SCRED◆

sunshine coast regional economic development organization

Mid-year Progress Update

August 2nd, 2018

Prepared by: C. Hergesheimer, Program Manager & SCREDO Board of Directors

SCREDO 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.

Executive Summary

We would like to take this opportunity to update our funders on the progress of Sunshine Coast Regional Economic Development Organization's work since you approved our annual plan this winter. We welcome comments and feedback.

The first half of 2018 has been an exciting and productive time for SCREDO. Our efforts in 2017-2018 have been primarily focused on projects within our Workforce Development program and conducting our regional business census with our partners from the business community. Once these projects are launched, stable and in the hands of our key partners, we will be able to turn our attention to the business attraction component of our larger BREA program.

We have successfully launched ten projects (as of July 2018) with three others projected to launch by Q3/Q4 2018. All these projects are built through collaborations with regional community partners and this contributes to their overall sustainability.

Our current suite of projects spans four program areas (BREA, Workforce Development, Community & Resources, Infrastructure) and serve many demographic segments.   The projects are specifically targeted at, and/or have some connection to, some of the major challenges facing the Sunshine Coast population and workforce (housing, employment training, regional information hub, and entrepreneur/business support platforms).

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. We will continue to honor our commitment to the tenets of the mission and vision outlined above as we work towards achieving our three strategic goals

> ➢ Increase the number of growing businesses
> ➢ Increase the number of quality career opportunities
> ➢ Reduce economic disparity

Sunshine Coast Regional Economic Development Organization
Financial Summary
Program Year 2017-2018: September 1, 2017-August 31, 2018
As of June 30, 2018

	Program Year 2017-2018		Program Year 2018-2019	
	Budget	Actual	Budget	Actual
Funding Sources				
Local Government				
SCRD	$ 155,580	$ 155,580	$ 155,580	
District of Sechelt	$ 87,826	$ 87,826	$ 87,826	$ 87,826
Town of Gibsons	$ 40,583	$ 40,558	$ 40,583	
SIGD	$ 7,876	$ 7,876	$ 7,876	$ 7,876
	$ 291,865	$ 291,840	$ 291,865	$ 95,702
Programs				
FUSE Hub		$ 210		
Total Receipts	$ 291,865	$ 292,050	$ 291,865	$ 95,702
Total Expenditures				
Admin/Payroll	$ 117,865	$ 35,941	$ 117,865	
Programs				
Business Retention Expansion Attraction	$ 65,000		$ 64,000	
Business Roundup		$ 64,748		
Investor Site		$ 3,531		
Workforce Development	$ 65,000		$ 64,000	
Innovation Island		$ 12,500		
This is the Coast		$ 6,513		
HUB		$ 12,946		
Service Excellence		$ 926		
Community	$ 22,000		$ 20,000	
Regional Calendar		$ 15,358		
Resource & Infrastructure	$ 22,000		$ 20,000	
Herring Habitat		$ 4,214		
Executive			$ 6,000	
Total Programs	$ 174,000	$ 120,736	$ 174,000	$ -
Total Expenditures	$ 291,865	$ 156,677	$ 291,865	$ -
Carry Forward (Draw)	$ -	$ 135,373	$ -	$ 95,702

Financial Summary
Key Takeaways

+ We have chosen September 1 - August 31 as our fiscal year and programming year.
    Therefore, there are 2 more months of expenditures to be included in this program year.
+ Funding for Calendar 2018 has been received from two of four local governments
+ It took more time than expected to bring our Program Manager on board
    thus overall adminstrative spending will be under budget in this first program year.
+ While some programs were ready to roll-out as soon as initial funding was received,
    others have taken more planning time in 2018 and will not see significant
    expenditures until the fall
+ For simplification in reporting, only program area budgets are shown rather than
    individual projects

