



TRAINING & CAPACITY-BUILDING PROGRAMS

Complete Training Catalogue

Thirty-six programs across nine learning pathways — built for Indigenous communities, municipalities, and regional organizations working toward lasting, community-owned change.

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WELCOME

A Different Way to Build Capacity

Shore Grow exists because lasting change in a community is never delivered by a consultant; it is built by the people who live there.

This catalogue is a working tool, not a brochure. Every program in it was designed to leave your organization with something concrete: a shared language, a redesigned policy, a working plan, a governance model that fits your scale. Training is one part of a larger capacity-building relationship; one built to strengthen leadership, improve governance, and move communities from crisis response toward strategic, community-owned development.

The thirty-six programs that follow are organized into nine learning pathways, each addressing a distinct stage of organizational and community development, from understanding behaviour, to unlocking stalled initiatives, to running a fully operational economic development office. Use this catalogue to find the right entry point for where your organization is today, and the right pathway for where you're going next.

NAVIGATING THIS CATALOGUE

How This Catalogue Works

Each of the nine pathways opens with an overview page: why the topic matters, who should attend, the organizational challenges it addresses, and the outcomes to expect. Every program page that follows uses the same consistent structure, so your team can scan the full catalogue quickly or go deep on a single program.

- ✂ **BEST FOR** — The roles and teams this program is designed for
- 🕒 **FORMAT** — Available session lengths, from a 2-hour briefing to a multi-day intensive
- ▮ **LEVEL** — Foundational, Applied, Advanced, or Executive depth
- ◆ **INVESTMENT** — Standard pricing for the formats offered (see p. 5 for full pricing)
- **RECOMMENDED NEXT STEP** — the companion program that builds naturally on this one
- **FLAGSHIP PROGRAM** — one of the eight programs we recommend most often as a first engagement (see p. 8)

A NOTE ON PRICING

Travel, accommodation, venue, and catering are billed separately.

A NOTE ON OUTCOME EXAMPLES

The “In Practice” examples throughout this catalogue are illustrative and representative of the results organizations commonly report. They are not case studies of specific named clients.

INVESTMENT

Standard Pricing

All formats below apply consistently across the catalogue. Multi-day intensives and signature programs are priced separately — see Signature Programs.

FORMAT	LENGTH	PRICE (CAD)
Intro Workshop	2 hours	\$3,500
Half-Day	3.5–4 hours	\$5,500
Full Day	6–7 hours	\$8,500
2-Day Intensive	12–14 hours	\$15,500
3–4 Day Community Intensive	Custom	\$22,000–\$30,000

Every Program Includes

- ✓ Pre-session customization to your context and priorities
- ✓ Facilitation materials and simulations
- ✓ Group debrief and applied discussion
- ✓ Post-session summary notes

Not Included

Travel, accommodation, venue, and catering are billed separately.

Optional Add-On

Virtual Implementation Check-In — 2 hours — \$1,500

A follow-up session to troubleshoot progress and keep momentum after any program.

GETTING STARTED

Where Should You Start?

You don't need to know our program names. You need to know what's happening in your organization right now — the rest follows from there.

Every organization that calls Shore Grow is already living one or more of these patterns. Find the description below that sounds most like today, and go directly to the pathway it points to. Each pathway page opens with the full picture: why it matters, who should attend, and what changes.

SYMPTOM	DETAIL	RECOMMENDED PATHWAY
If your team keeps mislabelling behaviour as the problem...	Staff, clients, or community members are quick to be called “difficult” or “non-compliant”; policies keep punishing behaviour no one has actually explained; frontline conflict keeps repeating in the same patterns.	Foundations — Human Behaviour & Development (p. 9)
If your best efforts to create change keep stalling...	People nod along in meetings, then nothing moves; staff comply without ever truly re-engaging; pushing harder is getting you less, not more.	Re-Engagement — Behaviour Freeze & Motion (p. 14)
If your organization is experiencing...	High staff turnover, burnout, constant crisis response, everyone feels overwhelmed.	Systems Transformation — Scarcity & Capacity (p. 18)
If your programs are doing things “for” the community instead of “with” them...	Consultation fatigue has replaced genuine contribution; institutions are dominating decisions meant to be community-led; local leadership and pride have quietly gone underused.	Community Leadership — Asset-Based Community Development (p. 21)
If Council or leadership is struggling with...	Governance, roles, decision-making, working together.	Governance Excellence — Collective Impact & Decision-Making (p. 25)
If your economic development plans keep stalling on their own...	Standalone projects collapse under thin markets or a single point of failure; shared infrastructure or assets stall without clear governance; growth plans feel like they trade away community wellbeing for short-term revenue.	Economic Futures — Regenerative & Blue Economy Development (p. 29)
If your best-laid plans keep falling apart in the real world...	Good plans fail because the problem is complex, not complicated; uncertainty produces paralysis or over-control at the top; your most experienced leaders are burning out and leaving.	Adaptive Leadership — Complexity & Stewardship (p. 33)
If your strategic plan never gets implemented...	Too many priorities, no accountability, everything feels urgent, progress stalls after planning.	Implementation & Execution — Strategy to Execution (p. 37)
If your economic development office has a mandate but not an operation...	Success is measured by activity — meetings held, projects supported — not outcomes; the project pipeline exists as a list, not a living system; financial and investment decisions are made without ROI discipline.	Economic Development Operations — Running Economic Development Like a Business (p. 47)

Not sure, or more than one applies? Book a meeting with us to discuss the best option for your team.

FLAGSHIP PROGRAMS

Start Here: Eight Recommended Entry Points

Thirty-six programs give you room to grow. These eight give you a place to begin.

Every program in this catalogue was built to stand on its own, and every one of them connects naturally to the next stage of work. The eight programs below are the ones we recommend most often as a first engagement: they carry the broadest appeal, the clearest immediate value, and the most natural path into deeper pathway or signature work. Look for the FLAGSHIP PROGRAM marker beneath the title on program pages throughout the catalogue to spot these at a glance.

FLAGSHIP PROGRAM	PATHWAY	PAGE
Understanding Poverty, Behaviour & Generational Patterns	Foundations Series	p. 10
The Scarcity Simulation	Systems Transformation Series	p. 19
ABCD: Building Communities from the Inside Out	Community Leadership Series	p. 22
Governance, Power & Decision-Making	Governance Excellence Series	p. 28
Adaptive Leadership Under Uncertainty	Adaptive Leadership Series	p. 35
Annual Operating Plan & Community Calendar Build	Implementation Series	p. 40
Running an Economic Development Office	Economic Development Operations Series	p. 52
Full Economic Development Execution Lab	Signature Programs	p. 58

→ **HOW TO USE THIS LIST** — Start with the flagship that matches your Where Should You Start? result, or the one your team already recognizes as the most urgent. Everything else in this catalogue is still here when you're ready for it.

PATHWAY I

Foundations Series

Human Behaviour & Development



→ **IN PRACTICE** *Following this series, one regional service team redesigned its intake procedures so frontline staff could distinguish survival behaviour from non-compliance, reducing escalations in the first quarter.*

Understand why people — and systems — behave the way they do.

Why This Pathway Matters

Every capacity-building effort eventually meets the same wall: behaviour that doesn't change no matter how much training, policy, or pressure is applied. This series gives leaders and frontline teams a shared, evidence-based language for poverty, survival behaviour, and attachment, replacing blame with design.

Who Should Attend

All staff, frontline teams, leadership, councils, and boards; anyone whose work depends on understanding human behaviour under stress.

Typical Organizational Challenges

- ◆ Survival behaviour is mislabelled as non-compliance or poor attitude
- ◆ Policies built for stability quietly punish instability
- ◆ Disengagement is treated as a motivation problem instead of a relational one

Expected Outcomes

- ✓ A shared vocabulary that reduces blame and conflict across departments
- ✓ Expectations and policies recalibrated to lived reality
- ✓ The ability to tell resistance, apathy, and freeze apart — and respond to each correctly

IN THIS PATHWAY

01 Understanding Poverty, Behaviour & Generational Patterns	p. 10
02 Hidden Rules of Economic Environments	p. 11
03 Survival Skills We Learn: From Survival to Development	p. 12
04 Attachment, Belonging & Disengagement	p. 13

FOUNDATIONS SERIES · PROGRAM 01

Understanding Poverty, Behaviour & Generational Patterns

→ **FLAGSHIP PROGRAM** — *one of Shore Grow's recommended starting points for organizations new to this work.*

Reframes poverty, behaviour, and decision-making so people stop being blamed for conditions created by systems, while expectations and accountability stay firmly in place.

THE ORGANIZATIONAL CHALLENGE

When leaders and staff read survival behaviour as poor character, they design policies and responses that deepen the exact patterns they're trying to fix.

⌘ BEST FOR

All staff, leadership, councils

🕒 FORMAT

Half-Day · Full Day

📊 LEVEL

Foundational

💎 INVESTMENT

\$5,500 – \$8,500

What Changes

- ✓ Judgement replaced with a shared diagnostic language across departments
- ✓ Fewer conduct-based conflicts between staff, clients, and community members
- ✓ Policies and expectations recalibrated to how instability actually shapes behaviour
- ✓ A leadership team equipped to redesign systems instead of "fixing" people

Key Topics Covered

- ◆ Redefining poverty beyond income
- ◆ Situational vs. generational poverty
- ◆ Behaviour as adaptation, not character
- ◆ Behaviour freeze: why people stop moving
- ◆ Stuck cycles vs. growth cycles

Built Into the Session

- Real-life behaviour pattern recognition
- Freeze vs. movement diagnostics
- Role-specific application discussion

Participants Leave With

- A shared language for discussing behaviour without blame
- A diagnostic lens for survival behaviour vs. resistance
- A short list of policy or practice adjustments to bring back to the team

FRAMEWORKS Bridges Out of Poverty

COMPANION PROGRAMS Hidden Rules of Economic Environments · Survival Skills We Learn: From Survival to Development

→ **RECOMMENDED NEXT STEP** *Pair with Hidden Rules of Economic Environments to put the framework into practice through simulation.*

→ **IN PRACTICE** *Following this workshop, one frontline team reported fewer conduct-based conflicts within the first month, simply from having language to separate behaviour from character.*

FOUNDATIONS SERIES • PROGRAM 02

Hidden Rules of Economic Environments

Interactive Simulation

An interactive simulation that surfaces the invisible rules governing behaviour across economic environments and why systems built on one set of rules routinely misjudge people operating under another.

