



COLUMBIA SHUSWAP REGIONAL DISTRICT

Shuswap Economic Development Advisory Committee Meeting

AGENDA

Date: Thursday, February 8, 2018
Time: 9:00 AM
Location: CSR D Boardroom
555 Harbourfront Drive NE, Salmon Arm

Pages

1. Call to Order

R. Cyr, Economic Development Officer, to call the meeting to order.

1.1 Guest(s) in Attendance

Kyle Dearing - Kyle Dearing Consulting, Shuswap Economic Development Consultant

1.2 Appointment of Chair and Vice-Chair of the Shuswap Economic Development Advisory Committee

1.3 Approval of Agenda

Motion

THAT: the agenda of the February 8, 2018 Shuswap Economic Development Advisory Committee meeting be approved.

1.4 Adoption of Minutes

Motion

THAT: the minutes of the December 7, 2017 Shuswap Economic Development Advisory Committee meeting be adopted as circulated.

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2. Discussion Items

2.1 9:30 - 10:45 Presentation – EDCD Consulting

Presentation of the Shuswap Economic Development Strategy.

2.2 Report from Economic Development Officer (EDO)

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Report from R. Cyr outlining the activities of Shuswap Economic Development from December 7, 2017 through February 8, 2018.

Discussion points (see attached EDO report for more information):

1. Rural Dividend Application.
2. Salmon Arm Economic Development Society and Shuswap Economic Development Partnership: Agriculture Business Coordinator.
3. Shuswap Economic Development Strategic Plan.
4. Business visits and business support.

2.3 Report from Kyle Dearing – Business Development Coordinator

For discussion.

2.4 R. Cyr – BC Economic Development Association

Board nomination.

2.5 New Business

If any.

2.6 Community Roundtable

3. Next Meeting

May 3, 2018 at 9:30 AM, Location to be determined.

4. Adjournment

Motion

THAT: the February 8, 2018 Shuswap Economic Development Advisory Committee meeting be adjourned.



SHUSWAP ECONOMIC DEVELOPMENT COMMITTEE MEETING MINUTES

Note: The following minutes are subject to correction when endorsed by the Committee at its next meeting.

Date: December 7, 2017
 Time: 9:30 am
 Location: CSRD Boardroom
 555 Harbourfront Drive NE, Salmon Arm

Committee Members	J. de Vos (Chair)	Wabybrook Farms
Present	K. Brown	South Shuswap Chamber of Commerce
	T. Rysz	Mayor, District of Sicamous
	P. Demenok	Director Area 'C'
	L. Morgan	Director Area 'F'
	R. Talbot	Director Area 'D'
	R. Martin	Director Area 'E'
	R. Marshall	Community Futures Shuswap
Staff Present	R. Cyr	Economic Development Officer
	S. Goodey	Ec. Dev. Clerical Assistant
	E. Johnson	Electronic Records Management Facilitator

1. Call to Order

The Chair called the meeting to order at 9:40 AM.

1.3 Guest(s) in Attendance

The Chair acknowledged the guests in attendance:

Kyle Dearing - Kyle Dearing Consulting, Shuswap Economic Development Consultant

David Barritt - Film Commissioner, Columbia Shuswap Film Commission

Jodi Pierce - Manager, Financial Services, Columbia Shuswap Regional District

Jay Simpson - North Shuswap Chamber of Commerce

1.1 Approval of Agenda

Moved By P. Demenok

Seconded By L. Morgan

THAT: the agenda of the December 7, 2017, Shuswap Economic Development Advisory Committee meeting be approved.

CARRIED

1.2 Adoption of Minutes

Moved By T. Rysz

Seconded By P. Demenok

THAT: the minutes of the September 7, 2017, Shuswap Economic Development Advisory Committee meeting be adopted as circulated.

CARRIED

2. Discussion Items

2.1 Sicamous withdrawal from Shuswap Economic Development – Discussion

At the November 16, 2017 Columbia Shuswap Regional District (CSRD) Board Meeting the District of Sicamous announced their intention to withdraw from the Shuswap Economic Development Service.

The following motion was then passed.

THAT: the Certified Resolution from the District of Sicamous, dated November 9, 2017 indicating that the District of Sicamous Council is serving notice of its withdrawal from the Economic Development Extended Service Bylaw No. 5268, effective January 1, 2018, be received,

THAT: the notice of service withdrawal be referred to the December 2017 Economic Development Commission meeting for discussion and consideration of the implications of the Service Withdrawal on the remaining service participants (Electoral Areas C, D, E, and F);

AND FURTHER that the District of Sicamous be advised that it should make budget provisions for 2018 in relation to the Electoral Areas C, D, E and F

Economic Development Service while the CSRD is going through the service withdrawal process.

The Economic Development Officer provided three new documents to the committee (attached to the HTML version of these minutes):

- Budget documents that were developed prior to the notice from the District of Sicamous;
- Budget documents that have been modified to show the impact that taking the contributions from Sicamous out of the budget in 2018 would have at this late date;
- A budget impact analysis outlining three options for how to go forward funding the Shuswap Economic Development Service in 2018.

The documents show different scenarios and show the financial issues that would occur if the committee endorsed the withdrawal of the District of Sicamous effective January 1, 2018.

The budget impact analysis options were:

1. Status Quo – Because the District of Sicamous did not provide notice early enough, the committee may compel the District of Sicamous to stay in the service until 2019.
2. Same program without Sicamous – the four electoral areas must increase their tax requisition to replace the funds from the District of Sicamous.
3. Tax requisition without replacing contributions from Sicamous – This requires cut backs to the current program.

The Mayor of Sicamous explained the position of the District of Sicamous Council, indicating that the decision had come after years of deliberations. The Council would like to use the funds it is withdrawing from the Shuswap Economic Development Committee to create its own Economic Development Corporation. The District of Sicamous envisions this corporation working with the Shuswap Economic Development Service in a similar way to how the Salmon Arm Economic Development Society is working with the Shuswap Economic Development Service.

The committee members were generally supportive of Sicamous' proposed approach but were concerned about the financial implications for the Shuswap Economic Development Service.

The committee discussed the options and considered additional budgetary considerations not noted in the budget impact analysis. One such impact was that the withdrawal of Sicamous from the program in 2018 would reduce the likelihood of success in obtaining monies from the Rural Dividend application. This would further exacerbate the financial impact. If the District of Sicamous were to withdraw on December 31, 2018, the Rural Dividend Application would have a much more likelihood of going through.

