SCRED◈

sunshine coast regional economic development organization

2017 Year End Progress Report

To: Sechelt Indian Government District
Sunshine Coast Regional District
Town of Gibsons
District of Sechelt

Contents

Introduction

We would like to take this opportunity to update our funders on the progress of Sunshine Coast Regional Economic Development Organization's work in 2017. We welcome comments and feedback.

Strategic Plan Goals:
- ➢ Increase the number of growing businesses
- ➢ Increase the number of quality career opportunities
- ➢ Reduce economic disparity

Board of Directors

Dave Chisholm - Chair   Dwayne Dobson
Celia Robben - Treasurer   Maria Hampvent
Zora Attiana   Tanya Smith
Sam Bowman

This leaves 2 vacant positions for which we are actively recruiting.

In order to carry out the objectives of the organization, we have now contracted a Program Manager. The Program Manager is to begin full time work at the end of February, 2018.

Advising Members - persons with specialized knowledge and experience that can help us meet our mission. These advising members are also intended to be our recruitment pool for future directors. We will be adding to this group in 2018.

Robin Chauhan   Brian Cramer   Lori Pratt

Program Areas 2017

In our annual work plan for 2017-2018, we laid out three main areas of focus and objectives for each:

- Business Retention, Expansion & Attraction
    - o Create a comprehensive business database and survey
    - o Identify businesses that want to grow
    - o Identify and remove barriers to growth
    - o Foster a healthy and productive business culture
- Workforce Development
    - o Increase the number of employers investing in training
    - o Establish a technology and innovation hub
    - o Work with existing agencies on assisting residents with barriers to enter the workforce and help build ladders for others to climb out of low wage employment.
- Regional Information
    - o Create an indexed inventory of regional information sources
    - o Establish regional data standards for economic and community information
    - o Provide coastwide investor information resources

We have since revised these categories to separate "regional information" into two areas of focus. These areas are now "Community" and "Resources and Infrastructure". This makes a total of four program areas each housing a number of projects. Our 2018-2019 work plan highlights efforts and projects in these four program areas.

Each program has its own goals, partners, performance indicators, and timeline. Contracts have been drafted and signed or are being drafted where appropriate. We anticipate that a number of these programs will receive publicity this Q1-Q2 of 2018 as more public aspects of the programs are ready to launch. Draft press releases will be circulated at that time for each funder's comments as appropriate.

Projects Successfully Initiated 2017

In order to continue our work towards our three strategic goals and achieve the specific objectives for each program area, we have initiated the following projects.

Program area #1: Business Retention, Expansion & Attraction

Project: Business Round-up

Program Goals: "To help businesses start, grow and thrive"
- Gain insight into the Coast's business community
    o Take a census of Coast businesses and classify those seeking to grow/maintain/divest
    o Understand perceived barriers
- Foster a healthy business community culture
    o Monthly business networking events
    o Professional development
    o Community Involvement
- Develop world class businesses

Action: Contract with the three Chambers of Commerce to deliver a BRE project under the project name "Business Round-up". Chambers will be provided with common software and web interfaces to create a database of Coast businesses. Each Chamber will deliver a standard survey to Coast businesses and record findings in the common database. Each Chamber will facilitate monthly professional development sessions amongst the business community. The Chambers will meet jointly on a quarterly basis to report on progress and share findings.

Key Performance Indicators (KPI's)
- Number of businesses recorded in database and classified by sector and other details
- Number of businesses completing surveys
- Participation in networking events
- Participation in professional development events
- Event Satisfaction – common surveys to record participant feedback

Timeline
- 3QTR 2017
    o Software setup & training of Chamber staff & volunteers
    o Finalize business survey content

- o   Quarterly progress joint review session
- ● 4QTR 2017
  - o   Initiate surveys
  - o   Quarterly progress joint review session
- ● 1QTR 2018
  - o   Continue surveys
  - o   Quarterly progress joint review session
- ● 2QTR 2018
  - o   Continue surveys
  - o   Quarterly progress joint review session
  - o   Aggregate survey findings
  - o   Determine 2018-19 plan

The survey process has begun, totalling 47 local businesses at the end of 2017. All three Chambers of Commerce have attended joint quarterly review sessions to share successes and challenges. Each of the Chambers has held at least one networking event for a total of six. This work will continue in 2018. By the end of the second quarter, there should be enough data from the surveys and event feedback to determine additional priorities and begin to develop themes. Surveys will continue to reach a broader spectrum of the local business community.

Project: Regional Investor Attraction Website

Program Goals: "Attract investors and entrepreneurs to buy, start, or relocate businesses on the Sunshine Coast"
- ● Provide a central source of data and resources across municipal and electoral lines
- ● Point investors in the right direction for additional information
- ● Enhance Sunshine Coast brand awareness and positive sentiment

Phase 1 Action: Contractor has been hired to update the existing website originally developed by Best Coast Initiatives a few years ago. The updated website will Include coast-wide information and updated statistics and information.