THE ORGANIZATIONAL CHALLENGE

Well-intentioned systems reward predictability and quietly penalize adaptability, driving disengagement in the people they most need to reach.

BEST FOR

Frontline staff, educators, managers

FORMAT

2 Hours • Half-Day

LEVEL

Foundational

INVESTMENT

\$3,500 – \$5,500

What Changes

- ✓ Reduced unnecessary discipline, escalation, and conflict
- ✓ Programs and policies re-examined for where they assume stability
- ✓ A team that reads behaviour accurately before it reacts
- ✓ A shift from enforcement-based responses to relationship-based support

Key Topics Covered

- ◆ Hidden rules across Poverty, Working Class, Middle Class, and Wealth
- ◆ Adaptability vs. non-compliance
- ◆ How predictability shapes decisions on time, money, conflict, authority
- ◆ Where institutional rules privilege middle-class norms

Built Into the Session

- Live hidden-rules simulation game
- Facilitated debrief mapped to participants' own programs

Participants Leave With

- First-hand experience of navigating an unfamiliar rule set
- A checklist for spotting assumption-of-stability in your own policies
- Language to reduce blame in team debriefs

FRAMEWORKS Bridges Out of Poverty

COMPANION PROGRAMS Understanding Poverty, Behaviour & Generational Patterns • Survival Skills We Learn: From Survival to Development

→ **RECOMMENDED NEXT STEP** Follow with *Survival Skills We Learn* to move from awareness into a development framework.

FOUNDATIONS SERIES · PROGRAM 03

Survival Skills We Learn: From Survival to Development

Reframes survival strategies as intelligence developed under pressure, then shows how development happens, not by erasing survival skills, but by adding new ones once safety is present.

THE ORGANIZATIONAL CHALLENGE

Telling people to "just change" after years of instability deepens shame and freeze instead of producing growth.

⌘ BEST FOR

Staff teams, leadership, community members

🕒 FORMAT

2 Hours · Half-Day

📊 LEVEL

Foundational

💎 INVESTMENT

\$3,500 – \$5,500

What Changes

- ✓ Less shame and defensiveness, more conscious choice
- ✓ Leaders who can name exactly which skill is missing — not what's "wrong" with someone
- ✓ A practical bridge between compassion and accountability
- ✓ A workforce better able to recognize survival mode in themselves and each other

Built Into the Session

- Survival-skill mapping exercise
- Small-group application to workplace roles

Participants Leave With

- A personal "survival skill → development skill" map
- Language for coaching without shaming
- A practical pathway from survival to stability to growth

Key Topics Covered

- ◆ How common survival skills develop (react fast, go it alone, stay alert)
- ◆ Why these skills make sense in unstable environments
- ◆ The development shift: survival skills kept, developmental skills added
- ◆ Survival intelligence redirected into leadership and innovation

FRAMEWORKS Bridges Out of Poverty · Attachment Theory

COMPANION PROGRAMS Attachment, Belonging & Disengagement · Understanding Behaviour Freeze

→ **RECOMMENDED NEXT STEP** *Continue into Attachment, Belonging & Disengagement to see how these patterns show up relationally.*

FOUNDATIONS SERIES · PROGRAM 04

Attachment, Belonging & Disengagement

Shows how attachment and belonging shape engagement, motivation, and resilience and why disengagement is a relational response, not a character flaw.

THE ORGANIZATIONAL CHALLENGE

Many systems try to change behaviour without repairing connection first, then blame individuals when nothing improves.

⌘ BEST FOR

Youth workers, educators, frontline workers

🕒 FORMAT

Half-Day · Full Day

📊 LEVEL

Foundational

💎 INVESTMENT

\$5,500 – \$8,500

What Changes

- ✓ Lower dropout and disengagement across programs
- ✓ Escalation and burnout prevented before they start
- ✓ Environments people can re-enter, stay in, and grow within
- ✓ A relational foundation that makes every other development effort work

Key Topics Covered

- ◆ The six stages of attachment as a developmental sequence
- ◆ Disengagement as an attachment injury
- ◆ Why pressure and public correction break engagement
- ◆ Belonging before development
- ◆ Attachment-safe systems and organizations

Built Into the Session

- Attachment-stage mapping for a real program
- Reconnection-first response redesign

Participants Leave With

- A framework for reading disconnection instead of defiance
- Practical strategies to restore belonging without lowering standards
- A relational lens to carry into every other workshop in the series

FRAMEWORKS Attachment Theory

COMPANION PROGRAMS Understanding Behaviour Freeze · Creating Safety Before Strategy

→ **RECOMMENDED NEXT STEP** Move into the Re-Engagement Series to convert belonging into sustained forward motion.

PATHWAY II

Re-Engagement Series

Behaviour Freeze & Motion



→ **IN PRACTICE** *After this series, one band office reported that a stalled housing initiative regained momentum within weeks, once staff had a shared way to name and work through freeze.*

Unlock the movement that pressure alone can't create.

Why This Pathway Matters

Behaviour freeze is the most expensive and least understood barrier to change. This series gives leaders a practical model for restoring safety and sequencing motion: the engine behind stalled initiatives, quiet quitting, and staff who comply without committing.

Who Should Attend

Frontline staff, managers, leadership teams, councils, boards, cross-department teams.

Typical Organizational Challenges

- ◆ Initiatives stall despite clear plans and clear direction
- ◆ Staff comply without ever truly re-engaging
- ◆ Leaders push harder for change and get less of it

Expected Outcomes

- ✓ Faster, safer re-engagement after burnout, conflict, or crisis
- ✓ A sequencing model that replaces pressure with momentum
- ✓ Fewer relapses into freeze after a change effort

IN THIS PATHWAY

05 Understanding Behaviour Freeze	p. 15
06 From Freeze to Motion: The Development Pathway	p. 16
07 Creating Safety Before Strategy	p. 17

RE-ENGAGEMENT SERIES · PROGRAM 05

Understanding Behaviour Freeze

People, Staff & Systems

Names and unpacks the single most misunderstood barrier to change: behaviour freeze - a protective response to prolonged instability, not laziness or defiance.

THE ORGANIZATIONAL CHALLENGE

Pushing harder for change deepens freeze; movement only becomes possible when psychological, relational, and systemic safety are deliberately restored.

⌘ BEST FOR	🕒 FORMAT	📊 LEVEL	💎 INVESTMENT
Frontline staff, managers, leadership	Half-Day · Full Day	Applied	\$5,500 – \$8,500

What Changes

- ✓ Stalled initiatives unlocked without added pressure
- ✓ Burnout and quiet quitting reduced
- ✓ Leadership responses adjusted to restore agency, not fear
- ✓ A shared framework for identifying freeze early — in people and in systems

Key Topics Covered

- ◆ What behaviour freeze actually is
- ◆ How systems create freeze
- ◆ Why insight alone doesn't create movement
- ◆ Safety as the precondition for action
- ◆ Freeze at the individual, team, and organizational level

Built Into the Session

- Freeze-pattern case studies from participants' own context
- Safety-gap diagnostic

Participants Leave With

- The vocabulary to separate freeze, resistance, and apathy
- A safety checklist to run before demanding action
- A model for sequencing, not forcing, next steps

FRAMEWORKS Bridges Out of Poverty · Attachment Theory · Complexity

COMPANION PROGRAMS From Freeze to Motion: The Development Pathway · Creating Safety Before Strategy

→ **RECOMMENDED NEXT STEP** Continue directly into From Freeze to Motion to build the practical sequencing model.

RE-ENGAGEMENT SERIES · PROGRAM 06

From Freeze to Motion: The Development Pathway

A practical, sequenced pathway for moving individuals, teams, and communities out of freeze and back into forward motion through small, visible, low-risk steps rather than large plans.

THE ORGANIZATIONAL CHALLENGE

Demanding initiative and ownership before safety and capacity exist is the single most common reason change efforts re-freeze.

BEST FOR

Frontline staff, managers, leadership

FORMAT

Full Day

LEVEL

Applied

INVESTMENT

\$8,500

What Changes

- ✓ Momentum that compounds instead of collapsing
- ✓ Realistic pacing that replaces unrealistic expectations
- ✓ Fewer relapses into freeze mid-implementation
- ✓ A team that can assess readiness before assigning responsibility

Key Topics Covered

- ◆ The stuck loop vs. the growth loop
- ◆ Why sequencing matters: safety → engagement → capability → accountability
- ◆ Attachment-safe movement
- ◆ Micro-movements that restore agency
- ◆ Moving from survival capacity to development capacity

Built Into the Session

- Freeze-to-growth spectrum mapping
- Micro-movement design workshop

Participants Leave With

- A sequenced action model your team can reuse on any initiative
- A set of "visible win" designs sized to your capacity
- A shared standard for what readiness actually looks like

FRAMEWORKS Behavioural Change · Attachment Theory

COMPANION PROGRAMS Understanding Behaviour Freeze · Creating Safety Before Strategy

→ **RECOMMENDED NEXT STEP** Add Creating Safety Before Strategy to install the conditions this pathway depends on.

RE-ENGAGEMENT SERIES · PROGRAM 07

Creating Safety Before Strategy

Shows why strategy fails wherever people don't feel safe enough to engage and how to design safety as a functional condition, not a soft concept.

THE ORGANIZATIONAL CHALLENGE

Systems that punish one mistake with permanent exclusion train people to withdraw or comply without ever truly committing.

