



sunshine coast regional economic development organization

2018-2019 Annual Plan

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2018-2019 Annual Plan

1.0 Introduction

The Sunshine Coast Regional Economic Development Organization (SCREDO) is an arms-length non-profit society formed in 2016 to carry out economic development activities on behalf of the the Town of Gibsons, the District of Sechelt, the Sechelt Indian Government District and the Sunshine Coast Regional District. SCREDO works in close collaboration with all local governments other business and community partners to further sustainable growth in our community.

1.1 Mission and Vision

We will:

“With **leadership** and **service**, enhance economic capacity in the Sunshine Coast community through **collaborative, sustainable** initiatives.”

We create:

Processes that are **inclusive, transparent, and democratic**.

We respect:

The importance of **diversity** and our **accountability** to the public.

We embrace:

A **dedicated** and **fun** working environment.

The success of SCREDO’s work relies on building trust through transparency within the community, creating ambassadors, and celebrating good news. We are proud of the work accomplished to date and continue to honor our commitment to the tenets of the mission and vision outlined above.

1.2 2017 High Level Overview

2017 was marked by great successes for SCREDO.

In terms of inter-organizational goals and deliverables, we further developed our values, and our key policies. We continued to establish our administrative and decision support systems and we completed a search process to contract a program manager.

In the realm of community and engagement, we consulted broadly which is consistent with our mandate and objectives. We initiated partnerships and launched several new projects. We have

received great feedback from the community and partner organizations about these projects. These projects are directly linked to SCREDO's three overarching strategic goals which have remained consistent.

1.3 Strategic Plan Goals Recap

SCREDO has three goals that will be pursued over the next 3-5 years, as outlined in the table below. The Goals are interrelated components of achieving the region's economic vision.

The Key Performance Indicators (KPIs) show how progress toward the Goals will be measured. These are high-level measurements that will be affected by factors beyond local influence, but it is important to SCREDO to be transparent in identifying exactly how it intends to create positive change in the region. The exact specification of the KPIs will be determined over time based on the availability and timeliness of data.

Table 1- SCREDO strategic goals and KPIs

GOAL	KEY PERFORMANCE INDICATORS (KPIs)
1. Increase the number of growing businesses	<ul style="list-style-type: none"> ● Number of businesses on the coast ● Number of businesses reporting growth
2. Increase number of quality career opportunities	<ul style="list-style-type: none"> ● Number of businesses reporting increased employment opportunities of living wage jobs.
3. Reduce economic disparity	<ul style="list-style-type: none"> ● BC Stats: Economic Hardship Index

Our work moving ahead in 2018-2019 is poised to build from 2017's successes. We will continue to utilize our collaborative strategies to develop and enhance partnerships, programs and projects that keep us dedicated to, and working towards, these three key goals.

2.0 2017-2018 Summary of successes

2017 saw the launch of numerous projects. All our projects are:

- built from solid partnership to establish shared responsibility & mutual ownership,
- consistent with our mandate,
- executed with attention to transparency and sustainability.

It is beyond the scope of this report to report on all the projects we are participating in. We will provide one example project from each of our program areas to highlight in this report. The projects selected for inclusion in this section of the report could be considered 2017 'flagship projects'. Each project is representative of one of our four distinct programs (Community, Resources & Infrastructure, Workforce development and Business Retention, Expansion and Attraction (BREA).

2.1 Community

Community is at the heart of what we do. A healthy, safe, diverse, productive and active community is both the means and the ends of economic development. Community is central to the development of strong and sustainable partnerships, and partnerships are foundational to SCREDO's work.

2.1.1 Coast Calendar Project

The Coast Calendar project aims to produce a comprehensive event calendar network for the Sunshine Coast. The calendar network will be unbranded and be made available in an open format (iCal). It will be released on a creative commons license so that anyone can embed it in whole or in part into their website or other publications.

This project supports our charter requirement to gather and disseminate coast wide information. This project also enjoys popular support and provides a solid resource for more efficient event planning for groups on the coast. The calendar behaves like a hub where individual calendars can still be maintained but in a format where they can be aggregated into a central comprehensive calendar.

