SHUSWAP ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT STRATEGY

January, 2018

CONTENTS

INTRODUCTION

SHUSWAP ECONOMIC DEVELOPMENT STRATEGY

Shuswap Economic Development (SED) was established in 1988 by the Columbia Shuswap Regional District (CSRD), in response to a mandate that requires regional districts in British Columbia to support and offer assistance for economic development within their region. SED's mandated geographic economic development region includes CSRD Area C, CSRD Area D, CSRD Area E, CSRD Area F and, at the time of completing this report, the District of Sicamous. For ease of understanding throughout this report, the study area may be referred to as "Shuswap". SED also manages Shuswap Tourism and the Columbia Shuswap Film Commission, though each of these organizations have slightly different geographic boundaries (refer to their respective websites for more information regarding service boundaries; www.shuswaptourism.ca and www.filmcolumbiashuswap.com).

SED has recently worked to develop a Shuswap Tourism Development Plan and a Shuswap Agriculture Strategy. For 2017, SED's workplan identified the development of an economic development strategy as its next priority. The completion of an economic development strategy will help to pull both the Shuswap Tourism Development Plan and Shuswap Agriculture together, identify other opportunities for the Shuswap region and also provide a roadmap for delivery.

The areas included in this plan, known collectively as the Shuswap Region, are poised to move forward with a more focused economic development program. The Shuswap Region is in an enviable position, located virtually midway between major population centres in Alberta through to Metro Vancouver as well as a central hub close to the major interior cities of Kamloops, Vernon, and Kelowna. The Region has numerous avenues to grow its tourism product, further develop agriculture opportunities, as well as diversity in other sectors such as manufacturing and high tech, and other community development.

Issues identified such as a lack of commercial/industrial land in some areas of the Shuswap, the perception that the Shuswap is tourism only- versus broader industry and and sector development- focused; the outside perception as a place to do business; limited broadband; and low population density need to be recognized and addressed. Geographically, the communities are all close to many markets – Salmon Arm, Kamloops, Vernon, and Kelowna – but also must compete with those same markets for talent, investment and commercial development.

Another challenge is that SED does not have the economic development resources or capacity necessary to deliver a more comprehensive economic development program. Before anything can happen, the CSRD will need to ensure its continued support of economic development by expanding the capacity within SED. Tourism has been the prime focus mainly because of the region's natural beauty, attractions and business infrastructure and investment, while broader sector development has not had the same focus. SED needs to ensure it has all of the resources which include staff capacity and the baseline information and foundational tools for delivering an improved economic development program.

The process to create a new economic development strategy for Shuswap Economic Development began with an economic development service review. This review included:

- A review of economic development-related reports/studies, including the Shuswap Agriculture Strategy and the Shuswap Tourism Development Plan
- A statistics and data analysis
- A review of the Region's competitiveness, employment lands and business visitations
- A comprehensive consultation program consisting of:
  - Review of 2015, 2016 and 2017 SED Business Retention and Expansion reports
  - One-on-one interviews business owners, elected officials, staff and economic development stakeholders and support agencies
  - An online resident survey
  - An online business survey
  - Focus groups held throughout the area with business owners, elected officials, staff and economic development stakeholders and support agencies
  - Close liaison with the Economic Development Officer and contract staff
  - An extensive tour of the Region

TEN THINGS TO REMEMBER ABOUT THE SHUSWAP ECONOMIC DEVELOPMENT STRATEGY

The following factors will be discussed throughout this report and are important to bear in mind while reading through the document.

1. Shuswap Economic Development will play a lead role in the implementation of the Strategy, but economic development requires the **involvement** of many individuals, businesses, and stakeholder organizations throughout the Shuswap Region.

2. The recommendations in the SED Economic Development Strategy are designed to be comprehensive and include some activities that are either currently planned or underway. In these instances, this report **coordinates with and reinforces** productive activities that are already in place.

3. There is a **close connection between economic development and community development.** One cannot occur without the other.

4. The focus of economic development in the Shuswap should be on **entrepreneurship and supporting the expansion of local businesses**, and business support activities which could include business attraction and business retention and expansion projects

SHUSWAP
ECONOMIC DEVELOPMENT

CSRD
COLUMBIA SHUSWAP REGIONAL DISTRICT

5. Addressing the Shuswap's challenges and achieving overall goals will not be free. **The Region must be willing to invest in itself and in economic development.**

6. The SED Economic Development Strategy is a **living document** that should be reviewed and updated over time to adapt to changes in the marketplace. A system should be set into place for reporting implementation progress back to the community on a regular basis.

7. There are **no easy solutions** that solve community challenges. Addressing the Shuswap's challenges will take a coordinated, collaborative approach.

8. There will never be 100% unanimous agreement on every recommendation and every word choice in this report. Striving for an elusive consensus will delay and possibly derail implementation.

9. To successfully accomplish the objectives and goals outlined in the Shuswap Economic Development Strategy will require an **unprecedented level of cooperation and communication**. **Setting aside differences** and working together toward greater goals is essential.

10. Economic development is a **marathon**, not a sprint. Implementing recommendations will require long-term community investments and continued momentum and patience into the future.

The following analysis is a snapshot of this SED's geographic area, known as the Shuswap Region. It helps to paint a picture of what the Shuswap Region looks like, purely from a demographic standpoint. It does not seek to provide answers or direction. It is simply the numbers. Using this material as a foundation helps position the information further received through consultation and interviews.

DEMOGRAPHICS

The following information is derived from the Statistics Canada Census data for 2006, 2011 and, where possible, 2016.

POPULATION

The Shuswap Region's 2016 population is approximately 18,000 residents. Looking at the past three census periods, 2006, 2011 and 2016, there has been slow population decline. Between 2006 and 2016, for example, the area lost approximately 500 residents (-2.68%). Over the same census periods, the CSRD grew by 2.4%, and the Province showed a 13.0% growth rate.

Population Growth, 2006 – 2016					
	2006	**2011**	**% change from 2006-2011**	**2016**	**% change from 2011-2016**
Area C	7,695	7,662	-0.4%	7,921	3.4%
Area D	3,899	4,047	3.8%	4,044	-0.1%
Area E	1,528	1,335	-12.6%	1,185	-11.2
Area F	2,731	2,368	-13.3%	2,454	3.6%
Sicamous	2,676	2,441	-8.8%	2,429	-0.5%
TOTAL	**18,529**	**17,853**	**-3.6**	**18,033**	**1.0%**
CSRD Population	*50,141*	*50,512*	*0.07%*	*51,366*	*2.4%*
BC Population	*4,113,487*	*4,400,057*	*7.0%*	*4,648,055*	*13.0%*

Source: Statistics Canada, 2006, 2011, 2016

Overall, the Shuswap Region's age profile is older than that of both the CSRD and British Columbia. The 2016 average age within the project's geographic areas (shown in the table below) ranges from 44.4 – 54.6 versus the average age of 46.4 for the CSRD and 42.3 for British Columbia.

Average Age, 2016	
Area C	51.3
Area D	44.4
Area E	48.5
Area F	54.8
Sicamous	50.6
CSRD Population Average Age	46.4
BC Population Average Age	42.3

Source: Statistics Canada 2016

INCOME LEVELS

Income levels varied across the Shuswap Region, with CSRD Area C having the highest level of both median and average income. Although CSRD Area C has higher income levels than the other areas within the Shuswap they are lagging behind the province. By comparison, median total income for the province was $69,995 and average total income was $90,354, though the Shuswap scores lower on the prevalence of low income households compared to the province (StatCan, 2016), and also has less households spending 30% or more of their income on shelter compared to the province (StatCan, 2016). This suggests that although income levels are lower in the Shuswap Region, so too is the cost of living as compared to larger urban centres

Income of Households in 2015	Area C	Area D	Area E	Area F	Sicamous
Median Total Income	$63,360	$57,856	$52,352	$58,347	$53,590
Average Total Income	$78,396	$72,113	$68,463	$72,547	$73,272

Source: Canada Census 2016

Value of Households in 2016	Area C	Area D	Area E	Area F	Sicamous
Median Value of Dwellings	$399,708	$349,225	$299,861	$349,160	$279,262
Average Value of Dwellings	$433,619	$371,118	$334,188	$465,856	$316,307

Source: Canada Census 2016

EDUCATION

The Shuswap Region is well educated, with CSRD Areas C and F having the highest level of post-secondary certifications.

Education in 2016	Area C	Area D	Area E	Area F	Sicamous
No certificate, diploma or degree	17%%	25%	25%%	16%	23%
High school	29%	31%	27%	30%	31%
Post-secondary certificate, diploma, or degree	54%	44%	48%	54%	46%

Source: Canada Census 2016

LABOUR FORCE

The labour force breakdown for the Region with the geographic area studied illustrates a reasonably diversified workforce. Construction and the retail trade sectors are the primary industries for the majority of the areas, although the manufacturing sector has strong workforce representation in Sicamous and CSRD Areas D and E.

Labour Force in 2016	Area C	Area D	Area E	Area F	Sicamous
Employment rate	42.0%	52.5%	54.4%	38.9%	48.4%
Unemployment rate	11.7	9.2%	11.2%	9.7%	13.3%
Participation rate	47.6%	57.8%	61.3%	42.9%	55.8%

Source: Canada Census 2016

Labour Force by Industry in 2016	Area C	Area D	Area E	Area F	Sicamous
Agriculture, forestry, fishing and hunting	6.0%	12.1%	9.7%	7.2%	3.8%
Mining, quarrying and oil and gas extraction	4.4%	2.6%	1.6%	2.6%	2.1%
Utilities	0.6%	0.5%	0.0%	0.0%	1.3%
Construction	12.3%	12.8%	12.2%	19.0%	14.7%
Manufacturing	7.0%	11.3%	11.4%	5.7%	11.3%

SHUSWAP
ECONOMIC DEVELOPMENT

CSRD
COLUMBIA SHUSWAP REGIONAL DISTRICT

Labour Force in 2016	Area C	Area D	Area E	Area F	Sicamous
Wholesale trade	1.5%	2.6%	3.2%	2.1%	0.8%
Retail trade	12.5%	13.4%	10.5%	13.9%	10.1%
Transportation and warehousing	4.4%	4.3%	6.5%	4.1%	4.2%
Information and cultural industries	1.2%	0.1%	2.4%	1.0%	0.8%
Finance and insurance	3.2%	0.2%	1.6%	1.0%	2.9%
Real estate and rental and leasing	2.1%	2.6%	0.0%	6.1%	7.1%
Professional, scientific and technical services	5.4%	4.1%	1.6%	3.0%	3.4%
Administrative support, waste mgmt. and remediation services	4.6%	4.8%	3.2%	10.8%	8.0%
Education services	2.9%	2.8%	2.4%	3.1%	2.9%
Health care and social assistance	6.7%	10.1%	10.5%	7.7%	4.2%
Arts, entertainment and recreation	3.1%	1.3%	1.6%	3.1%	3.8%
Accommodation and food services	7.8%	4.8%	13.8%	3.6%	9.7%
Other services	5.3%	4.3%	2.4%	4.1%	5.9%
Public administration	3.9%	2.5%	4.0%	1.5%	2.5%

Source: Canada Census 2016

THE ROLE OF AGRICULTURE

Agriculture has been a vital part of the Shuswap economy since pioneer times dating back to the 1880s. The early settlers preferred the fertile land at the valley bottom to the higher benches, which they deemed worthless without irrigation. When fruit growing started to attract widespread interest in the BC interior, most of the initial planting was done in the valleys. However, as fruit production assumed more significant importance, the well-drained upper benches started to be used for production. Berries and vegetables were also tried in the valley, but dairy and mixed farming gradually became dominant and continues today.

The growth of the region, including smaller communities with accompanying building and development, has placed increasing pressure on the agricultural land base. Despite this, the agriculture sector has continued to prosper and flourish. Recent trends show that average profitability is growing and that the number of farms remains relatively constant. Almost half of all 616 farm operators surveyed in the 2011 Statistic Canada Report earn all their income from farming.

The 2014 Shuswap Agriculture Strategy proposed three key focus areas that could have a major impact in the Shuswap Region by improving the sustainability of the local agricultural economy:

- the establishment of an independent, non-political regional agricultural organization, with staff, to represent the Region's agricultural interests
- the initiation of an agricultural economic development process, including the marketing and branding of Shuswap-grown products
- the provision of agricultural education services through Okanagan College's Salmon Arm campus

One area within the Shuswap Agriculture Strategy that appears to be seeing some progress is the development of the *Shuswap Grown* branding to be used for marketing locally grown products.

- Shuswap Grown is the key agriculture brand for the region, as recommended by the Agriculture Strategy. As the *Shuswap Grown* website (http://shuswapgrown.ca/) explains; "Agriculture means more than just economics here; it means a cultural heritage, a shared experience across the region and a way to connect to one another." There is a strongly endorsed local rationale for the claim that "Buying Shuswap Grown products means not only supporting local communities but supporting the Shuswap cultural history."