⌘ BEST FOR

Leadership, managers, frontline staff

🕒 FORMAT

Half-Day

📊 LEVEL

Applied

💎 INVESTMENT

\$5,500

What Changes

- ✓ Higher re-entry and retention after failure, crisis, or absence
- ✓ Trust rebuilt through action, not reassurance
- ✓ Policies redesigned to allow grace, recovery, and return
- ✓ Accountability held without triggering fear or exposure

Key Topics Covered

- ◆ What safety actually means beyond good intentions
- ◆ Predictability as a form of care
- ◆ Trust repair after breakdown
- ◆ Designing re-entry instead of exclusion
- ◆ Attachment-safe policies and practices

Built Into the Session

- Trust-repair case mapping
- Policy audit for exclusion triggers

Participants Leave With

- A working definition of safety your organization can apply consistently
- A short list of re-entry pathways to replace "one mistake and you're out" rules
- Language to hold accountability with humanity

FRAMEWORKS Attachment Theory

COMPANION PROGRAMS Understanding Behaviour Freeze · Policy & Program Redesign Through a Development Lens

→ **RECOMMENDED NEXT STEP** *Bring these conditions into Policy & Program Redesign to embed them structurally.*

PATHWAY III

Systems Transformation Series

Scarcity & Capacity



→ **IN PRACTICE** *One economic development office used the 90-day shift plan from this series to protect two long-term priorities that had repeatedly been bumped by urgent requests.*

Escape the crisis cycle that quietly consumes every long-term priority.

Why This Pathway Matters

Scarcity is a design condition, not a personal failing and it reliably crowds out the prevention, planning, and development work every organization says it wants. This series equips leadership to see the structural patterns that lock in crisis mode, and to redesign them.

Who Should Attend

Directors, managers, leadership teams, councils, governance, cross-department staff.

Typical Organizational Challenges

- ◆ Strategic priorities are repeatedly sacrificed to urgent demands
- ◆ Burnout is treated as an individual failing rather than a structural one
- ◆ Long-term work never survives contact with the next crisis

Expected Outcomes

- ✓ A shared diagnosis of what is actually driving crisis mode
- ✓ A prioritized list of the structural friction points to fix first
- ✓ A realistic 90-day shift plan that protects developmental work

IN THIS PATHWAY

08 The Scarcity Simulation

p. 19

09 From Crisis Response to Developmental Systems

p. 20

SYSTEMS TRANSFORMATION SERIES · PROGRAM 08

The Scarcity Simulation

→ **FLAGSHIP PROGRAM** — *one of Shore Grow's recommended starting points for organizations new to this work.*

Why Crisis Crowds Out Development

An immersive simulation that makes visible how scarcity of time, staff, funding, and attention reshapes decisions, relationships, and priorities inside real organizations.

THE ORGANIZATIONAL CHALLENGE

Long-term, preventive work consistently disappears under pressure, even when everyone agrees it's the priority because the system, not the people, is built for crisis.

BEST FOR

Managers, directors, leadership

FORMAT

Half-Day · Full Day

LEVEL

Applied

INVESTMENT

\$5,500 – \$8,500

What Changes

- ✓ Burnout reframed as a structural signal, not an individual weakness
- ✓ A shared language to discuss capacity and limits honestly
- ✓ Leaders who can name the design flaws locking in reactive mode
- ✓ The first structural changes identified to protect developmental work

Key Topics Covered

- ◆ Scarcity as a design issue
- ◆ Burnout as a structural outcome
- ◆ Why long-term work disappears first
- ◆ The complexity lens: why linear fixes fail
- ◆ System patterns that lock in crisis mode

Built Into the Session

- Live scarcity simulation
- Structural pattern debrief

Participants Leave With

- First-hand experience of how scarcity changes decision-making
- A shared diagnosis your leadership team can act on together
- A reframe that shifts blame from people to design

FRAMEWORKS Getting to Maybe

COMPANION PROGRAMS From Crisis Response to Developmental Systems · Policy & Program Redesign Through a Development Lens

→ **RECOMMENDED NEXT STEP** *Move into From Crisis Response to Developmental Systems to build the redesign plan.*

→ **IN PRACTICE** *Following this session, one leadership team identified three recurring “fires” that were actually the same structural problem, and began budgeting time to fix the root cause instead of the symptom.*

SYSTEMS TRANSFORMATION SERIES · PROGRAM 09

From Crisis Response to Developmental Systems

Helps leadership redesign workflows, roles, and measurement so long-term, preventive work becomes possible again without ignoring urgent realities.

THE ORGANIZATIONAL CHALLENGE

Crisis becomes the organizational default and spreads across departments, quietly reducing decision quality and increasing burnout everywhere it touches.

⌘ BEST FOR

Directors, managers, program leadership

🕒 FORMAT

Full Day

📊 LEVEL

Applied

💎 INVESTMENT

\$8,500

What Changes

- ✓ A prioritized set of the friction points driving the most crisis
- ✓ A realistic 90-day plan that protects development time
- ✓ Metrics that track stability and capability, not just outputs
- ✓ Clarity on what to stop doing to create breathing room

Key Topics Covered

- ◆ Diagnosing crisis mode as a pattern, not a personality issue
- ◆ Complexity lens: why linear plans fail
- ◆ Determinants of health: shifting upstream
- ◆ Capacity architecture and strategic subtraction
- ◆ Measurement that supports development, not just reporting

Built Into the Session

- Crisis Load Map
- Determinants Pathway Map
- Policy Friction Scan
- 90-Day Development Shift Plan

Participants Leave With

- A completed 90-day shift plan with owners
- A prioritized friction-point list
- A draft set of shared, determinants-based measures

FRAMEWORKS Complexity · Determinants of Health

COMPANION PROGRAMS The Scarcity Simulation · Policy & Program Redesign Through a Development Lens

→ **RECOMMENDED NEXT STEP** Add the optional 2-hour virtual follow-up (\$1,500) to keep the 90-day plan on track.

PATHWAY IV

Community Leadership Series

Asset-Based Community Development



→ **IN PRACTICE** *A community that completed this series redesigned its volunteer program around contribution rather than service delivery, and reported renewed interest from residents who had stopped participating.*

Move from service delivery to community-led ownership.

Why This Pathway Matters

Communities are rarely short on strength, they are short on room to lead. This series equips institutions to see where their own help is crowding out local capacity, and to redesign programs so contribution, not dependency, drives outcomes.

Who Should Attend

Community leaders, councils, staff, economic development teams, planners, funders, external partners.

Typical Organizational Challenges

- ◆ Programs unintentionally professionalize away citizen leadership
- ◆ Consultation fatigue replaces genuine contribution
- ◆ Institutions dominate decisions that were meant to be community-led

Expected Outcomes

- ✓ Local leadership and pride, rebuilt
- ✓ Development that outlasts the funding cycle that paid for it
- ✓ A clear, shared framework for when to lead, support, or step back

IN THIS PATHWAY

10	ABCD: Building Communities from the Inside Out	p. 22
11	From Assets to Contribution	p. 23
12	When Institutions Need to Step Back	p. 24

COMMUNITY LEADERSHIP SERIES · PROGRAM 10

ABCD: Building Communities from the Inside Out

→ **FLAGSHIP PROGRAM** — one of Shore Grow's recommended starting points for organizations new to this work.

Introduces Asset-Based Community Development in full depth — not as a strengths inventory, but as a fundamental shift in how development happens.

THE ORGANIZATIONAL CHALLENGE

Well-intentioned institutions often crowd out citizen capacity and create dependency by treating communities as clients rather than contributors.

⌘ BEST FOR

Community leaders, Councils, Staff

🕒 FORMAT

Full Day · 2-Day Intensive

📊 LEVEL

Applied

💎 INVESTMENT

\$8,500 – \$15,500

What Changes

- ✓ A move from dependency to agency
- ✓ Local leadership and pride, rebuilt
- ✓ Development that lasts beyond the funding cycle that started it
- ✓ A clear, shared standard for what community ownership actually looks like

Key Topics Covered

- ◆ Why institutions crowd out community capacity
- ◆ Assets vs. services
- ◆ Community as producer, not client
- ◆ Invitation, not intervention
- ◆ The proper role of institutions

Built Into the Session

- Community asset mapping beyond formal roles
- Institutional role audit

Participants Leave With

- A map of community assets beyond credentials and formal roles
- A redesigned starting point for at least one program
- A shared language distinguishing assets from services

FRAMEWORKS Building Communities from the Inside Out (Kretzmann & McKnight)

COMPANION PROGRAMS From Assets to Contribution · When Institutions Need to Step Back

→ **RECOMMENDED NEXT STEP** Continue into From Assets to Contribution to turn the map into action.

COMMUNITY LEADERSHIP SERIES · PROGRAM 11

From Assets to Contribution

Moves communities beyond asset inventories and planning documents into real contribution, action, and re-awakened leadership.

THE ORGANIZATIONAL CHALLENGE

Asset maps that never turn into action train communities to expect more consultation and less real engagement.

⌘ BEST FOR

Community leaders, Staff, Councils

🕒 FORMAT

Full Day

📊 LEVEL

Applied

💎 INVESTMENT

\$8,500

What Changes

- ✓ A move from participation to ownership
- ✓ Leadership re-activated without adding to burnout
- ✓ Momentum built through meaningful contribution, not more planning
- ✓ Contribution pathways created for youth, Elders, and informal leaders

Key Topics Covered

- ◆ Why mapping without movement fails
- ◆ Contribution as healing and development
- ◆ Invitation vs. intervention
- ◆ Re-awakening quiet leadership
- ◆ The role of institutions in supporting contribution

Built Into the Session

- Invitation design workshop
- Dormant-leadership identification exercise

Participants Leave With

- A set of concrete invitations people can say yes to
- A shortlist of quiet leaders and connectors to re-engage
- A shift from service delivery to co-creation for at least one initiative

FRAMEWORKS ABCD · Attachment Theory

COMPANION PROGRAMS ABCD: Building Communities from the Inside Out · When Institutions Need to Step Back

→ **RECOMMENDED NEXT STEP** *Pair with When Institutions Need to Step Back to protect the leadership space this creates.*

COMMUNITY LEADERSHIP SERIES · PROGRAM 12

When Institutions Need to Step Back

Examines one of the hardest and most necessary shifts in community development — knowing when institutions must step back so communities can step forward.

THE ORGANIZATIONAL CHALLENGE

Institutions that dominate agendas, timelines, and success metrics unintentionally suppress the very leadership and ownership they are trying to build.

