



sunshine coast regional economic development organization

January 2019 Progress Report

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and the

SCREDO Board of Directors

January 2019

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Message from the Chair

The Sunshine Coast Regional Economic Development Organization was established as a regional, arms length, organization with the expectation that it would be able to act regionally and strategically while also being able to act more quickly than the four local governments were able to do independently together.

For us, acting strategically means collaborating deeply with organizations who are already performing aspects of economic development, such as; Chambers of Commerce, Sunshine Coast Tourism, Sechelt Downtown Business Association and many others. Our intention was to use our convening power to bring together a “Team Sunshine Coast” that could work in concert towards our common goals. This deep collaboration has at times hindered our ability to be as quick or as nimble as some had expected and we faced some criticism for not having early progress to announce.

We are happy to report that our strategic efforts are paying off and we will have plenty to announce in early 2019.

In Q1 of 2019 we will be announcing the launch of the “Sunshine Coast Advantage Service and Leadership Program”. This program aims to increase the amount of investment that local businesses make in service and leadership training for employees that will drive their further success. This program also aims to create a new unique selling proposition for the coast. When we go to market, we will be telling the world that our workers and workplaces have better “soft skills” than any competing regions. We intend this to become one of the cornerstone programs of Team Sunshine Coast.

In Q1 of 2019 we will be announcing the coastwide expansion of the Fuse Workhub. For many years the fastest growing sector of our business community is the small, or solo, knowledge business. Work hubs are a necessary piece of infrastructure for this new economy. The work hub will not only allow us to attract and serve these important businesses, but will also provide us more line of sight into the size of the sector, their needs, and their impacts on our local economy. The work hubs will also act as a platform and incubator for new coast-grown businesses.

These two new programs, along with our very important and ongoing Business RoundUp project, will form a strong foundation for all of our other activities in 2019-2020. In the new year we will be enrolling in the Provincial Nominee Entrepreneur Pilot program. This program is a doorway to millions of dollars of potential direct investment into the region. A requirement of the program will be our ability to demonstrate a unified strategic plan and a unified community that is able to welcome and support these entrepreneurs. “Team Sunshine Coast” is critical to the success of this program.

Also in this new year we are looking to ways to help exporters on the coast reach new markets and form new business relationships.

In this progress report you will read about these and many other initiatives that we are managing across all areas of economic development. We have a very full plate and we look forward to an exciting new year.

Dave Chisholm, Chair
Sunshine Coast Regional Economic Development Organization

Executive Summary

We would like to take this opportunity to present the annual progress report and plan of the Sunshine Coast Regional Economic Development Organization for the 2019-2020 period. There have been some substantial updates since you reviewed our mid term progress report this past summer. We welcome your comments and feedback.

SCREDO has successfully launched eleven projects. 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. These projects touch all four of our main program areas (BREA, Workforce Development, Community, and Resources & Infrastructure) and serve many demographic segments. The projects are specifically targeted at, or have some connection to, some of the major challenges facing the Sunshine Coast population and workforce.

SCREDO's top priorities for the year ahead are to execute successfully on our major projects and continue to move our high level vision and plans ahead.

Since our inception, 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 are working to improve on our communications by initiating a bi-monthly update to all peer and partner organizations on the coast. We will continue to honour our commitment to the tenets of our mission and vision as we work towards achieving our three strategic goals.

This progress report summarizes all our active projects and links their Key Performance Indicators to the total funding that has been expended September 2016- December 31, 2018. The second part of this document outlines our plans and direction for the year ahead, highlighting our three main projects that are near public launch. This section concludes by presenting the budget for the upcoming year.

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 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 economic 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 our 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 our mission and vision.

1.2 High Level Overview

We are maturing as an organization by refining and articulating our shared values, and by completing a suite of important policies. We further established our administrative and decision support systems, and we hired key contractors to assist with management of specific projects.

In the realm of community and engagement, we continued to consult broadly which is consistent with our mandate and objectives. We initiated new partnerships and launched several new projects. We have made a much greater effort to promote our partners and projects and have initiated more press releases, advertisements and public events. Overall, we have received positive feedback from the community and partner organizations about our work.

We expect three large projects to receive significant media attention in Q1-Q2 2019.

1.3 Strategic Plan Goals Recap

SCREDO is pursuing three goals over the next 3-5 years, 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 the 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

SCREDO’s work moving forward will build upon our previous successes. We will continue to use collaborative strategies to build partnerships, programs and projects that keep us dedicated to, and working towards, these three key goals.