Our main partner for the Coast Calendar project is the Community Resource Center. The Resource Centre has been one of the Sunshine Coast's key social service providers since 1992. It provides networking services which connect individuals to appropriate service providers. Some of their past project successes are well known, including the Progress Plan (2012-2015), New Horizons for Seniors (2014) and the Self-Employed Women's project (2015-2017). The capacity of the resource centre and its networked relations across many sectors on the Sunshine Coast make the Community Resource Center an ideal partner for this project.

Key Performance Indicators (KPI's) for the calendar project include:

- 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

As of early 2018, the project is still in development. However, we have the infrastructure in place to measure and report on the KPI's listed above. Following the official launch of the community calendar, we will be ready to capture the user data and report on these KPI's as needed.

2018-2019 goals of the community program area include the official launch of the community calendar and development of other initiatives.

2.2 Resources and Infrastructure

Infrastructure and natural resources are foundational to economic development since employing our infrastructure to effectively utilize our natural resources is the the very essence of economic activity.

The aim of the Resources and Infrastructure program is to encourage the sustainable use of local resources and the development of civil infrastructure in a way that enhances economic opportunities. The resources and infrastructure program also houses sustainable projects that work to improve social and environmental conditions. The Herring Habitat Enhancement Project is an example of the utilization of, and creation of low cost, high impact infrastructure to track and improve environmental outcomes specifically in the realm of local fisheries.

2.2.1 Herring Habitat Enhancement Project

Herring are an important forage fish for salmon and other marine species. A healthy and abundant population of herring supports a greater abundance of salmon which in turn supports a healthier population of whales that feed on salmon. An abundance of salmon and whales on the Sunshine Coast supports a vibrant tourism industry including sport fishing, whale watching, eco-tours, etc. These marine industries in turn support economic activity for local businesses such as fuel services, marine repairs, hospitality services, etc.

The Herring habitat projects sets out to collect and analyze information from the successful herring habitat enhancement efforts initiated in Squamish and Pender Harbour where tarp "curtains" and piling "wrappers" have resulted in higher survival of herring eggs attached to underwater dock surfaces. Locally, we hope to work with our existing partners to expand the scope of herring habitat enhancement demonstrated in Pender Harbour to other docks throughout the Sunshine Coast, including Gibsons, Sechelt, Secret Cove and Egmont.

The Herring habitat project successfully linked three rotary clubs alongside Sunshine Coast Tourism to fulfill an idea. The project has garnered widespread support. 2017 deliverables included the installation of artificial herring habitat at 10 docks on the Sunshine Coast (1-3 docks in each of Gibsons, Sechelt, Secret Cove, Pender Harbour, Egmont) as well as the recruitment of volunteer coordinators and work teams for each area.

Key Performance Indicators (KPI's) for the Herring Habitat Enhancement Project include:

- Number of docks in the program
- Visual inspections and reports following spawning season
- Marine life sightings
- Volunteer satisfaction survey

2018-2019 goals with regards to Resources and Infrastructure are to continue development of the Herring Habitat Enhancement Project. This project has a very detailed work plan with very specific and achievable deliverables. Goals for 2018 include a) expanding artificial herring habitat at 5-10 docks on the Sunshine Coast and b) recruiting more active volunteers. The work towards these goals will be begin in Q1 2018.

2.3 Workforce development

The aim of the workforce development program is to help prepare workers for the future and help businesses meet their labour needs today. SCREDO has a mandate to engage in workforce development as a key part of these preparations. Interpersonal skills development is a key feature of our workforce development strategy because we believe that things like eye contact can't be automated.

2.3.1 Leadership and Service Training Program

The support for a Leadership and Service Training Program is strong on the Sunshine Coast. There is wide agreement that a leadership and service training program would help businesses grow, create more jobs, and improve the general employability of coast workers. 2017 put a significant amount of effort into exploring project options and recruiting partners.

Key Performance Indicators (KPIs) for the Service Leadership and Service Training Program include both specific outputs and outcomes:

- Number of businesses investing in service and leadership training
- Number of workers attending courses
- Satisfaction reports from partners, workers, and businesses

2018-2019 goals with regards to Workforce Development are primarily focused on the development and launch of the leadership and service training program.

2.4 Business Retention, Expansion & Attraction (BREA)

The aim of the Business Retention, Expansion and Attraction (BREA) program area is to provide a structured, action-oriented, community-based approach to business and economic development. The program promotes job growth by helping communities identify issues as well as learn about opportunities for local businesses. This program also helps gather the information needed in order to set priorities for initiatives and address the identified needs or take advantage of opportunities.

