



Economic Development Readiness Program Final Report

Organization's Name: Sunshine Coast Regional District

Project Name: Sunshine Coast Regional Economic Development Strategy Project

Commencement Date: July 7, 2016

Completion Date: December 31, 2016

ICET Contribution: \$7,125.00

Total Project Budget: \$14,250.00

Briefly describe your project's:

1. Purpose and Goals

Please describe what your project aimed to accomplish.

The Sunshine Coast Regional District, with funding support from the Island Coastal Economic Trust, has been successful in establishing a Regional Economic Development Charter that provides a framework to facilitate regional economic development on the Sunshine Coast for the next four years. The purpose of this project was to move forward with the economic development initiative by establishing a solid foundation and a plan that would support ongoing success for regional economic development on the Sunshine Coast. The key goals were to formally establish a regional economic development society and to assist the society with a process to develop a strategic plan to achieve its intended mandate to support the Coast's diverse regional economy in alignment with local community values as expressed within the Regional Economic Development Charter.

2. Implementation

Describe how the project was implemented.

The project was implemented as follows:

- a) Establishment of a regional economic development society:

- Candidates for Board Director positions with the regional economic development society were selected, endorsed and appointed by the Sunshine Coast Regional District, Town of Gibsons, District of Sechelt and Sechelt Indian Government District.
- The Sunshine Coast Regional Economic Development Society (SCREDO) was officially formed as a provincially registered non-profit society and granted a certificate of incorporation under the Society Act on September 8, 2016.

b) Development of a Strategic Plan through professionally facilitated workshops for SCREDO Directors:

- An introduction and orientation session provided a presentation on economic data; a review of the work to date leading up to the development of the Charter; discussion of high-level priorities of the SCREDO Board and the roles and responsibilities of this new organization; and, a situational scan – who is currently doing what, and what are the gaps.
- Strategic issues, priorities and programming options were identified within the context of Organizational Principles set out by the Regional Economic Development Charter, First Nations recognition, and the newly established Vision, Mission and Values statements.
- Goals and an action plan were developed that included key performance indicators to measure progress towards goals as well as evaluate program progress towards achieving desired outcomes.

3. Impacts

Please describe to what degree the objectives proposed for this project have been met.

The objectives proposed for this project have been successfully met. The primary outcome was the completion of a Strategic Plan that was built upon the principles set out in the Sunshine Coast Regional Economic Development Charter. An additional key outcome of the strategic planning process was the identification of areas for immediate attention.

The Strategic Plan identifies a three-program structure that will be pursued over the next 3 – 5 years. The goals of each program are inter-related components designed to achieve the economic vision articulated in the Charter whereby *the Sunshine Coast has a sustainable, thriving and diverse regional economy that is aligned with community values, expands opportunities for all residents and improves overall community wellbeing*. The programs will focus on: Business Retention, Expansion and Attraction (BREA); Workforce Development and Attraction (WDA); and, Regional Information Coordination (RIC). Each program area identifies a rationale for inclusion in the plan, a description of activities and objectives, and an initial set of actions and measurements to be implemented. Short-term (1 year) objectives as well as longer term objectives for each program area have been set out within the Strategic Plan. Performance measurements will track overall program progress, meeting of objectives and will identify outcomes achieved. The approach for execution of the strategy will be adaptive and iterative, recognizing the uncertainty of future conditions. This will ensure SCREDO is

continually adapting its activities and programs to best fulfill its mission. Considerations for staffing, community collaboration, public relations and reporting to funders have also been included within the Strategic Plan.

In summary, the Strategic Plan sets the direction for SCREDO's operations and programs with the express purpose of fulfilling the Regional Economic Vision set out in the Charter.

4. Community Involvement and Collaboration

Please provide a description of what successes occurred in initiating or expanding partnerships and collaborative efforts with other organizations and individuals.

Considerable effort has been given to defining the "regional" role in economic development on the Sunshine Coast. All four local governments, the Sunshine Coast Regional District, Town of Gibsons, District of Sechelt and the Sechelt Indian Government District collaborated on the development of a Sunshine Coast Regional Economic Development Charter. The Charter is the overarching guiding document for Regional Economic Development on the Sunshine Coast setting out the economic vision as well as roles and responsibilities of the partners to ensure effective regional collaboration. The Charter also provides for an arms-length governance structure now established under SCREDO. Appointments to the SCREDO Board of Directors were intentionally selected to facilitate a broad range of community involvement from various sectors including representation from the Financial, Tourism, Technology, private sector entrepreneurs, Community Development and Capacity Building, First Nations, Housing, Real Estate, Agricultural and Non-Profit sectors.

5. Lessons Learned

Please provide a critical review of your project including a discussion of lessons learned, recommendations and overall perception of project success.

From the outset it was understood that key to SCREDO's success would be ensuring the new directors have a clear understanding of their mandate as well as clear strategic direction that aligns with local community values as expressed in the Regional Economic Development Charter. The project successfully met its goals in this regard. SCREDO was formally established and a strategic planning process to identify goals, priorities, programs and a plan of action going forward was completed.

The effort to achieve a common vision and plan for Regional Economic Development for the Sunshine Coast has been worthwhile pursuing, but also time and resource-intensive. Throughout the project there was recognition that regional collaboration on this scale requires a significant investment of time and resources to ensure solid relationships and trust-building between all partners. The Project timeline was initially estimated to be completed with a 3-month timeframe. In actual fact, this timeline was not realistic. The orientation of the new SCREDO Board, in combination with the facilitation of the strategic planning process, ended up

being almost 6 months in duration. It would be our recommendation that future projects of this nature consider allocating significant time to developing new relationships at the outset of their project as we endeavoured to achieve through our Board orientation process. This initial investment of time will be critical to ensuring solid collaborative partnerships that are built upon trust, recognition of each partners' contribution and role, and common understanding of program goals and objectives going forward.

6. Next Steps

Based on the project findings, briefly outline the follow up steps for this initiative and how the project outcomes will be sustained.

The next step for this project would be the actual implementation of the Strategic Plan.

Storytelling

If you had one story to tell to illustrate the impact of the project (whether in the community, your organization, business or an individual etc) what would it be? If media reports, please attach copies.

See Attached:

- Attachment 1 - SCREDO Strategic Plan
- Attachment 2 - Coast Reporter, Article dated December 15, 2016
- Attachment 3 - SCRD News Release dated March 29, 2016
- Attachment 4 - Sunshine Coast Regional Economic Development Charter

Financial Report

*The final **financial report** should include a signed and dated financial statement for the period of the project which includes:*

- *Total **actual** project spending (by categories as submitted in your proposal)*
- *Total of **all** funding received from other sources (matching funding)*
- *Surplus/Deficit if any*

Certification:

I, the undersigned, have authority to represent the recipient and certify that to the best of my knowledge that all the information in this final report is true and complete.

Janette Loveys

Chief Administrative Officer

Print Recipient's Name

Title

Janette Loveys

Feb 24 / 2017

Recipient's Signature

Date