2018 Organizational highlights to date:

- Recruitment of new directors (Ms. Sarah Ward)
- Program Manager hired (Dr. Chris Hergesheimer)
- We have further developed our values, board dynamics, as well as our administrative and decision support systems.
- We have developed a brand new committee (sponsorship) as a means to support small local initiatives in a structured and limited fashion while engaging our advising members.
- We have completed many of our key policies and engaged in rigorous review of previously drafted policies. These core policies can be found on our public website (www.scredo.ca)

2018 program and projects progress update

In our annual plan (2017-2018), we laid out 3 main categories of focus and objectives for each:

- Business Retention, Expansion & Attraction
    - Create a comprehensive business database and survey
    - Identify businesses that want to grow
    - Identify and remove barriers to growth
    - Foster a healthy and productive business culture
- Workforce Development
    - Increase the number of employers investing in training
    - Establish a technology and innovation hub
    - 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
    - Create an indexed inventory of regional information sources
    - Establish regional data standards for economic and community information
    - Provide coastwide investor information resources

As of July 2018, SCREDO's four program areas are:

- Business Retention, Expansion & Attraction
- Workforce Development
- Community
- Resources and Infrastructure

At the time of this writing this report, we have initiated the following projects under these four program areas in order to achieve our goals and objectives.

Program area #1: Business Retention, Expansion and Attraction (BREA)

Project #1: Business Round Up

Pilot Project Goals (2017-2018): "To help businesses start, grow and thrive"

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

Key Partner(s):

- Gibsons Chamber of Commerce
- Sechelt Chamber of Commerce
- Pender Harbour Chamber of Commerce

Project Overview:

The Business Round-Up project has four components. Census, Structured Interview, Meetings/Events, Governance training. All four components have been met with success during the pilot year.

Census:

Each Chamber has been provided with common software, web interfaces and training to create an integrated database of Coast businesses. Our estimate is that by September (2018) we will have 1200 businesses imported and categorized within the system. The goal of the census is to record information for at least 70% of businesses (by end of 2019) as well as to monitor trends amongst those that have left, ceased activity or newly arrived.

To date, the software has been configured, customized and deployed. Partners have received initial training. Rolling out new software of this sophistication to multiple groups proved to be a bit more time consuming than anticipated, but is now proceeding on pace.

Structured Interviewing:

In addition, each Chamber has been engaged in the delivery of an in person structured interview with Coast businesses. The purpose of this interview is two fold. First, to record responses in the common database and build a data set that highlights service gaps and the needs of the business community. Secondly, the in person structured interview provides a deeper opportunity for networking and business coaching opportunities as the chambers engage more deeply with both their membership and the business community at large. Preliminary analysis of the data from this interview reveal that many businesses in the survey sectors are owned by women. In addition, industrial businesses are unrepresented at the time. Specific efforts will be made with partners in 2018-2019 to capture industrial businesses in the structured interview work.

Meetings and Events:

Each Chamber has facilitated monthly professional development sessions as well as monthly social events amongst the business community. The total number of events and meetups has exceeded our expectations. Collectively the chambers have held 16 meet ups at various locations throughout the coast and events have seen on average, 15-18 participants. The Chambers meet jointly on a quarterly basis to report on progress and share findings as to the experience of these events.

Governance Training:

The cost of facilitated governance training can be prohibitive to some organizations individually. As such, SCREDO is providing an annual opportunity for shared governance training for all Round-Up partners. This training both helps individual organizations with carrying out their own strategic plans as well as facilitates shared visioning, values and dialogue about the larger opportunities and challenges with the Round-Up program as a coast wide, integrated initiative.