SCREDO’s projects and process are designed and managed to provide quantitative reporting of performance. This provides SCREDO and its partners with valuable metrics for assessing our projects and programs.

2.0 High level Summary

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

Each project is designed to fit within one of four distinct programs:

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

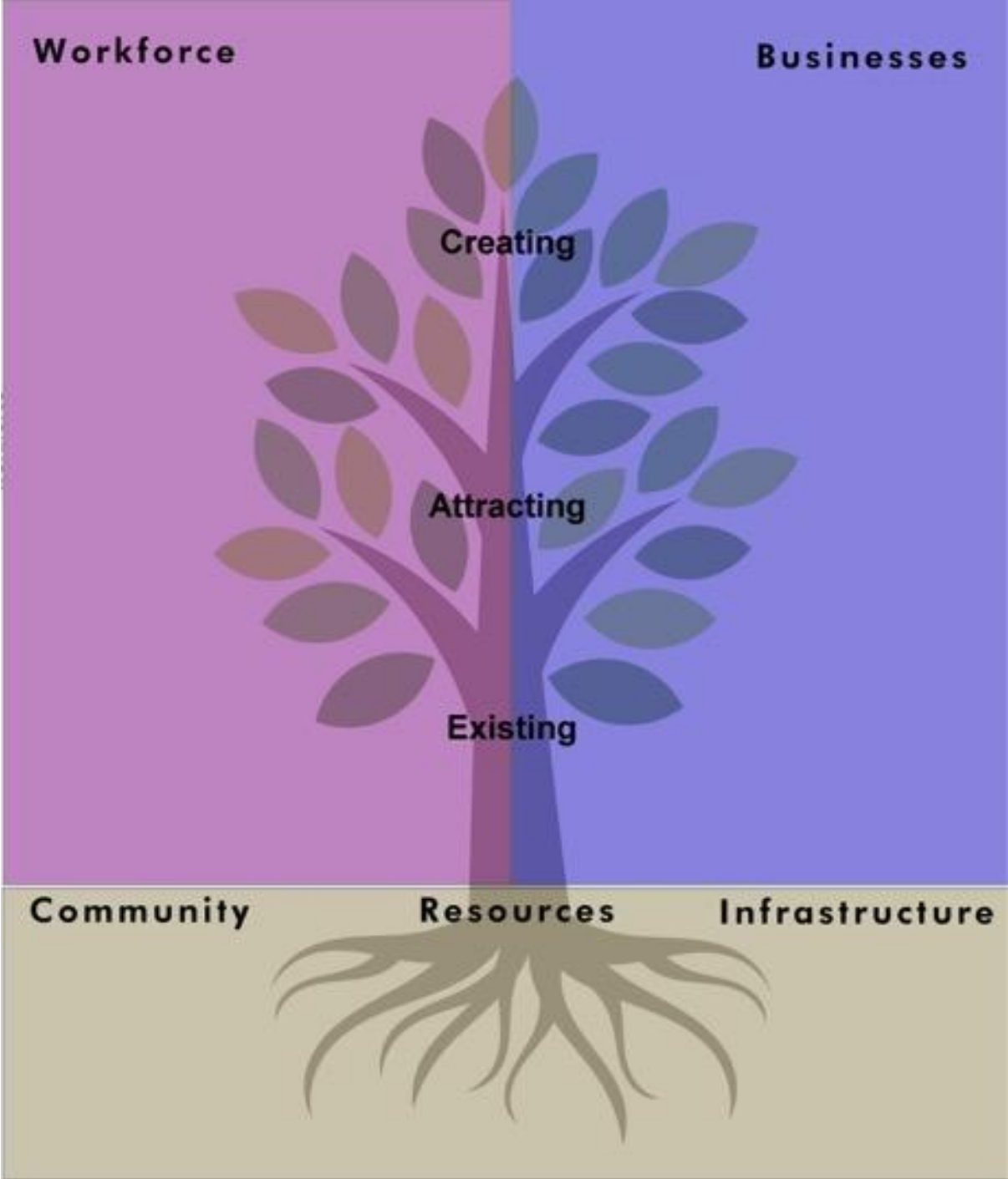
2.1 Structure of the report

The next sections (3.0-7.0) of this report provide the following information:

- A brief description/high level overview of each project
- The partner(s) involved
- An update on the status of the project using one of four classifications (in development, pre-launch, active or, established/growing)
- A KPI reporting table showing the financial investments and the resultant outputs
- Projected milestones for Q1-Q4 of 2019.

Section 8.0 focuses on our major plans for the year ahead.