Key Performance Indicators (KPI's)
- ● Website usage statistics
- ● Number of inquiries

Timeline
- ● 2QTR 2017
  - o   Website updating
- ● 3QTR 2017
  - o   Launch new website under http://investsunshinecoast.ca/
  - o   Quarterly review session
- ● 2QTR 2018
  - o   Start to develop marketing plan based on information gained from Business Round-Up project

http://investsunshinecoast.ca/ was launched in the fall announced by articles in each newspaper. Phase 2 will follow in 2018 as additional data is collected in the Business Round-up project and personnel is available for branding development.

Program area #2: Workforce Development

Project: Innovation Island

Program Goals: "To help businesses start, grow and thrive"
● Foster local entrepreneurs in high tech space to increase number of local businesses
● Develop workforce skills to better serve the high-tech sector

Action: Contract with Sunshine Coast Community Futures, supported by Sunshine Coast Tech Hub, to administer a program of 8-10 workshops delivered by Innovation Island. As the regional voice for technology entrepreneurship, Innovation Island's goal is simple: support entrepreneurs to start and grow technology companies by providing them with programs and resources they need to succeed.

Key Performance Indicators (KPI's)
● Number of workshops offered
● Number of attendees
● Number of feedback surveys completed
● Satisfaction levels are participants
● New businesses started
● Businesses joining the Innovation Island program

Timeline
● 3QTR 2017
  o Secure workshop schedule and content with Innovation Island staff
● 4QTR 2017 - 1QTR 2018
  o Hold workshops
  o Quarterly review session

Local Entrepreneur Workshop Series 2018
● January 23-24: Nuts n' Bolts - build a lean business model and strong value proposition
● March 6-7: Cash is King - financing options, why to bootstrap (or not!) and when to pivot or persevere
● April 17-18: Pitch and Present - Ready, Aim, Grow! When to scale, how to identify your strengths & weaknesses and pitch like a pro

Project: Workforce Development Alliance

Program Goals: "To collaborate with all service providers, employers and business owners to increase the number of quality career opportunities"
● Build partnerships
● Eliminate duplication of services
● Explore new pathways to employment and training

Action: Compile an inventory of existing training and education opportunities on the Sunshine Coast. Make this information more publicly available to increase participation. Once an inventory has been taken, develop a needs assessment/gap analysis and identify partners to fill those needs.

Timeline
- 4QTR 2017
  - Hold inaugural Workforce Development Alliance networking event
  - Gather common goals, needs and situational analysis
- 1QTR 2018
  - Launch online inventory of training & educational opportunities
  - Coordinate with Community Calendar project
- 2QTR 2018
  - Hold second Workforce Development Alliance networking event
  - Determine next priority common theme and project

An introductory session was held October 17, 2017 to bring Human Resource professionals from a variety of businesses together with many employment and education focused service providers and non-profits. 30 people attended and shared information about services each organization provided and about challenges they faced on a regular basis. A list of potential projects was summarized and circulated.

*Project: Technology and Innovation HUB

Program Goals: Not yet a fully approved "project", efforts are in the visioning and research stage to determine a viable project. That said, there are events and efforts to share.

Timeline
- 3QTR 2017
  - Host a Learning Journey - a tour of different types of HUBs in Vancouver
  - Engage a wide variety of potential project partners
  - Coordinate a facilitated discussion of potential characteristics of a Sunshine Coast HUB
- 4QTR 2017
  - Develop an initial proposal for a Sunshine Coast HUB
- 1QTR-2QTR 2018
  - Partner with Community Resource Centre - Exploring a Cooperative Model for a Community Resource HUB

A Learning Journey was held August 21-22, 2017 with the goal of bringing a variety of groups together to view different types of models and spaces and to generate a vision of what is possible on the Sunshine Coast. The group visited a co-working space, a maker lab and a social innovation hub. The following facilitated discussion provided a vision and outlined actionable steps.

Program area #3: Community

Project: Resident Attraction – This is the Coast

Program Goals: "Increase the number of Sunshine Coast residents in key demographics or industries"
- Provide a personal inquiry contact point for the Sunshine Coast
- Enhance Sunshine Coast brand awareness and positive sentiment

Action: Acquire the existing assets of thisisthecoast.ca and related social media accounts. Contractor has been hired to provide a personal engagement portal for workers and business owners considering relocation to the Sunshine Coast. The portal acts as a concierge service helping individuals and families navigate the realities of Coast living. This program leverages multiple social media channels to raise the profile of the region and is closely linked to other regional information initiatives for compounded effects.

Key Performance Indicators (KPI's)
- Website usage statistics
- Number of individuals who contact us via the portal
- Customer satisfaction surveys
- Number of individuals who move here and state #thisisthecoast as a resource

Timeline
- 3QTR 2017
  o Update website information
  o Re-initiate team of engagement volunteers
- 4QTR 2017
  o Relaunch website and social media
  o Engage with potential residents
  o Quarterly review session
- 1QTR 2018
  o Engage with potential residents
  o Quarterly review session
- 2QTR 2018
  o Engage with potential residents
  o Quarterly review session

http://www.thisisthecoast.ca relaunched in October alongside its social media channels. The site and hashtag are rebuilding its audience and positioning for growth in dialogue and followers in 2018.