Moved By R. Marshall

Seconded By P. Demenok

THAT: in considering the withdrawal of the District of Sicamous from the Economic Development Extended Service, the Committee recognizes that there are operational and contractual obligations for the 2018 budget / operating year that cannot be changed at this late timeframe.

AND THAT: the Shuswap Economic Development Committee recommend to the Board that December 31, 2018 be the withdrawal date for the District of Sicamous to no longer be a participant in the Economic Development Extended Service established by Bylaw No. 5268.

CARRIED

2.2 Update on Shuswap Economic Development Strategy

R. Cyr gave the committee an update on the Shuswap Economic Development strategy and the structure review and the community engagement portions of the strategy.

On November 28, 2017 the Shuswap Economic Development Committee met with ECDC Consulting to go over the new strategy in detail. The committee had discussed the review, community engagement, and strategy at that meeting. R. Cyr answered questions about the meeting for the benefit of the committee members who were unable to attend the meeting.

On the subject of the restructuring of the Shuswap Economic Development department, the committee agreed that the third option was the best. This option also is an effective way to streamline the business retention and

expansion meetings as the committee would be made of business owners within each electoral area. There would then be one committee member that would be appointed to the Shuswap Economic Development Advisory Committee. Shuswap Economic Development will be moving forward with the development of these committees in January 2018. There will be an application process and a terms of reference developed for this committee before the recruitment process is started.

2.3 Community to Community Forum Discussion – Nov. 23 2017

Community to Community (C2C) Forums are funded by the Union of BC Municipalities to facilitate discussion on developing communication protocols and formal agreements between First Nations and local governments.

The committee discussed the recent Community to Community Forum that took place on November 23, 2017. The forum was attended by R. Cyr as well as CSRD Directors. The attendees provided their comments on the process and noted that they felt that it was the first C2C meeting where everyone at the table agreed on the process and came away with a positive outcome of moving forward. The report from the C2C forum has been attached to the HTML version of these minutes.

2.4 Update on the Shuswap Labour Market Project - Director Demenok

Director Demenok spoke to the committee about the Shuswap Labour Market Project and provided the committee with a copy of the draft Shuswap Labour Market Assessment & Action Plan for Area C, completed by the Ironsight Business Strategies (report attached to the html version of these minutes).

Director Demenok explained that:

- A focus workshop was held to create a 2-year action plan to implement the Area C labour market assessment and action plan.
- The table on page 3 of the report outlines the community's priorities.
- The table on page 4 outlines the steps that need to happen to move the action plan forward.

The committee discussed the benefits and drawbacks of this kind of study, noting that it can be helpful to understand the needs of various communities but to understand that the goals of this committee are still region wide strategies.

2.5 Update on the Rural Dividend Application

At the December 1, 2017 CSRD Board meeting the following resolution was passed.

Moved by Director Morgan, Seconded by Director Talbot:

THAT: the Board authorize the submission of an application for \$441,500.00 to the BC Rural Dividend Program for the two year implementation of the Shuswap Economic Development Strategic Plan and that the Board support this project through to its completion.

R. Cyr noted that the application is due next Friday (December 15th) and that there are some final touches still required for the application. Some of the highlights of what is planned include:

- Advisory and electoral area committee training
- community profiles
- website update and communications plan
- economic recovery plan (in the event of emergencies)
- annual business walk
- developing an agricultural association as well as agricultural marketing
- way finding programs – regional signage
- regional marketing initiatives
- producer tours, image bank, and marketing initiatives for the Columbia Shuswap Film Commission

2.6 Stats Canada Updates

Kyle Dearing gave the committee a very quick update on the Stats Canada project. The 2016 census data has been sent out throughout the year from K. Dearing. K. Dearing noted that there is a lot of data that hasn't existed before or hasn't existed since the last long form census. K. Dearing stated that this data will be useful as we move forward with economic development initiatives in the Shuswap region.

2.7 EDABC Organizational Membership

R. Cyr renewed the Shuswap Economic Development membership with BCEDA (BC Economic Development Association) for 2018. For 2018 Shuswap Economic Development has joined as an organization membership, this includes 2 voting members, plus an UNLIMITED number of non-voting members from within your organization (i.e.: Economic Development Committee and Staff, Mayors, Councillors, Board Members,

etc.). This will allow all members of the committee access to the annual summit at the membership rate.

2.8 Discussion on Columbia Shuswap Film Commission and continuity

David Barritt gave the committee an update on the current Columbia Shuswap Film Commission (CSFC) work. Film production develops a positive economic boost for our region. For example, there was a Hallmark production in Revelstoke in March that was there for 10 days bringing in a production crew of 50-75 people. The City of Revelstoke enjoyed economic benefits to the community from the film crew purchasing accommodation, meals and other items for the 10 days that they were in production.

D. Barritt stated that the film industry in Canada is starting to choose Vancouver as its western Canadian hub. Film producers like Universal Studios, Netflix, Sony, Apple, Warner Brothers, Hallmark, Disney, etc. have either have set up studios in Vancouver or are looking to in the near future. D. Barritt also stated that a new film production studio has opened in Kelowna called Eagle Creek Studio. With the studio in Kelowna, it will be easier for crews to shoot in the CSFC area as it is near the studio and so they will be able to use the CSFC landscapes for their scenes within the region.

D. Barritt noted changes in the film industry that we would be embracing and will help us to develop film activity in the region. These changes include a move to vloggers (video bloggers) where anyone can now create content. When a YouTuber gets a large following, film producers try to tap into that following by helping the vlogger to produce content. This means that content is getting shorter. One example of a vlogger in our area was Gumboot Kids. This is a CBC show written for children aged 2-5 that produces five minute content. They produced an episode in the Roderick Haig Brown Park and at the Turtle Valley Bison Ranch.

D. Barritt also stressed on the importance of showcasing our region with film producers. The Hallmark producers who produced a film in Revelstoke would like to come back due to the professional services that they received in the CSFC region. Once the film producer sees our region first hand, they are more likely to think of it when they are considering locations to film. D. Barritt is working on familiarization tours with film producers to bring them to our region to consider the Columbia Shuswap as an area for future filming.

R. Cyr noted that the committee would need to review the cost of maintaining the CSFC into the future and that a review of the funding structure of the CSFC would be completed in 2018.

The committee thanked D. Barritt for his presentation and for his work with the CSFC.

4. Adjournment

Moved By L. Morgan

Seconded By K. Brown

THAT: the December 7, 2017 Shuswap Economic Development Advisory Committee meeting be adjourned.