Section 9.0 is an overview of our budget planning



The SCREDO tree of program areas

3.0 Business Retention, Expansion and Attraction

Business Retention and Expansion (BRE) is a structured action-oriented, community-based approach to business and economic development. It promotes job growth by helping communities learn about issues as well as opportunities for local businesses and sets priorities for initiatives to address their needs. SCREDO currently operates three projects that fall under the BRE program. SCREDO has initially prioritized business retention and expansion over business attraction. Our research has led us to the conclusion that off-coast businesses in all sectors of the economy, that are looking for new regions in which to grow or re-locate their businesses, are specifically seeking a workforce with superior soft skills (please refer to Section 4.0).



3.1 Business Round Up

This project is a core step in the execution of a business retention and expansion (BRE) 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.

BRE practices are commonplace and are undertaken by most economic development organizations. SCREDO’s unique approach is to partner with existing organizations, leveraging their relationships and resources and giving project ownership to the partners. This also promotes long term project sustainability. The Business Round-Up project is a partnership designed to help local businesses connect, grow and thrive.

Key Partner(s):

- Gibsons Chamber of Commerce
- Sechelt Chamber of Commerce
- Halfmoon Bay Business & Referral Association
- Roberts Creek Business Promotion Committee
- Pender Harbour Chamber of Commerce
- Sechelt Downtown Business Association

Status Update: Established/Growing

KPI reporting

Project title	Expenditures Sept 1, 2016 - Dec 31, 2018	Reported KPI’s
Business Round Up	\$61,315	<ul style="list-style-type: none"> ● 1,600 businesses listed in the shared Growth Zone database ● 147 structured business interviews conducted ● 20 partner led meetups held at 16 different locations ● Annual and quarterly reviews held with project partners

Forward timeline and key milestones for 2019
Q1 2019

- Continue interviews
- Quarterly progress joint review session

Q2-Q3 2019

- Continue interview work, meetups, and populating census database (500 more businesses entered, 50 more interviews conducted, 20 more meetups)
- Aggregate survey findings, analysis and public report release
- Year end review with all partners and joint governance session (Q2 2019)

3.2 Provincial Nomination Program: Entrepreneur Immigration-Regional Pilot Enrollment

This new provincial pilot program seeks to collaborate with communities to attract and retain entrepreneurs in smaller population centres. SCREDO is taking the lead in gathering information from local parties to enrol the region in the PNP program and will be the lead organization for receiving referrals.

Key Partner(s):

- Team Sunshine Coast - Local Governments, Chambers of Commerce, SDBA, Sunshine Coast Tourism, Service Clubs, Community Resource Centre, Community Futures, Open Door Group

Status Update:

- Enrollment package submitted January 2019
- We are actively fielding inquiries from immigration consultants

KPI reporting

- In development. Once accepted into the program we will document referrals and entrepreneur applications

Forward timeline and key milestones for 2019

Q1 2019

- Acceptance into the pilot program. Attend provincial training session.
- Initial meetings with immigration representatives
- Prepare Team Sunshine Coast for meetings with potential applicants

Q2-Q3 2019

- Meet with potential applicants
- Make referrals to the program

3.3 Investor Information Website

The www.investsunshinecoast.ca website is a centralized portal providing relevant and timely information to potential investors. Topics include; community profiles and resources, infrastructure, industry, people, business resources, and government.

Key Partner(s): None

Status Update: Active

KPI reporting

Project title	Expenditures Sept 1, 2016 - Dec 31, 2018	Reported KPI's
Investor Website	\$3,531	● Active investor website with regional information

Forward timeline and key milestones for 2019

Q1 2019

- New photos and annual information update
- New repository of all vision documents, strategic guides, and Official Community Plans

Q2-Q3 2019

- Continued website maintenance and fielding of inquiries

3.4 Youth Entrepreneur Studies (YES)

This project is a partnership with SD46 high school classes with a leadership focus. The project involves in class business planning and the provision of micro loans to encourage teams of senior students to start a small business with social objectives. At the end of the year, SCREDO will host an event to showcase these successful social enterprises to the community.

Key Partner(s):

- SD46

Status Update: Pre-launch

KPI reporting

Project title	Expenditures Sept 1, 2016 - Dec 31, 2018	Reported KPI's
Youth Entrepreneur Studies	\$0	

Forward timeline and key milestones for 2019

Q1 2019

- Recruitment of teachers and classes

Q2-Q3 2019

- Recognition event

4.0 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 for the Sunshine Coast community. Interpersonal skills development is a key feature of our workforce development strategy because we believe that things like eye contact can't be automated.



