

Entrepreneurship
Place
Diversity
Location
Attraction
Communities
Quality
Accountability
Committee
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Regional
Vision
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Talent
Resources
Structure
SubRegional
Jobs
Recreation
Community
Sense
Brand
Education
Retention
Advisory
Goals
Growth
Action
Readiness



Shuswap Economic Development Strategy

January 2018



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INTRODUCTION

SHUSWAP ECONOMIC DEVELOPMENT STRATEGY

Shuswap Economic Development's (SED) work plan identified the development of an economic development strategy as a priority for 2017. The geographic areas for the strategy include the communities of Sicamous, Columbia Shuswap Regional District's (CSRD) Area C (South Shuswap), Area D (Deep Creek, Salmon Valley, Falkland), Area E (Malakwa, Swansea Point) and Area F (North Shuswap). For ease of understanding throughout this report, the study areas may be referred to as "Shuswap." SED has worked to develop a Shuswap Tourism Development Plan and the Shuswap Agriculture Strategy. The completion of an economic development strategy will help to pull the documents together, identify other opportunities for the Shuswap region and provide a roadmap for delivery.

The areas included in this plan are poised to move forward with a more focused economic development program. The Shuswap is in an enviable position, located strategically virtually midway between major population centres in Alberta through to Metro Vancouver as well as a central hub close to major interior cities of Kamloops, Vernon, and Kelowna. This rural area has numerous avenues to grow its tourism product and further develop agriculture opportunities.

Issues such as a lack of commercial/industrial lands for some of the Shuswap, the perception that the Shuswap is tourism only focused versus economic development, the absence of 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 retail shopping.

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, visitor attractions and business infrastructure and investment, while economic development has not had the same focus, in part due to the lack of capacity and resources. SED needs to ensure it has all the baseline information and foundational tools for delivering an improved economic development program.

PROCESS METHODOLOGY

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 Agriculture Strategy and The Shuswap Tourism Development Plan

Report Three: Economic Development Strategy

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- A statistics and data analysis
- A review of the area's competitiveness, employment lands and business visitations
- A comprehensive consultation program consisting of:
 - Review of 2015, 2016 and 2017 Business Retention and Expansion reports
 - One-on-one interviews
 - A resident online 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 staff.

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 leading roles, but economic development requires the **involvement** of many individuals, businesses, and stakeholder organizations throughout the region.
2. The recommendations in the Economic Development Strategy are designed to be comprehensive and includes some activities that are either currently planned or underway. 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**.
5. Addressing the Shuswap's challenges and achieving overall goals will not be free. **The community must be willing to invest in itself and in economic development**.
6. The 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 silver bullets** that solve community challenges. Addressing the Shuswap's challenges takes a coordinated, multipronged 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 quite possibly derail implementation.
9. To successfully accomplish the Shuswap economic development goals 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 for years to come.

STATISTICAL ANALYSIS SNAPSHOT

This analysis is a snapshot of the project's geographic areas as identified by SED for the strategy. It helps to paint a picture of what the Shuswap 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 foundational basis helps position the information further received through consultation and interviews. The following section highlights some of the observations and data found.

DEMOGRAPHICS

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

POPULATION

Shuswap'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, the area lost approximately 500 residents (-2.68%). Over the same census periods, the Regional District grew by 2.4%, and the Province showed a 13.0% growth rate.

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

Source: Statistics Canada, 2006, 2011, 2016

Overall, the Shuswap's age profile is older than that of both the Regional District and British Columbia. The 2016 average age within the project's geographic areas 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
Sicamous	50.6
Area E	48.5
Area F	54.8
CSRD Population Average Age	46.4
BC Population Average Age	42.3

Source: Statistics Canada 2016

INCOME LEVELS

Income levels varied across the Shuswap with Area C having the highest level of both median and average income. Although 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.

Income of Households in 2015					
	Area C	Area D	Sicamous	Area E	Area F
Median Total Income	\$63,360	\$57,856	\$53,504	\$52,252	\$58,347
Average Total Income	\$78,396	\$72,113	\$72,304	\$68,463	\$72,547

Source: Canada Census 2016

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

Source: Canada Census 2016

EDUCATION

The area is well educated with Area C having the highest level of postsecondary certifications.

Education					
	Area C	Area D	Sicamous*	Area E	Area F*
No certificate, diploma or degree	15.4%	20.8%	N/A	21.9%	N/A

High school	26.8%	27.9%	N/A	42.2%	N/A
Postsecondary certificate	57.8%	51.3%	N/A	34.6%	N/A

Source: National Household Survey, 2011

* NHS data for this area has been suppressed for data quality or confidentiality reasons.

LABOUR FORCE

The labour force breakdown for the areas 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 Areas D and E.

