range strategy to guide economic development in Central Saanich.
- Create vital, compact, well-defined commercial and community service centres in Brentwood Bay and Saanichton by focusing commercial development in these areas.



Summaries of Regional and Municipal Economic Planning Objectives

- Support “neighbourhood commercial” uses in residential neighbourhoods located within urban settlement area to encourage convenient access to daily shopping and services.
- Provide for arterial commercial services to serve automobile-oriented commercial uses in appropriate locations.
- To support tourist commercial development associated with the natural amenities and environmental features of the municipality, providing adequate protection is given to preserving the natural environment and minimizing impact on existing neighbourhoods and agricultural lands
- To support development of more intensive light industrial activities in the Keating Business Park in order to provide business and job opportunities within the municipality
- To support the growth of the home based business sector in the region.
- To support the improvement and development of the agricultural economy in the region
- To improve the efficiency and environmental performance and reduce GHG emissions associated with industry and business in Central Saanich
- To allow only limited, environmentally-sensitive marine-base development.

Strategic Plan 2009

Objectives:

- Attract, keep and nurture business and industry appropriate to our community and as identified in the OCP.
- Partner with Chamber to do this. Participate in regional economic development discussions.
- Review district’s internal processes and procedures in regards to development & building permits.
- To support the growth of the home based business sector in Central Saanich.

District of Saanich

Strategic Plan, 2009-2013

Objectives:

- Support Economic Development
- Take a leadership role in the promotion of a strong and growing local and regional economy
- Increase and diversify the revenue base through levying user fees and selling our Services to other municipalities. Grow the commercial tax base by enhancing the existing business sector and creating new business opportunities.
- Sustain community infrastructure
- Build new partnerships for funding and services
- Protect and enhance air, water and land quality
- Planning Study of the Douglas Corridor and the Town and Country “Uptown” Centre. The review will help focus effort on promoting the best long term use of the area and



Summaries of Regional and Municipal Economic Planning Objectives

taking advantage of the momentum created by the new development. Providing local business opportunities, increasing commercial space and employment will help the local economy.

- Maintaining support of the Victoria Development Agency, Victoria Film Commission, Tourism Victoria and the Vancouver Island Technology Council will help these organizations continue to work with local business on regional economic development. The Victoria Development Agency is implementing Business Retention and Investment Attraction Strategies in 2009, both of which will benefit Saanich directly.
- Maintaining Comparable taxes and fees within the region in 2009 will provide residents and businesses with stability during any period of economic change.
- Maintaining infrastructure replacement capital spending will continue to move the municipality toward sustainable levels of infrastructure replacement to provide for the efficient movement of people, goods and services and support the local economy through job creation and local spending.
- A study of industrial and high-tech trends, related land and infrastructure requirements will help maintain Saanich's capacity to meet these needs and provide information for decision makers to plan for future economic opportunities in the community.

Progress Report (Annual Report) 2008

Objectives:

- Managing Growth
- Supporting Economic Development
- Increasing Emergency Preparedness
- Maintaining Comparable Taxes and Fees
- Diversifying Revenue Sources
- Building New Partnerships for Funding and Services
- Maintaining and Improving Community Infrastructure
- Providing Best Value for Money
- Enhancing Service Delivery
- Enhancing Use of Information Technology

District of Sooke

Annual Report, 2009

Objectives:

- Business retention and expansion
- Business investment and attraction
- New Business start-ups and small business development
- Research, marketing and communications
- Balanced growth



Summaries of Regional and Municipal Economic Planning Objectives

Strategic Plan 2009-2011

Objective:

- Attract, keep and nurture business and industry appropriate to our community through proactive economic and tourism development

District of Metchosin

Annual Report, 2009

Objectives:

- Secondary suites
- OCP Review
- Village Trail construction
- Road improvements
- Boundary restructure
- Community House Expansion and Repair
- Public Works Yard Acquisition & Development
- Develop new website

City of Langford

OCP: 2008

Objectives:

- seeks to promote and develop (with other communities) the West shore as a regional sport tourism, tourism and recreation destination.
- Ensure short and long term supply of employment lands
- Promote the community as a business-friendly environment.

City of Colwood

OCP 2008

Objectives:

- Retain & encourage the growth of existing businesses and attract targeted new business to locate in the planning area.
- Promote the City Centre as a regional growth area for knowledge, education and creative-based industries.
- Improve the ratio between the resident labour force and jobs.
- Work closely with other communities in the West Shore to promote economic development
- Promote economic activity in all sectors of the community.

