



MINUTES
GABRIOLA ISLAND CHAMBER OF COMMERCE
ANNUAL GENERAL MEETING

DATE: November 29, 2017
LOCATION: Surf Lodge, Heritage Room

In Attendance: (8)

Gloria Hatfield – President
John Peirce – Treasurer
John Woods – Director
Steve Bishop - Director
Peggy Richardson - Director
Robert Stutzman – Director
Carly McMahon – Director
Tammie Hennigar- Manager

Guests: (27)

Brian Hall and guest	Janis Mitchell
Howard Houle and guest	Warren Fraleigh
Michelle Benjamin and guest	Chloe Straw
Gerry Stephanson	Melanie Froh Teichroeb
Tanya Kuyten and guest	Tasha Mar
Adam Giles	Tawny Capon
Julie Sperber	Jolynn Green
Cassandra Burt	Derek Kilbourn
Scott Colbourne	Sarah Holmes
Ashley Manning	Colleen Walker
Jane Woods	Geoff clay
Colleen Hemphill	

1. The Meeting was called to order at 6.50 pm by Gloria Hatfield, President

2. Approval of Agenda

Motion: To adopt the agenda as presented
Moved: John Peirce
Seconded: John Woods
Discussion: None
CARRIED

3. Approval of Minutes from November 23, 2016 AGM

Motion: To adopt the minutes from November 23, 2016 AGM
Moved: Robert Stutzman
Seconded: John Woods
Discussion: None
CARRIED

4. President's Report

Gabriola Island Chamber of Commerce- AGM November 29, 2017
Annual Report of the President, Gloria Hatfield

Highlights of the past fiscal year include:

- **Gabriola Economic Readiness Project:**
State of the Gabriola Economy Survey - Talked with over 600 business owners, collect data about Gabriola-based businesses, invite to comment on challenges, needs, support needed
- **Needs Prioritized & Newly Adopted Focus of Chamber**
 - Creating access to opportunities including: Networking, mentorship, resources, education, promotion – both for increased business and investment/financing
 - Generate pride in being part of Gabriola’s community of businesses
- **NANAIMO ECONOMIC DEVELOPMENT CORPORATION:**
 - Chamber working to strengthen partnership with NEDC to: Provide increasing economic development and tourism marketing services

ISSUE:

 - City of Nanaimo announced the removal of tourism marketing from the mandate of NEDC effective January 31, 2017. And subsequently dissolved the Nanaimo Economic Dev. Corp.

OPPORTUNITY:

 - Time for Gabriola to take independent ownership of its economic future
 - Engage entrepreneurial community and seek input to confirm tourism and economic key priorities
 - Create a realistic and doable 3-year strategic plan

STRATEGIC PLANNING

The Process

Phase I: Two half-day sessions, refresh of findings from Economic Readiness Report, current relevance, future opportunities, vision and priorities

Phase II: Full day session with foundational partners, specific outcomes – themed strategic areas, confirmed priorities, key performance indicators, implementation plan

Phase III: Economic Development Plan, Operational Plan and Budget
- **ECONOMIC DEVELOPMENT PLAN**

Strategic Areas:

 - Governance, marketing and promotion, brand, economic development initiatives

GOVERNANCE:

Creation of an Economic Development Advisory Group

 - Oversight: Representative of Electoral Area B, reporting through the Gabriola Chamber of Commerce.
 - Vision: We are a Gabriola organisation with the resources and skills to focus and elevate the Island to be economically robust and demographically diverse. We are reflective of and responsible to the residents of Electoral Area B.
 - Mission: Our mission is to develop a robust Island economy that thrives within the culture Gabriolans cherish. We will provide tools and resources to create a community working in concert to improve our entrepreneurial capacity.
 - Governance Plan
 - Human Resource Plan
 - Financial Plan
 - Evaluation/Key Performance Indicators
 - Communication Plan
 - Advocacy Policy

MARKETING and PROMOTION, BRAND:

- **Brand Exercise for Gabriola** - Create a brand that represents the culture and climate of living, working & playing on Gabriola
- **Promotion and Marketing** - Increase visitor volume with the focus on extending the stay and shoulder season
- **Collaborative Marketing** - Identify strategic partners to collaboratively market Gabriola on VI and beyond.
- **Market Readiness** - To increase the economic opportunities of tourism through visitor and market ready experiences.