The 2010 Shuswap Tourism Plan also identifies agritourism as one of the key strengths of the Region's tourism industry. Agri-tourism is described as a broad category including produce and craft food sales, farmers markets, u-pick farms and festivals and farm tours, all of which are operating in the Region today.

At the CSRD governance level, the CSRD electoral area official community plans have a series of objectives, policies, and statements supporting local agriculture including:

- Agri-tourism
- Value-added agriculture
- Small-scale related processing facilities
- Marketing of local products
- New farmers to access land
- Support accessing ALC programs and incentives

- Economic development initiatives
- Farmers markets
- Direct farm sales
- Raising awareness (Shop local campaigns, community gardens, signage program)
- Alternative smaller-scale agricultural businesses

However, there are challenges to the growth of agriculture in the Shuswap Region.

- An aging population and farm succession

- Access to labour
- Farm profitability

- Shifting and evolving markets
- Economic and environmental changes
- Lack of supportive infrastructure
- Lack of awareness on the part of public and decision makers

- Water management
- Protection of agriculture land
- Development pressure
- Inconsistent by-laws; and
- Environmental values

There are also strong opportunities with agriculture businesses and organizations to continue to evolve this industry:

- Collaboration within the industry
- Entrepreneurship and innovation opportunities
- Okanagan College programming for agricultural education
- Support for adaptation to climate change
- An engaged local government
- An established local food economy and culture

THE ROLE OF TOURISM

Vision Statement from the Shuswap Tourism Marketing Strategy:

The Shuswap is a four-season destination where the development of tourism is based on a shared commitment to quality, sustainability, regional collaboration and integrated planning. Its authentic visitor experiences are shaped by its well-managed access to pristine lakes and backcountry, and its creative and aboriginal culture, and its notable sports opportunities.

It is apparent that tourism has been a strong focus for SED. This is obvious in the strong regional tourism presence, and the positive comments received from many businesses throughout the Shuswap Region.

In the Shuswap Tourism Plan, the following points were identified as the critical success factors underlying the likelihood of making ongoing progress and the key constraints impeding the nature and rate of progress:

Critical Success Factors

1. Access to the region and to the lakes and trails

2. The character of the local people as 'hosts'

3. The region's underlying authenticity, culture, diversity and sense of identity

4. Collaboration and communications – with Shuswap Tourism continuing to play a key role

SHUSWAP
ECONOMIC DEVELOPMENT

CSRD
COLUMBIA SHUSWAP REGIONAL DISTRICT

Key Constraints

      1. Highways and issues relating to maintaining appropriate access to the lakes

      2. Human resources – staffing level, quality of visitor service

      3. Land management planning (asset management and crisis management issues)

The Shuswap Tourism Marketing Strategy developed the following outline detailing the activities that the organization has undertaken in the implementation of the 2010 and 2015 Shuswap Tourism Development Plans:

- Recognized brand in place
- Communication with industry – website developed (42,000 users in 2011; 170,000 users in 2016); regular information e-blasts; ongoing interaction with businesses; networking events
- Public awareness of Shuswap Tourism in communities – local, regional, provincial, and national
- Product packaging and itinerary development – working with businesses to develop itineraries of experiences
- Current image bank – over 800 images of all communities throughout the region
- Media tours – an annual average of 11 media visits with 35 media involved, resulting in articles and exposure ranging from regional to international at a market value of approximately $110,000
- Tourism research – working to continue to research the impact of tourism on the region
- Trail experiences – new Trail Guide developed to showcase the trails in the region
- Festivals and Events – Shuswap Tourism has engaged in sponsorship and on-site participation at events to promote the Shuswap region
- Travel Trade Shows – participation in regional and local events – Vancouver, Seattle, Edmonton, Calgary, Fort McMurray, and Saskatoon
- Marketing Collateral – now includes annual Travel Planner, Trail Guide, and guides for Cycle Touring, Farm Tours, Winery Tours, Motor Touring, and a Nordic Ski and Snowshoe Guide
- Partnerships – implementation has resulted in the development of strong partnerships with the communities, the tourism industry, Chambers of Commerce, the Downtown Salmon Arm, Salmon Arm Economic Development Society, Community Futures Shuswap, Thompson Rivers University, First Nations, the Shuswap Arts Council, other community
  associations, TOTA, and Destination BC. The region is now represented on the TOTA Board.

COMMUNITY ENGAGEMENT

Over 200 stakeholders provided input into the development of the Shuswap Economic Development Strategy. The consultations consisted of confidential one-on-one interviews; separate online surveys for residents and business owners; and focus group meetings held with the Shuswap Economic Development Advisory Committee, CSRD staff, local business owners, economic development stakeholders and other support agencies including the the local chambers of commerce and Community Futures Shuswap. To ensure consistency, the same questions were asked in both the interviews and focus groups. The online surveys included these questions as well, and also allowed for additional flexibility in adding or expanding answers.

INTERVIEWS

Thirty interviews were undertaken with various members of the business community, local economic development and community stakeholders, CSRD Board Directors and staff.

ONLINE SURVEYS

The online surveys were made available to residents and business owners, and were promoted by SED, the local chambers of commerce and other community associations through various publications, newsletters and social media. Newspaper ad space was also secured.

One question asked on the online survey, allowing for participants to rank, was the priority for economic development. The table on the following page are the responses broken down by the different areas that make up the Shuswap Region (highlighted cells indicate the top two priorities):

Survey Results						
Answer Choices	*Combined Responses*	*Area C*	*Area D*	*Area E*	*Area F*	*Sicamous*
Existing companies staying (and expanding)	50.79%	41.67%	50.00%	50.00%	56.00%	45.45%
Attraction of non-retail	38.10%	41.67%	75.00%	25.00%	32.00%	54.55%
Attraction of companies that use our natural resources	12.70%	8.33%	0.00%	0.00%	12.00%	27.27%
More small businesses and entrepreneurs	26.98%	25.00%	0.00%	25.00%	28.00%	18.18%

Survey Results						
Better retail amenities/additional retailers	22.22%	8.33%	0.00%	25.00%	24.00%	27.27%
Better lifestyle amenities	15.87%	16.67%	0.00%	50.00%	16.00%	9.09%
Better educational opportunities	9.52%	16.67%	25.00%	0.00%	8.00%	9.09%
Better tourism amenities	12.70%	8.33%	25.00%	0.00%	20.00%	0.00%
Revitalization of older commercial areas	17.46%	16.67%	25.00%	25.00%	12.00%	27.27%
Retaining young professionals	17.46%	8.33%	25.00%	25.00%	16.00%	27.27%
Expanding the tourism sector	9.52%	8.33%	0.00%	0.00%	12.00%	18.18%
Promoting Shuswap to an external audience	22.22%	25.00%	25.00%	0.00%	28.00%	9.09%
Attraction of new residents	28.57%	25.00%	25.00%	75.00%	28.00%	18.18%
Other	**7.94%**	**16.67%**	**25.00%**	**0.00%**	**4.00%**	9.09%

FOCUS GROUPS

To gather additional information and to facilitate discussions around specific topics, five focus groups were held with various stakeholders throughout the geographic study area. Group participants represented a variety of economic development sectors/themes including elected officials, staff, business owners and other economic and community development groups and organizations.

All the information gathered from the public consultations were combined with other data that was then further analyzed, summarized and developed into a Strength, Weaknesses, Opportunities and Threats (SWOT) analysis.

WHAT WE HEARD

SHUSWAP REGION TRENDS

Each sub-region within the geographic study area was different in identifying the issues and challenges, however many common themes emerged from the public consultation process:

- Many stakeholders agreed that, although the small and rural feel is important, they also understood and welcomed the need for sustainable growth that will provide additional services and amenities

- A lack of commercial land or "shovel ready" land was identified as a barrier to growth as well as a lack of housing choices, including the need to accommodate seasonal workers
- Many stakeholders cited a lack of communication within their respective communities and with the CSRD as a challenge. They desire more communication about how and why certain regional government decisions are made. Many of these stakeholders also agreed that the SED is doing a good job with tourism, but there is a lack of further economic development presence
- It will be important to keep community stakeholders informed and aware of the progress being made as the economic development strategy is implemented. Many stakeholders feel that previous plans, specifically the Shuswap Agriculture Strategy, have just sat on the shelf with no implementation
- There is frustration throughout the SED Region with the lack of high-speed broadband, and a recognition that without it both growth and attraction of new residents and businesses will be extremely difficult
- Many of the communities within the SED Region are within easy reach of larger markets, i.e. Salmon Arm, Kamloops, Kelowna, and consumer leakage is significant.
- There is a general lack of comprehensive medical services in rural areas, with the majority of healthcare located within the larger centres
- There needs to be increased independent living support and other services targeted towards senior population

CSRD AREA C (SOUTH SHUSWAP)

Area C is located west of Salmon Arm and between the main and Salmon Arms of Shuswap Lake. Area C makes up only 2% of land within the CSRD but has 15% of the population. The land within Area C is very diverse, including beaches and lakefront, agricultural areas and rolling hills. Recreation opportunities and other facilities and attractions are plentiful and support an extensive range of interests.

The Trans-Canada Highway runs directly through Area C, offering short commutes and shipping times to larger neighbouring urban centres, and easy access for visitors.

Area C offers a vast array of recreation options and a growing list of arts and culture-based activities. Agri-tourism is a growing industry with several wineries as well as nurseries and other food-based producers open to the public and participating in local farmers markets. The South Shuswap Chamber of Commerce has recently been re-invigorated and is working towards building a stronger business community.

The CSRD has recently undertaken a Governance Study for Area C. This includes the two main communities of Sorrento and Blind Bay as well as Tappen, White Lake, Sunnybrae, Eagle Bay, Notch Hill and several others. Sorrento has an established commercial core, tourist accommodations and housing, while Blind Bay consists primarily of housing. Notch Hill, Carlin and Tappen fall largely within the Agricultural Land Reserve.

The study explored the current CSRD structure of governance and gave residents an opportunity to examine the services the CSRD provides, how the CSRD makes service decisions affecting the area and then provided

an opportunity to make suggestions regarding how planning and decision making could be done differently. It also gave residents a chance to suggest options regarding how they could express their views as decisions are made.

The study findings were presented to the CSRD Board on August 17, 2017. The CSRD Board fully supported the recommendation of a restructure study for the Area C be undertaken and that the restructure study examine two options:

- the incorporation of a portion of the Area C; and
- the division of the Area C into two electoral areas

What We Heard in CSRD Area C

During the public consultation process in Area C, both one-on-one interviews with local business and a South Shuswap Chamber of Commerce Business Mixer were used. Participants felt an overall optimism for the community although acknowledged challenges do exist. Notably, there is a lack of commercial land available, and affordable housing options are nearly non-existent. This is particularly true for those looking to rent or to find temporary accommodations. There is a large percentage of non-resident owners in the community contributing to a lack of year-round availability of services and amenities that many of the full-time residents wish to see.   Labour issues are evident with local businesses needing to look outside the region to find employees. Local residents unable to find employment suitable to their skillset oftentimes start home-based businesses.

Overall, participants generally supported growth in the area and identified the need for more developable land to achieve balanced growth. The majority of participants favoured the governance study currently underway, and several view incorporations as a logical step in the maturity, growth and future economic success of the Area. The incorporation of Area C is not included in the Terms of Reference of the Governance Study, although public meetings and feedback may indicate there are those who favour an in-depth examination of incorporation.

Distinct Advantages:

- Largest population base in CSRD
- Recent business investment including a marina, grocery store, etc.
- A major tourism focus on various recreation opportunities
- The area maintains a large and vibrant arts community
- Area C hosts a number of arts and cultural events including the Sorrento Crafters Market, Nimble Fingers Festival, Shuswap Lake Festival of the Arts and the Squilax Pow Wow
- The Area's beauty and recreational opportunities make it an attractive area to relocate to live in

CSRD AREA D (DEEP CREEK, SALMON VALLEY, FALKLAND)

Area D is located south and southwest of the City of Salmon Arm. It is considered the agricultural heartland of the Shuswap, and includes the communities of Cedar Hill, Falkland, Ranchero, Deep Creek and Silver Creek, as well as Gardom Lake.

Area D has close ties with both the North Okanagan Regional District and Thompson Nicola Regional District. It offers strong scenic values, but unlike most other areas in the Shuswap it has a countryside/agriculture rather than lakeside feel. The Salmon River is a central feature within Area D, providing a source for irrigation and opportunities for recreational activities. Unlike other areas of the Shuswap that have a high proportion of seasonal residents, the population of Area D is much more consistent year-round. Area D supports a thriving farming community comprised of a vast array of related agricultural activities. Proximity to the Trans-Canada Highway as well as the Okanagan Valley offers easy access to markets and straightforward shipping routes.

