



sunshine coast regional economic development organization

Progress Report and 2019-2020 Annual Plan

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1.0 Executive Summary

We would like to take this opportunity to present our Progress Report and 2019-2020 Annual plan of the Sunshine Coast Regional Economic Development Organization. We are pleased to present significant updates since the distribution of our mid-term progress report this past winter and we welcome your comments and feedback.

SCREDO has three goals to be pursued over the next 3-5 years outlined below. These goals are interrelated components in achieving the region’s economic vision.

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

SCREDO has successfully launched fifteen projects built through collaborations with regional community partners, contributing to their overall sustainability. These projects touch on all four of our program areas (BREA, Workforce Development, Community, and Resources & Infrastructure) and serve to benefit multiple demographic sectors. The Sunshine Coast population and workforce faces several key challenges that these projects are targeted towards, or connected to, alleviating.

Top priorities for the year ahead are to successfully execute SCREDO’s existing projects and the implementation of our recently completed strategic plan. This is covered in more detail in “The year ahead” section (6.0).

Since our inception, the success of SCREDO’s work has relied on building trust through transparency within the community, creating ambassadors, and celebrating good news. We are proud of the work accomplished to date, including instituting a monthly update to all peer and partner organizations on the coast, increased engagement in public presentations and improved sharing of general information. We will continue to honour our commitment to the tenets of our mission and vision as we work towards achieving our three strategic goals.

Finally, it is important to note that SCREDO is in its third year of the Service Agreement with the Funders. This agreement states:

4.1 This agreement shall be in effect from the date of execution and shall terminate on December 31, 2020.

4.4 The Funders and the Society shall meet one year prior to the expiration of the term of this agreement to discuss renewal or replacement of this agreement.

Thus, SCREDO requests that the CAO's coordinate steps to set a mutual meeting date for Fall 2019 and outline the process required by each Funder for the renewal of a future Service Agreement. Expediency is encouraged for the smooth operation of contracts and staff.

1.1 Structure of the report

The report begins by providing high-level insights regarding the state of the economy on the Sunshine Coast, supported by both primary and secondary research. Following this, the report outlines the state of our organization in terms of governance, vision and staffing.

The second part of the report summarizes the outputs and outcomes of each program area (in contrast to outlining each of the projects individually). This section highlights the one or two main projects for each program area and summarizes their success metrics.

The third part of this document outlines our plans and direction for the year(s) ahead based on the new strategic plan.

The report concludes with the organization's financials.

2.0 Message from the Chair

In its first two program years SCREDO has attempted to collaborate broadly to create coast-wide programs that would serve as a foundation for its future endeavors. Business Round-Up has been designed to work with the Chambers of Commerce to survey and monitor the health of the business community, Fuse Work Hub to provide support services for knowledge workers and startups and "Sunshine Coast Advantage: Service and Leadership" to help businesses thrive and set themselves up for future.

With this foundation in place, SCREDO is now turning its attention to focus on working on regional infrastructure issues and significant regional facilities while continuing to maintain existing programs and, where appropriate, manage them towards self-

sustainability. We will start by hiring a senior manager as Executive Director with experience working on these types of issues with multiple levels of governments and other institutions. As their shared resource, SCREDO will work with all our funders to select projects of shared regional priority.

SCREDO will be experiencing significant organizational change this fall. Our Program Manager, Chris Hergeshiemer, will be leaving to pursue a career more aligned with his education and multiple long-time directors are stepping down. While the board will retain some established directors with organizational memory, a new strategic plan, new executive director, and a new executive committee will provide fresh energy and ideas to keep the organization invigorated.

3.0 State of the Coast

The collection and dissemination of regional information is a key aspect of SCREDO's service agreement. In 2019, SCREDO has increased the quality and quantity of its regional information. The following section provides a brief overview of the state of the coast with regards to population, labour force and business climate, as well as issues and advances around housing and transportation.

3.1 Overview

The Sunshine Coast regional economy continues to grow. While some of the single largest employers on the coast remain the mine, mill, and hospital, sectoral shifts are underway, marked by a trend away from traditional jobs in resource industries to those of the knowledge economy. Recent statistics put the number of workers on the coast with “no fixed address” or “work from home” at nearly 30%, 12% above the provincial average (18%). SCREDO is responding to these trends through one of our major projects, as well as several small workforce development initiatives, which will be outlined later in this report.