Reported KPI's

- Number of businesses imported into database and classified by sector and other details (estimate of 1200 entered into the software as of August 1st, 2018)
- 81 surveys completed (spread over two different versions, data to be amalgamated at survey midpoint (Q1 2019)
- 16 coastwide networking events held with more than 300 attendees
- Partners have participated in two formal professional development events
- Surveys recording participant feedback

Forward Timeline:

- 2nd and 3rd QTR 2018
  - Continue surveys
  - Quarterly progress joint review session
  - preliminary analysis

- 3rd and 4th QTR 2018

- Continue surveys and populating census database
- Aggregate survey findings, preliminary analysis
- Year end review with all partners
- Official database launch
- New offers and scope of work for all Round-Up partners

*Round Up expansion: August 2018-2019

The success of the Round-Up project to date and our work with the chambers has been very positive. SCREDO has been approached by a number of smaller business oriented groups who are requesting inclusion in the round up project. Our decision to expand the Round-up project to include these smaller and less formal groups speaks to our goals of regional integration and regional data sets. The business community on the Sunshine Coast must be united and all business contribute to economic development regardless of their size or location. These new groups offer insight into the smaller communities on the coast (Roberts Creek & Halfmoon Bay) as well as into the DOS downtown businesses (Sechelt Downtown Business Association). The inclusion of these three new groups into the project in the year to come will provide a much wider and more accurate data set for the census and interview. The new model also relies on a piecework contract with minimum and maximums for each partner by quarter. This model will allow our partners to effectively deliver the service contracts and allow us strict metrics to track ongoing successes.

Project #2: Regional Investor Attraction Website

Project 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

Project plan: Update the existing website originally developed by Best Coast Initiatives a few years ago. Include coast-wide information and updated statistics and information.

Status: Complete

Key Partner(s):

- Heather Jeal

Reported KPIs:

- Website usage statistics (mean= 100 visitors a month)
- Number of direct inquiries (0)

<u>Forward Timeline:</u>

- 3rd-4th QTR 2018
    o Incorporate Sunshine Coast branding
    o Determine marketing plan and social media support
    o Evaluate platform change to more interactive software (www.localintel.com)

SCREDO's main priority with this project was re-launching a coast wide investor site with up to date information. Little to no effort was spent on re-branding.

<u>August 2018-2019 Investor website expansion plan</u>

- Ongoing audit and planned update of information
- New pictures
- Re-branding efforts and/or platform shift

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Program Area #2: Workforce Development

Project: Innovation Island

Project goal: Increase the number of quality career opportunities
- Foster local entrepreneurs in high tech space to increase number of local businesses
- Develop workforce skills to better serve the high tech sector

<u>Action</u>: 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.

<u>Reported Key Performance Indicators (KPI's)</u>

- 3 workshops offered over 9 different modules
- 39 attendees
- 13 feedback surveys completed
- Self reported satisfaction levels of participants

- All attendees did some form of follow up Q&A with workshop facilitator

Forward timeline:

- 3rd-4th QTR 2018
  - o Review workshop surveys and content with Innovation Island and community futures staff
- 4QTR 2018 - 1QTR 2019
  - o Evaluate workshop and adjust as needed
  - o Partner for second round of workshops if review justifies continuation

Project #2: Workforce Development Alliance (WDA)

The workforce Development Alliance (WDA) is a coordinated group of Human Resource professionals and non-profits who work to get people talking about the range of training opportunities that exist on the Sunshine Coast.

Project Goals:

- To develop a comprehensive database training services for all sectors on the sunshine coast (i.e. Inventory of types of training that is currently provided on the coast at different levels—what are the gaps?)

- To develop a centralized communication channel (newsletter) to share a list of these services and their upcoming offerings with our partners.

Key Partner(s):

- Open Door Group
- Capilano University

Reported project KPI's (July 2018)

- Developed list of relevant organizations and individuals and held preliminary preliminary meeting. Meeting on October 19th, 2017 (20 groups/individuals represented)
- Discussion revealed over 15 inter-related challenges. Challenges included, but are not limited to: housing, childcare, lack of on coast training, lack of skills for entry level employees, cooperation networks to grow pools of skilled workers
- Follow up WDA meeting planned (October, 2018)
- Development of training database for the coast (underway)

Past Actions:

- Initial meeting of partners (October, 2017)

Forward timeline:

- Follow up communication with upcoming objectives (September, 2018) and fall meeting date (October, 2018)
- Budget and Spending plan draft written (Q3-Q4 2018)
- Second meeting with new/specific objective (Q4 2018).