2.4.1 “Business Round-Up” Project

The coast wide “Business Round-Up” project is a partnership between SCREDO and three coastal Chambers of Commerce. This project is a core step in the execution of a business retention and expansion program. The project aims to collect quality data about the business sector, develop the business leadership community, and provide professional development opportunities for the business owner community.

While Business Retention and Expansion (BRE) practices are commonplace and undertaken by economic development organizations, SCREDO’s approach is unique. The innovation in partnering with existing organizations and leveraging their relationships and resources gives ownership to the partners as well as promotes and enhances overall long term project sustainability.

While our long term outcomes are still a ways out, our 2017 work is moving along nicely. Our partners are conducting in-person structured interviews with business owners and through this process we, and our partners, are gaining valuable insights into the health of the business community. Through our partners we are hosting monthly business events. These events provide us a consistent and frequent medium for hearing directly from, and getting our message out to, the business community. A monthly professional development program will follow shortly. Most importantly, our unified business database is entering into its deployment phase Q1 2018. When complete this database will provide an important shared resource and will be the source for many of our strategic KPI’s.

Key Performance Indicators (KPI’s) for the Business Round-Up Project include:

- Number of businesses recorded in database and classified by sector and other details
- Number of businesses completing structured interviews
- Participation in networking events
- Participation in professional development events
- Event Satisfaction – common surveys to record participant feedback

2018-2019 goals with regards to BRE. Our current strategy is to focus on bringing in valid and useful data via our partners’ structured interviews with the business community. This is the primary goal of the “Business Round-Up” project. After analyzing this data, we can then assist in developing a unified brand in partnership with Sunshine Coast Tourism. Targeted business and resident attraction strategies will follow. It is predicted that these strategies will benefit from this consistent branding.

2.5 Executive committee

SCREDO Has completed its search and has contracted with a program manager to assist in the management of our projects and initiatives. This program manager will begin working in the second half of February 2018. This marks a major milestone for us as we have been managing solely on volunteer effort since our inception.

SCREDO continues to recruit “advising members” so that we have access to 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 directors when we have vacancies.

Our current board of directors:

- David Chisholm
IT Consultant residing in Davis Bay
- Celia Robben
Retail Business owner and tourist accommodation provider residing in Langdale
- Zora Attiana
Logistics company owner residing in Sechelt
- Sam Bowman
Marine Biologist residing in Sechelt
- Dwayne Dobson
Graphics designer and Branding expert residing in Pender Harbour
- Maria Hampvent
Recent Master degree graduate residing in Roberts Creek
- Tanya Smith
Professional Economist, residing in Gibsons
- Vacant (reserved for shíshálh Nation)
- Vacant

Our advising members:

- Robin Chauhan
Data analyst residing in Roberts Creek
- Bryan Cramer
IT Professional residing in Halfmoon Bay
- Lori Pratt
Realtor residing in Halfmoon Bay
- Sarah Noon-ward
Community development professional

SCREDO is working diligently to develop effective and transparent communication protocols with different audiences: *Funders, General Public, peer/partner organizations, peer economic development organizations, and the business community*. Such communication protocols will be a valuable avenue for ensuring democratic and participatory dialogue opportunities in the years ahead.

2018-2019 goals: We are working with the Sechelt Indian Government District to fill our board seat that is reserved for the Sechelt Nation. Our goal is to secure a representative Q1 2018. In addition, goals for the upcoming year include expanding the pool of advising members and developing strategies keep them active and engaged.

2.6 2017 Flagship projects: summary and analysis

We believe that the successful launch of these three flagship projects (and the substantial foundational work invested in planning and preparing for the launch of the service excellence program) represent three key wins for the organization.

Firstly, the launch of these projects represent the results of the hard work put into developing SCREDO's inter-organizational capacity (2016-2017). Secondly, these projects display methodologies and actions consistent with our mandate to consult broadly, learn about community needs and desires, and explore options for helping address these needs. Finally, these four projects are all prime examples of our ability to work very effectively in a truly collaborative manner to help empower existing organizations in pursuit of shared goals.

3.0 The Big Idea (2018-2019)

Building on the successes of 2017-2018 and continuing to work towards our key strategic goals, we are confident that we have found our overarching theme to guide our work. This theme is: **To Support and Enhance a Service and Leadership Culture on the Sunshine Coast.**

The figure below shows the ways in which this mission is directly and indirectly connected to our four program areas and the specific flagship projects (highlighted above).