⌘ BEST FOR

Leadership teams, Councils

🕒 FORMAT

Half-Day

📊 LEVEL

Applied

💎 INVESTMENT

\$5,500

What Changes

- ✓ Authentic partnerships that reduce dependency and disengagement
- ✓ Development that continues well beyond the current funding cycle
- ✓ Clarity on which decisions must stay institutional — and which must be released
- ✓ Trust strengthened through demonstrated restraint

Key Topics Covered

- ◆ How institutions crowd out community leadership
- ◆ Power, control, and unintended consequences
- ◆ The proper role of institutions in ABCD
- ◆ Stepping back without abandoning responsibility
- ◆ Collective impact without institutional takeover

Built Into the Session

- Decision-rights mapping
- Restraint and alignment self-assessment

Participants Leave With

- A clear line between institutional and community decisions
- A redesigned partnership approach for one active initiative
- Language for demonstrating restraint without disengaging

FRAMEWORKS ABCD · Collective Impact

COMPANION PROGRAMS ABCD: Building Communities from the Inside Out · Collective Impact for Small & Fragile Communities

→ **RECOMMENDED NEXT STEP** Move into the Governance Excellence Series to formalize shared decision-making across partners.

PATHWAY V

Governance Excellence Series

Collective Impact & Decision-Making



→ **IN PRACTICE** *Following this series, one regional partnership table replaced a stalled consensus process with a documented decision-making protocol that every partner could point to.*

Align fragmented partners around outcomes that reflect lived reality.

Why This Pathway Matters

Most collective-impact and governance models are built for large, well-funded systems. This series right-sizes alignment, measurement, and decision-making for small, rural, remote, and relationship-based communities — where trust is the infrastructure.

Who Should Attend

Councils, boards, senior leadership, directors, backbone organizations, cross-sector partners, funders.

Typical Organizational Challenges

- ◆ Duplication and competition drain already-scarce capacity
- ◆ Measurement tracks outputs instead of outcomes
- ◆ Governance built for stability freezes under real complexity

Expected Outcomes

- ✓ A common agenda partners can actually sustain
- ✓ Shared measurement that reflects lived experience, not just funder reports
- ✓ Governance that adapts without losing accountability

IN THIS PATHWAY

13 Collective Impact for Small & Fragile Communities	p. 26
14 Shared Measurement That Reflects Lived Reality	p. 27
15 Governance, Power & Decision-Making	p. 28

GOVERNANCE EXCELLENCE SERIES · PROGRAM 13

Collective Impact for Small & Fragile Communities

Adapts the Collective Impact framework for small, remote, and under-resourced communities, where traditional models fail under limited capacity and fragile relationships.

THE ORGANIZATIONAL CHALLENGE

Communities keep adopting collective-impact models built for large cities and well-funded systems — then blame themselves when the model doesn't fit.

⌘ BEST FOR

Leadership teams, councils

🕒 FORMAT

Full Day

📊 LEVEL

Advanced

💎 INVESTMENT

\$8,500

What Changes

- ✓ Reduced duplication and competition between partners
- ✓ Relationships protected while alignment increases
- ✓ Coordination that doesn't depend on a single person or department
- ✓ Change that is coordinated, not centralized

Key Topics Covered

- ◆ Why fragmentation is worse in small systems
- ◆ Collective Impact reimagined for fragile contexts
- ◆ Backbone roles without backbone burnout
- ◆ Power, trust, and relationship dynamics
- ◆ Aligning systems around people, not programs

Built Into the Session

- Fragmentation mapping exercise
- Realistic common-agenda drafting

Participants Leave With

- A right-sized common agenda grounded in real capacity
- A backbone model that doesn't burn out one person
- A shared measurement starting point for partners

FRAMEWORKS Collective Impact

COMPANION PROGRAMS Shared Measurement That Reflects Lived Reality · Governance, Power & Decision-Making

→ **RECOMMENDED NEXT STEP** Follow with Shared Measurement That Reflects Lived Reality to operationalize the agenda.

GOVERNANCE EXCELLENCE SERIES · PROGRAM 14

Shared Measurement That Reflects Lived Reality

Moves organizations beyond reporting for funders toward shared measurement that reflects what people actually experience in daily life.

THE ORGANIZATIONAL CHALLENGE

When communities measure the wrong things, they optimize for appearances instead of outcomes — and everyone works hard for numbers that don't move.

⌘ BEST FOR

Leadership teams, managers, program leadership

🕒 FORMAT

Half-Day

📊 LEVEL

Advanced

💎 INVESTMENT

\$5,500

What Changes

- ✓ Metrics that track stability, capability, connection, and wellbeing
- ✓ Reduced data burden across partner organizations
- ✓ Demonstrated impact without distorted priorities
- ✓ Trust and learning strengthened across sectors

Key Topics Covered

- ◆ Why traditional measurement misses what matters
- ◆ Measuring what people live, not just what systems do
- ◆ Shared measurement in small and fragile systems
- ◆ Aligning measurement across sectors
- ◆ Measurement as a tool for learning and adjustment

Built Into the Session

- Indicator co-design session
- Qualitative-and-quantitative integration exercise

Participants Leave With

- A small set of shared, meaningful indicators
- A plan to integrate story-based measures alongside numbers
- Aligned reporting language across partner organizations

FRAMEWORKS Collective Impact · Determinants of Health

COMPANION PROGRAMS Collective Impact for Small & Fragile Communities · Governance, Power & Decision-Making

→ **RECOMMENDED NEXT STEP** Add Governance, Power & Decision-Making to align how these measures get acted on.

GOVERNANCE EXCELLENCE SERIES · PROGRAM 15

Governance, Power & Decision-Making

→ **FLAGSHIP PROGRAM** — one of Shore Grow's recommended starting points for organizations new to this work.

Examines how power and decision-making actually function in complex community systems, and why governance built for stable hierarchies fails in fragile, interdependent environments.

THE ORGANIZATIONAL CHALLENGE

Many initiatives stall not because people disagree, but because decision-making structures are misaligned with the complexity they're meant to govern.

⌘ BEST FOR

Councils, boards, senior leadership

🕒 FORMAT

Full Day

📊 LEVEL

Advanced

💎 INVESTMENT

\$8,500

What Changes

- ✓ Decisions made without waiting for full certainty
- ✓ Reduced paralysis and over-control at the leadership table
- ✓ Leadership distributed without losing accountability
- ✓ Governance that can evolve as conditions change

Key Topics Covered

- ◆ Power in community systems, visible and invisible
- ◆ Decision-making in complex environments
- ◆ Governance that supports collective impact
- ◆ Risk, accountability, and fear of failure
- ◆ Adaptive governance in small and fragile systems

Built Into the Session

- Power-and-decision flow mapping
- Risk-sharing design exercise

Participants Leave With

- A map of how power and decisions currently flow in your system
- Clarity on which decisions belong where
- A redesigned governance process that supports adaptability

FRAMEWORKS Collective Impact · Complexity

COMPANION PROGRAMS Collective Impact for Small & Fragile Communities · Adaptive Leadership Under Uncertainty

→ **RECOMMENDED NEXT STEP** Continue into the Adaptive Leadership Series to build the individual capacity this governance model requires.

→ **IN PRACTICE** After completing this program, councils commonly report clearer agreement on who decides what — reducing the number of decisions that get revisited meeting after meeting.

PATHWAY VI

Economic Futures Series

Regenerative & Blue Economy Development



→ **IN PRACTICE** *After this series, one coastal economic development corporation restructured a shared-infrastructure proposal so risk and governance were clear before partners were asked to commit funding.*

Build economies that are resilient, local, and regenerative by design.

Why This Pathway Matters

Rural and coastal economies fail more often from isolation than from lack of effort. This series reframes economic development as ecosystem-building — distributing risk, keeping value local, and aligning growth with ecological and cultural stewardship.

Who Should Attend

Economic development teams, councils, business owners, development corporations, planners, investors, regional partners.

Typical Organizational Challenges

- ◆ Standalone projects collapse under thin markets and single points of failure
- ◆ Shared infrastructure stalls without clear governance
- ◆ Growth strategy trades away community wellbeing for short-term revenue

Expected Outcomes

- ✓ A resilient, right-sized economic ecosystem strategy
- ✓ Governance that distributes risk without creating paralysis
- ✓ An economic pathway that strengthens community and place together

IN THIS PATHWAY

16 Business Ecosystems for Rural & Coastal Regions	p. 30
17 Governance of Shared Assets & Risk	p. 31
18 Blue Economy & Regenerative Development	p. 32

ECONOMIC FUTURES SERIES · PROGRAM 16

Business Ecosystems for Rural & Coastal Regions

Reframes economic development from isolated projects to business ecosystems — networks that create value together instead of competing for scarce resources.

THE ORGANIZATIONAL CHALLENGE

"One big win" economic strategies increase risk in thin, fragile markets, where a single failure can collapse an entire initiative.

BEST FOR
Economic development
teams, councils

FORMAT
Full Day

LEVEL
Advanced

INVESTMENT
\$8,500

What Changes

- ✓ Reduced vulnerability to shocks and closures
- ✓ A shift from competition to coordination among local businesses
- ✓ Economic growth that strengthens community, not just revenue
- ✓ A right-sized ecosystem strategy the region can actually sustain

Key Topics Covered

- ◆ Why standalone projects fail in fragile economies
- ◆ What a business ecosystem actually is
- ◆ Ecosystem design for rural and coastal contexts
- ◆ Risk sharing and resilience
- ◆ Keeping value local

Built Into the Session

- Economic activity mapping
- Keystone-role identification workshop

Participants Leave With

- A map of your region's current economic activity as a system
- Identified keystone, support, and enabling roles
- An initial ecosystem strategy aligned to local reality

FRAMEWORKS Business Ecosystems (HBR)

COMPANION PROGRAMS Governance of Shared Assets & Risk · Blue Economy & Regenerative Development

→ **RECOMMENDED NEXT STEP** Pair with *Governance of Shared Assets & Risk* to protect the infrastructure this ecosystem depends on.

ECONOMIC FUTURES SERIES · PROGRAM 17

Governance of Shared Assets & Risk

Addresses one of the hardest parts of ecosystem-based development: governing shared assets and shared risk without creating conflict, paralysis, or institutional overload.