The population of the region as of the last census is 29,970 (2016) and reports continue to forecast steady 2% population growth rate. While our demographics are still dominated by the older population, a median age of 54.9 and nearly 30% of the population over the age of 65, there is a growing trend of 25 to 44-year-olds relocating to the region. Relative affordability, increased remote employment, and growing local economic and cultural opportunities appealing to this demographic are behind these trends.¹

¹ Sunshine Coast Economic Outlook and Review, 2018, SD46 school enrollment data, 2019

3.2 Labour Force & Business Climate

While the growing 'labour shortage' has been reported anecdotally since 2016, SCREDO is exploring ways to help combat this through lobbying for increasing housing diversity. The 2016 reported unemployment rate of 6.8% is declining and forecasted to decline to 4.5% within the next year to 18 months.

New business growth is steady and is most visible in sectors such as the craft beer and cider industries, home building, restaurants and other service sectors as well as the growing contingent of 'home based workers.'

According to the BC business register, there were 4,462 businesses in the region as of 2017. This number represents a ten percent increase from 2014. According to the report, most of this growth occurred in businesses without employees (up 14 per cent), with negligible change among businesses with hired help².

Recent numbers show a continuing growth trend of new business startups. The District of Sechelt has issued 231 new business licenses since 2016 (195 of those in 2017 onwards) and the Town of Gibsons reports having issued 185 in the last two years (2017-2019) alone. The regional district does not require business licenses, so accurate numbers of new operations for the rural areas are presently unknown. Developing insights into businesses in the rural areas is one of the goals of the Business Round-Up project.

The Business Round-Up project has intention to create a business census of all current operations to measure year over year change. This will serve strategic goal #1- understanding the overall **number of businesses on the coast**. Once a regional census is built, additional targeted research with the objective of observing year over year differentials in business growth (i.e. staffing) would be valuable and timely. This will allow us to evaluate our effectiveness in terms of the second component of strategic goal #1- to **increase the number of growing businesses**. So far, we have a base level understanding of the state of the business community as well as having ascertained specific insights into their opportunities and challenges.

Our round up business interviews highlight the following:

- Labour is the number one barrier to business growth
- Less than 25% of businesses are consistently investing in training/staff development
- Almost 75% of all businesses reported growth (2017). 80% of respondents stated that they currently have a strategy or plan to grow their business.
- Data from interviews with retail businesses suggest that nearly 65% of annual revenues come from the spring and summer seasons.

² Sunshine Coast Economic Outlook and Review, 2018

3.3 Housing

The labour issues noted above are intrinsically connected to another key challenge facing businesses and members of the workforce: access to housing. Housing availability and affordability both continue to be significant issues in the region, with 35-50% of renter households spending above 30% of their income on housing, when they can find a place at all.

Building is currently underway on the Sunshine Coast. In the SCRCD for example, from January 2018- May 2019 there were 282 permits issued with a total estimated build out value of \$82 million. In the District of Sechelt building has also been steady. The following table breaks down the development down a bit further.

Building Permit status	permit type	DoS	2017	2018	2019 to May 31	2020
Issued	New single-family residential units		45	56	10	
	New multi-family units		85	6	40	
	New secondary suites		5	14	5	
	New commercial/industrial		5	4	1	
Pending	Residential					*
	Commercial/industrial					*

The District of Sechelt also noted a number of subdivision applications that have been approved or are pending approval at the time of writing. These could potentially result in the creation of over 200 new lots (currently 55 new lots are being constructed in Davis Bay) over the next year(s) and subsequently new units (mostly residential). However, approval of a subdivision does not guarantee that it will ever be completed. It is not possible to gauge if and when these projects will be approved and/or constructed.

Conversations with area planners and elected officials indicate that over one thousand new units are in some stage of development application for the period 2019-2022. SCREDO is engaged in conversations with regional planners in order to collect and keep the public updated about regional development directions.

Despite the positive trends in building permits issued and the forecasted numbers, there has been no low-income housing built in the region since the 1990's. Currently there is only

one development with 21 units and a long waiting list, clearly indicative of a large need for 'market level' rental housing to increase the vacancy rate on the Sunshine Coast.

SCREDO is directly working across multiple sectors and projects to address the housing issue, including our active participation on the Coastal Workforce Housing Society (formerly the Workforce Affordable Housing Initiative). The Workforce Housing Society is working in tandem with the Sunshine Coast Affordable Housing Society (www.affordablesoc.org). However, their efforts focus specifically on the process of developing housing via a variety of different strategies for the current and future workforce located here on the Sunshine Coast. The Workforce Housing Society is currently engaged in data gathering via surveying and interviewing local business owners to discuss their staffing challenges as they relate to housing scarcity as a precursor to moving into funding applications.