What We Heard in CSRD Area D

During the consultation, Area D expressed a distinct disconnect from the rest of the SED Region. In many ways, residents feel their connection is with the North Okanagan (Vernon, Enderby) and the Thompson Nicola Regional District (Kamloops, Chase) areas. Area D has a strong agriculture economy with increased growth within the dairy industry. The area, specifically Falkland, is experiencing a growth of family population due to housing affordability. With fewer seasonal residents, the area has a more consistent population than other parts of the SED Region and residents are not looking for rapid or extensive population growth. The geographic area provides easy market access to both the Shuswap, the Thompson Nicola Regional District and the North Okanagan Regional District. Through the consultation process, it became evident that Area D sees their opportunities as being focused on agriculture and support of home-based businesses.

Distinct Advantages:

- Small, rural lifestyle
- Housing affordability and property costs
- Agriculture sector
- Proximity to several key markets
- Support for entrepreneurship and small business development

CSRD AREA E (MALAKWA, SOLSQUA, SWANSEA POINT)

Area E is comprised of the communities of Malakwa, Solsqua and Swansea Point, as well as the areas of Cambie, Craigellachie, Hyde Mountain and Three Valley Gap. This Area borders both Shuswap Lake and Mara Lakes. The Trans-Canada Highway runs directly through Area E as does the Okanagan Highway 97A, providing transportation links to points throughout the Okanagan and Western Canada. Area E allows the opportunity

for a rural lifestyle with high scenic values but with quick commutes to Sicamous, Revelstoke and Salmon Arm for access to most urban amenities.

Proximity to lake and mountain, as well as summer and winter-based activities attract a high number of visitors to Area E. Tourism, agricultural and industrial activities are all present in various forms throughout the Area. Industrial activity is largely concentrated to the forestry/logging sector. Agriculture is present on a variety of levels and extensive range of outputs. Tourism is based mainly on proximity to the lake, mountains, and other outdoor recreation activities. In addition to a busy summer tourism season, Area E (combined with Sicamous) has the strongest and most developed winter tourism industry within the SED Region. This industry is experiencing rapid growth around sledding and backcountry skiing.

What We Heard in CSRD Area E

During the consultation process, it was clear the community feels fortunate to be able to provide important transportation linkages to the rest of the Shuswap while at the same time being the entry point to the rest of Canada. While still providing a rural lifestyle, the residents enjoy easy access to amenities throughout the CSRD. They have seen significant growth in summer and winter months with growth activities including sledding and trail development. While it is a small population base, the area provides economic diversity for the CSRD n the areas of forestry, agriculture (including hops) and tourism. New industrial and commercial opportunities are available due to a good supply of land, though the land is not yet connected to water and sewer systems. Area E is experiencing growth with new families moving to the area because of its affordability of land and housing. As the small but central community, Malakwa residents work together to increase awareness of the area as a place to live through a comprehensive website managed by the local community association.

Distinct Advantages

- Affordable housing/property costs
- Families moving to area
- Emerging winter tourism season (sledding)
- Excellent transportation network
- Distinct rural feel yet close to amenities

CSRD AREA F (NORTH SHUSWAP)

Area F is located at the north end of Shuswap Lake. It includes the communities of Lee Creek, Scotch Creek, Celista, Magna Bay, Anglemont, St. Ives and Seymour Arm. It is one of the most rural areas in the Shuswap. These communities have small year-round populations with many additional summer-based residents. A rural lifestyle combined with an extensive array of outdoor recreation activities based around proximity to both Shuswap Lake and various mountains/trails is predominant throughout Area. Seymour Arm is the smallest and

SHUSWAP
ECONOMIC DEVELOPMENT

CSRD
COLUMBIA SHUSWAP REGIONAL DISTRICT

northern-most community in Area F. The community is located in a remote part of Area F, without access to utilities or other community infrastructure. Residents live in an off-the-grid setting and rely on each other for support in maintaining their properties/infrastructure.

The primary industry in Area F is tourism, with the addition of some small/light industrial operations. Logging and other forestry activities have diminished in recent years but are still active on a smaller scale. Agricultural operations are present throughout the area ranging from small plot farms to larger scale commercial operations. Construction trades are also well represented in the area and support an active seasonal home building and maintenance industry.

What We Heard in CSRD Area F

Area F encompasses a large geographic area, and the public consultation heard differing views depending on the community within the area. Input received included some frustration with the CSRD and their perceived lack of services provided to the area, along with a sense of over-regulation (i.e. red tape). There was also concern mentioned over the high proportion of seasonal residents and the impact that has on local businesses, particularly the ability of businesses to operate year-round.

Seymour Arm is the most remote community of the CSRD with approximately 80 full-time residents. In the summer season the population of the area grows to over 500, as people come back to fill the homes, campgrounds and summer cabins. Access is restricted to a gravel road or via the lake and the community, for the most part, depends on solar panels and generators to provide power.   The new community-owned water system is providing safe, clean mountain water available at the community water station. Seymour Arm is well represented through the CSRD Regional Director. The Seymour Arm Community Association also takes on many initiatives to help improve the quality of life in the community. Services are limited which means that many people leave during the winter, however area residents enjoy the peace and serenity that is available in this remote community. There are certainly many challenges for those living in Seymour Arm, including employment. The once-strong forest industry has all but disappeared with the closing of the mill at Celista Creek.   Many residents are now retired or semi-retired and are not overly concerned with the lack of community services but acknowledge they would like to see some improvements.

Distinct Advantages

- Strong volunteer groups
- Desire to create a sustainable community
- Unique rural lifestyle
- Entrepreneurial mindsets
- Remoteness

DISTRICT OF SICAMOUS

Sicamous is a key anchor community in the Shuswap region. While once a diversified community with forestry and tourism as its main employment generators it is now primarily a tourist destination that is working hard to reposition itself in the current marketplace. It is a tourism draw and has several companies that help to increase awareness of the region as a place to live, work and play. Twin Anchors, Waterway, and Blue Water House Boat rentals have attracted tourists and potential new residents to the area. While this has been good for the community, it has also had its share of challenges. Visitors purchasing properties as summer homes leave them empty for the majority of the year. In fact, it is estimated that absentee owners own 60% of all homes, limiting the economic impact over the fall, winter and spring. Over the past couple of years, Sicamous has taken several steps towards creating a more diversified community and in increasing the awareness of the community as a place to live and invest. The new Sicamous brand "Live More" speaks to how you can have a great quality of life while you do business, work or just decide to retire in this picturesque community. New steps are being taken to encourage re-development of the community downtown core through an innovative Request for Expressions of Interest process. The Sicamous District Council has also taken a progressive step towards developing a new partnership with the Splatsin First Nation and the City of Enderby by establishing a new economic development corporation. The corporation will own a community forest and work toward attracting new industry to the region. This new corporation, however, should not be seen as a complete solution, and an ongoing partnership with the CSRD for economic development services should still be a part of a long-term program.

What We Heard in Sicamous

During the public consultation process, residents and businesses in Sicamous indicated they like the small, friendly atmosphere of the town and are proud to live there. Most believe that Sicamous has the best the Shuswap has to offer – best beaches; best boat access; best transportation access to their major markets of Alberta and Metro Vancouver; and the best scenery. Most residents also identified a desire to see more employment opportunities, and the attraction of more businesses (including year-round businesses) and residents. Participants in the interviews identified a lack of transportation as a challenge, especially for the seniors living in the community. Health care was also identified as an ongoing challenge and including the need to attract another doctor(s) to the community. The District of Sicamous is examining the option of establishing a community health-care centre to help address some of these health care -related challenges.

Residents also noted that while housing is affordable, there is a lack of availability. This, combined with the scarcity of rental housing, puts an added strain on the labour force. This was emphasized time and time again from residents and businesses. Power outages are also an issue in Sicamous, with some outages lasting up to one day or more. The hydro problems are especially detrimental to the small businesses, as many do not have generators and have to close during the power failures.

While other rural communities are often challenged with lack of community involvement, Sicamous demonstrates excellent involvement from their citizens with a robust and engaged volunteer base. Though the community has limited industrial land available (they are constrained by their geographic location as they are surrounded by lakes and mountains), the adjacent Regional District Area E - Malakwa has industrial land

available for development which could have a significant impact on the retail and service sector in Sicamous once developed

Distinct Advantages

- Strategic position between Calgary and Vancouver
- Strong volunteer base and community events
- A council committed to economic diversity and growth
- Strong tourism industry, including a growing winter sports recreation market
- Good water quality
- Affordable housing
- Strong support for seniors
- A major initiative is underway to have Sicamous declared a 'dementia friendly' community
- Recognized companies (ex. Twin Anchors Houseboat Vacations/TA Structures, Waterway Houseboats and Blue Water Houseboat Vacations). Of note is TA Structure with its significant manufacturing capacity that has expanded beyond houseboats to include manufactured homes.
- Partnerships with First Nations

SHUSWAP
ECONOMIC DEVELOPMENT

CSRD
COLUMBIA SHUSWAP REGIONAL DISTRICT

The development of the Shuswap Economic Development Strategy comes at a pivotal point in time for the CSRD and SED. While the Region has had a strong economic development program for many years, the knowledge of the incredible successes is better known externally than locally. The tourism program that forms part of SED is also recognized as one of the best regional functions in BC.

In order to maintain the strength of a reputable organization, SED will have to adopt economic development strategies and actions that are flexible, innovative and sustainable.   With an economy that has been anchored long-term in agriculture, forestry and tourism, the threshold for change is here to create new opportunities and to strengthen what you already have.   The overall desired objective of this Strategy is to build a strong, sustainable economic development program for SED.

Shuswap Economic Development has engaged the Region in an extensive consultation exercise which has led to the development of this Strategy.   This Strategy provides the required tools to help the Region develop its local employment base, increase residents, expand agriculture, support existing and new businesses, expand film production, support the tourism industry and also capitalize on other identified opportunities.

CONTEXT FOR STRATEGY DIRECTION

It is recognized that, as a general rule, this economic development strategy must help to increase awareness of SED, engage more residents and businesses, and initiate new economic development initiatives for the region. It is important to keep in mind that while undertaking any strategy there are important considerations arising out of current economic development programs and economic conditions that must be considered. These conditions cannot be ignored, nor can new focused initiatives work to undermine them in any way. Rather, new initiatives must lever these to achieve the success that a new economic development strategy demands.   The programs and conditions to be considered follow:

- Though the historic primary sectors are in decline, they still play an important role in the Shuswap Region. Agriculture cuts across several industries, and new methods and opportunities for further sector development need to be addressed and incorporated. Forestry and tourism also continue to play an important role in the local economy. This Strategy, along with the Shuswap Agriculture and Shuswap Tourism strategies, seek to reinforce and build upon the strengths of these sectors through supporting growth into new market segments for which there is substantial opportunity and capability.

- The resident labour force is educated and skilled, yet there are some who are forced to seek employment outside of the Region. In addition, absentee land, business and residence owners make it difficult to sustain a local economy and encourage development. Creating new opportunities for business growth and attraction, growing entrepreneurship and encouraging new permanent residents will create employment opportunities in the Shuswap.

- It is commonly accepted that a large portion of business growth and job creation is from within the existing businesses in any community. Therefore, there is a need for continued business retention and expansion efforts. In addition to regular business visits, other activities should be considered including:

  - Maintenance of the existing business database and inclusion of local success stories and testimonials. Increase public awareness and regular communication of these successes to key stakeholders
  - Continue to work closely and align activities with other organizations involved in economic development (i.e. Community Futures, local chambers of commerce, Salmon Arm Economic Development Society and others)
  - Fully integrate supporting activities related to agriculture and tourism and film into the overall economic development program

- There is lack of understanding about what economic development is and what it does for the Shuswap Region. It will be important to establish a strong communication plan to educate and inform residents, key stakeholders and political bodies of economic development activities undertaken by SED.

Considering the preceding as the overall context for an economic development strategy for the SED Region, the following section details the nine identified goals that focus on building a strong and successful economic development program for the SED Region:

1. Create a Modern, Inclusive and Effective Economic Development Program
2. Establish a Best-in-Class Economic Development Program
3. Become a Leader in Business Development and Support
4. Increase the Awareness of the SED Region Regarding its Economic Development Opportunities
5. Support the Further Development of a Strong and Vibrant Agriculture Sector
6. Establish the Shuswap as a Film Location of Choice
7. Support Community Specific Needs
8. Support Tourism Initiatives
9. Support Labour Market Initiatives

Each of these nine goals has specific strategies that work towards achieving the specific goal. Some of these strategies can be implemented immediately, while others are longer term in nature. The Implementation Matrix (Appendix A) provides additional information regarding timelines.