CARRIED

Chair



Shuswap Economic Development - EDO Report
December 7 - February 8, 2018
Robyn Cyr
Economic Development Officer

1. Rural Dividend Application

The rural dividend application was submitted on December 15, 2017. The projects outlined in the application are:

- Establishment of sub regional advisory committees – underway – developing terms of reference and starting to gather information about how we are going to create these committees
- Creating online business development tools to ensure efficient business development support
- Creating a communications plan to effectively share information with our businesses
- Developing a regional emergency business economic recovery plan – to respond to business needs during an emergency event such as flood, wildfire, etc.
- Expanded Business Retention and Expansion program and Annual business walks in all communities
- The development of industry familiarization tours
- The development of business and resident attraction marketing collateral
- Recognition of the value and importance of agriculture and the economic opportunity, commitment of resources to support the growth, diversification and evolution of the agriculture industry.
- Partnership of local economic development organizations to support the development of an agriculture coordinator position to support agriculture business development
- Creation of innovative and digital and social media marketing campaigns to attract visitors to the Shuswap – year round.
- Recognition of the importance of training programs for front line staff to provide current visitor information to our visitors.
- Recognition to support the emerging film industry in BC and the Shuswap region through producer tours, current location database, and maintaining current information on the Columbia Shuswap Film Commission.

The total project is \$441,500 and the request for funding from the Rural Dividend Project is for \$265, 040.00.

(Budget attached)

2. Discussion on the creation of a partnership between Salmon Arm Economic Development Society and Shuswap Economic Development to create an agriculture business coordinator.

- Lana Fitt has been approached by the Ministry of Agriculture to provide support to agriculture businesses through the new Innovation Center in Salmon Arm. Lana contacted myself to ask if SED was interested in a partnership to create this position. Lana has developed a business

proposal, I have reviewed, and has now submitted the proposal to the Ministry of Agriculture. This position will be managed by SAEDS and SED. The proposal is attached.

3. We have been working with ECDC Consultants to finalize the priorities of the Shuswap Economic Development Strategic Plan which will be presented to the committee at the meeting.
4. Ongoing business visits and business support.



Instructions

- 1 Please fill in all fields marked with a red asterisk (*).
- 2 Use the "Tab" key to move from field to field in order, or the mouse to select any available (white-filled) field.
- 3 To paste copied information into a cell, you must double-click in the cell before pasting.
Note: do NOT use "Cut" (or Control-X) to remove information from a cell as this may make the application form unreadable.
Use the Delete key to remove information; use "Copy" (or Control-C) to copy information for pasting in another location.
Note: Mac users - do NOT use Numbers as the form will not function properly.
- 4 Some boxes have drop-down lists where you can select a value; for these boxes, click on the arrow that appears when your cursor is in the box, and select from the list.
- 5 Please attach completed Project Budget to your Application submission through the Rural Dividend website.

Please attach completed Project Budget to your Application submission through the Rural Dividend website.

1. Project Information

Applicant Name (maximum 250 characters)

Columbia Shuswap Regional District - Shuswap Economic Development Department

e.g. Timberlake Chamber of Commerce

Project Name (maximum 250 characters)

Shuswap Economic Development Strategy Implementation

e.g., Timberlake Farmers' Market Stalls

Funding Stream (select from drop-down list):

Partnerships Project

Using the Program Guide definitions, select a funding stream from the list

Is this a Destination Trail Project? ☐Yes

2. Project Costs

Provide a detailed breakdown of costs related to project implementation. Totals will be auto-calculated and used in later calculations.

Category	Description of Cost (REQUIRED) (maximum 250 characters)	Costs	Funding
Salary and Wages Provide the following information in the description of cost: • job title • wage rate • number of hours or months of employment • if position is existing or is for a new hire	Business Development Coordinator - Wage Rate: 25 hours per week @ \$35.00/hour - annually x 2 years = \$91,000.00	\$ 91,000	Rural Dividend
	Economic Development Officer - Management of project	\$ 25,000	Other
	Tourism Marketing Coordinator - Wage rate: 8 hours per week @ \$25.00/hour - annually x 2 years = \$20,800.00	\$ 20,800	Other
	Film Commissioner - Wate Rate: Contract - \$500.00 per month for 20 months x 2 years = \$10,000.00	\$ 10,000	Other
	Sub-total	\$ 146,800	
Consulting and Professional Fees Provide the following information in the description of cost: • description of the service • name of the consultant / professional providing the service (if known) • length of the contract (may be an estimate)	Communication Plan - Consultant - one year	\$ 6,000	Other
	Economic Recovery Plan - EDCD Consulting - one year	\$ 25,000	Rural Dividend
	Agriculture Information Database - Consultant - two years	\$ 25,000	Rural Dividend
	Shuswap Ambassador Program - Consultant - two years	\$ 10,000	Other
	Sub-total	\$ 66,000	
Travel and Meetings <i>Meals and project travel related expenses must be based on government per diem rates.</i> Provide the following information in the description of cost: • type of travel (air, car, etc.) • destination • number of nights • number of people	Travel Expenses - Business Development Coordinator - travel for committee meetings and business visits	\$ 5,000	Other
	Sub-total	\$ 5,000	
Training Provide the following information in the description of cost: • name/type of course/training • duration of the course/training • number of participants cost is based on • description of related expenses that may be included (ex. room rental, materials & supplies, registration fees)	Committee training - orientation and economic development courses	\$ 7,000	Other
	Shuswap Ambassador program - front line staff training	\$ 24,040	Rural Dividend
	Shuswap Ambassador program - front line staff training	\$ 960	Other
	Sub-total	\$ 32,000	
Marketing and Promotion Provide the following information in the description of cost: • type of marketing and/or promotion (online, brochures, etc.) • if hard copy, how many copies are made (may be an estimate) • if an event, include a description of any related expenses (room rental, refreshments, etc.)	Regional community profiles with sub-profiles	\$ 10,000	Rural Dividend
	Expanded website	\$ 40,000	Rural Dividend
	Townfolio	\$ 3,000	Other
	Resident attraction/marketing collateral	\$ 20,000	Other
	Shuswap Grown Program	\$ 9,860	Other
	Regional wayfinding signs - entrance signs	\$ 50,000	Rural Dividend
	Regional Tourism Marketing Initiatives	\$ 30,840	Other
	Producer Tours, Image Library, Web Refresh	\$ 28,000	Other
	Sub-total	\$ 191,700	
Equipment, Capital and Supplies Provide the following information in the description cost: • description of the item(s) • quantity of item(s), if applicable • description of any wages associated			

with the item(s) (ex. set-up & installation).			
	Sub-total	\$	-

Infrastructure Related Costs Provide the following information in the description of cost: • breakdown of all activities (ex. plumbing, electrical work, etc.) • description of all materials required • description of all wages and/or contractor costs including duration worked & number of employees			
	Sub-total	\$	-