4.1 FUSE Community Workhub

FUSE community workhub is a co-working space operating in Gibsons since 2015. SCREDO purchased the assets and took over operation in June 2018. FUSE brings together a range of organizations and individual users and hosts monthly social events to showcase and support new businesses and provide opportunities for networking and collaboration. A second location will open in Sechelt in Q1 2019 with the expectation that Q2-Q3 will see the opening of a third location in Pender Harbour.



Key Partner(s):

- Town of Gibsons
- District of Sechelt
- Sunshine Coast Regional District
- Pender Harbour Chamber of Commerce
- Sunshine Coast Credit Union
- Sechelt Downtown Business Association
- Community Futures
- Sechelt Chamber of Commerce
- Community Resource Centre
- Gibsons Chamber of Commerce

Status Update: Established/Growing

KPI reporting

Project title	Expenditures Sept 1, 2016 - Dec 31, 2018	Reported KPI's
FUSE Community Workhub	\$16,750	<ul style="list-style-type: none"> ● 10 new full time members since purchasing assets and taking over operations in June 2018 ● 3 new organizational members ● 7 business mixers held with lightning presentations by over 25 new entrepreneurs ● 4 inter-office business to business connections made ● 9 private full space bookings ● \$9,000 in revenue since taking over operations

Forward timeline and key milestones for Q1-Q4 2019

Q1 2019

- Opening of new location in Sechelt and Pender Harbour
- Coastwide publicity of expansion with partners

Q2-Q3 2019

- Renovations and opening of larger space in Gibsons
- Membership growth goal 25%

4.2 Sunshine Coast Advantage Service and Leadership

The goals of the *Sunshine Coast Advantage* Service and Leadership program are to help Sunshine Coast businesses outperform our regional competitors and to create a business culture that will allow us to recruit and retain the best workers. We believe the way to achieve these goals is for Sunshine Coast Businesses to improve their service and leadership skills on a solid values based foundation. This is the “Sunshine Coast Advantage.”

Key Partner(s):

- Gibsons Chamber of Commerce
 - Sechelt Chamber of Commerce
 - Pender Harbour Chamber of Commerce
 - Sechelt Downtown Business Association
 - Sunshine Coast Tourism
 - Community Futures
 - Multiple independent trainers and training companies
- Capilano University
Open Door Group



Status Update: Pre-launch

KPI reporting

Project title	Expenditures Sept 1, 2016 - Dec 31, 2018	Reported KPI's
Sunshine Coast Advantage	\$6,000	<ul style="list-style-type: none"> ● completion of Advantage branding, service charter, joint venture agreement, developed project website ● hired project manager, held numerous information sessions, developed preliminary trainer database

Forward timeline and key milestones for 2019

Q1 2019

- Official Launch of the Advantage program with the media
- Engage business community through network of events we sponsor with our Round-Up partners and other business events
- First businesses enrolled
- Website completion

- Recognition campaign begins

Q2-Q3 2019

- Continue development of trainer database
- Continue to recruit business participants
- Continue monthly recognition campaign

4.3 Workforce Development Alliance

The goal of the Workforce Development Alliance is to bring many Human Resource voices to the table for dialogue, forming partnerships and creating an alliance that can help with promotions, share contacts with one another and share best practices. The WDA will develop a comprehensive database of training services for all sectors on the Sunshine Coast (i.e. Inventory of types of training that are currently provided on the coast at different levels—what are the gaps?). SCREDO is also developing a centralized communication channel (newsletter) where a list of these services and their upcoming offerings will be shared with our partners.

Key Partner(s):

- Open Door Group
- Praxis
- shíshálh Nation Education and Employment Department

Status Update: Active

KPI reporting

Project title	Expenditures Sept 1, 2016 - Dec 31, 2018	Reported KPI's
Workforce Development Alliance	\$1,575	<ul style="list-style-type: none"> ● Two large group meetings with HR professionals on the coast (35+ people each) ● Identification of hiring and workforce related challenges ● SCREDO presentation to HR professionals about specific upcoming projects

Forward timeline and key milestones for 2019

Q1 2019

- Data analysis and summarization of November 2018 meeting
- Circulation of meeting summary to attendees for review

Q2-Q3 2019

- Revision of workplan and project objectives for Q2-Q4 2019

4.4 Victory Suites

Affordable rental housing and a tight rental market have been identified as a key component of the worker shortage. “Victory suites” is a promotional campaign to encourage homeowners who have space to rent to rent it in the interest of providing more long-term rental housing for workers on the Sunshine Coast. The Victory Suites landing page seeks to provide interested parties with basic resources related to renting and regulations.