The following provides a breakdown of the specific strategies identified to achieve each goal.

Create a Modern, Inclusive and Effective Economic Development Program

1. Restructure Existing Economic Development Structure
2. Board Training
3. Business Development Officer
4. Communication Plan
5. Economic Disaster Recovery Plan

Establish a Best-in-Class Economic Development Toolbox

6. Enhance Regional Profile with Individual Sub-Region Profiles
7. Expanded Website Presence
8. Promote the Shuswap Through Townfolio
9. Develop a Commercial and Industrial Land Inventory
10. Business Guides for Each Community Within the SED Region
11. Complete a Review of the CSRD Development Approval Process
12. Create a "Business First" Expedited Program

Become a Leader in Business Development and Support

13. Enhance BRE Program
14. Establish an Annual Business Walk
15. Seniorpreneurship
16. Marketing/Support Launch-a-Preneur
17. Encourage Pop-up Shops Throughout all Electoral Areas
18. Regional Business Lunch and Learns
19. Voluntary Business Licensing Program

Increase the Awareness of the SED Region Regarding its Economic Development Opportunities

20. Expand Presence at Tradeshows
21. 'Shuswap - the Opportunity Awaits' (marketing initiative)
22. Resident Attraction
23. SED – Explore/Live Shuswap (booth – regional sell)
24. Physician/Medical Worker Recruitment
25. Regional Wayfinding Program
26. Video TestImonials

Support the Further Development of a Strong and Vibrant Agriculture Sector

27. Establish a CSRD Agriculture Advisory Committee
28. Hire a Part-Time Agriculture Coordinator
29. Shuswap Grown Marketing Program Implementation
30. Develop and Maintain an Agriculture Asset Map
31. Annual Agriculture Tour – Celebrate Agriculture
32. Agriculture Fact Sheet
33. Identification of Agri-Processing Park
34. Partner with Local Farmers and Agricultural Landowners to Explore Options for Succession
35. Annual Review of Agriculture Strategy

SHUSWAP ECONOMIC DEVELOPMENT

CSRD COLUMBIA SHUSWAP REGIONAL DISTRICT

Establish the Shuswap as a Film Location of Choice

36. Establish an Effective and Efficient 'One Stop' Film Office
37. Integrate Film Communication with overall Economic Development Communication
38. Conduct Post-Production Feedback
39. Maintain Relationship with Creative BC
40. Location/Resource Inventory and Photo library
41. External Marketing Program for Film

Support Community Specific Needs

42. Annual Community Specific Needs Identification
43. Seymour Arm Wharf
44. Dementia Friendly Community Designation
45. Electrical Power Expansion
46. Broadband Expansion
47. Hut-to-hut Trail

Support Tourism Initiatives

48. Implement Tourism Strategy and Marketing Plans

Support Labour Market Initiatives

49. Support the Implementation of the Labour Market Plans developed through the Community Futures Shuswap-led labour market assessment and planning projects

STRATEGY IMPLEMENTATION TIMELINES

The following table places each strategy by year of suggested implementation. In addition, the table identifies the strategies with specific timelines, as well as those that will be ongoing after initial implementation. For example, Strategy 1.5 (Economic Disaster Resiliency Plan) will begin implementation in Year 1 but work will continue on in Years 2 and 3 (ongoing).

	Year			
Strategies	**1**	**2**	**3**	**Ongoing**
Create a Modern, Inclusive and Effective Economic Development Program				
Restructure Existing Economic Development Structure				
Board Training				
Business Development Officer				
Communication Plan				
Economic Disaster Resiliency Plan				

Strategies	Year 1	2	3	Ongoing
Establish a Best-in-Class Economic Development Toolbox				
Enhanced Regional Profile with Individual Sub-Region Profiles	▢			▢
Expanded Website Presence	▢			▢
Promote the Shuswap Through Townfolio	▢			▢
Develop and Maintain Commercial and Industrial Land Inventory		▢		▢
Business Guides for each Community within the SED Region			▢	▢
Complete a Review of the CSRD Development Approval Process		▢		
Create a "Business First" Expedited Program	▢			
Become a Leader in Business Development and Support				
Enhance BRE Program	▢			▢
Annual Business Walk		▢		▢
Seniorpreneurship		▢		▢
Marketing/Support Launch-a-Preneur		▢		▢
Encourage Pop-up Shops Throughout All Electoral Areas		▢		▢
Regional Business Lunch and Learn		▢		▢
Voluntary Business Licensing Program			▢	
Increase the Awareness of the SED Region Regarding its Economic Development Opportunities				
Expand Presence at Tradeshows	▢			▢
'Shuswap - the Opportunity Awaits' (marketing initiative)		▢		▢
Resident Attraction		▢		▢
SED – Explore/Live Shuswap (booth – regional sell)		▢		▢
Physician/Medical Worker Recruitment	▢			▢
Regional Wayfinding Program		▢		▢
Video Testimonials			▢	▢
Support the Further Development of a Strong and Vibrant Agriculture Sector				
Establish a CSRD Agriculture Advisory Committee	▢			
Hire a Part-Time Agriculture Coordinator	▢			
Shuswap Grown Program			▢	▢
Develop and Maintain an Agriculture Asset Map			▢	
Agriculture Tour – Celebrate Agriculture			▢	
Agriculture Fact Sheet	▢			▢
Identification of Agri-Processing Park		▢		
Partner with Local Farmers and Agricultural Landowners to Explore Options for Succession		▢		
Annual Review of Agriculture Strategy				▢
Establish the Shuswap as a Film Location of Choice				
Establish an Effective and Efficient 'One Stop' Film Office				▢
Integrate Film Communication with Overall Economic Development Communication	▢			

SHUSWAP
ECONOMIC DEVELOPMENT

CSRD
COLUMBIA SHUSWAP REGIONAL DISTRICT

Strategies	Year 1	2	3	Ongoing
Conduct Post-Production Feedback		▓		▓
Work with Creative BC	▓			▓
Location/Resource Inventory and Photo library	▓			▓
External Marketing Program for Film		▓		▓
Support Community Specific Needs				
Annual Community Specific Needs Identification		▓		▓
Seymour Arm Wharf	▓			
Pocket Community			▓	
Dementia Friendly Community Designation	▓			
Electrical Power Expansion	▓			
Broadband Expansion	▓			
Hut-to-Hut Trail	▓			▓
Support Tourism Initiatives				
Implement Tourism Strategy and Marketing Plans	▓			▓
Support Labour Market Initiatives				
Support the Implementation of the Labour Market Plans developed through the Community Futures Shuswap-led labour market assessment and planning projects	▓			▓

SHUSWAP
ECONOMIC DEVELOPMENT

CSRD
COLUMBIA SHUSWAP REGIONAL DISTRICT

STRATEGIES

1.0 CREATE A MODERN, INCLUSIVE AND EFFECTIVE ECONOMIC DEVELOPMENT PROGRAM

SED has achieved significant success in economic development and tourism despite having limited capacity, both in staff and financial resources. In fact, in many ways, it is looked at as one of the best regional functions in British Columbia. However, that is not often recognized within the SED Region and its member communities.
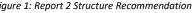
Developing a new structure and redeveloping some of the key foundational pieces needed for successful economic development will help to increase awareness and support for an expanded economic development program. More importantly, these changes and enhancements will better position SED to support the Shuswap Region to achieve significant short- and long- term economic development success.

1.1 RESTRUCTURE EXISTING ECONOMIC DEVELOPMENT STRUCTURE

As part of this project, the CSRD requested a review be completed of the current economic development structure for SED, and to make recommendations on possible changes. *"Report Two: Structure Recommendation Report"* (attached as Appendix H) provides the assessment, analysis and recommendation of a new economic development structure for SED. This new structure is designed to increase regional stakeholder involvement and also increase in communication around economic development activities. On November 28, 2017, the findings of the report were presented to the SED Advisory Committee.

Figure 1: Report 2 Structure Recommendation

The current SED structure has some strong elements. The SED function has seen success, receives broad support and is recognized as a leader in economic development at a regional level, in particular, in the area of tourism. It is now important for the region to build upon that base. Specifically, there is a need to increase capacity, improve accountability including better performance measures; strengthen and build collaborative relationships and to foster broader engagement, particularly with the private sector; and to research and expand into other economic development activities and within other areas and sectors of the Region.

After the assessment of the structure options for SED, it is recommended the CSRD adopt Option 3 – Regional District Department with Sub-Regional Advisory Committees. This expanded structure would give SED a function that would increase economic development capacity allowing significant improvement to implement many of the foundational elements critical to economic development success. This option will allow the level of business participation to be substantially increased and also support expanded regional and provincial and federal partnerships. Another advantage of this option is that it allows for local ownership of economic development. For additional information on the recommended structure, please review "*Report Two: Structure Recommendation Report*" (attached as Appendix H).

1.2 BOARD TRAINING

With the expansion of the SED Advisory Committee to include sub-regional committees, it is important to make sure that every new member is informed of the role that economic development can play in supporting and expanding the local economy. With this in mind, it will be critical to ensure realistic expectations and to strong regional collaboration. It is also important that new members have a clear understanding of their and their committee's role right from the start, and that they know what the expectations and responsibilities are. It is recommended an economic development primer workshop and board manual be developed and presented to guide new and future members. Also, an early priority should be the hosting of one or more Economic Development for Local Leaders workshop(s) and other workshops that will provide a better understanding of economic development. These day-long sessions should be customized to provide information on SED, the EDO's role, the Strategy and its regional implementation, along with how to chair meetings, and the roles and responsibilities of SED Advisory Committee members. Additional customizing should be incorporated around basic economic development functions including Business Retention and Expansion and other key programs.

1.3 BUSINESS DEVELOPMENT OFFICER

Currently, SED contracts services for some economic development activities on a project basis. It is important to build more consistency so the size of the service area, combined with the current activities and newly proposed ones to be undertaken, the economic development department would be more efficient by establishing a permanent position to take on some of the responsibilities. With the current EDO being responsible for all aspects of economic development, including tourism and film it is unrealistic to expect that communications, business development and implementation of current initiatives can occur effectively. A Business Development Officer (BDO) can take on some of the responsibilities of sub-regional committee coordination and different aspects of the economic development strategy, including business development and sector development.

Role/Mandate - Under the direction of the Economic Development Officer, the BDO will ensure that various components of this economic development strategy are effectively carried out including but not limited to:

- business Retention and Expansion

- development and Ongoing Updating of Regional Community Profile
- entrepreneurship Programs
- agriculture Programs
- regional Partnerships
- other initiatives contained in the Strategy

Where possible this strategy identifies areas that could be part of the BDO's responsibilities.

1.4 COMMUNICATION PLAN

The implementation of this strategic plan and the key programs must be communicated to residents, businesses and other stakeholders. The economic development office has been actively serving the SED Region with various economic development initiatives, but one challenge is that people are not always aware of what is happening. To ensure longevity to the program, additional effort must be taken to increase awareness of the work being initiated and the successes achieved. The development of a communications plan is seen as a critical piece to ensure long-term success both internally and externally. The key objectives of the communication plan include:

- all stakeholders updated and informed on a regular basis
- a consistent message for distribution to all stakeholders via various media methods
- SED Region-wide support, buy-in and confidence for long-term economic development success

It is recommended a communications plan be developed incorporating a variety of media methods including website, emails or electronic newsletters, media releases, regular submissions or columns in local newspapers, and social media engagement activities. The purpose of the communication plan is to expand awareness of economic development, build community support and increase accountability. The plan should include the development of a quarterly electronic newsletter. This plan can be developed by existing staff with input provided by the Economic Development Advisory Committee and the new sub-regional committees. Undertaking this level of engagement will help to communicate to a broad regional audience.

1.5 ECONOMIC DISASTER RECOVERY PLAN

Every area of BC is vulnerable to disasters such as earthquakes, floods, or wildfires. Communities can face dramatic social and humanitarian consequences in the wake of a disaster, as well as sudden economic losses and dislocation. Not only have disasters become more frequent in recent years, their impacts have also become costlier. Preparing economic disaster resiliency plans is therefore becoming an important part of economic development recovery planning. The SED Region is vulnerable to many types of disasters, including wildfires and flooding and should develop a plan and the associated programs to make sure it is prepared. Typical programs as part of a resiliency plan include the hosting key business data in web-based digital storage that is accessible remotely, establishing a tiered approach for business re-entry, educating businesses on the

importance of preparedness, establishing a disaster communications plan and ensuring staff responsible for economic development are included in the emergency operations centre.

2.0 ESTABLISH A BEST-IN-CLASS ECONOMIC DEVELOPMENT TOOLBOX

As a leader in economic development, SED must expand existing and develop new components to maintain this leading economic development function. An effective and comprehensive economic development toolbox provides access to resources, documents and other information related to doing business and living in the Shuswap Economic Development Region. While existing materials exist these need to be updated to reflect the current information available and increased methods used to distribute this information to the global marketplace.