Figure 3.1- Program, Project and Service and Leadership Culture

MISSION			
We are supporting and enhancing a culture of service and leadership on the Sunshine Coast as the best way to meet our strategic goals.			
PROGRAM AREAS			
Workforce Development	Community	Infrastructure / Resources	Business Retention, Expansion and Attraction
PROJECTS			
<ul style="list-style-type: none"> ● thisisthecoast.ca ● Entrepreneurs Workshops ● Service and Leadership Training Program ● Youth Job Readiness ● Training directory 	<ul style="list-style-type: none"> ● Calendar network ● Voice ● Sports and Rec alliance 	<ul style="list-style-type: none"> ● Herring habitat 	<ul style="list-style-type: none"> ● Business Round-Up ● Investor website

3.1 Project Spotlight (2018-2019) “Leadership and Service Training Program”

We are particularly excited about developing a community owned Leadership and Service Training program for the Sunshine Coast. Our team for this project includes:

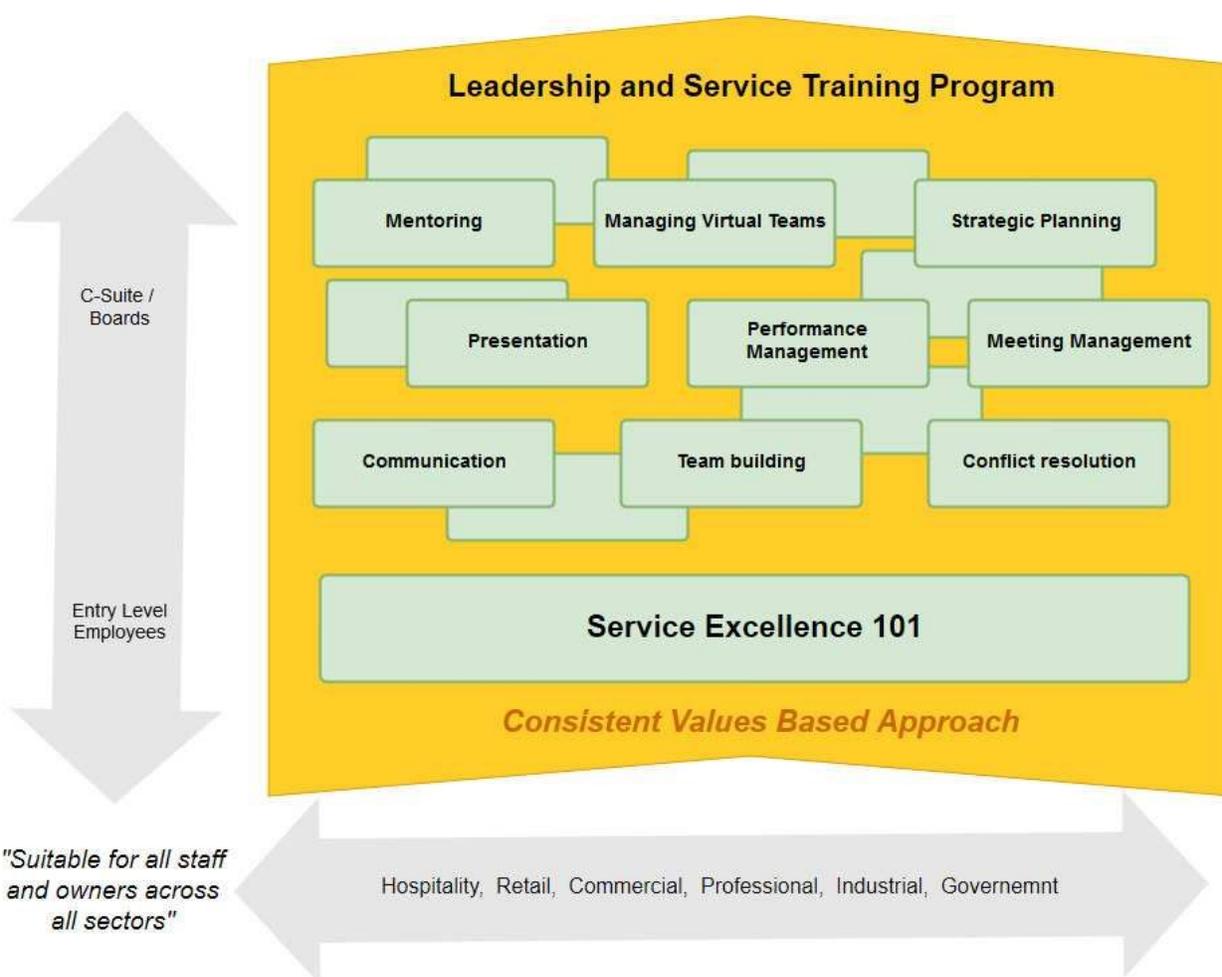
- Capilano University
- Sunshine Coast Tourism,
- Chambers of Commerce,
- Sechelt Downtown Business Association,
- OpenDoor Group,