Key Partner(s):

Status Update: Active

KPI reporting

Project title	Expenditures Sept 1, 2016 - Dec 31, 2018	Reported KPI's
Victory Suites	\$2,400	<ul style="list-style-type: none"> • 130,000 views of youtube ad • 2 'victory' suites brought on the market as new rentals. 1 suite converted from short term to long term

Forward timeline and key milestones for 2019

Q1- 2019

- Create and launch new advertisement

4.5 Youth Employment Preparation (YEP)

Partnering with local businesses, SD46 and affiliates will encourage students aged 14-16 to job shadow out in the community with opportunities for mentoring as an employment readiness development program.

Key Partner(s):

- SD46
 - Sechelt Chamber of Commerce
- SDBA

Status Update: Pre-launch

KPI reporting

Project title	Expenditures Sept 1, 2016 - Dec 31, 2018	Reported KPI's
Youth	\$570	<ul style="list-style-type: none"> • Appreciation breakfast for 7 business owners in

Employment Preparation		partnership with SD46. <ul style="list-style-type: none"> • Surveys from attending business owners completed
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Forward timeline and key milestones for 2019

Q1 2019

- Hire project manager
- Pilot launch (Q1-Q2, 2019)

Q2-Q3 2019

- Project evaluation and assessment
- Recognition/gala event

4.6 Sunshine Coast Tech Hub

The @SCTechhub is a networking group that brings together current and new coast residents for discussion and innovation regarding all things tech. The main objectives are to provide networking services for entrepreneurs and tech people both on and off coast. In addition, the network enhances Sunshine Coast brand awareness and positive sentiment as a place where tech related activities are supported and social interaction and innovation are encouraged. Furthermore, recognizing the proven linkages between the technology sector and economic development, this network provides us an opportunity to utilize network resources for potential classes, workshops and entrepreneur development into the future.

Key Partner(s):

Status Update: Active

KPI reporting

Project title	Expenditures Sept 1, 2016 - Dec 31, 2018	Reported KPI's
SC Tech hub	\$0	<ul style="list-style-type: none"> • Online networking platform: 112 members with 3,297 messages sent • 'Active' weekly users range from 20-35 • 16 new members since January 2018 • New moderator hired, quarterly meetings for 2019

Forward timeline and key milestones for 2019

Q1 2019

- Establish meet-up schedule

Q2-Q3 2019

- Quarterly in person meet ups

- Tech Jam planned

5.0 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 which are a foundation of SCREDO’s work.



SCREDO current operates five projects within the Community Program.

5.1 Regional Calendar Network

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

This project supports our charter requirement to gather and disseminate coastwide 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.

Key Partner(s):

- Coast Cultural Alliance
- Community Resource Centre
- 24+ participating calendar operators

Status Update: Active

KPI reporting

Project title	Expenditures Sept 1, 2016 - Dec 31, 2018	Reported KPI's
Regional Calendar Network	\$16,263	<ul style="list-style-type: none"> • 30 calendars currently subscribing • data entry coordinator and software/training coordinator hired with planned monthly subscribing support sessions • calendar presented at chamber meetings & workforce development gathering

Forward timeline and key milestones for 2019

Q1 2019

- Official public launch of the calendar
- Establishment of ongoing monthly training sessions for interested subscribers

Q2-Q3 2019

- 5-10 new calendars recruited into the network per quarter
- Monitor and evaluate the level of calendar usage in the region

5.2 Sports and Recreation Alliance

Sports and Recreation is a significant component of the Sunshine Coast economy and quality of life of our residents. SCREDO is building a coastwide database of active sports and recreation organizations along with an up to date contact list. The database will provide insight into the individual organizations’ histories, missions, challenges, and perceived needs. The Sports and Recreation Alliance creates an avenue to connect with these various organizations and query them in an ongoing fashion about issues that link sports & recreation and economic development.