2.1 ENHANCED REGIONAL PROFILE WITH INDIVIDUAL SUB-REGIONS

A Community Profile is usually the first piece of information that an investor, prospective business or resident will look at when considering a community's potential suitability. The current SED Community Profiles are in need of expansion to provide adequate and up to date information. They provide a good base and once expanded can be incorporated into a more comprehensive profile that tells the story of each SED sub-region and the SED Region as a whole. The new SED Profile will combine text, statistics and a high degree of visual content.

The new Profile should also provide the ability for each sub-region within the SED to easily "pull out" their specific information. Each should be able to use either the combined profile or an independent one that solely focuses on the community. At a minimum, the sub-regional profile content should include the following information:

- Regional overview – including map and community-specific information
- Demographics
- Labour
- Major employers
- Cost of doing business – taxation, utilities, etc.
- Transportation
- Quality of life factors – education, recreation, healthcare, etc.

The profile should be developed in a user-friendly format and allow for future updates. The profile should be made available electronically and only printed when required. "Call to Action" cards that can be used at trade shows, farmer markets, and during other marketing efforts, can be developed to direct those interested to the website where the profile(s) is available for download.

2.2 EXPANDED WEBSITE PRESENCE

It is no secret the internet has become an instrumental part of economic development marketing. In fact, research has shown that an economic development organization's website is its most effective marketing tool,

followed by planned visits to business owners/stakeholders and media relations/publicity. Studies show over 95% of site selectors use the Internet to qualify a community. The SED Region may be perfect for an expanding business, but if the business decision-maker does not know about your community and can't find the information required, then the Region will be out of consideration

Current trends in economic development websites demonstrate that the following key components are critical to providing the necessary information to at least be considered for a project, and to provide value to businesses (existing and new) and residents (future and current).

- distinct URL (http://shuswapecdev.ca/)
- demographic Data (up-to-date)
- highlighting Key Industries
- showcase Leading Employers
- comprehensive Contact Information (name, title, direct phone, e-mail) on every page
- incentives (you have them – know what they are)
- news
- user Experience (1-2 click rule)
- search Engine Optimization
- GIS (links current regional district GIS pages are appropriate)

The current website needs to expand the information currently available, in particular, the information that investors, potential businesses and new residents require. For the Shuswap, it is suggested that your page start with directional boxes taking visitors to Visit, Work, Invest, Live, etc. Under each of these categories, you would have information directed at each topic. The 'Visit' category would be redirected to Shuswap Tourism.

2.3 PROMOTE THE SHUSWAP THROUGH TOWNFOLIO

Just a few years ago Townfolio was a start-up company trying to create a website presence for economic development regions. Today Townfolio has profiles for many communities from across Canada and is viewed by investors from around the world trying to find their next business location. Currently, the Shuswap is not included on the site, and neither are any of the incorporated communities. Townfolio does offer a free version but by purchasing a license you can access all the features that Townfolio provides. Municipal governments and economic developers use Townfolio to aggregate, automate, and visualize their public data. Townfolio is becoming a hub to promote and discover data and business opportunities from 100 countries and counting.

The following are some of the benefits of investing in Townfolio:

- access to 30+ Datasets
- automatic data updates every 30 days (as information becomes available)
- website chart embedding (for example, to the economic development organization's website)
- profile analytics (see how many times your profile is viewed by visitor location and sectors)

Townfolio is quickly becoming a website used by economic developers to increase awareness of their community and providing up to date information. EDCD has obtained a quote that it will provide to SED. The budget numbers have been included in this report.

2.4 DEVELOP AND MAINTAIN A COMMERCIAL AND INDUSTIRAL LAND INVENTORY

One of the most critical pieces of information that is required in responding to economic development inquiries (both internal and external) is the inventory of available land and buildings. While a community or region may meet the criteria regarding labour and other key decision-making issues, it is essential for the required land to be available to attract new investment or satisfy local expansion needs. The development of a land inventory can benefit the region in a number of ways. It demonstrates the ability of the region to accommodate a company's needs, while at the same time the information can be used to provide local government with rationale for new zoning or OCP changes. The information can also be used when approaching the Agricultural Land Commission for removal of land from the ALR.

2.5 BUSINESS GUIDES FOR EACH COMMUNITY WITHIN THE SED REGION

One of the most critical pieces of information that is required in responding to economic development inquiries (both internal and external) is the inventory of available land and buildings. While a community or region may meet the criteria regarding labour and other key decision-making issues, it is essential for the required land to be available to attract new investment or satisfy local expansion needs. The development of a land inventory can benefit the region in a number of ways. It demonstrates the ability of the region to accommodate a company's needs, while at the same time the information can be used to provide local government with rationale for new zoning or OCP changes. The information can also be used when approaching the Agricultural Land Commission for removal of land from the ALR.

2.6 COMPLETE A REVIEW OF THE CSRD DEVELOPMENT APPROVAL PROCESS

Input received in the public consultation along with the results from a tertiary review of bylaws indicates a more efficient development approval process would create encouragement for local business to expand. Furthermore, a streamlined understanding of the various approval processes involved within the SED Region would encourage new business and investment in the region, providing additional services and employment opportunities for current and future residents.

The development of a regional growth strategy would also be an improvement to quickly understanding the specific requirements of doing business in the different areas. There is a perception from the development community that getting approvals is too challenging of a task that results in costly delays and potential loss of

projects. By having fragmented OCP's and zoning bylaws as they exist now, the confusion level is high on what can be accomplished.

It is recommended the CSRD, with input from local stakeholders establish a bylaw and development approval review committee to identify challenges and recommend solutions. This committee could also further review the benefit of developing a regional growth strategy and recommend whether one be completed.

According to Section 429(2) of the Local Government Act, a regional growth strategy incorporates:

- Transportation
- Regional district services
- Parks and natural areas
- Economic development
- Housing

This strategy serves as a framework for cooperation and coordination among SED sub-regions, municipalities and all levels of government.

2.7 CREATE A "BUSINESS FIRST" EXPEDITED PROGRAM

A *Business First* Program is designed to recognize that existing and new businesses value the importance of timely approvals and certainty around the necessary permits and regulations. Increasingly, the regulatory regime which applies to expanding business and new development can be complicated, time-consuming and involve several agencies and departments. An economic development office strives to create a welcoming and friendly environment for business investment to alleviate barriers to economic growth. Working closely with the CSRD Development Services Department, the *Business First* program, managed by SED, can provide dedicated staff support and attention to assist the business owner or investor in securing necessary approvals, add some degree of certainty to timing and project completion.

While the term 'Business First' may seem to indicate that less priority is given to residential or institutional growth, it is simply not the case. Aprogram, where SED and the CSRD Development Services Department also work collectively to support and encourage complementary development that supports economic growth and sustainability will enhance all development aspects of the region.

3.0 BECOME A LEADER IN BUSINESS DEVELOPMENT AND SUPPORT

To be a leader in business development and support, an economic development program must incorporate the needs of external businesses including those already invested and operating in the region. In today's competitive environment providing a good business climate is crucial. Communities must promote business-friendly regulations and be flexible and quick to respond to business and entrepreneurial needs. Current trends in economic development dictate that a region that incorporates investment attraction, entrepreneurship and support to existing businesses will have greater success in supporting and encouraging economic sustainability.

In general, the SED has a reputation of having a very aggressive and supportive program of working with existing businesses and supporting new entrepreneurs.   In working with others, and supporting existing and new programs, SED will help foster a region that has healthy job growth, diversity and sustainable economic competitiveness.

3.1 ENHANCE BRE PROGRAM

Business Retention and Expansion (BRE) is the cornerstone of any economic development function. It is also an essential part of any business attraction program. Investors look for a community or region that supports and encourages the existing business community since if they make an investment, they will be one.

SED has had one of the more progressive BRE programs in the Province of BC. The economic development office has met with an extensive number of businesses over the past several years to determine business needs, opportunities and challenges. This baseline of information is available for the community through the BC BusinessCounts Program which is used to store and compare data over time.

While the visitation efforts should be commended, more regular use of the database, along with a regular visitation schedule with a goal of conducting at least ten to fifteen business interviews per month should be maintained. This will provide a useful source of information on the current needs of business but also a good source to identify new business leads and information for investment attraction. Local partners, such as a Chamber of Commerce and Community Futures, can be used to assist with components of this program but all business interviews should be managed by the EDO and staff. It is also vital that the outreach process be extremely well coordinated, and for SED to continue to take the lead including ownership of confidential proprietary data collected through the process.

3.2 ANNUAL BUSINWSS WALK

An annual Business Walk should also be organized in all SED sub-regions. Business walks are not like a traditional BRE visits. Business walks involve a partnership between the chambers, staff, Community Futures organizations and others. Participants travel from business to business asking a few conversationally structured questions that capture the pulse of the business community.   Home-based businesses could be

visited by creating a drop-in business walk at a chamber of commerce, the SED office, or another local government office where home-based business operators would provide the information typically collected in a Business Walk. A business walk program offers an excellent opportunity to listen to the local business community, identifying common themes for action. It also allows visitation to numerous businesses in a short amount of time in order to gather industry intelligence to foster business growth. Business Walks can be seen as an opportunity for local elected officials to highlight the work that they have been doing and to give them exposure.

3.3 SENIORPRENEURSHIP

With an aging population, many communities are exploring opportunities to create business growth by encouraging seniors to go into business. A successful program already exists in the Shuswap to encourage youth to become entrepreneurs, but an aging demographic of those 50+ also needs that support. This age group has significant potential to create business growth and is based on a similar program based in Australia. The seniorpreneur concept is growing in popularity as residents retire but are still able to be active. A report by CIBC in 2012 found that the fastest growing age demographic of start-up business owners is that of the 50+ age group, accounting for 30% of the total number of start-ups. The SED Region already has a strong population of people aged 50+ and it is expected to continue to attract additional members of this demographic, so establishing a seniorpreneurship program would help to support its residents and also capitalize on this opportunity for business growth.

The program, subject to funding from Rural Dividend Fund, would provide start-up funding to those in the 50+ age group. Applicants would provide a business plan which would be reviewed by a steering committee made up of the CSRD Economic Development Office and Community Futures. "Shuswap Seniorpreneur" would create a proactive program to support those 50+ in starting and operating their own businesses. The programs offered could include:

- mentorship
- locating suitable space
- assistance in marketing and getting products to market
- educational workshops
- help in accessing start-up funds
- support in navigating development approval processes

Williams Lake, BC is another BC community that successfully obtained funding from Rural Dividend Fund for such a program (the financial contribution) but this suggested program for SED would be more intensive and provide additional assistance to applicants ensuring a higher level of success.

3.4 MARKETING / SUPPORT LAUNCH-A-PRENEUR

Entrepreneurship is a vital economic development strategy. Entrepreneurs and small business play a large role in driving the local economy, stimulating much of the job growth of a region. Shuswap Launch-a-Preneur is a unique business start-up program designed to provide resources and supports to individuals with a business idea, assisting them to successfully and sustainably launch their business in the Shuswap region. This program also supports new start-ups already in business for 18 months or less. This entrepreneurial support program was designed by Enactus, Okanagan College, Community Futures Shuswap, and Salmon Arm Economic Development Society to specifically meet the business start-up needs of the Shuswap region.

The program has seen significant success and was an award winner with the BC Economic Development Association in 2017. The impact is beyond the City of Salmon Arm and is throughout the SED region. SED should work with the Salmon Arm Economic Development Society and other partners to promote and manage the initiative to ensure that as many future entrepreneurs in the region participate.

3.5 ENCOURAGE POP-UP SHOPS THROUGHOUT THE REGION

Pop-up shop/Retail Incubator programs typically aim to improve the walkability of a neighbourhood's commercial area while providing support to new retailers for up to six months, all while sharing with other retailers. Property owners make empty space available to these business owners for a small period of time. The pop-up shops (tenants) test their new businesses and the landlord gets the space used at a reasonable lease rate creating a livelier neighbourhood. This is very similar to a farmers market however it is run year-round versus seasonally.