In recent years the development of supportive and transitional housing has represented an increasing trend. There are now 40 units being developed in Gibsons, 35 of which are workforce and middle-income housing. Sechelt has recently seen 40 units completed. However, supportive housing and affordable housing represent different segments of the housing continuum and efforts are needed to develop new units that cover the whole range of housing options.

3.4 Transportation

The dominant mode of transportation on the Sunshine Coast remains private vehicles, however it is worth noting that availability of other transportation methods is on the rise. Transportation and housing combine as related contributing factors to our labour shortage. In order to contribute to business growth, workers most not only find accommodation, they must find accommodation that has access to transportation to the work site.

One such alternative to the private vehicle that is gaining traction is the Coast Car Co-op <https://www.coastcarco-op.ca/>. Both membership and awareness of car-sharing on the coast have increased with a net gain of 22 members over the past year, about 10% over the previous year. However, usage of Coast Car Co-op vehicles has plateaued following four years of steady growth, the reasons for which are varied and beyond the scope of this report.

Planning is also underway for the increase of public transit ridership within the region. The adopted "Transit Future Plan" (2014) sets a transit mode share target of 5.4% for all trips by 2038, requiring Sunshine Coast transit ridership growth from 0.5 to 1.8 million trips per year. The report also calls for significant capital investments leading to an overall expansion of the transit fleet from 11 vehicles (2013) to 33 vehicles (2038), new transit exchanges in Wilson Creek and Gibsons, and the development of Park & Ride facilities in

Sechelt and Gibsons³. This ambitious plan, backed by significant investment, should help increase ridership and awareness of public transit as a viable alternative to the culture of individual vehicles.

BC Ferries operation continues to be a dominant point of discussion at community meetings. BC Ferries remains the leading method employed by residents and visitors to reach the Sunshine Coast. On the Sunshine Coast routes in 2018, BC Ferries said it carried 1,192,000 vehicles, an increase of 3.87%, and 2,726,825 passengers, up 3.43%, on the Langdale-Horseshoe Bay run⁴. These 2.7 million people per year represent a significant economic contributor to the local economy.

The newly launched “Voice Lab” is also interested in innovative models of alternative transportation and they recently surveyed the region for interest in a ride sharing service. Preliminary results strongly support the development of a ride sharing/ride hailing service. Explorations along this front are underway.

4.0 State of the Organization

Our work moving ahead in 2019-2020 is poised to build from the previous year’s successes. Continuing to utilize our collaborative strategies to develop and enhance partnerships, programs and projects will allow us to remain dedicated to, and working towards, our three key goals. The execution of projects and continuation of the process of 2019-2020 will lead to better quantitative reporting and provide valuable metrics for our project(s) and program(s) evaluation. Section 5.0 of the report will showcase our program’s successes and display how, and in what ways, our projects and program outcomes are linked to these strategic goals.

4.1 Communications

SCREDO has worked this past year to raise our public profile and has implemented effective and transparent communication protocols with five different audiences: *Funders, General Public, peer/partner organizations, peer economic development organizations, and the business community*. Communication with all these groups, both in frequency and clarity, has improved in the last year.

In the past program year (2018-2019), we have received at least 12 press mentions,

³ <https://www.bctransit.com/documents/1507213420938>

⁴ <https://www.coastreporter.net/news/local-news/ferries-says-ridership-is-setting-records-but-net-earnings-are-down-1.23412258>

delivered several public presentations to community groups and made our biannual presentations, to funders. In addition, we activated a monthly “Peers and Partners” newsletter in Q2 2019. This newsletter provides an opportunity for SCREDO to share project updates, while also serving as a communication channel for other organizations to share events and news relevant to community economic development. The continuation of such dedicated communication protocols will be a valuable avenue for ensuring democratic and participatory dialogue opportunities in the years ahead.

4.2 Board & Governance

SCREDO continues to work diligently to maintain diversity and inclusivity within our board of directors to ensure representation of the views of broad segments of our population.

Our current board of directors:

- David Chisholm
Software Developer 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
- Sarah Noon-Ward
Background in community capacity development and extensive experience working within academia and the nonprofit sector residing in Roberts Creek
- Bruce Thompson
Owner of a technology and telecommunications firm residing in Pender Harbour
- Noel Muller
Former District of Sechelt Councilor residing in Roberts Creek
- Terry Knight
Past entrepreneur and community association president from Halfmoon Bay

SCREDO continues to recruit “advising members” in order to have access to persons with specialized knowledge and experience able to assist in meeting our mission. Advising members are also intended to provide a recruitment pool for directors to fill new vacancies to ensure organizational sustainability.