Annual Report & Strategic Plan, 2008

Objectives:

- Economic Diversity



Summaries of Regional and Municipal Economic Planning Objectives

- Thoughtful urban design is one of our community's most powerful tools to advance the quality of life of our residents, as well the competitive advantage and attractiveness of the community, which is so critical for attracting business investments and jobs
- Set taxes & fees to the need
- Create leisure opportunities
- Support land and economic development
- Build partnership

District of Highlands

OCP 2007

Objectives:

- Help preserve the rural economy and traditional rural lifestyles of the Highlands.
- Provide opportunities for residents to work within the Highlands
- Encourage rural entrepreneurs to establish small scale businesses suited to the Highlands
- Foster opportunities for rural-based employment, self-employment and economic diversification that are of an appropriate size and scale to help broaden the District's tax base.

Town of View Royal

2009 Annual Report

Objectives

- Sustainable View Royal: build a strong community identity; take steps to ensure economic and fiscal health into the future.
- Well planned, liveable community: supports lifestyles and provides services.
- Transportation: opportunities to solve persistent traffic problems, embrace active and green transportation alternatives
- Safe and Protected Community: Optimal police, fire and ambulance service is a desired outcome.

Township of Esquimalt

OCP, 2007

Objectives:

- To expand job opportunities within Esquimalt that draw on the strengths of the local setting and its established economic activities
- To continue to recognize the significance of the CFB Esquimalt to the local economy, and to support its continued presence in our community

Strategic Plan, 2009-2011

Objectives:

- Social Improvement, Sustainable Economic Growth, Environmental Responsibility



Summaries of Regional and Municipal Economic Planning Objectives

- Improvements in internal and external transportation links
- Retaining ice skating facility and curling opportunities for residents
- Address social issues growing from societal expectation, future density increases and transforming demographics.
- Support climate action initiatives

District of Oak Bay

OCP, 1997

Objective:

- Maintain the general boundaries of business areas within Oak Bay
- Generally support the building concept of allowing apartments to be located above stores
- Maintain the inventory of commercial land currently zoned for business and shopping purposes within Oak Bay
- Enhance physical environment of local shopping areas
- Encourage measures which will enhance the economic viability of existing business areas
- Strengthen the Village shopping area as the historical, cultural, business and community core of Oak Bay (number of objectives outlined in report)

City of Victoria

Annual Report, 2008

Objectives:

- To be a leader in the economy and the economic hub of the region



References for Regional and Municipal Objectives

Capital Regional District

Greater Victoria Development Agency

1. Annual Report 2008
2. Annual Report 2009
3. Strategic Plan

Capital Regional District

1. Strategic Plan 2009-2011
2. Annual Report 2009
3. Community Report 2009

City of Victoria

1. OCP 1995 (OCP under review)
2. Annual Report 2008
3. Annual Report 2009

Oak Bay

1. OCP 2007-2010
2. Annual Report 2009
3. Oak Bay Climate Change Task Force Report

Colwood

1. Annual Report 2008
2. Annual Report 2010
3. Economics of Happiness Report
4. OCP 2008

Esquimalt

1. OCP 2007
2. Strategic Plan 2009-2011
3. Sustainability Development Plan 2007

View Royal

1. Annual Report 2009
2. Strategic Plan
3. OCP consolidated to 2010

Sidney

1. OCP 2010
2. Annual Report 2009
3. Climate Action Plan 2010

North Saanich

1. OCP 2007
2. Annual Report 2008
3. Annual Report 2009
4. Strategic Plan 2009-2011

Central Saanich

1. OCP Consolidated to 2010
2. Strategic Plan 2010

Saanich

1. OCP 2008
2. Annual Report 2009
3. Strategic Plan 2010-2014
4. Municipal Economic Development Strategy 2005-2009

Langford

1. OCP 2008
2. Annual Report 2008
3. Langford Annual Report 2009

Metchosin

1. Annual Report 2009
2. OCP

Sooke

1. Annual Report 2009
2. Annual Report 2010
3. OCP 2010
4. Strategic Plan 2009-2011
5. Sustainable Development Strategy
6. Town Centre Plan