Key Partner(s):

Status Update: Pre-launch

KPI reporting

Project title	Expenditures Sept 1, 2016 - Dec 31, 2018	Reported KPI’s
Sports and Recreation Alliance	\$0	<ul style="list-style-type: none"> ● Project Contractor hired ● Creation of Alliance database ● Population of database (ongoing) ● Currently 40 associations entered

Forward timeline and key milestones for 2019

Q1 2019

- Continued recruitment and interviewing of alliance members
- First newsletter distributed
- Public press release

Q2-Q3 2019

- 15 new organizations added monthly
- Quarterly newsletters distributed

5.3 Voice on the Coast

Voice on the Coast has been reimagined and relaunched to empower students/youth/young adults to learn about board participation, governance, communication and civic engagement. Working together as a committee, the members will identify economic development ideas and questions that are both timely and relevant to their own demographic. Voice members will also research and develop experimental projects to pitch to SCREDO that advance specific economic development goals. This project is modeled on the [City Studio Project](https://www.citystudiovancouver.com/) in Vancouver. <https://www.citystudiovancouver.com/>.



Key Partner(s):

Status Update: Active

KPI reporting

Project title	Expenditures Sept 1, 2016 - Dec 31, 2018	Reported KPI's
Voice Lab	\$0	<ul style="list-style-type: none"> data analysis of 2016-2017 Voice on the Coast funded survey (www.scredo.ca/documents) celebratory event of Voice on the Coast Society and transfer of assets Public introduction of new Voice Lab project and 2019 meetings planned

Forward timeline and key milestones for 2019

Q1 2019

- First three monthly meetings of new group
- Establishment of executive committee and other relevant committee operations

Q2-Q3 2019

- One project developed and pitched to SCREDO per quarter

6.0 Resources and Infrastructure

Infrastructure and natural resources are foundations of economic development since employing infrastructure to effectively utilize our natural resources is 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 existing infrastructure together with the creation of low cost, high impact infrastructure to improve environmental outcomes in the realm of local fisheries resources.

6.1 Herring Habitat Enhancement Project

Herring are an important forage fish for salmon and other marine species. A healthy population of herring supports a greater abundance of salmon which in turn supports a healthier ecosystem of whales and other wildlife that feed on salmon. An abundance of salmon, whales and marine life 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.

This project is a partnership with the rotary clubs on the Sunshine Coast to boost herring populations using a proven method of habitat enhancement.

Key Partner(s):

- Gibsons Rotary Club
 - Sechelt Rotary Club
 - Sunshine Coast Tourism
- Sunshine Coast Rotary Club
 - Pender Harbour Rotary Club

Status Update: Active

KPI reporting

Project title	Expenditures Sept 1, 2016 - Dec 31, 2018	Reported KPI's
Herring Habitat Enhancement	\$4,500	<ul style="list-style-type: none"> ● 12 docks in the program ● 90 nets installed ● Visual inspection and reports following spawning season (year 1) indicated activity in 6 of 30 nets (20%) in 1 location ● Marine life sightings increased

Forward timeline and key milestones for 2019

Q1 2019

- Recruitment of volunteer project coordinator
- Identification of 3 new dock locations
- Placement of nets in respective locations

Q2-Q3 2019

- Monitoring and evaluation of nets
- Evaluation of project's benefits and successes

6.2 Sunshine Coast Passenger Ferry Socio-economic Needs Assessment

The Passenger Ferry socio-economic needs assessment was commissioned to explore market demand and factors associated with potential viability of connecting the Sunshine Coast to other

regional points in the lower mainland.

Key Partner(s): Town of Gibsons

Status Update: Completed (report can be found here: www.scredo.ca/documents/)