THE ORGANIZATIONAL CHALLENGE

Shared infrastructure and platforms usually fail not because they lack value, but because governance and risk are poorly designed from the start.

⌘ BEST FOR

Councils, boards, economic development teams

🕒 FORMAT

Half-Day

📊 LEVEL

Advanced

💎 INVESTMENT

\$5,500

What Changes

- ✓ Ambiguous ownership and accountability resolved before conflict starts
- ✓ Risk distributed so no single organization carries an unsustainable burden
- ✓ Governance structures matched to actual scale and trust levels
- ✓ Confidence in shared initiatives strengthened across partners

Key Topics Covered

- ◆ Why shared assets fail without clear governance
- ◆ Types of shared assets and risks
- ◆ Governance models that fit small systems
- ◆ Distributing risk without losing accountability
- ◆ Long-term stewardship and exit planning

Built Into the Session

- Shared-asset and risk inventory
- Governance-model fit exercise

Participants Leave With

- Clarified ownership, decision rights, and accountability for existing shared assets
- A governance model matched to your scale and culture
- A succession and continuity outline

FRAMEWORKS Collective Impact

COMPANION PROGRAMS Business Ecosystems for Rural & Coastal Regions · Blue Economy & Regenerative Development

→ **RECOMMENDED NEXT STEP** Continue into Blue Economy & Regenerative Development to align this governance with long-term stewardship.

ECONOMIC FUTURES SERIES · PROGRAM 18

Blue Economy & Regenerative Development

Reframes economic development as a regenerative relationship between people, place, and economy — where the Blue Economy extends well beyond marine industries into food, energy, tourism, culture, and stewardship.

THE ORGANIZATIONAL CHALLENGE

Communities are too often told to choose between jobs and the environment, or between growth and cultural integrity — a false trade-off that regenerative design doesn't require.

⌘ BEST FOR

Councils, economic development teams

🕒 FORMAT

Full Day

📊 LEVEL

Advanced

💎 INVESTMENT

\$8,500

What Changes

- ✓ An economy that heals rather than depletes local ecosystems
- ✓ Pride, purpose, and long-term resilience built alongside prosperity
- ✓ Economic benefits that stay local and intergenerational
- ✓ Governance and stewardship built for future generations

Key Topics Covered

- ◆ From extraction to regeneration
- ◆ What the Blue Economy really means
- ◆ Aligning economy with ecology and community
- ◆ Regenerative development pathways: stabilize → restore → diversify → grow
- ◆ Governance and stewardship for the long term

Built Into the Session

- Regional Blue Economy opportunity scan
- Ecosystem-impact mapping

Participants Leave With

- An initial map of existing and potential Blue Economy activity
- Regenerative opportunities aligned with local assets and culture
- A governance and stewardship starting point

FRAMEWORKS Shore Grow Applied Practice Model

COMPANION PROGRAMS Business Ecosystems for Rural & Coastal Regions · Governance of Shared Assets & Risk

→ **RECOMMENDED NEXT STEP** *Bring the Adaptive Leadership Series in to help leaders hold this long-term vision through short-term pressure.*

PATHWAY VII

Adaptive Leadership Series

Complexity & Stewardship



→ **IN PRACTICE** *Leadership teams completing this series commonly report making time-sensitive decisions with less second-guessing, even when information stays incomplete.*

Lead with confidence when certainty isn't available.

Why This Pathway Matters

Leaders in small and fragile systems are asked to hold direction without the stability that traditional leadership models assume. This series builds the internal and structural capacity to lead — and stay well — inside genuine complexity.

Who Should Attend

Senior leaders, directors, managers, councils, boards, backbone leaders, community champions.

Typical Organizational Challenges

- ◆ Good plans fail because the problem is complex, not complicated
- ◆ Uncertainty produces paralysis or over-control
- ◆ Leadership burnout quietly costs organizations their most experienced people

Expected Outcomes

- ✓ Decision-making that doesn't wait for perfect information
- ✓ Less organizational freeze, less reactive firefighting
- ✓ Leadership that is sustainable — not self-erasing

IN THIS PATHWAY

19 Working in Complexity: Why Linear Plans Fail	p. 34
20 Adaptive Leadership Under Uncertainty	p. 35
21 Leadership Burnout, Attachment Fatigue & Stewardship	p. 36

ADAPTIVE LEADERSHIP SERIES · PROGRAM 19

Working in Complexity: Why Linear Plans Fail

Helps leaders distinguish complicated problems, solvable with expertise and planning, from complex problems, which require learning, adaptation, and experimentation.

THE ORGANIZATIONAL CHALLENGE

Misdiagnosing a complex problem as a complicated one leads directly to frustration, blame, and plans that quietly collect dust.

BEST FOR

Leadership teams, managers, councils

FORMAT

Half-Day · Full Day

LEVEL

Executive

INVESTMENT

\$5,500 – \$8,500

What Changes

- ✓ Less frustration and misplaced blame across teams
- ✓ Less over-planning and under-learning
- ✓ Forward movement without waiting for false certainty
- ✓ Confidence leading in genuinely unpredictable environments

Key Topics Covered

- ◆ Complicated vs. complex problems
- ◆ Why linear plans break down
- ◆ Complexity-aware ways of working
- ◆ Letting go of certainty without losing direction
- ◆ The emotional and leadership challenges of complexity

Built Into the Session

- Complexity diagnostic on a real current challenge
- Safe-to-fail experiment design

Participants Leave With

- A working distinction between complicated and complex problems in your own portfolio
- At least one safe-to-fail experiment ready to run
- A feedback-loop design for ongoing learning

FRAMEWORKS Complexity Theory

COMPANION PROGRAMS Adaptive Leadership Under Uncertainty · Leadership Burnout, Attachment Fatigue & Stewardship

→ **RECOMMENDED NEXT STEP** Continue into Adaptive Leadership Under Uncertainty to apply this to your own leadership practice.

ADAPTIVE LEADERSHIP SERIES · PROGRAM 20

Adaptive Leadership Under Uncertainty

→ **FLAGSHIP PROGRAM** — one of Shore Grow's recommended starting points for organizations new to this work.

Supports leaders required to make decisions and hold direction where certainty simply doesn't exist — through a stance of holding purpose while allowing methods to evolve.

THE ORGANIZATIONAL CHALLENGE

Traditional leadership models built on control and prediction break down fast in complex, fragile, or rapidly changing environments — leaving capable leaders feeling like they're failing.

⌘ BEST FOR

Senior leaders, directors, managers

🕒 FORMAT

Full Day

📊 LEVEL

Executive

💎 INVESTMENT

\$8,500

What Changes

- ✓ Leaders who stay grounded under sustained pressure
- ✓ Decisions made without waiting for certainty that will never arrive
- ✓ Organizational freeze and burnout prevented at the source
- ✓ Leadership that is credible, humane, and adaptive

Key Topics Covered

- ◆ Why leadership feels harder in uncertainty
- ◆ The shift from technical to adaptive leadership
- ◆ Regulating the system, not just yourself
- ◆ Decision-making without full information
- ◆ Distributing leadership and responsibility

Built Into the Session

- Reversible vs. irreversible decision mapping
- Anxiety-regulation practice for leaders

Participants Leave With

- A personal framework for decisions made without full information
- Practices for regulating anxiety across a team, not just individually
- A distributed-leadership map for your organization

FRAMEWORKS Getting to Maybe · Adaptive Leadership & Complexity-Informed Practice

COMPANION PROGRAMS Working in Complexity: Why Linear Plans Fail · Leadership Burnout, Attachment Fatigue & Stewardship

→ **RECOMMENDED NEXT STEP** Add Leadership Burnout, Attachment Fatigue & Stewardship to protect the leaders carrying this work.

→ **IN PRACTICE** After this program, leaders commonly describe making faster decisions under pressure without the second-guessing that used to follow.

ADAPTIVE LEADERSHIP SERIES · PROGRAM 21

Leadership Burnout, Attachment Fatigue & Stewardship

Names a form of burnout rarely discussed but widely felt in community leadership — attachment fatigue — and reframes leadership as sustainable stewardship rather than endless self-sacrifice.

THE ORGANIZATIONAL CHALLENGE

Communities lose their strongest leaders not to failure, but to exhaustion — and resilience narratives that quietly normalize depletion make it worse.

⌘ BEST FOR

Senior leaders, managers, directors

🕒 FORMAT

Half-Day

📊 LEVEL

Executive

💎 INVESTMENT

\$5,500

What Changes

- ✓ Experienced leaders retained rather than burned out and lost
- ✓ Institutional memory and relationships protected
- ✓ Burnout reframed as a signal to redesign roles, not push harder
- ✓ Leadership sustainability without loss of commitment or care

Key Topics Covered

- ◆ What makes leadership burnout different in fragile systems
- ◆ Understanding attachment fatigue
- ◆ Burnout as a system signal, not a personal failure
- ◆ Stewardship instead of sacrifice
- ◆ Protecting leaders without abandoning purpose

Built Into the Session

- Early-warning-sign self-assessment
- Role redesign for sustainable stewardship

Participants Leave With

- Early warning signs of attachment fatigue, named and recognized
- Clarity on which responsibilities truly belong to leadership
- A succession and continuity starting point

FRAMEWORKS Attachment Theory · Getting to Maybe

COMPANION PROGRAMS Working in Complexity: Why Linear Plans Fail · Adaptive Leadership Under Uncertainty

→ **RECOMMENDED NEXT STEP** Move into the Implementation Series to translate this leadership capacity into everyday operating rhythm.

PATHWAY VIII

Implementation Series

Strategy to Execution



→ **IN PRACTICE** *One organization used this series to convert a 40-page strategic plan into a working 12-month calendar with named owners, and reported the plan was still in active use eight months later.*

Turn plans that sit on a shelf into systems that run every week.

Why This Pathway Matters

Communities and organizations rarely fail from a lack of strategy — they fail in the gap between strategy and Monday morning. This series installs the calendars, roles, KPIs, and meeting cadence that make implementation real.

Who Should Attend

Councils, leadership teams, senior staff, cross-department teams, program managers, policy leads.