For communities the Shuswap Region, pop-up shops/retail incubators provide a unique opportunity to add life to the area and create focal points in the region. Pop-up shops can be indoor or outdoor. While the indoor examples are typically referred to as retail incubators, they both have essentially the same outcome – creating an opportunity for retailers to share space and costs. The CSRD will have to review to ensure that no impediments exist in allowing this type of activity. Once this is done, a pop-up shop/retail incubator program could be pursued and marketed. This could be done in partnership with private property owners. The mix of retailers should be broad and could include such things as:

- outdoor recreation
- food-trucks
- artisans
- food processors
- general retailers (i.e.: clothing, food, specialty products)
- medical services (massage, eye care, physiotherapy)
- hair and spa salons

SHUSWAP
ECONOMIC DEVELOPMENT

CSRD
COLUMBIA SHUSWAP REGIONAL DISTRICT

Powell River has established a "pop up" shop on their downtown main street. The shop opened in 2016 as a temporary Christmas store. The shop offered tables to local artisans, crafters and home-based businesses at a reasonable monthly rent and allowed each business to display their products. The businesses are not required to do anything but provide their products. The shop is managed by an entrepreneur who takes care of all related business operations (retail sales, inventory, invoicing, building administration costs and leasing, etc.). The shop was very successful and is now a permanent retail business in the downtown. Currently, the shop is undergoing a management change with a new entrepreneur taking over after successfully completing the Community Futures self-employment program. Merritt has a similar shop but is more focused on arts and crafts, and each business is required to volunteer a set number of hours at the shop each month.

3.6 REGIONAL BUSINESS LUNCH AND LEARNS

Lunch and learns are an opportunity for entrepreneurs and local businesses to learn critical business skills, and about resources available to them. They also allow established local businesses to share their expertise and develop relationships with other businesses and entrepreneurs. The hosting of Lunch and Learns has proven to help build connections between businesses so they can share ideas, expertise, insights and create partnerships.

Developing and holding semi-annual lunch and learns, or business breakfasts, in different locations throughout the SED region can be held in partnership with Community Futures, local chambers of commerce or other community groups. Topics for the lunch and learns can be developed using the information collected during the business visitation work of the BRE program.

3.7 VOLUNTARY BUSINESS LICENSING PROGRAM

In BC, Regional Districts cannot establish business licenses unless granted permission by the Community Charter. The Central Okanagan Regional District (CORD) has been granted the additional power as an extended service for the licensing of businesses in the Regional District. This permission allows CORD to establish licensing bylaws for businesses operating in the area and, by collecting this data, provides them with important information on the types of businesses operating in the area.

Some communities are now beginning to waive the requirement of fees for a business license and instead are pursuing no-fee licenses to encourage those operating without one to register and to be part of a broader

database. It is beneficial both for local and regional governments and local businesses to be part of a licensing program. These benefits include:

- the ability to establish an online business directory
- easier communication in the event of a disaster
- an inventory of the services available in the region allowing for more effective buy-local programs
- a better understanding of the number of employees in a region

Ideally an inter-community business license should be considered where businesses in Salmon Arm and Sicamous who are already hold licenses would automatically be licensed in the region. These licenses allow any business from the region to practice within the boundaries of any or all of the participating municipalities and rural areas in accordance with the bylaw. This would include those involved in construction, plumbing, electrical and other contractors.

It is recommended that the CSRD explore the approval from the Province of BC to establish a business licensing program in the region with the intent of establishing an Inter-Community Business License. Failing approval from the Province, the CSRD should instead explore the possibility of establishing a volunteer business licensing program and use the information collected to establish an online business directory as part of the economic development website.

SHUSWAP
ECONOMIC DEVELOPMENT

CSRD
COLUMBIA SHUSWAP REGIONAL DISTRICT

4.0 INCREASE THE AWARENESS OF THE SED REGION REGARDING ITS ECONOMIC DEVELOPMENT OPPORTUNITIES

The efforts of economic development organizations and local governments, combined with effective marketing programs, position regions for economic success. Marketing improves awareness, creates demand and drives growth. As economic competition continues to intensify, efforts at creating coordinated regional economic development and marketing messages are increasingly important. It must be recognized that marketing is not just about placing ads or attending a trade show, it is also about networking, hosting and so much more.

While SED has experienced success in its economic development efforts, and in particular as it relates to tourism, it could be far more effective by developing key messages for its targeted audiences, while also promoting activities, events, programs and initiatives from throughout the region.

Many initiatives included in this strategy will help to develop the right resources for an effective marketing campaign. For example, an expanded BRE program will help to collect key information on what businesses feel are the biggest advantages of doing business in the SED region, which can then be used as testimonials. Some of this work needs to be done before an effective economic development campaign can be launched. Understanding the local business community and having their support is an important step in successful external marketing. Some of the most effective regions not only have a well-integrated economic development organization leading the marketing efforts but they also have hundreds of community ambassadors as part of the team – your local businesses.

External marketing is vital to diversifying an economy. It can significantly improve a community's economic health by creating new higher paying jobs and increasing the tax base. For communities today, it is important to have a website as primary collateral and also to have material to distribute at conferences, tradeshows, meetings, etc. An integrated approach to external marketing includes a combination of word-of-mouth, publicity, and personal meetings. Effective marketing programs are not just about targeting new industry; they are about educating local business, attracting and retaining residents and increasing the overall awareness of the region.

4.1 EXPAND PRESENCE AT TRADESHOWS

The SED Region should be an active participant in business events, trade shows and conferences that are relevant to their economic opportunities. These also include tourism-related events, as well as those focused on small business and entrepreneurship, agriculture investment, and events in areas where those with secondary homes in the region tend to have their primary residence. While it is important for SED to be prepared to sell itself to investors from around the world, the reality is that most businesses that will relocate or start in the region will originate from somewhere in the Thompson Okanagan Economic Region, Metro Vancouver, and southern Alberta.

SHUSWAP
ECONOMIC DEVELOPMENT

CSRD
COLUMBIA SHUSWAP REGIONAL DISTRICT

Some of the trade shows to be considered in addition to the tourism events where SED already has a well-established program include:

- International Council of Shopping Centres (January, Whistler)
- Western Canadian Lodging Conference (November, Vancouver)
- Global Petroleum Show (June, Calgary)
- Calgary Home and Garden Show (March, Calgary)
- BC Home and Garden Show – (February, Vancouver)

It is important when attending trade shows that you consider if you should be have a booth or participate as a visitor. It is always suggested that you start by attending as a visitor to see whether it is a show that you should participate in the future. Specific marketing materials will also need to be created depending on whom you are trying to target.

A number of areas within the SED Region expressed a desire for a destination hotel, specifically Area C and Sicamous. While this strategy is considered region-wide, there is opportunity for SED to work with the communities who have expressed interest to ensure their potential opportunities are marketed when SED attends trade shows and other relevant events.

In addition to attending these shows, SED and perhaps some of the CSRD elected officials should attend the BCEDA Annual Economic Summit (to be held in Kelowna in June 2018), the Minister's Dinner, and other economic development specific events in BC.

4.2 'SHUSWAP – THE OPPORTUNITY AWAITS' (MARKETING INITIATIVE)

All of the communities that are part of the economic development program have several opportunities for development. With the availability of bare developable land, work must be done to increase the awareness of these opportunities and to inform potential developers and businesses. An effective way to increase the awareness of what is happening in an area and the opportunities that exist is to host 'Familiarization Tours'. Familiarization tours are effective in showcasing location and resources but are also an invaluable opportunity to establish personal relationships with potential clients. Properly designed, these tours are a uniquely effective form of marketing to raise a community or region's profile.

One method for tours is to include existing developers, real estate agents and others involved in local land acquisition and construction that can play a crucial role in marketing the community for future projects. You should then also invite external audiences such as realtors and developers from neighbouring communities like Kamloops, Kelowna and even the Lower Mainland and Alberta.   These individuals would tour the region to see what is happening, what the opportunities are and help identify ways to show that the CSRD is a region in which to establish new investments.   In addition to familiarization tours, consideration should also be given to speaking at Urban Development Institute (Okanagan Chapter) events in Kelowna and in Vancouver.

4.3 RESIDENT ATTRACTION

Raising awareness about the Shuswap's existing assets and the opportunities that exist, along with what makes the community an attractive place to live are the foundations for new resident attraction strategies.   This can be done in a number of ways, but any resident attraction strategy should work together with the tourism organization and brand that currently exist.

There are a number of communities that have developed successful resident attraction campaigns. The City of Powell River targeted their campaign to telecommuters, entrepreneurs and youth. They developed a resident attraction magazine and produced eight videos highlighting the advantages and opportunities that exist (www.powellriver.info). The Central Okanagan Regional District recognized many local businesses were struggling to find workers.   Together with area businesses they developed a talent attraction campaign – highlighting job opportunities to attract new residents.

SED can create a resident attraction campaign supported by the existing tourism brand and by working together with various partners. The campaign should highlight the quality of life, business opportunities and include testimonials from current businesses.

4.4 SED – EXPLORE/LIVE SHUSWAP (BOOTH – REGIONAL SELL)

The SED Region has a large population of non-resident property. These property owners create an economic opportunity that SED should work to capitalize on. During the public engagement process, a large percentage of non-full-time residents indicated that they would consider making the Shuswap home when the time is right.

Regional or internal marketing programs should be developed targeting part-time residents to consider moving to the region full-time. Programs like Seniorpreneur, entrepreneurial support activities and pop-up shops can be used to encourage these residents to move and invest in the community by starting up a business.

In addition, setting up an information booth(s) at already scheduled events throughout the region including farmers markets and other community events, could assist in the conversion of part-time residents to full-time residents along with the attraction of new residents.

4.5 PHYSICIAN/MEDICAL RECRUITMENT

Healthcare, and specifically the need for a physician, was identified as a concern and priority throughout the public consultation process in every region of SED. It was reinforced in the focus groups and online resident survey. While healthcare is not a regional or local government responsibility, many communities and regions are taking progressive steps to attract physicians and other healthcare workers. Leaving the efforts to a health authority may not result in an outcome that the region would determine as acceptable. While some communities have taken an aggressive role in developing a community-owned medical office, there is a need for SED to play a role in developing an acceptable healthcare program that meets the needs of all area residents. Several community groups are currently working on ways to attract specific healthcare workers to their areas. This work should be coordinated with regional efforts to meet medical needs of all residents. There are many ways SED can assist in these efforts, including:

- developing specific recruitment materials for potential doctors
- establishing a physician recruitment host team to tour with visiting physicians
- exploring the possibility for community health centres throughout the region
- Working with businesses or other agencies to assist in identifying spousal employment opportunities.

4.6 REGIONAL WAYFINDING PROGRAM

Wayfinding refers to systems that help people find their way from one place to another. Many elements contribute to regional wayfinding, from landmarks to maps and handheld GPS systems, to receiving directions from a friendly stranger. Good wayfinding is a blend of art and science. When executed well, wayfinding can give visitors key information on what is around to experience. It can lead to additional time being spent in the region and can increase awareness to future residents on what is available to see and do if they lived in the area.

Wayfinding signage can be used to:

- identify various points of interest throughout the region – usually multiple sites on one sign
- celebrate heritage sites to visitors and residents
- take advantage of the major transportation corridors and centres in the community

Some communities have opted to create or purchase an app that can be downloaded on to cell phones or tablets. These apps can be used to promote various points of interest as well as local businesses. An app recently released by BCEDA is called 468 Insider.

It is recommended that the Shuswap create a wayfinding strategy to determine the best mix of tools to use to increase awareness of the region.

SHUSWAP
ECONOMIC DEVELOPMENT

CSRD
COLUMBIA SHUSWAP REGIONAL DISTRICT

4.7 VIDEO TESTIMONIALS

Videos are becoming increasingly important to promote economic development in a region. In the past, that meant producing a TV ad but today it means creating videos to use on your website, post on YouTube, Facebook, Vimeo or other video broadcasting services. With over 100 million people watching online content on a daily basis, video can be an affordable way to promote a region for investment or a place to live. There are several reasons why videos are now an important part of economic development marketing, including:

- Search Engine Optimization: YouTube is the number two search engine in the world (owned by Google, the number one search engine). Videos are often at the top of search results on the Internet.
- It is trackable. When you place an ad on radio, TV, or a print ad, it is hard, if not impossible, to track the number of people that have seen your message. When you use video, it shows how many people have watched it and shared it with others.
- It can be used for multiple purposes: In addition to having the video uploaded to the different video hosting sites, you can use it in prospect meetings and at trade shows. It should also be included on your official website.
- It has a human element: economic development depends on relationship building and with video you can show a human element in ways that you can't with print ads. People want to see and hear others that have positively experienced things and video can help to get that message out.
- It does not need to be expensive: With improvements in video technology and increased competition with new tools like smartphones, the cost of making a video is substantially less expensive.

Videos should be less than two minutes in length in order to keep the attention of the audience. They should be fast moving, include people and scenery and get to the heart of what you are trying to sell. Video testimonials from area residents, businesses, healthcare professionals, etc. are also recommended.

SED should also consider developing a series of videos like Powell River has for resident attraction, as well as developing videos that highlight the benefits of living and investing in the area.