Other Costs Any costs that do not fit under other categories (ex. space or room rentals).			
	Sub-total	\$	-

Total Project Cost	\$	441,500
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3. Project Funding				
Section 3A: Rural Dividend Funding Request				
		Amount \$	% of Total Cost	
Rural Dividend Funding Request	Auto-Calculated from Section 2. Project Costs	\$ 265,040	60.0%	
Section 3B: Applicant Contribution (Required for Single Applicant & Partnerships)				
	Description (REQUIRED) List all source(s) for applicant contribution (ex. reserve funds, partner name, development trust, etc.) (maximum 250 characters)	Verified (Y/N)	Amount \$	% of Total Cost
Applicant Financial Contribution				0.0%
				0.0%
				0.0%
				0.0%
				0.0%
In-Kind Portion of Contribution	Auto-Calculated from Section 2. Project Costs	\$ -	0.0%	
	Sub-total	\$ -	0.0%	
Section 3C: Project Funding (List the remaining source(s) of all contributions to demonstrate how the project will be funded)				
	Additional In-Kind Contributions The remaining amount of in-kind contributions that cannot be applied towards the applicant contribution		Amount \$	% of Total Cost
In-Kind Contribution	Auto-Calculated from Section 2. Project Costs	\$ -	0.0%	
	Sub-total	\$ -	0.0%	
	Description (REQUIRED) Provide the level of government, name of program, etc. (maximum 250 characters)	Verified (Y/N)	Amount \$	% of Total Cost
Other Government Funding				0.0%
				0.0%
				0.0%
				0.0%
				0.0%
	Sub-total	\$ -	0.0%	
	Description (REQUIRED) List the source(s) of remaining other funds (ex. bank loan, industry, development trust, etc.) (maximum 250 characters)	Verified (Y/N)	Amount \$	% of Total Cost
Other Funding	Tax Requisition for Shuswap Economic Development Department through the CSRD	Yes	\$ 156,460	35.4%
	Salmon Arm Economic Development Society	Yes	\$ 5,000	1.1%
	Community Future Shuswap	Yes	\$ 5,000	1.1%
	Village of Chase Cash Contribution for marketing - annually \$5000.00 for two years = \$10,000.00	Yes	\$ 10,000	2.3%
				0.0%
	Sub-total	\$ 176,460	40.0%	
Section 3D: Totals				
Sub-total Funding (Sections 3B & 3C)		\$	176,460	
Total Project Funding		\$	441,500	

4. Summary of Project Costs and Project Funding		
Project Costs	Amount \$	% of Total Cost
Salary and Wages	\$ 146,800	33.3%
Consulting and Profesional Fees	\$ 66,000	14.9%
Travel and Meetings	\$ 5,000	1.1%
Training	\$ 32,000	7.2%
Marketing and Promotion	\$ 191,700	43.4%
Equipment, Capital, and Supplies	\$ -	0.0%
Infrastructure	\$ -	0.0%
Other Costs	\$ -	0.0%
	\$ 441,500	100.0%
Project Funding	Amount \$	% of Total Cost
Rural Dividend Funding	\$ 265,040	60.0%
Applicant Contribution	\$ -	0.0%
Additional In-Kind Contribution	\$ -	0.0%
Other Government Funding	\$ -	0.0%
Other Funding	\$ 176,460	40.0%
	\$ 441,500	100.0%

Please attach completed Project Budget to your Application submission through the Rural Dividend website.

End of Form - press "Tab" key to return to the beginning

Shuswap Region

Director of Agriculture Innovation

**SALMON ARM
ECONOMIC
DEVELOPMENT
SOCIETY**

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Executive Summary: Director of Agriculture Innovation

Salmon Arm Economic Development Society (SAEDS) and Shuswap Economic Development (SED) are seeking support from the Ministry of Agriculture to launch a pilot project in the Shuswap Region, designed to grow the regional agriculture economy.

Through the establishment of a new position, the *Director of Agriculture Innovation*, which will be housed in the newly launched Salmon Arm Innovation Centre, the partner agencies aim to address 5 main objectives:

- 1 - Formalize the connection between agriculture and innovation via the Director of Agriculture Innovation position.
- 2 – Provide agriculture business support services (start-up/accelerator programming) where a service gap currently exists.
- 3 – Implement the Shuswap Regional Agriculture Strategy.
- 4 - Establish a hub/focal point in the community for agriculture business support services within the Salmon Arm Innovation Centre.
- 5 – Create a best practice model, showcasing an innovative partnership approach to growing a rural agriculture economy.

The Shuswap's agriculture economy is well positioned for growth, as further detailed within this proposal. The primary challenge related to reaching this growth potential relates to capacity. There is a gap in supportive agriculture programming that this proposal aims to address.

The proposal is seeking financial support and knowledge sharing from the Ministry of Agriculture to assist in reaching the above objectives. The proposal details a requested two year commitment from the Ministry of Agriculture valued at \$35,000 in year 1 (9 months commencing April 1, 2018) and \$47,600 in year 2 (2019).

The following proposal is organized into several sections including:

- An Introduction of the Shuswap Region
- The Salmon Arm Innovation Centre
- The Shuswap Opportunity
- The Proposal
- The Budget
- The Objectives

This proposal is meant to form the foundation for further conversations between SAEDS, SED and Ministry of Agriculture related to this unique opportunity.

Introduction to the Shuswap Region and Support Agencies

Salmon Arm Economic Development Society (SAEDS) – About the Organization

Salmon Arm Economic Development Society (SAEDS) is a registered non-profit society. It was established on August 27, 2002 and has a 17 person Board of Directors comprised of 11 voting members representing the major sectors of the local economy including: Tourism, Construction, Commercial, Manufacturing, Business Services, Health, Forestry, Agriculture, Education, and Technology, and an

additional 5 non-voting members representing City of Salmon Arm, Columbia Shuswap Regional District, Salmon Arm Chamber of Commerce, Adams Lake Indian Band (Vacant), and Neskonlith Indian Band. SAEDS is funded primarily by the City of Salmon Arm to provide community economic development services for the City, operating under a multi-year contract.

The mandate of SAEDS is:

1. Business Retention and Expansion
2. New Business Attraction and Development
3. Programs and Projects Designed to Enhance Resident Quality of Life, Economic Development and Prosperity in the Community.