Typical Organizational Challenges

- ◆ Strategic plans never translate into an operating rhythm
- ◆ Roles and decision rights stay unclear long after the retreat ends
- ◆ KPI systems exist for funders, not for the staff who need them

Expected Outcomes

- ✓ A working 12-month plan with named owners and real dates
- ✓ A decision and meeting cadence people actually use
- ✓ A KPI dashboard staff will maintain, not just build once

IN THIS PATHWAY

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23 Community Implementation Lab	p. 39
24 Annual Operating Plan & Community Calendar Build	p. 40
25 Implementation Sequencing	p. 41
26 Roles, Routines & Decision Cadence	p. 42
27 KPI & Tracking Systems That Staff Will Actually Use	p. 43
28 Weekly & Monthly Execution Systems	p. 44
29 Community Mobilization Schedule & Communications Plan	p. 45
30 Implementation Lab: Build It While We're Here	p. 46

IMPLEMENTATION SERIES · PROGRAM 22

Policy & Program Redesign Through a Development Lens

Translates understanding into action — redesigning policies and procedures so they support development and engagement rather than only compliance or crisis response.

THE ORGANIZATIONAL CHALLENGE

Organizations invest heavily in programs, yet outcomes don't improve because the rules governing those programs quietly undermine the development they're meant to support.

⌘ BEST FOR

Councils, boards, senior leadership

🕒 FORMAT

Full Day

📊 LEVEL

Advanced

💎 INVESTMENT

\$8,500

What Changes

- ✓ Invisible barriers to engagement removed
- ✓ Crisis created by policy design reduced measurably
- ✓ Better outcomes without added cost or workload
- ✓ Intent, practice, and lived reality brought into alignment

Key Topics Covered

- ◆ Why well-intentioned policies don't work in practice
- ◆ A development lens for policy and program design
- ◆ Identifying policy friction points
- ◆ Redesigning without losing accountability
- ◆ Implementing change in complex systems

Built Into the Session

- Policy friction scan (3–5 rules identified)
- Redesign and implementation planning

Participants Leave With

- 3–5 redesigned policies or program rules
- An implementation plan that minimizes disruption
- Feedback loops built in to learn and adapt post-launch

FRAMEWORKS Bridges Out of Poverty · Attachment Theory · Collective Impact · Getting to Maybe

COMPANION PROGRAMS Creating Safety Before Strategy · Community Implementation Lab

→ **RECOMMENDED NEXT STEP** Continue into the Community Implementation Lab to operationalize the redesign across the whole system.

IMPLEMENTATION SERIES · PROGRAM 23

Community Implementation Lab

Applied Work

The applied lab where understanding becomes execution — a full year (or multi-year) implementation roadmap built live, grounded in your lived reality, capacity, and priorities.

THE ORGANIZATIONAL CHALLENGE

Communities invest years in planning and training, yet struggle to sustain action because implementation is disconnected from operational reality.

⌘ BEST FOR

Councils, leadership teams

🕒 FORMAT

2-Day Implementation Lab ·
3–4 Day Intensive

📊 LEVEL

Executive

💎 INVESTMENT

\$15,500 – \$22,000–\$30,000

What Changes

- ✓ A living implementation guide, not a plan that sits on a shelf
- ✓ People, systems, and priorities aligned around one roadmap
- ✓ Momentum that holds after the room empties
- ✓ Collective insight converted into coordinated action

Key Topics Covered

- ◆ Clarifying direction and shared outcomes
- ◆ Sequenced implementation planning
- ◆ Developmental KPIs and measurement that matters
- ◆ Roles, governance, and accountability
- ◆ Community mobilization and communications alignment

Built Into the Session

- Full roadmap build (12-month + 3-year outcomes)
- KPI co-design
- Capacity and risk mapping

Participants Leave With

- A clear 12-month implementation roadmap
- Defined community outcomes and KPIs
- Agreed roles, governance, and a communications framework
- A realistic capacity and risk map

FRAMEWORKS Bridges Out of Poverty · Attachment Theory · Collective Impact · Social Determinants of Health · Business Ecosystems · Getting to Maybe

COMPANION PROGRAMS Policy & Program Redesign Through a Development Lens · Implementation Lab: Build It While We're Here

→ **RECOMMENDED NEXT STEP** For a more hands-on, field-build version of this same work, see *Implementation Lab: Build It While We're Here*.

IMPLEMENTATION SERIES · PROGRAM 24

Annual Operating Plan & Community Calendar Build

→ **FLAGSHIP PROGRAM** — one of Shore Grow's recommended starting points for organizations new to this work.

Participants build their actual year — not a vision document — turning priorities into a real 12-month operating calendar.

THE ORGANIZATIONAL CHALLENGE

Vision documents rarely survive first contact with a real calendar of funding cycles, reporting deadlines, and staff capacity.

✂ BEST FOR

Leadership teams, managers, departments leads

🕒 FORMAT

Full Day

📊 LEVEL

Applied

💎 INVESTMENT

\$8,500

What Changes

- ✓ 3–5 priority outcomes translated into a working calendar
- ✓ Quarterly objectives with monthly actions attached
- ✓ A clear, honest list of what is not happening this year

Key Topics Covered

- ◆ Identifying priority outcomes
- ◆ Quarterly objectives → monthly actions
- ◆ Building the 12-month calendar
- ◆ Accounting for program delivery, funding cycles, and staff capacity

Built Into the Session

- Live calendar build
- Capacity reality-check exercise

Participants Leave With

- A completed 12-month operating calendar
- Quarterly priorities
- A clear "what is NOT happening this year" list

FRAMEWORKS Shore Grow Applied Practice Model

COMPANION PROGRAMS Implementation Sequencing · Roles, Routines & Decision Cadence

→ **RECOMMENDED NEXT STEP** Continue into Implementation Sequencing to pressure-test the calendar against real capacity.

→ **IN PRACTICE** Teams leaving this session typically walk away with a 12-month calendar their own staff built and can defend, rather than one imposed by a consultant.

IMPLEMENTATION SERIES · PROGRAM 25

Implementation Sequencing

What Comes First, What Waits

Stops overload by sequencing work realistically — deciding what must stabilize before growth is even possible.

THE ORGANIZATIONAL CHALLENGE

Teams facing too many priorities at once default to doing all of them poorly, rather than sequencing a few of them well.

⌘ BEST FOR

Teams overwhelmed by too many plans or projects

🕒 FORMAT

Half-Day

📊 LEVEL

Applied

💎 INVESTMENT

\$5,500

What Changes

- ✓ Reduced overload across the team
- ✓ Clear start / stop decisions leadership can defend
- ✓ A system that knows the difference between frozen and ready

Key Topics Covered

- ◆ Identifying where the system is frozen vs. ready
- ◆ What must stabilize before growth
- ◆ Sequencing into start now / prepare next / park for later

Built Into the Session

- Initiative sequencing workshop

Participants Leave With

- A sequenced initiative roadmap
- Reduced overload
- Clear start/stop decisions

FRAMEWORKS Shore Grow Applied Practice Model

COMPANION PROGRAMS Annual Operating Plan & Community Calendar Build · Roles, Routines & Decision Cadence

→ **RECOMMENDED NEXT STEP** Pair with Roles, Routines & Decision Cadence to assign ownership to the sequence.

IMPLEMENTATION SERIES · PROGRAM 26

Roles, Routines & Decision Cadence

Clarifies who does what, when, and how decisions actually move through the organization.

THE ORGANIZATIONAL CHALLENGE

Most delays are not caused by disagreement — they're caused by nobody being sure who was supposed to decide.

BEST FOR

Staff teams, managers, councils

FORMAT

Half-Day

LEVEL

Applied

INVESTMENT

\$5,500

What Changes

- ✓ Decision bottlenecks removed
- ✓ Meeting cadence reset to only what's needed
- ✓ Role ownership clarified for every current priority

Key Topics Covered

- ◆ Defining role ownership per priority
- ◆ Clarifying who decides, who implements, who is consulted
- ◆ Establishing weekly / monthly / quarterly rhythms

Built Into the Session

- RACI-style role mapping
- Meeting cadence audit

Participants Leave With

- A role and responsibility map
- A decision flow chart
- A meeting cadence reset

FRAMEWORKS Shore Grow Applied Practice Model

COMPANION PROGRAMS Annual Operating Plan & Community Calendar Build · Implementation Sequencing

→ **RECOMMENDED NEXT STEP** Add KPI & Tracking Systems to give this cadence something concrete to review.

IMPLEMENTATION SERIES · PROGRAM 27

KPI & Tracking Systems That Staff Will Actually Use

Turns KPIs into simple, usable tracking rather than paperwork nobody has time to maintain.

THE ORGANIZATIONAL CHALLENGE

Most KPI systems are designed for funders and abandoned by the staff who were supposed to use them daily.

⌘ BEST FOR

Managers, funders, reporting staff

🕒 FORMAT

Half-Day

📊 LEVEL

Applied

💎 INVESTMENT

\$5,500

What Changes

- ✓ Indicators reduced to what actually drives outcomes
- ✓ A tracking system staff will realistically keep up with
- ✓ KPIs aligned to capacity, not just funder requirements

Key Topics Covered

- ◆ Reducing indicators to what drives outcomes
- ◆ Designing monthly tracking, quarterly review, annual reporting
- ◆ Aligning KPIs with staff capacity and lived reality

Built Into the Session

- KPI reduction and design workshop

Participants Leave With

- A 1-page KPI dashboard
- A monthly tracking template
- A clear reporting schedule

FRAMEWORKS Shore Grow Applied Practice Model

COMPANION PROGRAMS Roles, Routines & Decision Cadence · Weekly & Monthly Execution Systems

→ **RECOMMENDED NEXT STEP** Continue into Weekly & Monthly Execution Systems to build the habits that keep this dashboard alive.

IMPLEMENTATION SERIES · PROGRAM 28

Weekly & Monthly Execution Systems

From Chaos to Cadence

Builds simple, durable execution habits — clear weekly priorities, monthly check-ins, and escalation paths.

THE ORGANIZATIONAL CHALLENGE

Teams stuck fighting fires rarely lack effort — they lack a rhythm that tells them what to review, and when.