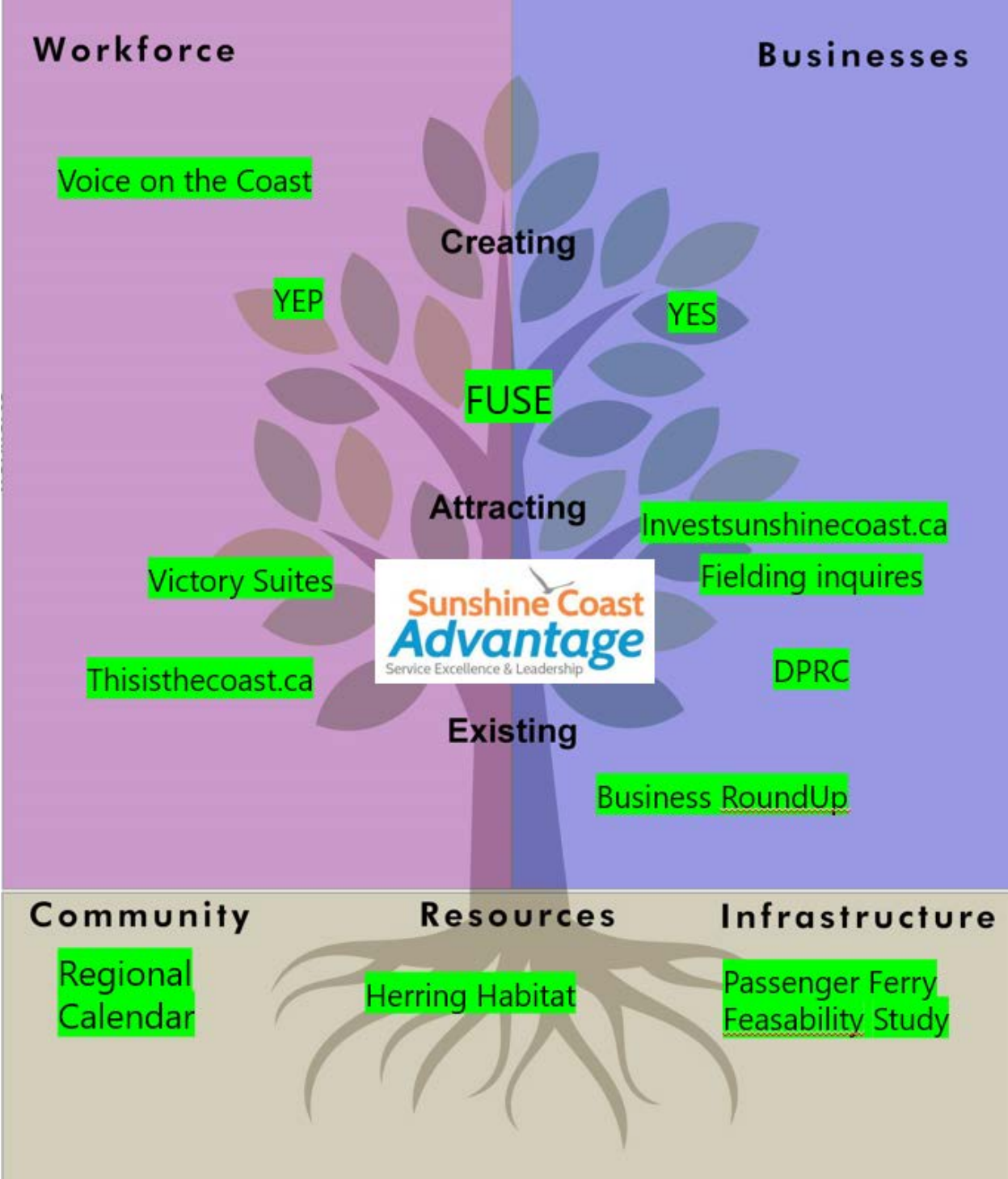
KPI reporting

Project title	Expenditures Sept 1, 2016 - Dec 31, 2018	Reported KPI's
Sunshine Coast Passenger Ferry Socio-economic needs assessment	\$4,975	<ul style="list-style-type: none">● stakeholder feedback meeting on draft report● completed report delivered via Town of Gibsons representatives to Minister of Transportation for review

Forward timeline and key milestones for 2019

Q1 2019

- Follow up with Town of Gibsons on news related to the report
- Identify next steps (if any)



We believe that the successful launch of many of our well-planned projects represents three key wins for the organization.

Firstly, the launch of these projects represents the results of the hard work put into developing SCREDO's organizational capacity (2016-2018). Secondly, these projects display methodologies and actions consistent with our mandate to consult broadly, learn about community needs and desires, explore options, and conceptualize/plan projects for helping address these needs. Finally,

our active and soon to be active projects are all examples of our ability to work very effectively in a truly collaborative manner to avoid duplications of services and help empower existing organizations in pursuit of shared goals.

7.0 Board, Executive committee, Staff and Advising members

In January 2018, SCREDO completed its search and contracted with a program manager to assist in the management of our programs, projects and initiatives. Having full time staff marks a major milestone as we had been managing solely on volunteer effort since our inception.

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
Business consultant for aquaculture/seafood industry residing in Sechelt
- Sarah Noon-Ward
background in community capacity development and extensive experience working within academia and the nonprofit sector residing in Roberts Creek
- Maria Hampvent
Recent Master degree graduate residing in Roberts Creek
- Jasmin Feschuck
Past frontline Staff Aboriginal & Eco Tourism manager, Sechelt Visitors Centre, shíshálh Nation board member residing in Sechelt
- Terry Knight
Past business owner, entrepreneur and community association president, residing in Halfmoon Bay
- Vacant pending completion of advertising and search
(Pender Harbour)

Advertising for a board member from Pender Harbour is underway. We expect to have this seat filled in early 2019.