SAEDS employs two full-time positions, Economic Development Manager and Business Support Coordinator. Supported by the diverse, multi-organization/industry Board of Directors, this long-term, sustainable organization has a proven track record of completing large scale projects on-time and on-budget, supporting community development across all sectors of the economy. Further information on the Salmon Arm Economic Development Society can be found at www.saeds.ca

Shuswap Economic Development – About the Organization

Shuswap Economic Development (SED) is the economic development function of the Columbia Shuswap Regional District. Shuswap Economic Development was formed in 1998 to work within the geographic boundaries of the District of Sicamous and Columbia-Shuswap Regional District (CSRD) Electoral Areas C, D, E, and F. Shuswap Economic Development also manages Shuswap Tourism and the Columbia Shuswap Film Commission.

Employing 2 full-time positions, SED works to stimulate projects that support businesses, individuals, other economic development organizations, and community stakeholders throughout the region. Services include initiating process, policies, and sustainable development – so that communities can improve the economic, political, and social well-being of their residents. Further information on Shuswap Economic Development can be found at <http://shuswapecdev.ca>

The City of Salmon Arm

The City of Salmon Arm is located within the Secwepemc Nation Traditional Territory in British Columbia's Southern Interior, positioned on the shores of Shuswap Lake midway between Calgary and Vancouver. Offering a desirable four season climate, as well as established and diverse outdoor recreation opportunities, Salmon Arm provides an exceptional quality of life to its residents.



Salmon Arm has a population of 17,706 residents (2016 StatsCan). As the largest community in the Columbia Shuswap Regional District, the City has positioned itself as the business service center for the

broader region. Supported by economic sectors comprised of technology, agriculture, manufacturing, tourism, education, healthcare and commercial, Salmon Arm's primary industries are rooted in resource sectors. The community has experienced evolutions in the local economy over time which have closely followed the upward and downward trends of these resource markets. Unique to Salmon Arm, especially considering the community's population size, is the cluster of high technology businesses and related creative class talent that is woven throughout the City.

The Shuswap Region




The Shuswap Region is within the Columbia Shuswap Regional District and includes an area population of 35,739 (2016 StatsCan). The Shuswap Region encompasses the communities of the City Salmon Arm, Town of Sicamous, and Columbia Shuswap Regional District Electoral Areas C, D, E and F. The Shuswap's traditional industries – agriculture and forestry – continue to play a significant role in the area's economy, employing nearly 2,000 workers. Agri-tourism is a growing industry in the Shuswap and a unique opportunity to showcase the area's farms and wineries alongside its strong cultural, historical, and artistic assets.

The Shuswap's trades sector is also strong, serving established residents and industries while contributing to new growth. Business services are concentrated in Salmon Arm and Sicamous, and there's excellent access to the nearby Okanagan communities of Vernon, Kelowna and Kamloops via the TransCanada Highway and Highway 97.

The Salmon Arm Innovation Center

The Innovation Center - Recognizing the exciting growth trends in the technology sector province wide and in an effort to stabilize, diversify and strengthen the local economy, Salmon Arm Economic Development Society (SAEDS) has identified an industry led and industry supported, Salmon Arm solution, to growing our local economy.

After 2 years of research, planning and industry consultation, SAEDS is launching the *Salmon Arm Innovation Center* in early 2018. This project will be developed in a phased approach inclusive of 3 distinct but linked services:

-  A community makerspace;
-  A business accelerator; and,
-  A co-working space.

Finding its home in a completely refurbished 3 story, 10,000 square foot building in Salmon Arm's downtown core, the Innovation Center will be a focal point and hub for Innovation and business development in the community.

The vision of the Salmon Arm Innovation Center is to establish a Salmon Arm built solution to rural technology growth while building upon Salmon Arm's start-up climate across all sectors. The Innovation Center will be a leading best practice example of a self-sustaining, small community Innovation Center.



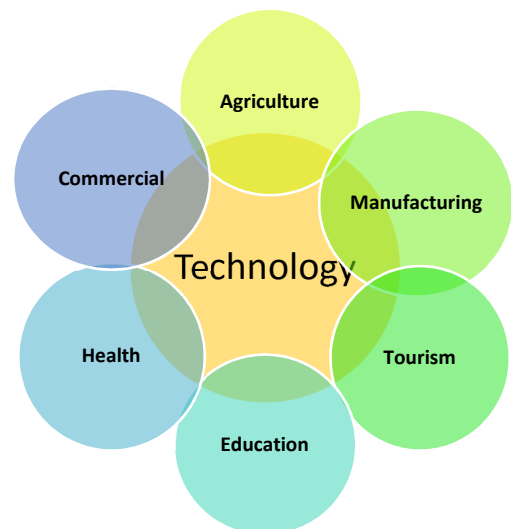
During the course of this two year pilot project, SAEDS will transition the Innovation Center into a sustainable, self-funded and independent operating model, all the while acting as a **best practice learning model** for other small British Columbia communities seeking to diversify and expand their economies.

The rationale for launching the Innovation Center as a pilot project with supportive operational funding, relates to the importance of ensuring the Center is successful and sustainable. The Innovation Center must be responsive to community needs in order to ensure the highest return on investment for workforce development and entrepreneurship in Salmon Arm. Following the *Lean Start-up Methodology*, the Salmon Arm Innovation Center will test programs, pivot, revise, and ultimately launch services which are in the highest demand, providing the highest return on investment back to the community. Technology and Agriculture are pillars of the Shuswap Economy and through the development of the Innovation Center, a natural opportunity has emerged, further detailed in this proposal, to support and expand the regional economy.