STRATEGIC PLANNING

- **Economic Development** - To ensure integration of economic development and tourism throughout all marketing/branding initiatives.
- **Asset Inventory** - To create clear picture of business opportunities
- **Attract and Retain Young Families** - Support efforts to improve attainable housing
- **Funding for Enhanced Capacity**
- **Stimulate and Support Small Business, Artisans and Entrepreneurs** - Foster development through coaching, education, resources

ALSO INCLUDED:

- Detailed Goals, Actions and Measures of Success, Performance Indicators, Three-year detailed budget plan, averaging at \$110,000 per year, Leveraging partnerships with Regional District of Nanaimo, Destination BC, Rural Dividend Funds, ICET, the new City tourism group

RECOMMENDATION to REGIONAL DISTRICT:

- That the Area B Economic Development Plan be received.
- That the RDN enter into an agreement with the Gabriola Island Chamber of Commerce to provide economic development services for Electoral Area B.
- That the RDN provide funding to the GICC in the amount of \$29,925 for economic development services for the period ending March 31, 2018 and then \$65,000 per year thereafter in accordance with the agreement.
- Southern Community Economic Development Service Agreement for Electoral Area B
 - (Economic Development Services, 2017 – 2020) Signed October 3, 2017

GETTING ORGANIZED:

- **GOVERNANCE -Implement Oversight through Economic Development Advisory Group**
- Terms of Reference – Duties, Level of Authority, Reporting Structure, Recruitment Process, Skills and Sector Representation of Advisory Group, Identify Key Performance Indicators and Collection Strategies, Governance training for both Economic Advisory Group and Gabriola Chamber Board
- **Implement Staffing Complement**
 - Human Resources Plan - Needs assessment for organization and role, competencies and skills, job description, compensation assessment

GRANT APPLICATIONS:

- **ISLAND COASTAL ECONOMIC TRUST**
 - Economic Development Readiness Quick Start Implementation Program for \$5000 to match the Regional District dollars.
- **GRANT APPLICATION TO PROVINCE – RURAL DIVIDEND**

- Community and Economic Development Projects that help rural communities plan to build a foundation for economic growth or improve community vibrancy.

EDUCATION:

- Financial Acumen – Business Growth Workshop
- Social Media
- Strategic Planning for your small business
- How to Maximize Social Media for Small Businesses
- Engage on Facebook and Instagram
- Google Maps
- Engage with Other Businesses to Cross Promote
- How to Capitalize on Traffic and be Market Ready
- Resource/Partner Event

MARKETING:

- Gabriola Visitor Guide - Distribution up 5000 to 35,000
- Yellow and Green Flag Programs - \$50 for flag, brochure listing, photo in Visitor Centre and coverage on social media and website
- Visitor Center - 15% increase over last year up to 4,587 visitors assisted
- Innovation Fund Grant - Mobile Kiosk updated, 851 visitors assisted (up from 571 last year)
- Mobile Kiosk updated
- Canada Summer Student Grant - Second year to cover student for the Mobile Kiosk

DETAILED MARKETING PLAN to Regional District.

- Short-term SERVICE AGREEMENTS to provide marketing that is no longer being provided through NEDC and Tourism Nanaimo.
- **Facebook** - Followers up from 3861 to 4688 – up 14%, Highest Reach 7,929, Chamber page at 113 followers
- **Instagram** - Instagram followers from 62 to 1,160, Instameet August 19th with 22 participants
- **Photography and Video** - 12 photo shoots, Eight 30-second videos
- **Win a Trip to Gabriola** - Facebook, Instagram, Radio (Received 1590 entries – visit website to win)
- **Meeting/Event Planners Familiarization Trip** - October 3rd, in partnership with Vancouver Island Conference Centre
- **Nanaimo and Voyager Magazine & AHOY BC Community Profile**
- **Website** - Unique Visits up 9,483 (+31%) to 39,439, Page views up 16,075 (+22%) to 90,545 views

COLLABORATIVE MARKETING

- Attend Tourism Vancouver Island (TVI) Conference
- Consortium submission to Destination BC for 2018 marketing funds.
 - leverage funds from partners and build a regional, targeted campaign with similar communities.

RESOURCE / RESEARCH / PLANNING:

- Commercial Demand Study June 2017
- Gabriola Village Vision Plan August 2017

Motion: to accept the President's Report as presented
Moved: Robert Stutzman
Seconded: Peggy Richardson
Discussion: None
CARRIED

5. Treasurer's Report

Financial Report for FY 2017 and Budget Notes 2018

The final financial statements for the year have been distributed.

We finished the year with a \$3321 net loss, as compared to budgeted \$2444 net income. Our main loss of income was a net loss of \$2200 relative to budget on membership income, due to a combination of less new members than budgeted and the \$99 introduction fee for membership, which was introduced after the budget was drawn up.

We had somewhat higher staff costs than expected because of several urgent special projects and the transition to a new bookkeeper.

On the plus side the 2016 Visitors Guide netted nearly \$1500 more than budget.

The biggest cost on the Balance Sheet was \$6875 in deferred revenue, which represents work obligations to the RDN under our Marketing Plan agreement. This is a timing issue, with the work obligations straddling the 2017 fiscal year end. This anomaly will even out as this project reaches completion and make next year's results look relatively better.