- SD46,
- Sunshine Coast Credit Union and other private sector partners (Independent Grocer, more)

This leadership and service training program will be values based and will support a wide range of soft skills development. These valuable skills include such things as effective communication strategies, service, team building, governance training and strategic planning. Employers are calling for customer service training and soft skills training applies to a broad audience which is particularly suitable for supporting a sustainable market.

3.2 Overview of the program

Figure 3.2- Leadership and Service Training Program



As is noted in the graphic above (Figure 3.2), the Leadership and Service Training program is organized around the delivery of a foundational entry level course that is applicable to all employees across all sectors. Additional specialty modules will be available for special teams,

managers and organizational leaders. This approach provides the opportunity for all sectors and all employee ranks to receive a foundation in a values based service program. Specific industries and employee groups can then focus additional training on the skills relevant for their sector or rank.

3.3 Service Leadership and Service Training Program: Methodology and Predicted Impacts

SCREDO is an inherently collaborative organization with a vision and mission to consult broadly and engage with partners in a truly participatory sense. The development and enhancement of the service and leadership culture is a key vehicle for our continued plans to strengthen our program areas and meet the objectives of our projects in 2018-2019.

We value the outcomes of each of our projects, but we also try to ensure that “how” we do the projects also returns value. In this way each of our projects have many opportunities for success. We strive to get things done AND increase the leadership capacity of others at the same time.

Section 3.4 through section 3.5 will highlight how some of the current activities in each of the program areas are connected to, impacted by, and will contribute to the enhancing a culture of service and leadership on the Sunshine Coast.

3.4 The Big Idea: Business Retention, Expansion and Attraction (BREA)

Activities:

- Structured interviews
- Annual governance training
- Monthly meet ups
- Monthly professional meetups
- Database development

Connections to Service & Leadership

One of our driving goals is to help make the business community stronger. One existing asset on the path to this goal is that the business community already has its own self-identified volunteer leaders. There is a huge opportunity to support these leaders in expanding their knowledge and helping them build their leadership capacity. Seen in this light, these business owners are both the object of our actions (we are supporting them) and the medium by which we train and communicate with the business community (they take on the leadership and communication role). Having the leaders of the business community excited about, and committed to advancing a service and leadership culture (through communication, skill sharing, sharing training opportunities, and informational databases) is an integral component of our strategy.

3.5 The Big Idea: Workforce Development

Activities:

- Workforce development alliance (partnership with Open Door Group and shíshálh Nation) to build an accessible training database and bring human resource professionals together
- Job shadow program (in development)
- Revamped ‘voice on the coast’ project

Connections to Service & Leadership

In Q4 of 2017 we hosted a meeting where we brought together many organizations and companies on the coast that are already working on one or more aspects of workforce development. We convened this meeting so that we could learn from them, and they could learn from each other, and together we could identify priorities that we are well placed to address. This group has become known as the “Workforce Development Alliance”. It was a well attended and productive meeting that participants wanted to repeat on at least an annual basis. One of the emerging themes from the meeting was that employers wanted to know where and what kinds of training are available on-coast from both public and private sources. We are well positioned to aggregate and publish this information and are working with partners to produce a central training directory.

Our goal with the job shadow program is for students and employers to learn from each other, what their respective expectations are around employment. We are playing a facilitating role with SD46 and host businesses as our key partners. This program involves a combination of classroom and on the job site activities. This project will provide most students with their first experience on a job site, and it will play an important role in the service excellence program.