The Shuswap Opportunity

The Tech Sector – Compiled, Salmon Arm's technology businesses account for 4.41 businesses per 1,000 population, providing evidence of this strong cluster and the related current/future opportunity the community's technology sector can offer. In addition to the 137 high- tech firms operating in the Shuswap Region (2016 StatsCan), **Salmon Arm's technology sector is intertwined among each of the primary sectors of the economy. It acts as a hub that increases efficiencies, productivity and profitability, all the while providing relatively high-wage employment.**

The Okanagan Region is becoming well known as an emerging/growing technology hub in British Columbia. Accelerate Okanagan commissioned a study in 2015 to quantify the tech sector's contribution to the local economy (*Accelerate Okanagan Economic Impact of the Okanagan Tech Sector: 2015 Edition*). The study



determined the Okanagan/Shuswap Technology sector, inclusive of Salmon Arm, is producing a combined economic impact of \$1.3 billion and had spurred significant growth in both employment and revenues over the preceding two year period. The regional technology sector is relatively young when compared to other sectors (considering the number of years in business by establishment), however it is expanding rapidly. A profile of the Okanagan/Shuswap tech sector included the following:

- There is an estimated 2,766 tech businesses operating in the Okanagan/Shuswap (with and without employees).
- 75% of companies are private corporations.
- 42% of responding companies have been in business for one to five years while an additional 18% were start-ups, less than a year of operation, for a total of 60% with less than 5 years of operation.
- The dominant business type is in technology software and services.
- When comparing the 2013 regional economic impact study to the 2015 report, there was a 16% growth in workforce in the regional tech sector.
- When comparing combined revenues for technology sector companies across the Okanagan/Shuswap, there is a healthy 28% increase over 2013 figures.
- When comparing tech start-ups from 2013 to 2015, there is a 4% increase (14% to 18%).

The Okanagan/Shuswap Technology sector is projected to continue on this growth trend moving forward. In addition to the desirable quality of life this region affords, some of this sector growth is attributed to the supportive business climate created in each community across the region, **a trend Salmon Arm plans to expand upon.**

The Agriculture Sector- Agriculture plays a key role in the economy and identity of the Shuswap Region. The Shuswap agriculture sector can best be described as a diverse agricultural industry – with farms both big and small – producing a varied assortment of crops, from grains, produce, and plants, as well as dairy farms and ranches complimenting the mix. Shuswap vineyards, wineries, and breweries are gaining attention for their unique, award-winning, homegrown flavours, evolving a healthy agri-tourism industry. Innovative examples of applied research projects, streamlining production processes and value-added product development are also emerging throughout the region.

With exceptional soil quality, a climate offering extended growing seasons, and available and affordable farm land, agriculture is a pillar of the regional economy. Home to more than 600 established farms, agri-food and agri-tourism businesses, this cluster is poised for growth. The statistics below describe this sector in further detail:

- Close to 55,000 ha of Agriculture Land Reserve
- Close to 40,000 ha of actual farm land
- More than 600 operating farms comprised of:
 - Crops (hay, field crops, vegetables, fruit, wineries, nuts, sod and nursery products)
 - Livestock (poultry, beef, dairy, pigs, sheep, horses, bison, goats, llama and alpacas)
- 8 Farmers Markets in the region
- Average age of farmer = 56 years old. Exceeding both provincial and national average age.

Shuswap Economic Development and Salmon Arm Economic Development Society worked with diverse representatives of the agriculture sector to establish the **Shuswap Agriculture Strategy**. This strategy identifies numerous opportunities (as recommended by agriculture businesses, support organizations and local government) to grow the regional agriculture sector. The strategy development is now moving

forward into the implementation phase which includes hiring a part-time position to focus on the recommendations within the strategy – ultimately expanding the Shuswap agriculture economy through supportive programs and services. In discussions between Shuswap Economic Development and Salmon Arm Economic Development Society, a partnership opportunity emerged – the *Director of Agriculture Innovation* position.

The Regional Agriculture Strategy identified strong potential for agriculture growth associated with additional support services. Below are some examples of recommendations within the strategy:

- Promotion of the sector/recognition of the Shuswap Leadership in innovation, technology development and agriculture and how exceptional this is for a small/rural region.
- Support services for business expansion and new start-ups
- Programming and education
- Implementation of a “Shuswap Grown” brand program and related marketing campaign

The Vision of the Shuswap Regional Agriculture Strategy: the Shuswap is known as a region of exceptional farms, farmers and food. The Shuswap community has cultivated an environment that guides and supports the establishment of responsible and sustainable farming, innovative agriculture, economic enterprises, contributes to its celebrated and international reputation, champion’s education and innovation, and instills a collaborative spirit.

Shuswap Agriculture Success Stories

Salmon Arm and the broader Shuswap region are home to numerous success stories and best practice examples of agriculture/agri-food innovation. A select few are detailed below for your review.

- **Farmcrest Foods Inc:** As Salmon Arm’s largest agriculture employer, Farmcrest Foods Inc continues to be an innovator in process and value-added product development for the agriculture sector. Recently acknowledged as ***Canada’s First Non-GMO Poultry Producer***, Farmcrest continues to expand, investing millions of dollars in its business by conducting applied research into new value added product development supporting their zero waste goals. Find out more at <https://farmcrestfoods.ca/>
- **Winebox Sweets:** First Place winner in the Season 4 Shuswap Launch-a-preneur program, Winebox Sweets is a Salmon Arm start-up with exceptional growth potential. Designed by a nutritionist, Winebox sweets is an innovative, value-added agri-food business producing adult only wine gum candies made from real Shuswap Wine (contains alcohol). Continuing to expand its production and partnerships (private labels) this product is currently sold all over British Columbia, as well as locations in Alberta, Yukon, Manitoba and Ontario, manufactured from Salmon Arm, BC. Find out more at <https://www.wineboxsweets.com/>
- **Brandsma Farm:** Recently moving their 200 head dairy farm from the lower mainland to Salmon Arm, Brandsma Farms has invested in a fully automated robotic dairy. This is just one example among many dairy farms in the Shuswap transforming their operations from a traditional dairy farm to fully automated robotic dairy’s streamlining their production and addressing labour challenges.
- **Hillside Dream Goat Dairy:** Participants in Season 2 of Shuswap Launch-a-preneur program, Hillside Dreams Goat dairy is a Salmon Arm start-up company (2014). Hillside Dream Goat Dairy is a commercial goat dairy, located in Salmon River Valley, in B.C. Bucking the aging farmer trend, this

young family currently milk around 170 goats, and ship all of their fluid milk to Happy Days Goat Dairy. Read more about their story here: <https://www.country-guide.ca/2015/06/17/the-first-generation-farmers-of-hillside-dreams-goat-dairy/46872/>

- **Marionette Winery:** Another example of a Salmon Arm, young family start-up operation with significant growth potential is Marionette Winery. After returning home to Salmon Arm upon completion of their degrees in Viticulture and Oenology in Europe, owners of Marionette Winery established their vineyard in the North Broadview area of Salmon Arm. Currently producing 5 varieties of wine and offering an on-site tasting room, Marionette has exciting growth potential. Find out more at <http://marionettewinery.com>

The above companies are meant to provide examples of both start-up and high-growth potential agriculture businesses operating in the Shuswap Region. The start-up and expansion potential in this region is significant and of course extends well beyond the above examples. SAEDS and SED are proposing the establishment of a Director of Agriculture Innovation position in order to ensure the region is well positioned to capitalize on economic growth opportunities.