Highlands

1. Annual Report 2008
2. Annual Report 2009
3. Sustainability Report
4. OCP 2007



References for Regional and Municipal Objectives

Cowichan Valley Regional District

Cowichan Region Economic Development, Tourism Cowichan and Film Cowichan

1. Cowichan Progress 2008

Duncan

1. OCP 2007
2. Annual Report 2008

North Cowichan

1. Annual Report 2008
2. Annual Report 2009
3. Benchmark Report 2008

Lake Cowichan

1. Annual Report 2008
2. Annual Report 2009

Ladysmith

1. Annual Report 2008
2. OCP 2003
3. Ladysmith economic development commission 2008

Regional District of Nanaimo

Nanaimo Regional District

1. Regional Growth Strategy Review
2. 2010-2012 Strategic Plan

District of Lantzville

1. Annual report 2010

City of Parksville

1. Annual report 2009

Town of Qualicum Beach

1. Sustainability Draft Plan 2010
2. Annual Report 2010

Comox Valley Regional District

Comox Valley Regional District

1. Strategic Growth Plan
2. Sustainability Strategy Final Draft

City of Courtenay

1. Courtenay Strategic Plan
2. Annual Report 2010

Town of Comox

1. Financial Plan 2009-2012
2. Sustainability-initiatives
3. Consolidated Financial Statements 2009

Village of Cumberland

1. Annual Report 2009

Alberni – Clayoquot Regional District

Alberni - Clayoquot Regional District

1. Sommas Estuary Management Plan

City of Port Alberni

1. OCP 2007
2. Annual Report 2008
3. About Port Alberni 2008
4. Island Coastal Economic Trust website

Tofino

1. OCP 2009
2. Council Strategic Visioning Workshop Report

Ucluelet

1. Annual Report 2008
2. Annual Report 2009



References for Regional and Municipal Objectives

Strathcona Regional District

Strathcona Regional District

1. Annual Report 2009

City of Campbell River

1. Annual Report 2008

Village of Gold River

1. Annual Report 2008

Village of Tahsis

1. Year End Letter

Village of Sayward

1. Annual Report 2009

Mount Waddington Regional District

Mount Waddington Regional District

1. Annual report 2009

Village of Alert Bay

1. 2010 Strategic Plan
2. Annual Report 2009

Town of Port McNeill

1. Annual Report 2009

Village of Port Alice

1. Annual report, 2008

District of Port Hardy

1. Strategic Plan 2005-2010

Union of British Columbia Municipalities

Report

- Evaluating the Economic Development Role of BC Local Governments - A Snapshot of Community Effort and Opportunity



The Link Interview Team met with Vancouver Island Leaders for a series of interviews. As the interviews evolved the team began asking at the end of each interview, “Given what we have discussed today - what would be useful outcomes from this project – for you or your organization?” The following is a synopsis of their responses.

1. **Collaboration, communication, sharing** are issues brought up by at least **98** people. These are categorized together for the sake of simplicity as the core is the same. That is, at all levels of community, government and business people want to see more sharing of information and resources. The general consensus is that there is an air of competition, and feeling threatened by this competition is preventing groups on VI from the benefit of more collaboration and sharing on all levels. This was the most repeated comment by a wide margin and from many sources. Most view Vancouver Island as a large community that is fragmented and feel more collaboration will open the doors to a variety of different resources that will directly benefit many sectors.

On a smaller scale, many different groups wish they could build relationships with or come to understandings with another group or government or sector that they have traditionally had disagreements with or a bias against. Interestingly, these wishes are heard from both sides in cases like this. The desire is there, what they are seeking is a forum in which to open doors to each other.

2. **First Nation** issues are mentioned by at least **41** people and not just by First Nation peoples as Aboriginal concerns are on the minds of many. People want to know how to engage, talk with, learn, work and stay involved with First Nation governments and peoples.

First Nation peoples, in turn would like their voice to be heard and to be able to add meaningful input. They do not want to be invited to the table simply as a courtesy, but to join in meaningful discussions and decision making processes.

First Nations want the ability to work with neighbors and run their nations while remaining independent and self sufficient. They want to collaborate but not assimilate. Some issues brought up repeatedly were the need for nations to be able to manage and sustain natural resources, to rely on their own land again, and none want handouts. Some First Nation groups feel as though these issues are too large for VIEA to handle.

3. **Youth** and issues facing them are mentioned by at least **21** people. There is great concern that the voice of young people is not only going unheard, but that their needs are being ignored due to a large aging and senior population. While it is true that the government and businesses need to weigh the needs of such a population,

the youth are the people Vancouver Island needs to retain to keep business, government and economy alive and moving forward. Needs for age groups under 40 must be considered and it is vital to attract them to the island, but also make sure it is feasible for them to make a living here and also afford to live here.