Financially it was a very complicated year with many more initiatives than in the recent past, even compared to 2016. We had \$44,000 in grant revenue that was not anticipated in the budget last year. These included:

- Innovation Fund (Destination BC)
- The Commercial Demand Forecast (BC Rural Dividend Project)
- Strategic Planning (RDN and ICET)
- Tourism Agreement (RDN)
- Marketing Plan Agreement (RDN)
- Economic Development Agreement (RDN)

All these projects operated financially at close to break-even on the money side, but they required significant staff time that we did not fully anticipate. Both our Manager (Tammie) and our Administrative Assistant (Patricia) worked significant extra hours during the year without compensation. We thank them for their dedication and contribution to our success.

We have always had a cash flow crunch in August-September as we await many Fall renewals and revenue for the next year's Visitor Guide. This year we also had several large expenses for grants that were incurred before the grant monies were received, so we used our full \$10,000 Line of Credit with Community Futures for a month during the summer. We hit another low point at the end of October, as you can see from the balance sheet. Since then we have collected on several overdue membership renewals, received a large influx of revenue for the Visitor Guide, received an overdue payment from the RDN, and also just received our Economic Development funding through to April 2018, so our cash balance is now around \$45,000!

Notes on 2018 Budget

The attached budget is a breakeven budget. It does assume an increase in the net number of members and an increase in membership revenue as new introductory memberships convert to full fare memberships.

We operate extremely close to the line on staff hours and Visitor Centre expense and we must be vigilant that time and expenses related to the new initiatives with the RDN is properly charged to those accounts. It is next to impossible to get grant money for routine staff time, except for our regular \$10,000 grant from Destination BC. So, we depend hugely on membership revenue to cover our routine costs.

As we move forward with the Economic Development Plans with the RDN, some of our modest office expenses will be charged to that account when we take on another staff person in that role and economies of scale opportunities kick in

Our plan is that the much of the RDN money will be used as matching funds to level with other granting agencies, so we anticipate another large increase in Additional Grant Revenue that we have not budgeted for. Very shortly we will find out if we have been successful in a \$5000 grant application to ICET to hire consultants to help us set up the governance structure for the Economic Development Advisory Group.

With the greatly increased complexity of our financial affairs with all these different pots of money from different granting agencies, we will be undertaking a review of how we do our accounting. At the moment, much of the detailed information for these grants is tracked in spreadsheets. We will look at changing over this year to track grant expenses as divisional expenses in Simply Accounting. Achieving that is not so simple, however!

Motion: to approve the financial statements (2016/2017) and the budget (2017/2018) as presented
Moved: Steve Bishop
Seconded: John Woods
Discussion: None
CARRIED

6. Call for Nominations for Directors

Gloria Hatfield presented the status of the Board members

Our Board, under bylaws is ideally made of 8-12 Directors

The individuals currently in the middle of the terms ending November 2018 are:

Carly McMahan

Adam Velsen

John Woods

Those individuals standing for re-election for a two-year term ending November 2019:

Gloria Hatfield (serving as President)

John Peirce (serving as Treasurer)

Steve Bishop

Peggy Richardson

Robert Stutzman

Our board, under bylaws is ideally made up of 8-12 Directors. The individuals now standing for election or re-election are:

Gloria Hatfield (serving as President)

to one-year term (November 2017)

John Peirce (serving as Treasurer)

to one-year term (November 2017)

Steve Bishop

to one-year term (November 2017)

Peggy Richardson to one-year term (November 2017)
Robert Stutzman to one-year term (November 2017)

Standing for Nomination for a further two-year term:

Carly McMahon to two-year term (November 2018)
Adam Velsen to two-year term (November 2018)
John Woods to two-year term (November 2018)

Nominations for the floor:

Motion: John Peirce nominated Tawny Capon

Moved: Jolynn Green

Seconded: Robert Stutzman

Discussion: None

CARRIED

There being no further nominations, nomination closed, and the nominees are appointed by acclamation.

7. Elections of Directors:

Motion: John Woods moved that the entire slate of nominees be voted in a single motion

Seconded: Steve Bishop

Discussion: None

CARRIED

Motion: There being no nominations from the floor, Steve Bishop moved the appointment of the Directors

Seconded: Peggy Richardson

Discussion: None

CARRIED

8. Announcement of the Business of the Year

Colleen Walker of Colleen's Home Fashion and Shoes was the winner of the Gabriola Business of the Year. She was given a print from Caroline James Fine Art Studio to recognize her achievement.

9. New Business

None

10. Set date and time for the next meeting

November, 2017 (Date TBA)

11. Adjournment

Motion to adjourn: Tawny Capon

Seconded: Derek Kilbourn

CARRIED – Adjourned at 8:03 pm