⌘ BEST FOR	🕒 FORMAT	📊 LEVEL	💎 INVESTMENT
Teams stuck in reactive mode	Half-Day	Applied	\$5,500

What Changes

- ✓ Reduced fire-fighting
- ✓ A clear review rhythm at the weekly, monthly, and quarterly level
- ✓ Escalation paths that actually get used

Key Topics Covered

- ◆ Designing weekly priorities and monthly check-ins
- ◆ Defining escalation paths
- ◆ What gets reviewed weekly, monthly, quarterly

Built Into the Session

- Weekly/monthly rhythm design workshop

Participants Leave With

- A weekly execution template
- A monthly review agenda
- Reduced fire-fighting

FRAMEWORKS Shore Grow Applied Practice Model

COMPANION PROGRAMS KPI & Tracking Systems That Staff Will Actually Use · Community Mobilization Schedule & Communications Plan

→ **RECOMMENDED NEXT STEP** Add Community Mobilization Schedule & Communications Plan to bring partners and community into the rhythm.

IMPLEMENTATION SERIES • PROGRAM 29

Community Mobilization Schedule & Communications Plan

Turns "engagement" into scheduled, intentional action with a real communications and mobilization calendar.

THE ORGANIZATIONAL CHALLENGE

Vague, ongoing "engagement" fatigues communities faster than clear, well-timed asks ever would.

BEST FOR
Engagement leads,
leadership, councils

FORMAT
Half-Day

LEVEL
Applied

INVESTMENT
\$5,500

What Changes

- ✓ Clear, specific asks instead of vague consultation
- ✓ A communications timeline partners and community can rely on
- ✓ Reduced engagement fatigue

Key Topics Covered

- ◆ Identifying who needs to be engaged this year
- ◆ Deciding when, how, and for what purpose
- ◆ Building the communications and mobilization calendar

Built Into the Session

- Engagement calendar build

Participants Leave With

- A community engagement schedule
- A communications timeline
- Clear, specific asks

FRAMEWORKS Shore Grow Applied Practice Model

COMPANION PROGRAMS Weekly & Monthly Execution Systems • Implementation Lab: Build It While We're Here

→ **RECOMMENDED NEXT STEP** *Bring everything together in Implementation Lab: Build It While We're Here.*

IMPLEMENTATION SERIES · PROGRAM 30

Implementation Lab: Build It While We're Here

A more practical, field-build version of the Community Implementation Lab

The hands-on companion to the Community Implementation Lab — the room leaves with a finished plan, calendar, and assigned owners, not a set of recommendations.

THE ORGANIZATIONAL CHALLENGE

Recommendations delivered after a training end up as another document; this lab produces the finished tools in the room.

⌘ BEST FOR

Councils, leadership teams, senior management

🕒 FORMAT

2-Day · 3–4 Day

▮ LEVEL

Applied

◆ INVESTMENT

\$15,500 – \$22,000–\$30,000

What Changes

- ✓ A 12-month plan built and assigned, not just discussed
- ✓ KPIs, meeting cadence, and reporting schedule installed on the spot
- ✓ A community engagement timeline ready to launch immediately

Key Topics Covered

- ◆ Building the 12-month plan live
- ◆ Assigning owners in real time
- ◆ Installing KPIs, cadence, and reporting together

Built Into the Session

- Full build session across all Implementation Series components

Participants Leave With

- A 12-month plan
- A calendar with assigned owners
- KPIs, meeting cadence, and reporting schedule
- A community engagement timeline

FRAMEWORKS Shore Grow Applied Practice Model

COMPANION PROGRAMS Community Implementation Lab · Annual Operating Plan & Community Calendar Build

→ **RECOMMENDED NEXT STEP** Consider the Execution Reset or Governance → Execution Bridge signature bundles for a fully guided version of this build.



PATHWAY IX

Economic Development Operations Series

Running Economic Development Like a Business

→ **IN PRACTICE** *After this series, one economic development office replaced an informal project list with a tracked pipeline, and reported clearer answers to board questions about return on investment.*

Run economic development like the engine it's meant to be.

Why This Pathway Matters

An economic development mandate is not the same as a functioning economic development operation. This series installs the performance systems, pipeline discipline, and financial clarity that turn a funded department into a results-driven engine.

Who Should Attend

Economic development officers, CEOs, boards, councils, development corporations.

Typical Organizational Challenges

- ◆ Success is measured by activity — meetings held, projects supported — not outcomes
- ◆ The project pipeline exists as a list, not a living system
- ◆ Financial and investment decisions are made without ROI discipline

Expected Outcomes

- ✓ A KPI framework leadership actually trusts and uses
- ✓ A live, disciplined project and deal pipeline
- ✓ Funder-ready financial clarity and reporting confidence

IN THIS PATHWAY

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ECONOMIC DEVELOPMENT OPERATIONS SERIES · PROGRAM 31

Economic Development Performance Systems

Builds a real performance system for economic development — one that measures outcomes, not just "projects supported" or "meetings held."

THE ORGANIZATIONAL CHALLENGE

Boards and councils are asked to fund economic development on activity metrics that say nothing about whether the economy is actually growing.

⌘ BEST FOR

Economic development officers, leadership, councils

🕒 FORMAT

Half-Day · Full Day

📊 LEVEL

Applied

💎 INVESTMENT

\$5,500 – \$8,500

What Changes

- ✓ Outcome metrics separated clearly from activity metrics
- ✓ Annual targets aligned to real capacity
- ✓ Board-ready reporting that builds funder and council confidence

Key Topics Covered

- ◆ Defining economic outcomes (jobs, revenue, retention, diversification)
- ◆ Translating outcomes into monthly-trackable KPIs
- ◆ Separating activity, outcome, and long-term impact metrics

Built Into the Session

- KPI framework build session

Participants Leave With

- An economic development KPI framework
- A monthly performance dashboard
- A board-ready reporting format

FRAMEWORKS Shore Grow Applied Practice Model

COMPANION PROGRAMS Business Planning for Economic Development Bodies · Economic Development Finance & ROI

→ **RECOMMENDED NEXT STEP** Continue into Business Planning for Economic Development Bodies to give these KPIs a strategic home.

ECONOMIC DEVELOPMENT OPERATIONS SERIES · PROGRAM 32

Business Planning for Economic Development Bodies

Creates a real business plan for the economic development office itself — not just for the projects it runs.

THE ORGANIZATIONAL CHALLENGE

Economic development offices frequently run project by project with no business plan for the office as an operating entity.

⌘ BEST FOR

Development corporations, EDOs, leadership, councils

🕒 FORMAT

Full Day

📊 LEVEL

Advanced

💎 INVESTMENT

\$8,500

What Changes

- ✓ A clear, defensible mandate for the economic development body
- ✓ Priority sectors and deal types identified
- ✓ A light but real 3-year business plan

Key Topics Covered

- ◆ Defining the mandate of the economic development body
- ◆ Identifying priority sectors and deal types
- ◆ Clarifying services, pipeline, and revenue sources

Built Into the Session

- 3-year business plan build

Participants Leave With

- An economic development business plan
- Priority sector and project focus
- An annual revenue and cost model

FRAMEWORKS Shore Grow Applied Practice Model

COMPANION PROGRAMS Economic Development Performance Systems · Project Pipeline & Deal Flow Management

→ **RECOMMENDED NEXT STEP** Add Project Pipeline & Deal Flow Management to operationalize the plan.

ECONOMIC DEVELOPMENT OPERATIONS SERIES · PROGRAM 33

Project Pipeline & Deal Flow Management

Stops economic development from being purely reactive by installing a real project pipeline with clear stages and review cadence.

THE ORGANIZATIONAL CHALLENGE

Without a live pipeline, every project competes for attention on the loudest voice in the room, not on readiness or fit.

⌘ BEST FOR

EDOs, managers, project officers

🕒 FORMAT

Half-Day

📊 LEVEL

Applied

💎 INVESTMENT

\$5,500

What Changes

- ✓ A pipeline with clear idea → feasibility → funding → implementation stages
- ✓ A simple, usable deal tracker in place
- ✓ Clear go / pause / stop criteria for every project

Key Topics Covered

- ◆ Defining pipeline stages
- ◆ Building a deal tracker (simple CRM or spreadsheet)
- ◆ Setting weekly and monthly review cadence

Built Into the Session

- Pipeline framework build

Participants Leave With

- A project pipeline framework
- A deal flow tracker
- Clear go/pause/stop criteria

FRAMEWORKS Shore Grow Applied Practice Model

COMPANION PROGRAMS Business Planning for Economic Development Bodies · Marketing & Investor Readiness for Economic Development

→ **RECOMMENDED NEXT STEP** Continue into Marketing & Investor Readiness to fill the pipeline you've just built.

ECONOMIC DEVELOPMENT OPERATIONS SERIES · PROGRAM 34

Marketing & Investor Readiness for Economic Development

Treats economic development as what it actually is — marketing — and builds the investment story, messaging, and materials to prove it.

THE ORGANIZATIONAL CHALLENGE

Regions with strong fundamentals still lose investment because their story, materials, and outreach were never built with investors in mind.

⌘ BEST FOR

Economic development teams, finance committees

🕒 FORMAT

Full Day

📊 LEVEL

Applied

💎 INVESTMENT

\$8,500

What Changes

- ✓ A clear, credible investment story
- ✓ Core messaging and materials aligned across all channels
- ✓ Marketing priorities matched to real capacity, without the hype

Key Topics Covered

- ◆ Defining your investment story
- ◆ Clarifying target investors, business types, sectors
- ◆ Developing core messaging, pitch decks, and investor materials

Built Into the Session

- Investment story workshop
- Materials gap assessment

Participants Leave With

- An economic development value proposition
- An investor pitch outline
- Marketing priorities and calendar

FRAMEWORKS Shore Grow Applied Practice Model

COMPANION PROGRAMS Project Pipeline & Deal Flow Management · Running an Economic Development Office

→ **RECOMMENDED NEXT STEP** Pair with *Running an Economic Development Office* to sustain this outward-facing work week to week.