4. **Awareness of** Vancouver Island is mentioned by at least **62** people. These were comments made by people who believe Vancouver Island needs to do more to keep itself in the eye of the provincial government and the public. Not only is there a need to draw peoples’ attention to tourism and political issues, but attracting people to the island, especially younger people to come make a living here, is a top priority and concern for many sectors of Vancouver Island.
5. **The economy (and Economic Development)** is mentioned by at least **61** people. Another big one – many see the island economy as fraught with various issues. Many of these tie into other points mentioned here, but the main concerns are as follows:
 - Labour market is aging. As noted above the population is aging and there is a lack of youth to fill in the gaps.
 - Disconnect between the public and business and again between business and government
 - Communities need to see how and why economic development will be good for them
 - Support networks may be needed to achieve lasting results and help the process along.

The general consensus from those interviewed is that people need to be more proactive. The resources are here to stimulate the economy if people put the work into it. The thought is that people will respond if there are the right incentives and an understanding of the significance of creating an economic strategy.

6. **Case studies and best practices** are mentioned by at least **33** people. These are combined because the most common request is case studies OF best practices. Everyone wants examples of things that have worked in the past in relation to all issues mentioned above. Government, politics, economy, collaboration, etc. Win/Win examples have been requested.

There is material for great case studies right here on the island to illustrate some of the core issues raised during this research. Alternatively, some have concerns that if something is not working it will not stand out enough to be found as an example of a case study and example of methods that have not worked – so show challenges and how they have been dealt with. It has been requested that this information be provided online and be publicly available.

7. **Government.** At least **70** people have brought up issues with both local and provincial governments. The most common being the lack of communication and that

these governments do not seem to understand what the public and business sectors want. People are asking for true leadership and involvement, and that those leaders and government officials be willing to make mistakes and get their hands dirty – to actually engage – in an effort to improve the economy, education, social programs, funding, etc on Vancouver Island. They want their government to be in touch with Vancouver Island’s people and the economic realities of an island economy.

8. **Agriculture** is seen as something that needs a lot of attention. At least **20** people mentioned it so it is included separately from the economy bullet. There is growing concern about family farms and small farms, sustainability, government involvement and help, and a host of other issues. The agriculture sector is very active on Vancouver Island.
9. **Education and** school board issues are mentioned by at least **34** people. The issues of attracting post secondary students and quality in education are on peoples’ minds. Many are also concerned about the government’s relation to the school board, funding, and First Nations educational issues. As a result, education on Vancouver Island ties into many of the above mentioned points and is an important consideration for this report.
10. **Be Proactive.** Mentioned by at least **11** sources, some believe that the only thing standing in the way of collaboration and moving forward in various sectors on Vancouver Island is a prevailing attitude best described as a lack of forethought, or lack of follow through.

The experiences of the groups that have brought this particular point forward are very similar – they are being road-blocked simply by inaction. Alternatively, some issues that could have been addressed some time ago have not been acted upon as opinions have not been voiced. There is not always conflict here, simply a need to push people to move forward or find their voices.

11. **The report itself** and issues pertaining to it are brought up in different contexts by at least **43** individuals. People want it to be made available to the public, business and government. They want these issues followed up on so that change can occur.

Everyone has their own idea about what it should ‘showcase’ although the report will be an impartial and accurate report of all things listed. Indications here are that economy and collaboration/communication are on everyone’s mind and at the core of the other issues as well.

Other requests are to make the information easily and publicly available, and that this report should highlight possible solutions to the challenges made note of.



Appendices

"In an era where globalization is quickly becoming a reality we cannot overlook the groups in our community and the communities around us will not only make our economies more regionally self sufficient but will also allow us to compete on a world scale."