The Shuswap Advantage

Connectivity: Thanks to a recent multi-million dollar investment by Telus to expand their fibre optic network, businesses and residents in Salmon Arm now have access to fibre-to-the-door internet. This technology provides businesses with the ability to operate locally and compete globally. It also enables residents to live in Salmon Arm in the lifestyle they desire and work worldwide. Telus Fibre Optics is available to the door, to 90% of the homes and businesses in Salmon Arm, establishing a major competitive advantage for a community of this size.

Location: Ready access to British Columbia, Canadian and International Markets. The Shuswap Region is located directly on the TransCanada Highway between the major Canadian centres of Vancouver and Calgary. People, products and services are easily moved into and out of the region via the TransCanada Highway, CP Railway, Shuswap Regional Airport, nearby Kelowna International Airport, and easy access to the Port of Vancouver.

Education: Okanagan College Salmon Arm Campus and Okanagan College Trades Training Centre offer a wide variety of world-class programs, closely matched to local employment opportunities. These post-secondary education institutions supply local businesses with access to a skilled workforce.

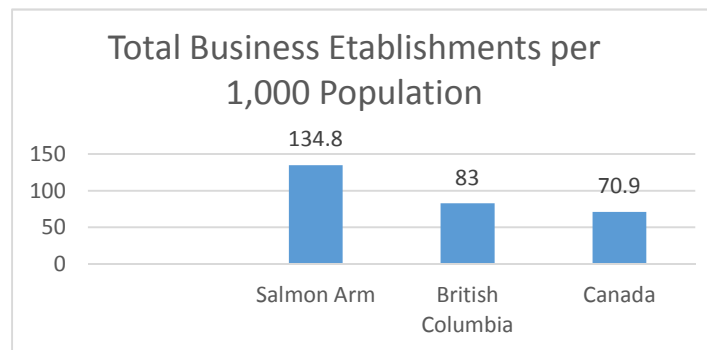
Land: The Region also offers available agriculture, industrial and commercial development properties to support new business establishments – at a price point well below nearby cities of Kelowna and Kamloops as well as other larger centres including Vancouver and Calgary.

Workforce: 50% of Salmon Arm's population is within the working age group of 25 to 64. The region boasts a large concentration of skilled trades and technical/professional workforce who chose to live here based on opportunity and the exceptional quality of life.

Lifestyle: Located on the shores of Shuswap Lake with a desirable four season climate, the Shuswap offers a variety of outdoor living opportunities. With excellent healthcare, education, sports/recreation and arts/culture options, the region provides a sought after quality of life. With a shift in decision making seeing more and more residents determining their preferred location based primarily on quality of life factors, this is one more competitive advantage for the Shuswap.

The Start-up Climate - Salmon Arm has focused much time and effort on establishing itself as a start-up community, fostering entrepreneurship and establishing programs and policies to support small and medium size enterprises. The community has recognized that the greatest growth opportunities exist in focussing on internal dynamics and nurturing an entrepreneurial environment. However, the region's ability to sustain and grow this entrepreneurial environment under the existing support model/capacity is limited. The Salmon Arm Innovation Centre partnered with the Director of Agriculture Innovation provides an opportunity to ensure the community's ability to meet start-up support demand as well as existing business growth support demand within the agriculture sector.

In 2016, Salmon Arm had a total of 2,405 business establishments across all sectors and employment sizes (Statistics Canada 2016 Custom Dataset). When comparing Salmon Arm's 2016 business establishments to its population size, a ratio of 134.35 business per 1,000 population is revealed. This ratio of number of businesses per population well exceeds both the 2016 Provincial and national ratios for the same categories – British Columbia had 83 businesses per 1,000 population and Canada as a whole had 70.3 businesses per 1,000 population.



Salmon Arm is a start-up community. Recently, Salmon Arm and the Shuswap region has been recognized for its entrepreneurial efforts. Below is a summary of recent awards/recognition for community efforts.

Open For Business Award: In 2014, Salmon Arm was the proud recipient of the Open for Business Award from the Province of British Columbia's Small Business Roundtable. This Provincial award highlights the efforts of municipalities, regional districts and First Nations governments to grow small businesses in their communities and share their successes with others. The award recognizes communities with a service-oriented philosophy that aim to foster a competitive, small business environment and grow local economies. The awards are adjudicated according to the following criteria:

- Business-friendly initiatives in the community;
- Activities to reduce red tape;
- Understanding the needs of the small business sector;
- Reducing costs for small business;
- Tracking and measurement activities for small business; and,
- Efforts to attract, develop and retain entrepreneurial talent within communities.

Entrepreneurial Communities Ranking 2016: For the second year in a row, Salmon Arm ranked #9 across Canada for Mid-sized Entrepreneurial Communities by the Canadian Federation of Independent

Business. Further, Salmon Arm ranked #13 overall (all communities, all categories) in the report. The report covers 14 entrepreneurship indicators, grouped into 3 main categories:

- Presence is a representation of the scale and growth of business ownership.
- Perspective covers indicators associated with optimism and growth plans.
- Policy represents indicators associated with the actions local governments take with respect to business taxation and regulation.

Community Project Award, British Columbia Economic Development Association, 2017: Shuswap Launch-a-Preneur is an entrepreneurial support program designed and hosted by Salmon Arm Economic Development Society, Community Futures Shuswap and Enactus Okanagan College to specifically meet the business start-up support needs of the Shuswap region. This unique business start-up program is a twist on the traditional business accelerator model, providing resources and supports to individuals with a business idea, assisting them to successfully and sustainably launch their business in the Shuswap region. The program also supports new start-up's already in business for 18 months or less. Since launching the program in 2012, the following measurables have been produced in Salmon Arm:

- There are 41 businesses currently in operation in the Shuswap Region that were established by individuals that went through the program. This includes a cross-section of business sectors including agriculture, technology and commercial (among others).
- To date, close to 40% of participants in the Shuswap Launch-a-preneur program proceeded to launch their business. It is expected this number will increase over time, as participants continue to work to launch their ideas.
- These 41 businesses are estimated to be employing more than 79 full-time equivalent positions, 15 part-time positions, and there are 4 patents pending.
- Just passing the 5 year mark since the first season of the program (2012), organizers are only aware of 1 business closure from a participant in the program. At a current business sustainability rate of 97%, organizers recognize this is a relatively young program and will continue to monitor the success of each business into the future.