Project #3: Sunshine Coast Tech Hub

The SC tech hub is a networking group that brings together current and new coast residents for discussion and innovation regarding all things tech.

Project Objectives:

- Provide networking services for entrepreneurs and tech people both on and off coast
- Enhance Sunshine Coast brand awareness and positive sentiment as a place where tech related activities are supported and social interaction and innovation are encouraged
- Utilize network resources for potential classes/workshops/entrepreneur development workshops into the future

Key Partners:

- None to note

Reported KPI's:

- Online networking platform: 112 members with 3,297 messages sent.
- 'Active' weekly users range from 18-30
- New members since January, 2018: 4
- Number of in person meet-ups/events held since January, 2018: 1

Forward Timeline:

- Take over ownership of message forums, website and all social media (Q3, 2018)
- Craft email notice to members and organize summer and fall meet-up at FUSE (Q3-Q4, 2018)

Project #4: Service Excellence and Leadership

Project overview:

Improving the service and leadership skills of workers, managers, and business owners on the coast will enable them to out-compete their competitors in whatever sector their organizations operate within.

Project Objectives:

- Develop and execute a values-based customer service and leadership training program
- Develop strategic partnerships to assist with marketing the program, highlighting the benefits of investing in "Service Excellence" training at a "Service Excellence" program member.
- Plan and execute the semi-annual trainer workshops

Key Partners:

- Sunshine Coast Tourism
- Community Futures Sunshine Coast

Projected KPI's:

- Development of Sunshine Coast Service Charter
- Bi-annual delivery of values based training for existing customer service trainers
- 100 customer service employees through the program & trained (2019-2020)

Forward Timeline:

- Development of Sunshine Coast Service Charter and trainer assessment tools (Q3/Q4-2018)
- Develop RFP for branding and marketing (Q3-Q4 2018)
- Complete RFP by end of October (Q4 2018)
- Begin branding and marketing work (Q4 2018-Q1 2019)
- Marketing campaign launched (end of Q1 2019)

The Service Excellence and Leadership project is expected to have a rolling start (Q4 2018), with the facilitation of some training relationships and courses being offered while the development of the Sunshine Coast Service Charter (SCSC) and larger RFP/branding campaign is underway. Budget for marketing will rise once RFP is complete and the marketing campaign is launched (end of Q1 2019)

Project #5- Gibsons Hub/FUSE workhub

SCREDO has purchased the hard assets and branding associated with the FUSE community work hub in Gibsons (June 1st, 2018). We have hired a part time business development coordinator to help manage the day to day operations and expansion of the workhub.

This purchase and the operation of FUSE is the first stage in the larger anticipated Gibsons hub project. SCREDO is recruiting new clients and showcasing the potential of moving the hub into a bigger and more multi-functional space as of Q4 2018.

FUSE provides a physical and branded space within which to pilot some of the ideas we have for entrepreneur development and business incubator programs.

Partners(s):

None

Projected & Reported KPI's:

- Restructure membership and take control of administrative systems (Q2 2018)
- Recruit 10 new full time members (end of Q4 2018)
- Hold 8 monthly meet-ups/events (end of Q4 2018)
- Host 2 entrepreneurial/workforce development seminars (end of Q4 2018)
- Restructuring of membership services underway (June- July 2018)

New 2018-2019 Workforce Development projects in progress

- Youth Employment Preparation (YEP) w/ SD46 (Q4 2018)
- Youth Entrepreneur Studies (YES) w/ SD46 (Q1 2019)

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Program Area #3: Community

Project #1: This is the Coast

Project Goals: "Increase the number of Sunshine Coast residents ages 20-45"

- Provide a personal inquiry contact point for the Sunshine Coast
- Enhance Sunshine Coast brand awareness and positive sentiment

During 2017-2018, SCREDO has acquired the existing assets of thisisthecoast.ca and related social media accounts. In year one, Laurie McConnell was contracted to manage an 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.