Finally, one important advantage of our partnership approach is our ability to connect with past projects. Revitalizing and repurposing past projects acknowledges the work that has been done before and the previous leaders. In many ways, our revamped ‘voice on the coast’ project recognizes the service and leadership that this program provided and offers an opportunity to reach newly emerging young leaders within our community. Our vision is to re-launch “Voice” based on the model of “City Studio” in Vancouver. In this model, young adults (19-29) are recruited into a committee and provided a social outcome mission. They will be provided with a small amount of funding and light moderation. The moderator will provide guidance on group work and governance, but will not provide any advice about projects or initiatives that work towards the mission. The product of the Voice group will be wholly their own. Project ideas generated by Voice will be submitted to SCREDO’s established approval process.

3.4 The Big Idea: Resources and Infrastructure

Activities:

- Volunteer service
- Encouraging community action
- Working with local resources and developing community capacity

Connections to Service & Leadership

Volunteer service plays an important role in building community capacity and resources. Through the encouragement of community action, citizen groups take on leadership roles and engage with the community in important ways. These groups also learn valuable lessons which contribute to building leadership capacity. The Herring Habitat Enhancement project (highlighted earlier) is an example of project that has organized a solid volunteer base. These volunteers are providing a valuable community service both via the creation of tangible ecological resources (herring habitats) and through their modeling of leadership commitment to a project.

3.5 The Big Idea: Community

Activities:

- Coast Calendar Network
- Sharing regional information
- Enhancement and reorientation of thisisthecoast.ca

Connections to Service and Leadership

In simple terms, helping to co-create the community calendar network is our way of helping to amplify the existing service work of others. By providing the funding and the software to develop this network, important information can be shared across the region in an accessible and consistent manner. Through strong community partnerships—such as those exemplified by this project—we continue to create a centralized platform to share information with the public, to highlight good news and through the availability of this information, help provide avenues for deeper community engagement with coast-wide events and activities.

3.6 The Big Idea: Expected outcomes of these programs

Each specific project has its own KPI's to measure outputs and outcomes (Section 2.1.1 through section 2.1.4) and as the previous section has shown, the activities of these programs are tied to 2018's 'big idea'— the development of the service and leadership culture on the Sunshine Coast.

We are confident that our focus on this service and leadership culture, especially via the specific leadership and service training program, will continue to enhance the quality and effectiveness of each of our individual projects and expand the value of each of our program areas (Community, Resources and Infrastructure, Workforce Development, BREA). We believe that a strong commitment to service and leadership is foundational to the development of a holistic and integrated economic development strategy.

Alongside the added attention to the leadership and service training program for the upcoming year (2018-2019) we remain firmly committed to our three strategic goals.

These goals are:

- a) to increase the number of growing businesses,
- b) to increase the number of quality career opportunities,
- c) to work to reduce economic disparity.

We believe that this 2018-2019 work plan and the objectives outlined above are consistent with our guiding vision, mission and philosophy and will support overall progress towards these guiding strategic goals.

4.0 Budget

4.1 2017-2018 Program Year

Our program year runs from Sept-Sept so as of Jan 1, 2018 we are four months into our 2017-2018 program year. One third of the way into our 2017-2018 program year, we have expended 34% of our programs budget and 22% of our overall.

	Budget	Actual	%
Admin	25,865	5,838.99	23%
Payroll	92,000	1,428.00	2%
Exec	0	5,100.01	na
Programs			
Business Retention/Expansion	\$65,000	\$32,315.37	50%
Workforce Development	65,000	17,310.11	27%
Community	22,050	8,715.71	40%
Resource and Infrastructure	22,050	0	
	\$291,865	65,608.18	22%

4.2 2018-2019 Program Year

Our priorities and budgets for the upcoming year remain pretty much unchanged.

		Budget
Admin		\$25,865
Payroll		92,000
Programs		174,000
Business Retention/Expansion	\$64,000	
Workforce Development	64,000	
Community	20,000	
Resource and Infrastructure	20,000	
Executive	6,000	
		\$291,865

5.0 Conclusion

We ask you our readers to join us in seeking opportunities to help others lead. The Sunshine Coast is full of smart, industrious residents who have innovative ideas and are looking for ways to contribute to make their communities, and economies, stronger. It is up to us to seek out those ideas that align with our strategic goals and to support those who are already working towards them.