5.0 SUPPORT THE FURTHER DEVLOPMENT OF A STRONG AND VIBRANT AGRICULTURE SECTOR

Agriculture plays a key role in the economy and identity of the Shuswap region, contributing to the high quality of life in this area. The 2014 Shuswap Agriculture Strategy (Attached as Appendix F) builds on previous regional discussions to solidify a vision for agriculture in the region and identifies mechanisms to support food security and the sustainable growth of agriculture in the Shuswap region. Elements addressed by the Strategy include:

- Regional differentiation
- Collaboration between organizations
- Community engagement
- Research and education
- Marketing

The agriculture strategy includes the communities managed by the SED including, Sicamous, and CSRD Electoral Areas C (South Shuswap), D (Deep Creek/Falkland), E (Malakwa/Eagle Valley) and F (North Shuswap). The City of Salmon Arm is also included and, as such, the strategies included in this section do as well. The following strategies have been incorporated from the Shuswap Agriculture Strategy and are the one's determined to be the most important as it relates to economic development over the next three years.

5.1 ESTABLISH AN AGRICULTURE COMMITTEE/WORKING GROUP

The Agriculture Strategy for the Shuswap was completed in 2014 and contains some excellent recommendations. Unfortunately, due to resources, the majority of the recommendations have not been implemented. One of the recommendations from the plan was for the establishment of a committee/working group. We believe this committee/working group would be of tremendous assistance to helping implement some of the other recommendations within the plan.

Currently, no existing regional organization represents agricultural interests and organizations. Established as a not-for-profit, a new Agricultural Organization would be a representative body, including members of the region's agricultural associations and organizations. Elected officials could be assigned to it as well, although the organization would not be a political body. Rather, it would be representative of the region as a whole. Funding could come from CSRD and its member electoral areas and municipalities, as well as the member agricultural organizations and agricultural funding bodies. Ultimately, the type of organization established, its functioning and its actions are to be determined by those creating the structure, with input from the appropriate partners and interests.

5.2 HIRE A PART-TIME AGRICULTURE COORDINATOR

In 2014, a comprehensive agriculture sector strategy was completed. However little or no implementation of the recommendations has occurred since its completion. It is vital to maintain a strong agriculture sector in

SHUSWAP
ECONOMIC DEVELOPMENT

CSRD
COLUMBIA SHUSWAP REGIONAL DISTRICT

the region, so it is important to ensure that implementation proceeds and that the necessary resources are in place. This should include a partnership between the City of Salmon Arm and SED in the hiring of a dedicated part-time agriculture coordinator. This coordinator could act as a facilitator for agriculture-related initiatives identified in this strategy and others identified in the broader agriculture sector strategy. This coordinator could also work with local farmers and other agriculture-related businesses through the BRE program described in Section 3.1. The individual chosen for the coordinator position should have a background in agriculture, knowledge of sources of funding for assisting with agriculture, grant application writing skills and an engaging manner to attract participation from those involved in agriculture. The coordinator could also be required to establish partnerships with external organizations and work towards raising the profile and highlighting the importance and diversity of agriculture in the region.

5.3 SHUSWAP GROWN PROGRAM

Agricultural economic viability means providing conditions that stimulate and support the development of a healthy, appreciated and diverse local food and agricultural economy. The Shuswap has a reputation for providing good quality agriculture products. These products attract tourists, provide residents with fresh farm produce and provide significant economic impact to the region. However, more work can be done to increase awareness of what is truly *Shuswap Grown*. This not only protects the integrity of the work of local producers but also increase awareness of the Shuswap as a place to live.

The *Shuswap Grown* brand was established as part of the Shuswap Agriculture Strategy, with the goal of increasing awareness of local products through the development of a common identity or brand to identify and differentiate agricultural products grown or produced in the Shuswap from other areas. This action and approach pairs nicely with SED's current economic development initiatives and the manner in which they are marketing the region and can also be coordinated with the Tourism Shuswap program.

5.4 DEVELOP AND MAINTAIN AN AGRICULTURE ASSET MAP

The SED Region has significant agricultural assets. Some distribute products through farm gate sales; others are selling to the marketing boards, local retailers, and farmers markets. It is recommended an agri-food asset map be completed to get a better understanding of current assets that will help to define the unique strengths of the regional agriculture and agri-food industry. By completing an asset map, the Shuswap Region can work towards establishing additional networks and potential cooperatives, both of which are increasing trends in the agriculture industry.   Once the mapping inventory is complete, there should be discussions with the agriculture sector to determine next steps.

5.5 AGRICULTURE TOUR- CELEBRATE AGRICULTURE

The Shuswap is well known for the variety of products grown throughout the region. SED can further this agriculture awareness by educating local businesses and residents about the evolution of the agriculture industry including its changing methods and landscape (i.e. slow food movement, viniculture, etc.). There is an increased interest in agriculture, yet most people have never been on a working farm. In 2009, New Zealand developed an initiative, Farm Day, to educate and promote agriculture to the public. The event helps explain industry guidelines, resource management and best practices. Farm Day also focuses on how environmental management forms a big part of modern farming.

In addition to hosting a Farm Day -style event, consideration should be given to hosting an annual agriculture tour that is designed to highlight new trends in agriculture and to expose decision makers on what is occurring in the industry. You could include CSRD elected officials and staff, realtors, and other key stakeholders in a day-long tour that would highlight different aspects of the agriculture industry. By increasing awareness, you can also help to alleviate concerns associated with agriculture practices.

5.6 AGRICULTURE FACT SHEET

SED has an opportunity to work with local realtors and related businesses and agencies to develop local agriculture-based information materials for property owners who own or are considering purchasing property on or near farmland. Materials could include:

- a brochure that provides an overview of agriculture activity in the Shuswap, as well as it's history
- a directory of farms in the Shuswap Region with their location, products and contact information
- SED contact information, including a link to a Shuswap agriculture website (developed and maintained by either the SED or the proposed Shuswap agricultural organization)
- The Ministry of Agriculture publication, The Countryside and You, could also be made available. It could help increase understanding, appreciation and support of local agriculture and also help to reduce conflicts between farming and non-farming communities.

5.7 IDENTIFICATION OF AGRI-PROCESSING PARK

With agriculture as a key economic driver in the region, it is important to work with industry to support and encourage new agri-food processing facilities. By working with the Agriculture Land Commission, land could be identified that could be used for a central agri-processing park. Land that has achieved permitted use but remains in the Agricultural Land Reserve would be more affordable for industry and can also help to ensure that locally grown products are produced in the region rather than shipped to processing facilities in other areas. This has been proven to be successful in several other jurisdictions in BC, including within the City of Chilliwack. The community has been successful in attracting Rogers Foods (flour), Vantage Foods (meat

packing), Shape Foods (frozen goods) and, more recently, the Molson Brewery. A processing park in the Shuswap could be located in almost any area including Sicamous, Area C and Area D and/or Area E.

5.8 PARTNER WITH LOCAL FARMERS AND AGRICULTURAL LAND OWNERS TO EXPLORE OPTIONS FOR SUCCESSION

As the Shuswap looks towards the future of its farming operations, there are many challenges to consider. One challenge is the aging demographic of the farm owner. Few farmers have a succession plan in place, and fewer still have a family member who is interested in taking over the farm.   The SED, working with the proposed Shuswap agriculture coordinator, Salmon Arm Economic Development Society and Community Futures, should develop a series of succession planning workshops. The workshops should be designed to help connect farmers with professional support services and information and be open to various partners including government agencies, financial institutions, local organizations and interested neighbouring regional governments and municipalities. These workshops can be done in partnership with Community Futures and the City of Salmon Arm and or Salmon Arm Economic Development Society.

5.9 ANNUAL REVIEW OF AGRICULTURE STRATEGY

In order to keep any strategy active, it is important to complete an annual review to see if progress is being made and to establish a work plan for the following year. While the agriculture projects identified in the economic development strategy are believed to hold the best opportunity for success and collaboration at a regional level sometimes, circumstances change, and new strategies need to be developed or incorporated into the annual work plan. A review also helps to ensure ongoing buy-in from partners and stakeholders and can also help to make it easier to achieved success.

6.0 ESTABLISH THE SHUSWAP AS A FILM LOCATION OF CHOICE

The film industry is one of British Columbia's fastest growing economic sectors. In 2015/16, film and television production activity were robust, demonstrating BC's resiliency and reflecting its reputation as an enticing, cost-effective and dependable centre for the production of creative content. The sector includes a wide range of direct and indirect employment opportunities in areas such as pre- and post-production, costume design, set design, construction, catering, transportation and special effects. An estimated 42,000 direct and indirect jobs were created through film and television production in 2014/2015.

With its diverse and friendly areas, natural beauty and close proximity to major transportation networks, the Shuswap is 'picture perfect' for filmmakers. Easy accessibility, unique and diverse locations and SED support, make it a welcoming place for filming productions. Every area of the Shuswap offers something different for the film industry such as the remoteness of Seymour Arm and the 'western' nature of Falkland.

6.1 ESTABLISH AN EFFECTIVE AND EFFICIENT 'ONE STOP' FILM OFFICE

Creating a seamless process for those looking at filming anywhere in the Shuswap will be critical in ensuring success. In addition to processing all necessary applications and permits, the Film Liaison (currently a contracted position) would be an accessible resource to find that perfect location for production companies. By providing personalized service, SED would have a competitive advantage in the film sector.

This one- top concept would provide the following services:

- manage Inquiries
- catalogue locations
- manage online application processes
- work with local and regional governments for approvals
- assist in location scouting
- provide on-site assistance to film productions
- provide referrals to local businesses

6.2 INTEGRATE FILM COMMUNICATION WITH OVERALL ECONOMIC DEVELOPMENT COMMUNICATION

Strategy 1.4 outlines the context for improving SED communication both internally and externally. It recommends a communications plan be developed that incorporates a variety of media methods. The plan is to lay out a roadmap to expand awareness of economic development, build community support and increase accountability. SED is responsible for the film sector within the region, and as such it is important to ensure there is integration with the overall economic development communication plan. The plan will need to

highlight the most appropriate method to communicate with the film sector and lay out the best options and methods for raising awareness of the industry locally and educating stakeholders.

6.3 CONDUCT POST-PRODUCTION FEEDBACK

It is important, as in any economic development initiative, to review the steps taken to assist a project come to fruition. By doing a review, you can identify those things that went well and those that need to be improved for the future. Using the BC BusinessCounts Program, SED could develop a survey that is done with the production team to determine how the process went in the community and to identify challenges that may have been faced. This information could also be used to identify potential testimonials that could be used to promote new filming projects in the region.

6.4 WORK WITH CREATIVE BC

The film industry in BC has experienced tremendous growth over the past 30 years, leading to the development of a broad and mature industry that is constantly evolving to meet the needs of those in the industry. It is no longer just an industry that is clustered in Vancouver; it can bring significant economic benefits to all regions of the province. Established by the provincial government, Creative BC brings a strategic and integrated approach to the growth and development of the province's creative industries.   They provide professional expertise and support to communities and regions to strengthen the province's motion picture, interactive digital, music and publishing sectors. They offer a variety of programs that could enhance the ability of the SED Region to realize the economic and creative potential of the sector.

By working with Creative BC, SED can be listed on www.creativebc.com as a regional film office, access resources available to communities and be part of the location library offered to those looking for areas in which to film.

6.5 LOCATION/RESOURCE INVENTORY AND PHOTO LIBRARY

The SED Region has the opportunity to benefit from filming activity as it has many unique areas offering a diverse mix of sites that lend themselves to film production activities.   For the Region to encourage and facilitate film production activity, it must increase awareness of local film locations. Having an extensive location library will help to respond quickly and professionally to requests from potential location scouts and others involved in the industry. This project should be coordinated with Creative BC to ensure the photo inventory complements their extensive photo library. A review of the current content from the Region currently on Creative BC's library is the first step. A key resource for this task is working with film location scouts who may be utilized to assist in building the initial inventory.

SHUSWAP
ECONOMIC DEVELOPMENT

CSRD
COLUMBIA SHUSWAP REGIONAL DISTRICT

The Region also should establish a comprehensive inventory of what resources are available for local productions, including storage areas, catering, accommodations, etc. This resource list should be developed in an easily-updatable format to ensure it meets the needs of the evolving industry.

6.6 EXTERNAL MARKETING PROGRAM FOR FILM

Marketing to the film sector should not just be left to external agencies like Creative BC but instead should be part of an overall marketing program implemented by SED to increase awareness of the region. Inclusion on the SED website and social media platforms will be a critical part of increasing awareness of the area as a film location. Dedicated webpages need to be developed that focus on potential locations for filming as well as the resources and assistance available to the industry.

Attendance at trade shows being facilitated by Creative BC and other industry associations should also be considered. Several BC communities also participate with Creative BC at different trades shows in California and other locations.