Andre Sullivan, Investment Advisor



VANCOUVER ISLAND
ECONOMIC ALLIANCE

a_b STRATEGIES				a_b RECOMMENDATIONS					
S	#	Priority	Action	#1	#2	#3	#4	#5	#6
Strategy 1: Conversation	1	High	2011	X					
	2	High	2011	X					
	3	High	2011	X					
	4	High	2011	X					
	5	Medium	2012	X					
	6	Medium	2012			X			
	7	Medium	2012	X					
	8	Lower	2013	X		X			
Strategy 2: Connection	9	High	2011		X				
	10	High	2011	X	X				
	11	High	2011	X					
	12	High	2011	X					
	13	High	2011			X			
	14	High	2011	X					
	15	Medium	2012			X			
	16	Medium	2012		X	X			
Strategy 3: Capacity	17	Lower	2013	X		X			
	18	High	2011	X	X				
	19	High	2011			X			
	20	High	2011				X		
	21	High	2011			X	X	X	X
	22	High	2011				X		
	23	Medium	2012						
	24	Medium	2012	X	X		X	X	X
	25	Medium	2012				X	X	X
	26	Medium	2012	X	X		X	X	X
Strategy 4: Research	27	Lower	2013	X			X	X	X
	28	Lower	2013	X	X		X	X	X
	29	High	2011	X	X		X		
	30	High	2011			X			
	31	High	2011			X			
	32	High	2011			X			
	33	High	2011			X			
	34	Medium	2012	X		X			
	35	Medium	2012	X		X	X		
	36	Lower	2013	X			X	X	X

Link heard that many people want to learn best practices and many already actively search for information from others. The following is an unstructured list of examples and models that were shared with the Link Team.

1. Municipal websites of District of Lillooet www.lillooetbc.com & City of Chilliwack www.chilliwack.com
2. Friendship Centre model of Vancouver Island Friendship Centres: www.bcaafc.com
3. First Nation websites of Westbank www.wfn.ca, Kamloops www.tkemlups.ca, and Osoyoos www.oib.ca/gateway.asp
4. Travel Activities and Motivations Survey that examines recreational activities and travel habits of Canadians and Americans: www.tourism.gov.on.ca/english/research/travel_activities/index.html
5. "Vision 2020" was created in Cumberland in 2004 with a series of kitchen table meetings which included a facilitator and no politicians. Out of this came their OCP: www.trilogyatcumberland.com/master-plan. The process was later used in Ucluelet.
6. Limits of Acceptable Change System for Wilderness Planning study is being viewed for practices regarding marine traffic, including kayaking: www.fs.fed.us/r8/boone/documents/lac/lacsummary.pdf
7. LinkBC has information on how to grow champions: <http://www.growingchampions.ca/index>
8. Santana Row is a model Business Improvement Associations: www.santanarow.com
9. Sooke local government went to Salmon Arm www.salmonarm.ca/siteengine/activepage.asp and Carmel www.carmelcalifornia.com to see what they were doing
10. Kamloops, the Tournament Capital of Canada, is an example for sport tourism: www.tournamentcapital.com/default.htm
11. Ord, Nebraska "Come Home" project: www.ordnebraska.com/category/live/page/2/
12. Duncan Farmers Market and City Square Market finally laid down their pitch forks. Now have right location, right people and a 5 year contract. It was a painful evolution, came from a lot of meetings. Some businesses felt the market created a decrease in their business. www.bcfarmersmarket.org/markets/marketdetails.asp?marketID=109
13. UBCM's review of the Green Paper on BC's Destination Marketing Network: Funding & Structure makes comments about enough connectivity and erosion of local economy: www.ubcm.ca/assets/Resolutions~and~Policy/Policy/Finance/AHRT%20Member%20Release%20-%20Jan%206%202010.pdf

14. Port Alberni Youth Council uses **CULTURAL CONNECTIONS FOR ABORIGINAL YOUTH/PORT ALBERNI FRIENDSHIP CENTER Facebook site to engage youth:** www.facebook.com/group.php?gid=69029597526
15. Port Clyde area doesn't have to process fish, they teach people how to fillet fish www.vimeo.com/groups/5711/videos/2439439
16. Ucluelet has always given money to the school to support youth programs. Youth are a priority of Council who now gives the money directly to the student council. The council must present a plan and ask council. SC manages the money and reports to C at the end of the year – not to be judged, but to continue the dialogue, get a sense of working politically and feel support: www.ucluelet.ca/district/councilMeetings.php
17. Building Learning Together Coalition of Community Partners – School District, Not for Profits, seniors, community volunteers, etc. Nobody “owns” this model. www.sd69.bc.ca/Programs-Services/EducationPrograms/EarlyLearning/Pages/default.aspx
18. Island Scallops: www.islandscallops.com
19. Coulson Group is progressive. Look at how their mill survived: www.coulsongroup.com
20. Several groups willing to act as mentors and share their experiences, for example: Dockside Green www.docksidegreen.com/index.php?option=com_frontpage&Itemid=1, www.livingforestcommunities.com, Bamberton www.bamberton.com/present/main.htm
21. Michael Porter – Harvard study for feds re skill development, R & D innovation, cluster development www.businessballs.com/portersfiveforcesofcompetition.htm
22. Rotary District 5020 shows a good example of Vancouver Island collaboration: www.clubrunner.ca/portal/home.aspx?did=5020
23. Island Corridor Foundation: www.islandrail.ca
24. Harmac Pacific is now attracting high quality talent. Their model offers stability and longevity: www.harmacpacific.com
25. BC Stats offers an input/output model for use in project proposals over a certain size www.bcstats.gov.bc.ca/pubs/samples/pemintro.pdf
26. CAVI – Convening for Action on Vancouver Island – leadership for water sustainability: www.waterdsm.org/partner/74
27. Land Stewardship Centre of Canada: www.landstewardship.org/green-communities-guide
28. Tillicum Village, Seattle – First Nation cultural centre: www.tillicumvillage.com/salmon.html
29. Opportunities Alberta Economic Development: www.alberta-canada.com/about-alberta/ogts-opportunities.html