Project: Community Calendar

Program Goals: "Provide residents with a central events database for the Coast and assist event planners in communication and date planning."
- Provide a central & user-friendly database of events
- Build capacity for the many event planners and non-profits hosting events
- Foster a sense of community and cohesiveness

Action: Contract with the Community Resource Centre to produce a comprehensive event calendar for the Sunshine Coast. The calendar will be unbranded and produced in an open format. It will be released on a creative commons license so that anyone can share or embed it whole or part into existing websites.

Key Performance Indicators (KPI's)
- Website usage statistics
- Number of events listed
- Number of times calendar data is embedded into other websites
- Event owner satisfaction survey
- Calendar user satisfaction survey

Timeline
- 3QTR 2017
  - Work with partner to configure calendar software
  - Populate calendar with 1st wave of information
  - Identify various data partners
- 4QTR 2017
  - Launch project publicly and advertise
  - Populate calendar with 2nd wave of information
  - Teach and encourage other major outlets to embed and download information to their own sites.
- 1QTR 2018
  - Aggregate findings
  - Determine 2018-19 plan

This project is underway and was announced in each community newspaper in the fall. The contractor has met with a number of calendar owners and is populating the hub database with information. A full public launch is expected in March 2018 with the next set of project goals to be developed for 2Q 2018. This will include aggregation of KPI's.

Program area #4: Resources and Infrastructure

Project: Herring Habitat Enhancement

Program Theme: "Healthy coastal waters support a vibrant tourism industry which in turn supports marine businesses such as fuel services, marine repairs, and transportation."
- Expand on existing programs in Squamish and Pender Harbour to install "curtains and wraps" on underwater docks to increase the rate of herring egg survival
- Investigate the feasibility of other natural habitat enhancements to further increase spawning success of herring and other marine life

Action: Partner with a core volunteer group, Rotary, Sunshine Coast Tourism, and dock caretakers to install artificial herring habitat at 10 docks throughout the region.

Key Performance Indicators (KPI's)
- Number of docks in the program
- Visual inspections and reports following spawning season
- Marine life sightings
- Volunteer satisfaction survey

Timeline
- 3QTR 2017
  - Develop detailed materials budget
  - Recruit volunteers for each area
  - Identify suitable docks
- 4QTR 2017
 - Recruit volunteers for each area

o　　Finalize plans for each program dock
　　● 1QTR 2018
　　　　　o　　Install artificial habitat materials
　　　　　o　　Monitor herring egg settlement
　　● 2QTR 2018
　　　　　o　　Remove artificial habitat materials
　　　　　o　　Aggregate findings
　　　　　o　　Determine 2018-19 plan

Ten docks have been identified for implementation in February and March 2018. Each area has a volunteer coordinator and is determining dates for material preparations in the coming weeks. Information will be published in community newspapers about the project and how interested individuals can participate.

Financial Summary

The following summary is reflective of actual expenses through December 31, 2017.

	2017-18 Budget	Actual Thru 12/31/17
Admin	$ 25,765	$ 12,367
Payroll	$ 92,000	
Programs		
BRE	$ 65,000	$ 32,315
Workforce Dev	$ 65,000	$ 17,310
Regional Info	$ 20,000	$ 8,716
Reserve	$ 24,100	
Total Programs	$ 174,100	$ 58,341
Grand Total	$ 291,865	$ 70,708

Program Budget

- BRE — 44%
- Workforce Dev — 43%
- Regional Info — 13%
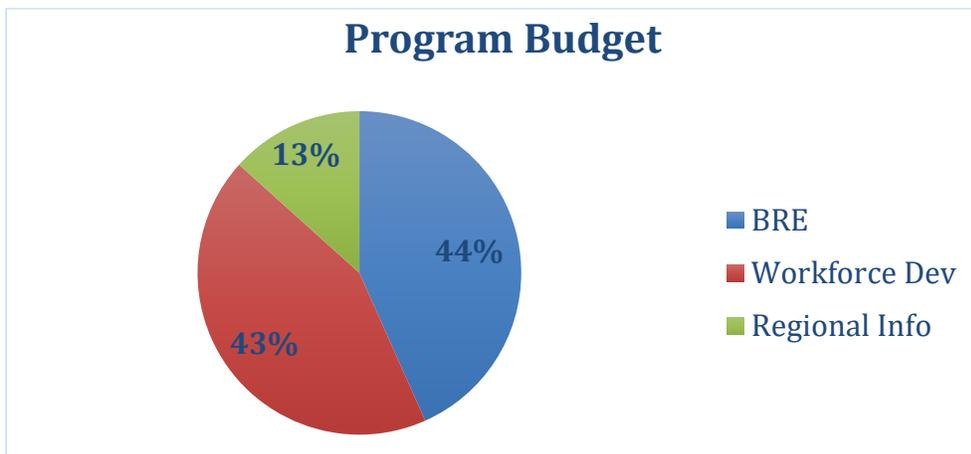
Respectfully Submitted,
Sunshine Coast Regional Economic Development Organization