In addition to its original intent as an attraction brand, this is the coast is fast becoming a portal for community initiatives with the goal of reaching *current* residents of the Sunshine Coast community. A prime example of this role can be seen with the page and brand acting as the prime information repository for SCREDO's "Victory Suites" campaign (www.thisisthecoast.ca/victorysuites).

We foresee that thisisthecoast.ca will continue to expand its very effective dual mandate (resident and business attraction & providing relevant and timely info about regional projects and initiatives) in the years ahead.

Key Partner(s):

- Big Pacific Creative (contractor) (2017-2018). This annual contract expires August 31st, 2018 and the contract will be put up for competition with a new one year contract to take effect September, 2018.

Reported Key Performance Indicators:

- 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
- 9 inquiries for information/connection in May 2018 alone that have been connected with ambassadors. Housing availability and affordability continues to be the top noted interest area in all those inquiries.

Forward timeline:

- 3rd and 4th QTR 2018
  - o Contract review session
  - o Update website content

*Note that the recently launched "Victory Suites" (www.thisisthecoast.ca/victorysuites) campaign is a sub-project of this is the coast. The "Victory Suites" campaign has spent ≅$3000.00 and received media attention and interest from a diverse range of public and private stakeholders.

Project #2: Coast Calendar Network

Project Goals: "Assist residents and coast organizations in finding events of interest 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

Key Partner(s)

- Community Resource Centre (CRC)

Project update:

2017-2018 has seen the completion of the first year contract. The Resource Centre has produced 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 subscribe, share, and embed it whole or part into existing websites.

SCREDO is working on the inclusion of some key regional partners before public launch (Q3-2108). At the same time, SCREDO is hiring a part time contractor to work with interested subscriber organizations to assist them with the design and embedding features to make the calendar work with customizing the design and layout aspects of the calendar for each site.

Reported 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

Forward timeline:

- 3rd and 4th QTR 2018
  - Revise 2018-2019 contract
  - Identify and recruit specific regional partners for inclusion
  - Hire contractor to assist subscribing organizations with calendar usage and layout
  - Public Launch (October 2018)

*New 2018-2019 Community projects in progress

- Renewed Voice on the Coast (Q4 2018)
- Sechelt Co-location Hub steering committee (Ongoing)
- Sports and Recreation Alliance Database (Q3/Q4 2018)

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Program Area #4: Resources & Infrastructure

Project #1: Herring Habitat Enhancement

Overall objective: "Healthy coastal waters support a vibrant tourism industry which in turn supports marine businesses such as fuel services, marine repairs, and transportation."

Project Objectives:

- 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
- Educate the community through various means about the role that Herring play in the health of marine environments
- Investigate the feasibility of other natural habitat enhancements to further increase spawning success of herring and other marine life

Key Partner(s):

- Community volunteer group
- Rotary Clubs (all four on coast)
- Sunshine Coast Tourism (SCT)

Reported Key Performance Indicators

- 10 docks in the program, 30 nets installed
- Visual inspection and reports following spawning season (year one) indicated activity in six locations of 30 nets (20%)
- Marine life sightings increased
- Volunteer Satisfaction Survey

- Educational and Outreach work

Forward timeline:

- 3rd and 4th QTR 2018
  - Remove and clean artificial habitat materials
  - Partner meeting to determine spring 2018-19 plan

*New 2018-2019 Resources & Infrastructure projects in progress

- Research and development of subsidized passenger Ferry Business Case (Q4 2018)

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Conclusion

This mid-year progress report has outlined the successes of SCREDO current projects in our four program areas. It has also provided an indication of a number of new projects currently in development. SCREDO will continue to undertake the work entrusted to us and develop strong project relationships with core community partners to ensure the success of our projects and programs. These relationships will be at the heart of our successful work in the realm of regional economic development

Respectfully Submitted,

Sunshine Coast Regional Economic Development Organization