30. The Bridging the Divide project – encourages collaboration through small, doable initiatives:
www.hhnmag.com/hhnmag_app/jsp/articledisplay.jsp?dcrpath=HHNMAG/Article/data/09SEP2010/092710HHN_Weekly_Towne&domain=HHNMAG
31. The Alert Bay Accord – shows how a first nation and municipal government can work together for community development:
[www.civicinfo.bc.ca/Library/First Nations Service Agreements/Accord--Alert Bay and Namgis First Nation--1999.pdf](http://www.civicinfo.bc.ca/Library/First_Nations_Service_Agreements/Accord--Alert_Bay_and_Namgis_First_Nation--1999.pdf)
32. Fragmentation in Greater Victoria is a deep frustration for many people. It has been a challenge for some time. See report "Fragmented Governance model Impact to City of Victoria":
www.tourism.vic.gov.au/strategicplan/plan2002_2006/3_industry_leadership/industry_structures_partnerships_alliances.htm
33. Resource: Small business in Canada ... our catalyst for the future:
www.smallbusinessbc.ca; www.canadabusiness.ca/eng
34. Practice: tag fish to demonstrate how lingcod caught with rod and hook varies from dragger caught byproduct. Sell to restaurants at higher price. [Now tagging halibut. Fishermen tag and code can be checked by consumer.](#)
35. Gold River created shelf ready project – garbage incineration – and is actively working on selling it: www.foresttalk.com/index.php/2009/06/28/gold-river-s-pulp-mill-may-have-new-life-as-a-garbage-incinerator
36. Association for Mineral Exploration (AME BC) Aboriginal Engagement Toolkit:
www.amebc.ca/policy/aboriginal-and-community-engagement/aboriginal-engagement-toolkit.aspx
37. Namgis First Nation and Alert Bay are working on first closed containment fish farm on land: www.saveoursalmon.ca/files/CC_project_backgrounder_for_web.pdf
38. Model of GIS mapping: "In Living Memory Use" Namgis FN, 66 categories of land use with data collected from Elders. Terri Tobias methodology (new book coming out)
http://a100.gov.bc.ca/appsdata/epic/documents/p332/d32587/1284392573710_45551f048d5f572904e979693062c2188488a68ee7cc3b46eccdb052aceba22a.pdf
39. Campbell River First Nation has a history of aggressive economic development. Using the Westbank First Nation www.wfn.ca model of self government, the CR FN current development and tax structure will sustain them. They have own election code, own land code, own tax bylaws and they receive DCC's: www.crband.ca
40. New book "Dances with Dependency" – "Indigenous Success through self-reliance" by Calvin Helin
41. Intel case study: "Langford Levers Technology to Manage Growth"
http://www.intel.com/Assets/PDF/casestudies/Langford_CaseStudy.pdf



Terminology

VIEA Report “Vancouver Island Working Together”

Community/Communities – refers to area governed by either a local government or First Nation government

VI = Vancouver Island

FN = First Nation

Young People = age parameters to be defined in the future

Economic Development = all inclusive of community development approaches per area

EDO = Economic Development Officer

AEDO = Aboriginal Economic Development Officer

Terminology – Indian and Northern Affairs Canada

Source: <http://www.ainc-inac.gc.ca/ap/tln-eng.asp>

The following terminology is intended to provide a general understanding of some terms generally used by Indian and Northern Affairs Canada (INAC). The list focuses on some of the important aspects of the relationship between INAC and the people it serves — First Nations, Inuit and Northerners.