- Our advising members:
- Robin Chauhan
Data analyst residing in Roberts Creek
- Bryan Cramer
IT Professional residing in Halfmoon Bay
- Mike Price
Retired city manager residing in Davis Bay

4.3 Staffing

SCREDO currently has five independent contractors overseeing our suite of 14 active projects. These contract positions range from small service contracts (below \$5,000 per annum) to part-time permanent project management positions (FUSE/Advantage). SCREDO's current staff is made up of effective and efficient individuals committed to the mandate and mission of the organization.

The organization has begun a search for a full-time executive director to implement our new strategic plan.

5.0 State of the programs

The following section of this report will lay out the program area, the high-level objectives of the program area and the allocated program area budget, along with highlighting one or two of the key projects within each program area. Each program area section will conclude with a narrative providing description of linkages between the program objectives and SCREDO's larger strategic goals.

Figure 1: The SCREDO tree of projects and programs

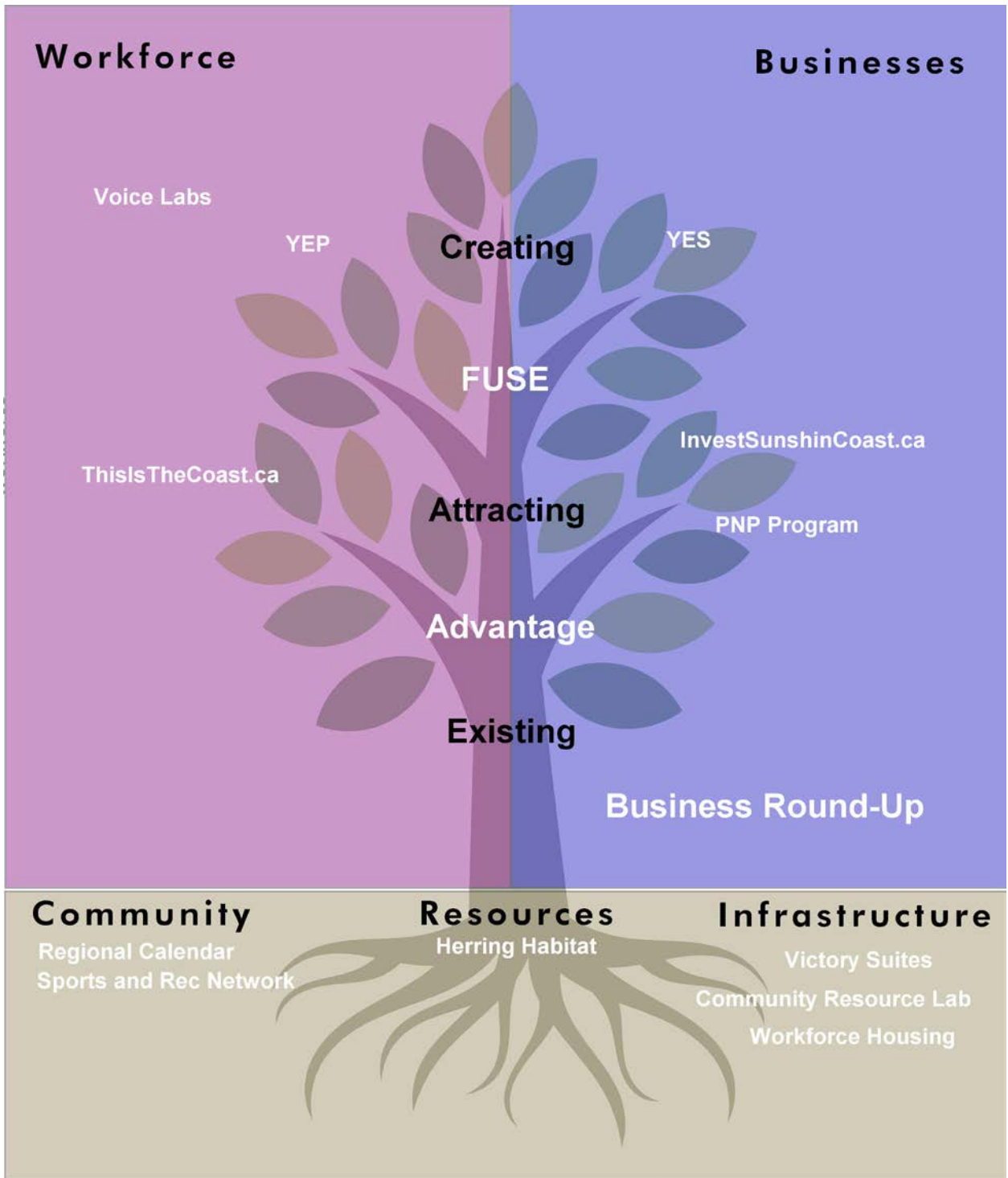


Table 1: Programs, Projects and Strategic Goals

Program	Project	Project Status
BREA	Business Round Up	Active
BREA	PNP entrepreneur immigration	Active
BREA	Investor website	Active
Workforce Development	FUSE Community Work Hub	Active
Workforce Development	Sunshine Coast Advantage Service Excellence and Leadership	Launch phase
Workforce Development	Workforce Development Alliance	Active
Workforce Development	Youth Employment Preparation	Active
Workforce Development	Youth Entrepreneur Studies	Launch phase
Workforce Development	Labour Force Development Initiatives (various)	Active
Community	Regional Calendar	Active
Community	Voice Lab	Active
Community	Sports and Recreation Database	Active
Community	Victory Suites	On hold
Community	This is the Coast	On hold
Resources and Infrastructure	Herring Habitat Enhancement	Active
Resources and Infrastructure	Workforce Affordable Housing Initiative (WAHI)	Active
Resources and Infrastructure	Development Process Review Commission	Launch phase
Resources and Infrastructure	Studies, White papers, briefs and reports (various)	Launch phase
Resources and Infrastructure	Regional Report and Plan repository	Pre-launch

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

Business Retention, Expansion and Attraction (BREA) is a structured, action-oriented, community-based approach to business and economic development. This program 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.



Table 2: BREA Program overview

BREA Project	Outcomes
Business Round Up	<ul style="list-style-type: none"> ● Create a coast wide, representative business census ● Gain knowledge regarding the state of the business community ● Encourage partner organizations to be active agents in developing networks, support services and championing SCREDO projects