ECONOMIC DEVELOPMENT OPERATIONS SERIES · PROGRAM 35

Running an Economic Development Office

→ **FLAGSHIP PROGRAM** — one of Shore Grow's recommended starting points for organizations new to this work.

Weekly Reality

Installs how the office actually functions week to week — priorities, meeting cadence, and decision rules.

THE ORGANIZATIONAL CHALLENGE

Even strong strategies collapse without a weekly operating rhythm that tells staff what matters right now.

BEST FOR
EDOs, CEOs, managers

FORMAT
Half-Day

LEVEL
Applied

INVESTMENT
\$5,500

What Changes

- ✓ Defined weekly priorities, monthly targets, quarterly outcomes
- ✓ A meeting cadence that fits internal, board, and partner needs
- ✓ Clear decision rules and escalation paths

Key Topics Covered

- ◆ Defining weekly, monthly, quarterly priorities
- ◆ Setting internal, board, and partner meeting cadence
- ◆ Establishing decision rules and escalation paths

Built Into the Session

- Weekly operating rhythm design

Participants Leave With

- A weekly operating rhythm
- A monthly reporting template
- Reduced chaos and overload

FRAMEWORKS Shore Grow Applied Practice Model

COMPANION PROGRAMS Marketing & Investor Readiness for Economic Development · Economic Development Finance & ROI

→ **RECOMMENDED NEXT STEP** Complete the series with Economic Development Finance & ROI to build financial decision-making discipline.

→ **IN PRACTICE** Following this program, one EDC restructured its weekly rhythm around three core functions, and reported it could finally tell funders what staff time was actually producing.

ECONOMIC DEVELOPMENT OPERATIONS SERIES · PROGRAM 36

Economic Development Finance & ROI

Moves financial decision-making beyond "grant secured" thinking into real ROI discipline for land, infrastructure, and incentive decisions.

THE ORGANIZATIONAL CHALLENGE

Without a shared ROI framework, boards approve deals on optimism rather than on cost per job, leverage, or payback period.

⌘ BEST FOR

Boards, councils, finance committees

🕒 FORMAT

Half-Day · Full Day

📊 LEVEL

Advanced

💎 INVESTMENT

\$5,500 – \$8,500

What Changes

- ✓ A shared ROI framework for land, infrastructure, and incentive decisions
- ✓ Confidence in financial decision-making at the board table
- ✓ Board-ready financial summaries funders trust

Key Topics Covered

- ◆ Defining ROI for land development, infrastructure, incentives
- ◆ Tracking cost per job, leverage ratio, payback period
- ◆ Building confidence in financial decision-making

Built Into the Session

- ROI framework build session

Participants Leave With

- An ROI framework
- An investment decision checklist
- Board-ready financial summaries

FRAMEWORKS Shore Grow Applied Practice Model

COMPANION PROGRAMS Economic Development Performance Systems · Business Planning for Economic Development Bodies

→ **RECOMMENDED NEXT STEP** Consider the *Economic Development Office Reset* to install every piece of this series together.

SIGNATURE PROGRAMS

Multi-Day Intensives

For organizations ready to move on more than one front at once, our signature programs bundle complementary workshops into a single, sequenced intensive — priced and paced as one program, not a series of separate bookings.

Each intensive below draws on programs already described in this catalogue. Every bundle can also be customized — added to, shortened, or resequenced — to match your organization's real timeline and capacity.

Leadership & Systems Reset

3-Day Intensive • \$22,000

Shifting from institutional control to community-led movement, while maintaining alignment and accountability.

INCLUDES Understanding Behaviour Freeze • ABCD: Building Communities from the Inside Out • From Assets to Contribution • Collective Impact for Small & Fragile Communities

BEST FOR Councils, boards, leadership teams, senior staff, backbone organizations, and system partners.

- ✓ Helps institutions understand when — and how — to step back
- ✓ Re-activates community leadership and contribution
- ✓ Reduces fragmentation across services and departments
- ✓ Aligns organizations around shared outcomes without adding bureaucracy

→ **OUTCOME** *A reset leadership posture, clearer roles, renewed trust, and a realistic approach to collaboration that fits small and fragile systems*

Whole-Community Development Intensive

4-Day Intensive • \$30,000

Building a shared developmental roadmap across the full lifecycle of the community — from stability to regeneration.

INCLUDES Understanding Poverty, Behaviour & Generational Patterns • From Crisis Response to Developmental Systems • Attachment, Belonging & Disengagement • Policy & Program Redesign Through a Development Lens • Community Implementation Lab

BEST FOR Communities seeking long-term transformation across social, economic, health, education, and governance systems.

- ✓ Establishes a shared understanding of generational patterns and behaviour
- ✓ Aligns services, policies, and leadership around development rather than crisis
- ✓ Designs attachment-safe systems across the full lifespan
- ✓ Produces a 12-month implementation plan with outcomes, KPIs, governance, and communications strategy

→ **OUTCOME** *A clear, community-owned development pathway with practical tools, shared language, and a realistic plan people can actually carry forward.*

Execution Reset

2 Days • \$15,500

Annual Operating Plan, Sequencing & Prioritization, and Roles & Cadence, installed together.

INCLUDES Annual Operating Plan & Community Calendar Build • Implementation Sequencing • Roles, Routines & Decision Cadence

BEST FOR Leadership teams and departments ready to move from planning into a working rhythm.

- ✓ A completed operating calendar
- ✓ A sequenced, realistic roadmap
- ✓ Clear roles and decision cadence

→ **OUTCOME** *People know exactly what they are doing Monday morning*

Governance → Execution Bridge

3 Days · \$22,000

Governance decisions, operating plan, KPI & tracking, and execution rhythm, connected end to end.

INCLUDES Governance, Power & Decision-Making · Annual Operating Plan & Community Calendar Build · KPI & Tracking Systems That Staff Will Actually Use

BEST FOR Councils and boards ready to see their decisions turn into delivered outcomes.

- ✓ Clarified governance and decision rights
- ✓ A working operating plan
- ✓ A KPI system staff will actually use

→ **OUTCOME** *Decisions actually turn into action*

Full Implementation Intensive

4 Days · \$30,000

Planning, scheduling, KPIs, roles, communications, and community mobilization — the complete Implementation Series, installed together.

INCLUDES Community Implementation Lab · Annual Operating Plan & Community Calendar Build · KPI & Tracking Systems That Staff Will Actually Use · Community Mobilization Schedule & Communications Plan

BEST FOR Organizations ready to install a complete, working system for the year ahead.

- ✓ A full 12-month plan with owners
- ✓ KPIs and reporting installed
- ✓ A community mobilization and communications plan

→ **OUTCOME** *A functioning system for the year ahead.*

Economic Development Office Reset

3-Day Intensive · \$22,000

Performance Systems, Business Planning, Project Pipeline & Deal Flow, and Marketing & Investor Readiness.

INCLUDES Economic Development Performance Systems · Business Planning for Economic Development Bodies · Project Pipeline & Deal Flow Management · Marketing & Investor Readiness for Economic Development

BEST FOR Economic development corporations and offices ready to operate with clarity and confidence.

- ✓ Knows what it is trying to grow
- ✓ Tracks performance clearly
- ✓ Manages a real project pipeline
- ✓ Markets itself credibly and reports results with confidence

→ **OUTCOME** *An economic development office that runs like the engine it was funded to be.*

FLAGSHIP SIGNATURE PROGRAM

Full Economic Development Execution Lab

4-Day Intensive • \$30,000

A hands-on execution lab where we build and install a fully functioning economic development operation inside your organization — operating systems, decision authority, execution cadence, financial clarity, a live project pipeline, and staff who know how to run it.

BEST SUITED FOR

Economic Development Corporations, Band Councils & Economic Development Units, municipal or regional development offices, and development authorities with multiple priorities and real accountability.

What This Builds

- ✓ A real operating model with clear roles and decision authority
- ✓ Weekly and monthly operations installed
- ✓ A live project and opportunity pipeline
- ✓ Finance, ROI, and deal discipline
- ✓ Integration with community priorities
- ✓ A working KPI dashboard and communications rhythm

How the Days Are Used

Day 1 — Foundation & Reality Check

Mandate clarification • Role & authority setup • System pain points identified • Overload reduced

Day 2 — Operations & Execution

Weekly and monthly systems installed • Project pipeline built • Escalation rules defined

Day 3 — Finance, ROI & Integration

Costing and deal discipline • Funding logic • Integration with community priorities

Day 4 — Lock-In & Launch

KPI dashboard finalized • Communications and engagement plan • Operating calendar built • Leadership sign-off on decisions

OUTCOME

From funded department to functioning economic engine — in four days.

→ **IN PRACTICE** *Organizations completing this intensive commonly report that, for the first time, their board and staff are using the same pipeline, KPIs, and calendar to talk about performance.*

BEYOND TRAINING

Training Is Where the Relationship Starts

Every workshop in this catalogue is designed to stand on its own — and every one of them also connects naturally to the next stage of work.

Communities and organizations rarely need a single training session; they need a partner who stays engaged as priorities shift, plans get tested, and capacity grows. Alongside the programs in this catalogue, Shore Grow offers the ongoing consulting services that carry the work forward:

- Strategic Planning
- Governance Reviews
- Facilitation
- Implementation Coaching
- Organizational Development
- Funding Strategy
- Community Engagement
- Economic Development Planning
- Retainer Services
- Train-the-Trainer Programs

HOW ORGANIZATIONS TYPICALLY CONTINUE WITH US

Most partnerships begin with one workshop or a short pathway, move into an Implementation or Signature Program once priorities are clear, and settle into a retainer relationship — ongoing facilitation, coaching, and strategic support between formal sessions. You decide how far the relationship goes; we design each stage to build local capacity rather than long-term dependence on us.

NEXT STEPS

Let's Build What's Next

Every engagement starts with a conversation about where your organization or community is today, and where you need to be in twelve months.

1. A short discovery call to understand your context, priorities, and timeline.
2. A tailored proposal — a single workshop, a full pathway, or a signature intensive.
3. Pre-session customization so the room is working on your real priorities from minute one.
4. Delivery, debrief, and a clear next step toward the outcomes that matter to you.

Contact Us Today

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