Although Salmon Arm only has the ability to host this program once every 2 years due to capacity challenges and related funding availability, **interest in this program continues to rise – including from the agriculture sector. Each season, the number of program participants has grown, providing further evidence of Salmon Arm's highly entrepreneurial culture.**

The Proposal - A partnership project between Salmon Arm Economic Development Society, Shuswap Economic Development and Ministry of Agriculture

SAEDS and Shuswap Economic Development are proposing a partnership opportunity with the Ministry of Agriculture, designed to support the growth of the agriculture sector, with a focus on Innovation. Housed in the Salmon Arm Innovation Center, the **Director of Agriculture Innovation** will have 2 linked mandates:

- 1) Provide start-up and accelerator support - the Shuswap Agriculture Venture Accelerate Program (SAVAP), to emerging and growing Shuswap Agriculture Companies.

2) Implement the Shuswap Regional Agriculture Strategy, supporting the overall growth of the regional agriculture sector.

Launching as a pilot project, this 2 year contract position will focus half-time on the SAVAP and half-time on the work plan associated with the Shuswap Regional Agriculture Strategy. The Director of Agriculture Innovation will be co-located in the Salmon Arm Innovation Center at 220 Shuswap Street and will operate under a joint contract between SAEDS and Shuswap Economic Development (Columbia Shuswap Regional District). Acting as a pilot project to be evaluated after an initial 2 year term, the Director of Agriculture Innovation and the SAVAP Program will establish a best practice model for regional agriculture growth which can be duplicated in other rural communities. Salmon Arm Economic Development Society and Shuswap Economic Development are seeking partnership and support from the Ministry of Agriculture to launch this exciting program in our Region.

The Director of Agriculture Innovation will have a regional focus, creating regional value. As with previous projects, including the Shuswap Regional Agriculture Strategy, SAEDS & SED have recognized the economies of scale and value in approaching agriculture development at a regional scale. **This proposed service delivery is itself a unique and innovative model of local, regional and provincial collaboration.** Supporting numerous mandates (SAEDS, SED, and Ministry of Agriculture) through a single service delivery.

As SED was progressing with plans to hire a half-time agriculture expert to assist in implementing the Shuswap Regional Agriculture Strategy, it became apparent that a single position focusing on both building a supportive agriculture economy and agriculture business start-up/accelerator programming would provide the highest return on investment to the Shuswap economy. Creating one full-time position addressing both functions will result in the establishment of a knowledge bank/expertise and important agriculture industry relationship building through a single position, the Director of Agriculture Innovation.

Shuswap Agriculture Venture Accelerate Program (SAVAP) - With structured support comprised of one on one mentorship, resources, tools and group learning opportunities, the Director of Agriculture Innovation will offer diverse support programs for agriculture businesses throughout the Shuswap. Expertise and knowledge gained through the Provincial Agriculture Venture Accelerate Program would be strongly relied upon when establishing the SAVAP. The Director of Agriculture Innovation will focus half-time on supporting new start-up and growth phase companies with strategies to ensure they are sustainable and well-positioned to capitalize on growth opportunities.

Shuswap Regional Agriculture Strategy - Shuswap Economic Development will support the position with a half time focus on implementing the Regional Agriculture Strategy. Each of the activities in the work plan relate to establishing a supportive economy for agriculture businesses to operate within. Specific areas of focus include:

- Establish the Shuswap Regional Agriculture Advisory Committee (an industry led committee to provide direction related to the agriculture strategy work plan.
- Implement the Shuswap Grown brand project and related agriculture marketing strategy.
- Improve and maintain Columbia Shuswap Regional District's existing agriculture information database.
- Establish a Shuswap agriculture tour to educate local residents and promote the regional agriculture sector.
- Establish a Shuswap agriculture fact sheet – highlighting business development opportunities.

Providing the ideal combination: Building a supportive economy for Shuswap agriculture businesses to operate within as well as individualized one on one business support services. Positioning local agriculture businesses well, ensuring their sustainability and future growth potential.

SAEDS and SED propose an April 1, 2018 launch date for the position. A terms of reference and contract posting will be developed prior to this date with a local expert with exceptional experience in both entrepreneurship support and the agriculture sector, being selected prior to the launch date. Hiring an individual with local expertise and strong knowledge of the regional agriculture sector, merged with proven provincial programming (via the previously established AVAP program) will provide the best possible growth outcomes for Shuswap businesses. The rationale for the proposed April 1 launch date relates to the grand opening of the Salmon Arm Innovation Center. Launching the SAVAP and the Director of Agriculture Innovation position in conjunction with the Innovation Center grand opening will present an opportunity for additional exposure. SAEDS would be pleased to have a strong presence by the Ministry of Agriculture at this event with the opportunity for the Ministry to officially announce the new program.

Project Budget

Expense Item	Year 1 - 2018 *9 months	Year 2 - 2018
Director of Agriculture Innovation	62,400	83,200
Programming and Marketing	3,750	5,000
Workshop Venue (Innovation Center Board Room)	1,800	2,400
Office Lease	4,050	5,400
Office Equipment and Supplies	2,500	1,000
Position Management and Reporting	15,600	20,800
	\$ 90,100	\$ 117,800
Program Funding	Year 1 Contribution	Year 2 Contribution
	\$6,800 +	\$6,800 +
Salmon Arm Economic Development Society	\$18,100 in-kind	\$21,800 in-kind
Shuswap Economic Development	\$ 31,200	\$ 41,600
Ministry of Agriculture	\$ 34,000	\$ 47,600
	\$ 90,100	\$ 117,800

Program Objectives

This proposal will address 5 main objectives:

- 1 - Formalizing the connection between agriculture and innovation via the Director of Agriculture Innovation position.
- 2 - Providing agriculture business support services where a gap currently exists. Resulting in:
 - Expansion of existing agriculture businesses throughout the Shuswap Region
 - Increased number of value-added agriculture product development
 - Increased number of applied research projects in the Shuswap agriculture sector
 - Increased production/efficiency of operations
 - Increased number of FTE's
 - Increased farm revenues across all agriculture sub-sectors
- 3 – Implement the Shuswap Regional Agriculture Strategy.
- 4 - Establishing a hub/focal point in the community for agriculture business support services within the Salmon Arm Innovation Centre, resulting in:
 - Increased awareness of the Shuswap as a leader in agriculture and agriculture innovation.
- 5 – Creating a best practice model of a regional approach to growing a rural agriculture economy.

SAEDS & SED look forward to providing semi-annual updates to the Ministry of Agriculture on the outcomes of the Director of Agriculture Innovation position.