PNP entrepreneur immigration	<ul style="list-style-type: none"> ● Bring new investment to the Sunshine Coast ● Encourage and support start up business in agreed upon priority sectors ● Act as regional representative for such investment programs to reduce demands on local government
Investor website	<ul style="list-style-type: none"> ● Provide a centralized repository of relevant and up to date regional information to assist investors and the business community with their base level knowledge of the region's economy and sectoral needs

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 to 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, leverage their relationships and resources and give project ownership to the partners, promoting 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
- Pender Harbour Chamber of Commerce
- Sechelt Downtown Business Association
- Halfmoon Bay Business & Referral Association
- Roberts Creek Business Promotion Committee

KPI reporting

Business Round Up
<ul style="list-style-type: none">● 1,471 businesses listed in the shared Growth Zone database● 168 structured business interviews conducted● 32 partner led meetups held at 16 different locations● One shared governance training session held with partners (Q2-2019)● Annual and quarterly reviews held with project partners

PNP Regional Pilot Program

This new provincial pilot program seeks to involve communities more deeply in the review and approval of immigrant investors. Persons wishing to apply for citizenship via this program must receive a referral letter from the jurisdiction that they intend to live and do business in. The Sunshine Coast Regional District, District of Sechelt and Town of Gibsons have delegated authority to SCREDO to review potential investors and to grant or withhold these referrals.

Key Partner(s):

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

KPI reporting

Provincial Nominee Program – Regional Entrepreneur Pilot
<ul style="list-style-type: none">● 216 inquiries fielded● 28 complete application packages received● 9 exploratory visits conducted with applicants & PNP business consultant● 2 official referral letters written for applicants and submitted to the Province of BC● 1 applicant formally invited to apply by the Province of BC

5.2 Program Area #2: Workforce Development



The aim of the workforce development program is to help prepare workers for the future, help businesses meet their labour needs today and aid businesses in anticipating future labour dynamics. Our research indicates that a key determinant for business success is the development of interpersonal skills. We have identified that the service and leadership skills of our workforce provides an excellent opportunity to differentiate the Sunshine Coast from competing regions. Other activities include projects for specialized training, mentoring young workers, providing spaces for growing sectors of the local economy and supporting entrepreneurialism.