Aboriginal peoples: The descendants of the original inhabitants of North America. The Canadian Constitution recognizes three groups of Aboriginal people — Indians, Métis and Inuit. These are three separate peoples with unique heritages, languages, cultural practices and spiritual beliefs.

Aboriginal rights: Rights that some Aboriginal peoples of Canada hold as a result of their ancestors' long-standing use and occupancy of the land. The rights of certain Aboriginal peoples to hunt, trap and fish on ancestral lands are examples of Aboriginal rights. Aboriginal rights vary from group to group depending on the customs, practices and traditions that have formed part of their distinctive cultures.



Aboriginal self-government: Governments designed, established and administered by Aboriginal peoples under the Canadian Constitution through a process of negotiation with Canada and, where applicable, the provincial government.

Aboriginal title: A legal term that recognizes an Aboriginal interest in the land. It is based on the long-standing use and occupancy of the land by today's Aboriginal peoples as the descendants of the original inhabitants of Canada.

band: A body of Indians for whose collective use and benefit lands have been set apart or money is held by the Crown, or declared to be a band for the purposes of the Indian Act. Each band has its own governing band council, usually consisting of one chief and several councillors. Community members choose the chief and councillors by election, or sometimes through custom. The members of a band generally share common values, traditions and practices rooted in their ancestral heritage. Today, many bands prefer to be known as First Nations.

Bill C-31: The pre-legislation name of the 1985 Act to Amend the Indian Act. This act eliminated certain discriminatory provisions of the Indian Act, including the section that resulted in Indian women losing their Indian status when they married non-Status men. Bill C-31 enabled people affected by the discriminatory provisions of the old Indian Act to apply to have their Indian status and membership restored.

custom: A traditional Aboriginal practice. For example, First Nations peoples sometimes marry or adopt children according to custom, rather than under Canadian family law. Band councils chosen "by custom" are elected or selected by traditional means, rather than by the election rules contained in the Indian Act.

First Nation: A term that came into common usage in the 1970s to replace the word "Indian," which some people found offensive. Although the term First Nation is widely used, no legal definition of it exists. Among its uses, the term "First Nations peoples" refers to the Indian peoples in Canada, both Status and non-Status. Some Indian peoples have also adopted the term "First Nation" to replace the word "band" in the name of their community.

Indian: Indian people are one of three cultural groups, along with Inuit and Métis, recognized as Aboriginal people under section 35 of the *Constitution Act*. There are legal reasons for the continued use of the term "Indian." Such terminology is recognized in the *Indian Act* and is used by the Government of Canada when making reference to this particular group of Aboriginal people.

To change the name of Indian and Northern Affairs Canada a rigorous process would have to be undertaken, involving changing the legal term used in the *Indian Act* and *Constitution Act* to describe First Nation people in Canada. As long as the term "Indian" remains in these two acts, it



will continue to be used when referring to Indian people in a legal context. However, Indian and Northern Affairs Canada uses the term First Nation in most instances.

Status Indian: A person who is registered as an Indian under the Indian Act. The act sets out the requirements for determining who is an Indian for the purposes of the Indian Act.

non-Status Indian: An Indian person who is not registered as an Indian under the Indian Act.

Treaty Indian: A Status Indian who belongs to a First Nation that signed a treaty with the Crown.

Indian Act: Canadian federal legislation, first passed in 1876, and amended several times since. It sets out certain federal government obligations and regulates the management of Indian reserve lands, Indian moneys and other resources. Among its many provisions, the Indian Act currently requires the Minister of Indian Affairs and Northern Development to manage certain moneys belonging to First Nations and Indian lands and to approve or disallow First Nations by-laws. In 2001, the national initiative Communities First: First Nations Governance was launched, to consult with First Nations peoples and leadership on the issues of governance under the Indian Act. The process will likely take two to three years before any new law is put in place.

Indian status: An individual's legal status as an Indian, as defined by the Indian Act.

Innu: Naskapi and Montagnais First Nations (Indian) peoples who live in Northern Quebec and Labrador.

Inuvialuit: Inuit who live in the Western Arctic.