Advising members are individuals who possess specialized knowledge and experience that can help meet our mission and have signed confidentiality and conflict of interest documents. These advising members are also intended to be part of our recruitment pool for directors when we have vacancies.

Our advising members:

- Robin Chauhan - Data analyst residing in Roberts Creek
- Bryan Cramer - IT Professional residing in Halfmoon Bay
- Krista Wollen - Realtor residing in Sechelt

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.

Goals: We are working diligently on board development with a number of professional development and governance workshops scheduled for 2019.

8.0 The year ahead

In the year ahead, SCREDO's plans are centred around continuing to execute successfully on our three largest projects:

- FUSE expansion project (www.fuseworkhub.ca)
- Sunshine Coast Advantage (www.sunshinecoastadvantage.ca)
- Business Round-Up

Deeper descriptions of these projects were given in sections 4.0-5.1. However, it is worth highlighting that these major projects are the product of substantial community engagement, and strategically fill existing gaps in the business and workforce market in the region.

These projects will require a significant investment of our resources, both financial and human. As such, SCREDO will not be taking on any new *major* projects until these projects are launched, evaluated and on the path to self-sustainability.

SCREDO's full suite of 11 projects, and especially those being launched in Q1 2019, represent the substantial investment and years of work in process and collaboration that SCREDO has prioritized from the beginning. These efforts are now bearing fruit. The year ahead is poised to be an exciting and productive time as our efforts begin to pay off and our full range of projects are working for the Sunshine Coast community. We will continue to dialogue with, and support our project partners, communicate with our funders and the broader community, act in a fiscally responsible manner and engage in good governance and transparency at the board level.

9.0 Finances

9.1 2017-2018 Program Year

Our program year runs from September 1-August 31.

Revenue September 1, 2017 — August 31, 2018	2017-2018 Budget	% of Budget	Actual Revenue
Government Funding	\$291,865	100%	\$291,865
FUSE Workhub			\$ 780
Interest			\$ 512
Total Revenue	\$291,865	100%	\$293,157

*Note: 2017-2018 budget below consisted of approximate allocations per program area, not approved budgets for specific projects. These budgets served as a guide to our intentions and did not reflect actual planned spending.

Expenses September 1, 2017 — August 31, 2018	2017-2018 Budget	% of Budget	Actual Expenditures
Administration	\$117,865	40%	\$47,532
Amortization			\$966
Programs		60%	
Business Retention Expansion Attraction	\$65,000	22%	\$62,422
Workforce Development	\$65,000	22%	\$31,067
Community	\$22,050	8%	\$11,779
Resource and Infrastructure	\$22,050	8%	\$6,477
	\$291,865	100%	\$160,243
Retained			\$132,914

Balance Sheet	August 31, 2017	August 31, 2018
Current Assets		
Cash	\$240,451	\$169,806
Accounts Receivable		\$196,163
Total Current Assets	\$240,451	\$365,969
Property & Equipment (FUUSE)		\$8,699
Total Assets	\$240,451	\$374,668
Current Liabilities		
Accounts Payable	\$3,570	\$4,873
Retained Earnings	\$236,881	\$369,795
Liabilities & Equity	\$240,451	\$374,668

9.2 2018-2019 Program Year

Our program year runs from September 1-August 31.

Revenue September 1, 2018 — August 31, 2019	2018-2019 Budget	% of Budget
Government Funding	\$291,865	89%
FUSE Workhub	\$ 32,500	11%
Interest		
Total Revenue	\$319,865	100%

EXPENSES September 1, 2018 — August 31, 2019	Project Budgets	Program Area Summary	Total Budgeted
Administration			\$117,865
Programs			218,350
Business Retention Expansion Attraction		\$57,050	
Business Round-Up	\$50,850		
investsunshinecoast.ca	3,200		
Provincial Nominee Entrepreneur Program	2,000		
Youth Entrepreneur Studies	1,000		
Workforce Development		139,400	
FUSE*	90,000		
Advantage Service and Leadership	40,000		
Workforce Dev Alliance	1,500		
Victory Suites	1,500		
Youth Employment Prep	4,000		
Sunshine Coast Tech Hub	2,400		
Community		18,400	
Regional Calendar Network	10,000		
Sports and Rec Alliance	2,400		
Voice on the coast	6,000		
Resource and Infrastructure		3,500	
Herring Habitat Enhancement	3,500		
TOTAL BUDGET			\$336,215

* FUSE Budget includes operating expenses as well as one-time, and capital expenses, associated with expansion

10.0 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.