Table 3: Workforce Development overview

Workforce Development	Outcomes
FUSE Community Work Hub	<ul style="list-style-type: none"> ● Create a coast wide network of facilities to support the growing number of home workers and non-traditional workers in the professional and scientific sector ● Provide a hub for community and business activities
Sunshine Coast Advantage - Service Excellence and Leadership	<ul style="list-style-type: none"> ● Create the demand and build the market for business investment in service excellence training ● Encourage investment in staff development as a key strategy for employee retention ● Create a centralized network of local training resources and act as the matchmaker between the training needs of the business community and the local resources available
Workforce Development Alliance	<ul style="list-style-type: none"> ● Catalyze a network of HR and educational professionals and to learn more about the labour force, educational and training needs of the region
Youth Employment Preparation	<ul style="list-style-type: none"> ● Assist young workers to gain practical work experience ● Provide small group customer service training ● Evaluate the areas where students require extra assistance to prepare for the labour market
Youth Entrepreneur Studies	<ul style="list-style-type: none"> ● Support and encourage school aged entrepreneurs with micro loans in order to launch community based social enterprises and learn about entrepreneurship
Labour Force Development Initiatives	<ul style="list-style-type: none"> ● Day or month-long initiatives designed to increase training, access to specific resources and support growing niche segments of the labour force (micro-entrepreneurs)

FUSE Community Work Hub



FUSE Community Work Hub is a co-working space operating in Gibsons since 2015, with SCREDO having purchased the assets and taking over operation in June of 2018. FUSE brings together a range of organizations and individual users, hosts monthly social events to showcase and support new businesses and provides opportunities for networking and collaboration. A second location opened in Sechelt in Q1- 2019 and a third location opened in Pender Harbour in Q2- 2019. Our expectation is to engage in a final renovation for a larger facility in Gibsons in Q3-Q4-2019. This final piece of the expansion will help to meet the growing demand for services at the Gibsons location and set the entire network up for growth and success.

Key Partner(s):

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

KPI reporting

FUSE Community Work Hub
<ul style="list-style-type: none">● 56 active members. 18 new since purchasing assets and taking over operations in June 2018● 2 new organizational members● 11 business mixers held with lightning presentations by over 30 new entrepreneurs● Significant increase in non-member space rental revenue

Official project website: www.fuseworkhub.ca

Sunshine Coast Advantage: Service Excellence 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 for recruitment and retention of the best workers. This program is rooted in the belief that the way to achieve these goals is for Sunshine Coast businesses to improve their service and leadership skills in alignment with

a solid values-based foundation. This is the “Sunshine Coast Advantage.” This program to expected to grow in prominence in the upcoming year.

Key Partner(s):

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

KPI reporting

Sunshine Coast Advantage
<ul style="list-style-type: none"> ● Completion of Advantage branding, service charter, project website ● Developed social and print advertising campaign, print ad campaign launched ● Built preliminary trainer and resource data database ● One pilot navigation complete ● One group lunch and learn information session completed

Official Project website: www.sunshinecoastadvantage.ca

5.3 Program Area #3: 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 and is central to the growth of strong and sustainable partnerships. This is the foundation of SCREDO’s work on the Sunshine Coast.

Table 4: Community Program Overview

Community Projects	Outcomes
Regional Calendar	<ul style="list-style-type: none"> ● Create a decentralized display of regional events sourced by existing local events calendars ● Encourage the community to add events, use crowdsourcing to increase the quality and completeness of the regional calendar ● Promote the calendar to specific user groups who may benefit from a source for regional event information

Voice Lab	<ul style="list-style-type: none"> ● Solicit economic development project ideas from a younger demographic ● Engage young adults in governance training and group work ● Provide an avenue for communications with a younger demographic
Sports and Recreation Database	<ul style="list-style-type: none"> ● Build a database of all sports and recreation organizations in the region in order to gain insight into their collective needs and lobby on behalf of the sector
Victory Suites	<ul style="list-style-type: none"> ● Information campaign to encourage homeowners to rent basement/secondary suites to assist with the rental crisis ● Provide links to regional opportunities and regulations surrounding rentals and second dwelling zoning and requirements
This is the Coast	<ul style="list-style-type: none"> ● A resident attraction site aimed at recruiting young professionals to the coast ● A visitor information portal and digital concierge for potential interested residents

Regional Calendar Network

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

This project supports SCREDO’s charter requirement to gather and disseminate coastwide information. The project 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
- 36 participating calendar operators
- Community Resource Centre

KPI reporting

Regional Calendar Network
<ul style="list-style-type: none"> ● 36 independent calendars currently being aggregated ● Data entry coordinator from CCA hired

- Centralized landing page built for calendar information www.coastcalendar.ca
- Calendar presented at chamber meetings & workforce development gathering
- Promotional campaign underway

Voice Lab

Voice Lab is a project designed 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/>.