Inuit: An Aboriginal people in Northern Canada, who live in Nunavut, Northwest Territories, Northern Quebec and Northern Labrador. The word means "people" in the Inuit language — Inuktitut. The singular of Inuit is Inuk.

land claims: In 1973, the federal government recognized two broad classes of claims — comprehensive and specific. Comprehensive claims are based on the assessment that there may be continuing Aboriginal rights to lands and natural resources. These kinds of claims come up in those parts of Canada where Aboriginal title has not previously been dealt with by treaty and other legal means. The claims are called "comprehensive" because of their wide scope. They include such things as land title, fishing and trapping rights and financial compensation. Specific claims deal with specific grievances that First Nations may have regarding the fulfilment of treaties. Specific claims also cover grievances relating to the administration of First Nations lands and assets under the Indian Act.



Métis: People of mixed First Nation and European ancestry who identify themselves as Métis, as distinct from First Nations people, Inuit or non-Aboriginal people. The Métis have a unique culture that draws on their diverse ancestral origins, such as Scottish, French, Ojibway and Cree.

the North: Land in Canada located north of the 60th parallel. INAC's responsibilities for land and resources in the Canadian North relate only to Nunavut, Northwest Territories and Yukon.

Nunavut: The territory created in the Canadian North on April 1, 1999 when the former Northwest Territories was divided in two. Nunavut means "our land" in Inuktitut. Inuit, whose ancestors inhabited these lands for thousands of years, make up 85 percent of the population of Nunavut. The territory has its own public government.

off-reserve: A term used to describe people, services or objects that are not part of a reserve, but relate to First Nations.

oral history: Evidence taken from the spoken words of people who have knowledge of past events and traditions. This oral history is often recorded on tape and then put in writing. It is used in history books and to document claims.

reserve: Tract of land, the legal title to which is held by the Crown, set apart for the use and benefit of an Indian band.

surrender: A formal agreement by which a band consents to give up part or all of its rights and interests in a reserve. Reserve lands can be surrendered for sale or for lease, on certain conditions.

tribal council: A regional group of First Nations members that delivers common services to a group of First Nations.

This general information is provided as a brief overview only. The provisions of the Indian Act, its regulations, other federal statutes and their interpretation by the courts take precedence over the content of this information sheet.



Lists



The VIEA Link Team created these Lists for general use so they are provided as unprotected files that you can update and modify.

These files can be downloaded from www.viea.ca – “Tools and Resources” section. Files were created in 2010. Publication date 10/10/10.

- VI Business Improvement Areas
- VI Chambers of Commerce
- Gulf Island Chambers of Commerce
- VI Community Foundations
- VI Economic Development Officers and Aboriginal Economic Development Contacts
- VI First Nation Friendship Centres
- VI First Nation Governments
- VI Hospitals & Health Centres
- VI Industry Associations
- VI Local Governments
- VI Marketing Slogans
- VI Media
- VI Memorandums of Understanding & Service Agreements - examples
- VI MLA's & MP's
- VI Municipal Taxation Multipliers
- VI Post Secondary Institutions
- VI Post Secondary Institution - First Nation Gathering Places
- VI School Districts
- VI Tourism Associations
- VI Transportation
 - Ports & Harbours
 - Airports
 - Float Plane Bases
 - Buses
 - Marine Transportation and Ferries
 - Railways
- VI Young Professionals and Young Entrepreneurs
- VI Women's Business Networks



"In the Comox Valley, we really try and take the big picture approach. What benefits one community is generally good for all of us! Regional cooperation is definitely the way to go!"

Greg Phelps, Mayor of Courtenay

"We are seeing greater and greater need to collaborate regionally. Prime examples are the E&N rail, the regional opportunities for solid waste resources and integration of waste resource management. As we look at a larger area we can utilize good land use planning allowing optimum transportation systems such as commuter rail, reducing gridlock and environmental harm."

Barbara Desjardins, Mayor of Esquimalt

"Clearly there are significant advantages for all participants in regional collaboration. Communication and shared visions will enable us to move forward much more efficiently to achieve our mutual objectives".

John Ruttan, Mayor of Nanaimo

"Collaboration is one of the most important things, without it we would get nowhere."

John McDonald, Mayor of Sayward

"The more we collaborate, the more will survive. We have to work extra hard because we are on an island."

Ken McRae, Mayor of Port Alberni

"We feel that Regional Collaboration for economic development is a necessity for communities who may not have the same resources as their neighbouring communities. It is so important for all our communities to succeed and allow our economies to feed off of one another's. We all have something different to offer so working together can only help all our Island communities reaching for their goal of improved employment."

Ross Forrest, Mayor of Lake Cowichan

"The collaboration and networking give us ideas to move forward."

Eric Russcher, Mayor of Ucluelet