SHUSWAP
ECONOMIC DEVELOPMENT

CSRD
COLUMBIA SHUSWAP REGIONAL DISTRICT

7.0 SUPPORT COMMUNITY SPECIFIC NEEDS

The SED Region is made up of several rural electoral areas and one incorporated community. It is always difficult to develop a strategy that provides items for every part of a region, and at times some initiatives need to be identified that are specific to a portion of the region or community. Through the changes recommended for the reorganisation of the current structure for economic development, staff will have the opportunity to get expanded and specific input on the needs of the different areas of the SED region. In addition to obtaining input from these new sub-regional advisory committees, it is recommended that every fall SED staff meet with the regional economic SED Advisory Committee to discuss one or two specific initiatives that could be implemented over the following year. The following are some area-specific initiatives that have already been identified for SED to pursue over the next year.

7.1 DOCK IN SEYMOUR ARM

Community Infrastructure is a key component for both economic and community. While some communities think of infrastructure as water and sewer systems, it is also important to consider community assets such as recreation facilities and other infrastructure needed to enhance opportunities and quality of life. The wharf in Seymour Arm is a perfect example of infrastructure needed to ensure that both aspects of economic and community development are successful. The current wharf is aged and is in desperate need of repairs to avoid any serious liability issues and to make sure that it can add the benefit to the community.

The CSRD Parks Department and the Seymour Arm Community Association are working together to keep the wharf as a foot passenger only, but that can also be used as an emergency dock to load residents onto boats in the case of an emergency in Seymour Arm. Unfortunately, the wharf structure is fine, but the decking is no longer suitable to be used for ongoing vehicle traffic.

Together the CSRD Parks Department and the Seymour Arm Community Association have applied for funding to complete a feasibility study to build a separate boat ramp beside the current wharf and then explore options for repurposing the existing wharf. The goal is to construct a boat launch that can be used for emergency evacuation and also safer lake access for the residents and visitors to the community.

Options for the original wharf/dock include repurposing it for foot passengers only. It and can be used as a tourist attraction and for emergency evacuation for entry onto boats. The boat launch and the wharf/dock will also provide businesses opportunities for the community in the busy summer season such as kayak/canoe/stand up paddle boat rentals, seadoo and power boat rentals, the possibility of a food and craft market, and other various business possibilities.

SED should work with both the CSRD Parks Department and the Seymour Arm Community Association to see this project come to fruition. As a key component of economic development in the community, it is imperative that SED support and assist in this initiative.

7.2 POWER IN SEYMOUR ARM

In 2013, the residents of Seymour Arm voted to support the CSRD borrowing public funds to pay for the community's share of installing hydro service. The BC Hydro Remote Communities Electrification (RCE) program was to bring service to the community at its cost while the community would be responsible for the costs associated with the internal distribution system. The loan authorization for the CSRD to borrow the community's portion of funds for this project expires in October 2018. Unfortunately, the program was suspended by the Province of BC and BC Hydro in 2014 and as such it has not proceeded.

The benefits of a grid connection for the Seymour Arm community extend well beyond the simple conveniences that residents and businesses would achieve by accessing reliable electricity services. The availability of power in the community will also have an additional positive impact, including an increased ability for health care and emergency services, public safety and economic development.

While many in the community value the remoteness and lack of services typically found in larger centres, most also accept that power is needed if the community hopes to maintain a year-round population that could support additional services. SED needs to work with the area's elected official and the Seymour Arm Community Association to encourage the Province of BC to start this initiative before the expiration of the loan approval. If this does not happen by the expiration date, a new referendum must be held.

7.3 BROADBAND AND MOBILE WIRELESS EXPANSION

Our world has become technologically reliant in all aspects of our lives: personal, social, economic, industry, commerce, critical systems, and connectivity. The ability to access reliable broadband (high-speed) internet and mobile wireless networks is an expectation of most residents, and likely soon, a fundamental system as determined by the Canadian Radio-television Telecommunications Commission. Throughout the SED Region, we heard that a better broadband network and improved or expanded wireless networks are needed.

Resident satisfaction at being able to be connected, stream video, access social media, and communicate is hard to quantify. The number of potential residents who would resist relocating to an area without broadband is easier to understand. The opportunity for start-up, home-based and tech-focused businesses to operate if they had broadband is enormous. In Sicamous, for example, we heard significate concerns about the number of seasonal residents, but we also heard that many of those would consider relocating permanently in the future. You do not need to wait until people retire for them to locate permanently into an area. In today's increasingly, mobile environment people should be able to work anywhere either as a virtual worker for a company located in another community or even country. In addition, many of these temporary residents could be future entrepreneurs. To encourage these types of activities, a strong broadband network is essential

SED and individual communities and related organizations and other stakeholders need to work together to explore the opportunity of working with internet and wireless providers to expand their services in the area. This may require a financial investment from the region, but through the provincial government's Connecting British Columbia program the area could get some of the needed resources to expand its broadband capacity.

The high cost of providing infrastructure for citizens in and around rural and remote communities in BC is a key barrier to expanding Internet services and wireless networks. The Connecting British Columbia program helps pay for infrastructure required to deliver high-speed Internet connectivity and voice services through fixed and mobile wires networks to rural and remote areas of the province. While the program is delivered through the Northern Development Initiative Trust, it is funded by the Province of BC and as such any community in BC can apply and receive funding. It may be possible that Telus has completed some initial work to determine costs to expand broadband and mobile availability in certain parts of the SED Region. Contact should be made to see if this has been done and, if so, to see if they would be willing to share the reports.

7.4 POCKET NEIGHBOURHOOD

The affordability and availability of housing in areas within the SED Region is one of the concerns heard during the Strategy consultation process, particularly in Sicamous. The community recognized their large aging population and the difficulty they have in being fully involved within the community, maintaining their homes and the ability to access amenities and services. The community consultation demonstrated a need for affordable housing, accessible housing and senior housing. In Sicamous, 32% of households are 1-person occupied, and 34% of household's primary maintainers are aged 65 or over (64% are 55 and over).

Pocket neighbourhoods can be in an urban, suburban or rural community. They are clustered groups of neighbouring houses or apartments gathered around a shared open space. These are settings where nearby neighbours can easily know one another, where empty nesters and single householders with far-flung families can find friendship or a helping hand nearby, and where children can find friends and safety. The housing can also be used to increase overnight accommodation units, alpine cabins, studio space and land housing. For Sicamous and its growing winter tourism, pocket neighbourhoods could provide an answer to the lack of accommodation heard during the public consultation.

The District of McBride recognized similar challenges and in 2017 completed a feasibility study for a pocket community. The goal of the study was to determine if this style of development might help achieve goals of the town, including economic diversification, seniors housing, an attraction and retention of new residents and tourists. The study was funded by a grant from the Rural Dividend fund in the amount of $10,000. It is recommended that Sicamous, or other interested communities within the SED Region, apply to the Rural Dividend Fund to complete a feasibility study for a pocket neighbourhood.

7.5 DEMENTIA FRIENDLY EXCLUSIVE DESIGNATION

During the public consultation in Sicamous, one of the concerns heard was healthcare and caring for the senior population. It was noted that the highest level of care in Sicamous is assisted living, but there was a challenge with providing care for those who require more, particularly, a dementia component to care for seniors. Community consultation participants expressed their concern that dementia is one of the bigger medical issues for the future and they do not want their dementia residents to have to leave the community to access care,

or to have to leave the community entirely. The District of Sicamous, through its Official Community Plan, "recognizes the strategic importance of situating the District as a supportive proponent to the development of the community as dementia friendly, inclusive destination."

The Alzheimer Society of British Columbia works with municipalities to better support people with dementia through their Dementia-Friendly Communities initiative. The Association's initiative includes:

- Dementia Friends education to the professional sector, municipalities and the general public so that everyone can take part in creating accessible, inclusive spaces for people with dementia
- Education and information toolkits for municipalities and professional sectors across the province

There are other resources available to assist communities to become dementia-friendly. One excellent resource is the toolkit available from the Alzheimer's Association website – A Toolkit for Building Dementia-Friendly Communities: https://www.alz.org/sewi/documents/Dementia_Friendly_Communities_toolkit.pdf)

7.6 HUT-TO-HUT TRAIL

In May of 2017, the Shuswap Trail Alliance updated a proposal to expand the South Shuswap (CSRD Area C) Parks and Trails Master Plan, Shuswap Regional Trails Strategic plans, Shuswap Tourism Strategy, and the pending Shuswap Tourism Marketing Plan, and assess the feasibility and opportunities for growing the existing South Shuswap outdoor recreational trail system into an enhanced destination tourism asset for the South Shuswap communities.

Economic impact studies document the many and substantial economic benefits generated by trails. Trails are an important tourism asset and a quality of life factor that can enhance the ability of a region to attract new business and residential investment. Typically, a trail will provide low or no-cost recreation to residents and visitors alike. In addition, visitors that have access to trails and other recreational opportunities spend more time and more money in the area as they stay in local accommodations and visit restaurants and other retailers.

In order to realize this important community opportunity, facilitation and support should be provided to the Shuswap Trail Alliance.

8.0 SUPPORT TOURISTM INITIATIVES

Typically, tourism is not a component of economic development organizations. However, some organizations, including SED, combine both economic development and tourism activities. Currently, SED spends approximately 75% of staff time on tourism-related activities. It should be noted that many of the tourism-related activities include cross-over economic development activities. For SED to successfully implement economic development and tourism initiatives, both have been combined into this strategy. With the hiring of additional staff, the increased capacity will help to ensure that both can be delivered effectively.

8.1 IMPLEMENT TOURISM STRATEGY AND MARKETING PLANS

SED's Shuswap Tourism organization has a 2010 and, revised 2015, Tourism Development Plan (attached as Appendices C and D) along with a recently completed Tourism Marketing Plan (Attached as Appendix E). There are a number of initiatives that SED has identified as priorities. In order to bring together the various strategies and plans (i.e. Agriculture and Tourism) for SED these priorities are included in this Economic Development Strategy.

The tourism initiatives identified by SED include:

- Shuswap off season asset development and marketing
- Update all experience brochures to align with the 2017 Shuswap Tourism Marketing Strategy
- Attendance at consumer shows
- Other Marketing Projects as detailed in Appendix A
- Ongoing tourism work as detailed in Appendix A

It will be important for SED to monitor the activities completed in 2017 and then complete a review of the tourism strategy and marketing strategy. This review should be completed on an annual basis to ensure projects are completed on time.

9.0 SUPPORT LABOUR MARKET INITIATIVES

The Shuswap Labour Market Assessment and Planning Project is a community-based assessment and action planning initiative that focuses on the unique local labour market conditions to provide guidance in the development of action plans for the growth of the community. Community Futures Shuswap has led this initiative in partnership with the CSRD and other local and regional stakeholders. Labour market-based plans have been developed that incorporate several communities including Salmon Arm, CSRD Area C, Neskonlith Indian Band, Little Shuswap Indian Band, Adams Lake Indian Band and Splatsin Indian Band. These labour market plans identify and outline steps to address the factors that contribute to the current labour market imbalance affecting these communities, including labour market supply and demand, current and emerging labour market trends and barriers to retention.

The full Shuswap Labour Market and Assessment Planning Project report is available for download here:
https://www.beyourfuture.ca/shuswaplabour

9.1 SUPPORT THE IMPLEMENTATION OF THE LABOUR MARKET PLANS

At the time of the development of the economic development strategy not all of the Labour Market Assessment had been completed. Sicamous and CSRD Area E is complete and Area C is nearing completion and is going through the review process. Labour is a critical part of economic development. Without having a clear understanding of current and future labour needs it is difficult to build and support a strong local economy. Through the development of these assessments, strategies will be developed to build community capacity, strengthen partnerships and define an action plan to respond to identified challenges. While no specific labour or workforce strategies are included in the economic development strategy it is recommended that SED take a proactive role in reviewing, identifying and implementing portions of the identified actions from the plans in order to address challenges.

APPENDICES

APPENDIX A – IMPLEMENTATION MATRIX – YEAR ONE

Please contact Shuswap Economic Development to receive a digital copy.

APPENDIX B – SHUSWAP TOURISM PRIORITIES

Please contact Shuswap Economic Development to receive a digital copy.

APPENDIX C – SHUSWAP TOURISM DEVELOPMENT PLAN (2010)

Please contact Shuswap Economic Development to receive a digital copy.

APPENDIX D – SHUSWAP TOURISM DEVELOPMENT PLAN (2015)

Please contact Shuswap Economic Development to receive a digital copy.

APPENDIX E – SHUSWAP TOURISM MARKETING PLAN

Please contact Shuswap Economic Development to receive a digital copy.

APPENDIX F – SHUSWAP AGRICULTURE STRATEGY

Please contact Shuswap Economic Development to receive a digital copy.

APPENDIX G – EDCD REPORT ONE – STAKEHOLDER ENGAGEMENT REPORT

Please contact Shuswap Economic Development to receive a digital copy.

Please contact Shuswap Economic Development to receive a digital copy.