KPI reporting

Voice Lab
<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 • 6 voice lab meetings • Transportation survey developed • One complete project plan received and under BOD review

5.4 Resources and Infrastructure

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 includes sustainable projects working to improve social, cultural and environmental conditions on the Coast.

Table 5: Resources and Infrastructure Program Overview

Resources and Infrastructure Projects	Outcomes
Herring Habitat Enhancement	<ul style="list-style-type: none"> • Increase the spawning of herring coast wide • Track the health of the herring populations as an

	<p>indicator of overall marine health</p> <ul style="list-style-type: none"> ● Utilize marine health statistics to enhance tourism and marine industry success stories
Coastal Workforce Housing Society	<ul style="list-style-type: none"> ● Lobby for existing development proposals and create new avenues for the development of workforce specific housing options on the Sunshine Coast
Development Process Review Commission	<ul style="list-style-type: none"> ● Work as an intermediary between developers and regional planners to help identify friction points in the development process ● Assist with facilitating dialogue between developers and regional planning officials and community groups
Studies, White papers, briefs and reports (various)	<ul style="list-style-type: none"> ● Gather and summarize high quality data to help support development avenues, business cases, and to help share regional information
Regional Report and Plan repository	<ul style="list-style-type: none"> ● Consolidate recent and relevant studies, reports and plans into a searchable and publicly accessible database

Herring Habitat Enhancement Project

Herring are an important forage fish for salmon and other marine species. A healthy herring population can support a greater abundance of salmon which, in turn, supports a healthier ecosystem of whales and other wildlife that depend on salmon. Rehabilitation and sustained increase of salmon stocks, whales and marine life on the Sunshine Coast will increasingly support 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):

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

Status Update: Active

KPI reporting

Herring Habitat Enhancement

- 12 docks in the program
- 90 nets installed
- Visual inspection and reports following spawning season (2018) indicated activity in 6 of 30 nets (20%) in one location.
- Visual inspection and reports following spawning season (2019) indicated activity in nets where there had not been previous activity
- Marine life sightings increased

Coastal Workforce Housing Society

The Coastal Workforce Housing Society is a grassroots group of community members attempting to address the mismatch between income on the Sunshine Coast and affordable housing for local workers.

This initiative aims to take deliberate and thoughtful action to embed a culture of workforce housing within the region. The key goal of the organization is to create an environment in which skilled workers relocating to the Sunshine Coast to pursue full-time employment in a sector experiencing labour shortages (hospitality, tourism, health, retail, food services, trades, etc.) will be able to find accommodation within their budget.

Formed in January 2019, the group is comprised of passionate volunteer leaders from all sectors and have raised enough funds to date to hire a project consultant to move through phase one of their project planning. The organization is also looking at creative build options to help residents transition from rentals to affordable first-time home ownership.

Key Partner(s):

- Community Futures
- Sunshine Coast Association for Community Living (SCACL)
- Sunshine Coast Affordable Housing Society
- Sunshine Coast Credit Union
- A number of private citizens representing a wide range of business interests

KPI reporting

Workforce Affordable Housing Initiative

- 8 meetings held since inception
- Public launch event with 85 people in attendance
- \$45,000 working capital for feasibility and proforma development work raised
- Non-profit status established
- Coast wide survey initiated to gather data on the relationship between housing and labour force issues

6.0 The year ahead- planning for 2020 and the longer term

In the year ahead, SCREDO's planning is centered around two main goals.

The first is to continue to promote and execute successfully on our existing projects and to transition them to be self-sustaining, where appropriate.

In order to meet this goal, we will continue to engage in 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. We will continue to utilize our staff resources wisely to manage and grow these projects. Greater attention to KPI tracking and reporting will help us meet our projections and expected outcomes and set these projects up for sustainability in the years ahead.

The second major goal area is informed by our new strategic plan.

SCREDO will focus on working with our funders and partners on regional infrastructure issues and significant regional facilities. This will begin by hiring a senior manager as Executive Director with experience working to develop regional opportunities and mitigate challenges in partnership with multiple levels of government and other institutions. We will, in collaboration with contribution funders, select projects of shared regional priority and establish the best role for the organization to play in resulting projects as their shared resource.

Very early in the program year we will be reaching out to our funding partners to work together to determine how shared projects will be selected, governed, and administered.

Project Specific Plans

Business Round-Up (BREU)

SCREDO will continue to assist Business Round-Up partners to extend the reach of the business census and structured interviews. We will continue to invest in improvements to the software and reporting and to hire freelance data gatherers to fill in the gaps and

ensure a representative dataset of business on the coast. The business event sponsorship portion of this project is successful, and no additional work is required.

PNP Regional Pilot *Immigrant investor program* (BREA)

The successes of this program have surfaced a potential issue with availability of land for business use on the coast. In our new program year, we will be researching the issue and preparing a briefing document with recommendations.

Investor Website *investsunshinecoast.ca* (BREA)

Annual updating of this information portal will continue, and we will add new sections as additional specific needs of investors are discovered.

FUSE Community Work Hub (Workforce Development)

Our program year will begin with the development of our third new FUSE space. Renovations can finally begin now that the Town of Gibsons has settled its insurance claim over a recent flood. The existing FUSE Gibsons will migrate to the new space in October when the renovations are due to be complete. The focus of the program year will be on growing the user base of these facilities to match its forecasted self-sustainability levels.

Sunshine Coast Advantage Service and Leadership (Workforce Development)

The initial launch of this program suffered many false starts. Our initial goal of the new program year is to stabilize the staffing of this project.

Workforce Development Alliance (Workforce Development)

This annual meeting of 30 to 40 stakeholders has formed a smaller group of 5 to 8 that meet quarterly. This small group is an information sharing body composed of representatives of Capilano University, SD46, Open Door Group, and shíshálh Nation Education & Employment.

Regional Calendar (Community)

We continue to diminish the already small budget of this project as we spread its adoption and awareness. Our forecast is that in 2021 the calendar will be self-sufficient through the sale of 'Featured Events'.

7.0 Financial Summary

Balance Sheet	August 31, 2017	August 31, 2018	** June 30, 2019
Assets			
Cash	\$240,451	\$169,806	\$239,902
Accounts Receivable		\$196,163	\$207,369
Furniture & Equipment		\$8,699	\$16,922
Leaseholder Improvements			\$47,524
Total Assets	\$240,451	\$374,668	\$511,717
Liabilities			
Accounts Payable	\$3,570	\$4,873	\$5,016
Retained Earnings	\$236,881	\$369,795	\$506,701
Liabilities & Equity	\$240,451	\$374,668	\$511,717

**Our program year runs September 1 – August 31. This report is generated with 2 months remaining in the 2018-19 Program Year.

Income Statement

Revenue	Actual Sep 1 2017 – Aug 31 2018	Actual** Sep 1 2018 – Jun 30 2019	Budget Sep 1 2019 – Aug 31 2020
Government Funding	\$291,865	\$291,865	\$291,865
FUSE Workhub	\$780	\$19,908	\$40,000
Partner Contributions		\$9,425	
PNP Cost Recovery Fees		\$7,993	
Interest	\$512	\$1,300	
Total Revenue	\$293,157	\$330,491	\$331,865

Expenses	Actual Sep 1 2017 – Aug 31 2018	Actual** Sep 1 2018 – Jun 30 2019	Budget Sep 1 2019 – Aug 31 2020
Programs			
Business Retention Expansion Attraction	\$62,422	\$35,500	\$50,000
Workforce Development	\$31,067	\$78,609	\$125,000
Community	\$11,779	\$8,226	\$10,000
Resource and Infrastructure	\$6,477	\$10,743	\$30,000
Total Programs	\$111,745	\$133,078	\$215,000
Administration	\$47,532	\$87,586	\$130,000
Amortization	\$966		
Total Operating Expenses	\$160,243	\$220,664	\$345,000
Capital Expenditures	\$8,699	\$55,747	\$20,000
Contribution to Reserves	\$124,215	\$54,080	(\$33,135)

**Our program year runs September 1 – August 31. This report is generated with 2 months remaining in the 2018-19 Program Year.

8.0 Conclusion

SCREDO is well positioned to continue meeting its mandate to provide regional economic development services. We are excited about, and confident in, our new strategic plan. We look forward to the launch of a few new projects and the stabilization of existing ones. We also look forward to the continued development of deep partnerships and community collaborations in order to help meet our goals in the years ahead.