Labour Force					
	Area C	Area D	Sicamous	Area E	Area F
Employed	2,940	1,735	1,045	555	890
Unemployed	390	180	160	70	95
Participation rate	47.6%	57.8%	55.8%	61.3%	42.9%
Unemployment rate	11.7%	9.2%	13.3%	11.2%	9.7%
Agriculture, forestry, fishing and hunting	6.0%	12.1%	3.8%	9.7%	7.2%
Mining, quarrying and oil and gas extraction	4.4%	2.6%	2.1%	1.6%	2.6%
Utilities	0.6%	0.5%	1.3%	0.0%	0.0%
Construction	12.3%	12.8%	14.7%	12.2%	19.0%
Manufacturing	7.0%	11.3%	11.3%	11.4%	5.7%
Wholesale trade	1.5%	2.6%	0.8%	3.2%	2.1%
Retail trade	12.5%	13.4%	10.1%	10.5%	13.9%
Transportation and warehousing	4.4%	4.3%	4.2%	6.5%	4.1%
Information and cultural industries	1.2%	0.1%	0.8%	2.4%	1.0%
Finance and insurance	3.2%	0.2%	2.9%	1.6%	1.0%
Real estate and rental and leasing	2.1%	2.6%	7.1%	0.0%	6.1%
Professional, scientific and technical services	5.4%	4.1%	3.4%	1.6%	3.0%

Labour Force					
	Area C	Area D	Sicamous	Area E	Area F
Administrative support, waste mgmt. and remediation services	4.6%	4.8%	8.0%	3.2%	10.8%
Education services	2.9%	2.8%	2.9%	2.4%	3.1%
Health care and social assistance	6.7%	10.1%	4.2%	10.5%	7.7%
Arts, entertainment and recreation	3.1%	1.3%	3.8%	1.6%	3.1%
Accommodation and food services	7.8%	4.8%	9.7%	13.8%	3.6%
Other services	5.3%	4.3%	5.9%	2.4%	4.1%
Public administration	3.9%	2.5%	2.5%	4.0%	1.5%

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 valley bottom land 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 came into their own. Berries and vegetables were also tried in the valley, but dairying and mixed farming gradually became dominant and continues today.

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

The 2014 CSRD Agriculture Strategy proposed three key strategies that would have a major impact in the region by improving the health and viability of the local agricultural economy:

- Establishment of an independent, non-political Shuswap Agricultural Organization, with staff, to represent the region's agricultural interests

- Initiation of an Agricultural Economic Development process, including the marketing and branding of Shuswap-grown products
- Provision of agricultural education services through Okanagan College's Salmon Arm campus

Two areas within the Agriculture Strategy appear to be seeing some progress. Shuswap 'Grown' branding and a move towards agricultural program services at Okanagan College's Salmon Arm campus.

- Shuswap Grown is the key agriculture branding for the region as recommended by the Agriculture Strategy. As the 'Shop Local' website 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."
- A Memorandum of Understanding was signed in 2014 between the University of the Fraser Valley and Okanagan College. The President of Okanagan College stated at the time that "UFV is being widely recognized as a leader in agricultural program development and delivery and their knowledge and experience is something Okanagan College can benefit from. We know there is collective and mutual value when we work together and I'm pleased (at Okanagan College) to be moving forward with UFV."

The MOU will provide OC graduates with the theory and leading-edge practical skills needed in the increasingly complex and technology-rich world of modern agriculture and agribusiness. The College says that our economies and the safety and security of our food supply will depend on their leadership."

The 2010 Shuswap Tourism Plan identifies Agriculture as one of the key strengths of the region's tourism industry. This provides an agricultural bridge between the Regional Tourism and the Economic Development functions. Agritourism is described as a broad category including produce and craft food sales, farmer's markets, u-pick farms, festivals and farm tours, all of which are prevalent in the region today.

At the Regional District governance level, the CSRD's OCP has a series of policies supporting local agriculture including policies related to:

- | | |
|---|---|
| <ul style="list-style-type: none"> • Agri-tourism • Value-added agriculture • Small-scale related processing facilities • Marketing of local products • New farmers to access land | <ul style="list-style-type: none"> • Incentives for farmers to stay on their land • Economic development initiatives • Farmer's markets • Farm gate 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 ageing population and farm succession
- Access to Labour
- Farm Profitability
- 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

On the plus side, there are also tremendous opportunities for agriculture:

- Collaboration
- Entrepreneurship and Innovation
- Water supply
- Okanagan College programming for agricultural education
- Support for Adaptation to Climate Change
- Engaged local government
- Local food economy and culture

THE ROLE OF TOURISM

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.

-Vision Statement from the 2015-2017 Shuswap Tourism Plan Update

It is apparent there is a strong focus on tourism at the economic development office. This is obvious in the strong regional tourism presence, and the positive comments received from many businesses throughout the Shuswap.

In the 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

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 2015-2017 Update working group developed the following outline detailing the activities that the organization has undertaken in the implementation of the earlier Plan.

- Recognized brand in place
- Communication with industry – website developed (42,332 users in 2011; 114,887 users in 2014); 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 – 11 media visits in 2014 with 35 media involved, resulting in 15 articles (with regional and global exposure) at a market value of \$110,000 (Partner contributions amounted to \$19,000 and were matched by Shuswap Tourism)
- 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 Association, 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, an online survey for residents, an online survey for businesses, and focus groups held with the Shuswap Economic Development Advisory Committee, staff, local business owners, economic development stakeholders and support agencies including the Chamber of Commerce and Community Futures. To ensure consistency, the same questions were asked in both the interviews and focus groups. The online surveys included these questions and allowed for additional flexibility in adding or expanding questions.

INTERVIEWS

Thirty interviews were undertaken with various members of the business community, local economic development and community stakeholders, Regional District Board as well as staff.

ONLINE SURVEYS

Two online surveys were made available to the public and promoted by SED and the local Chambers of Commerce through various publications and newsletters.

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 from the resident survey broken down by the areas within the Shuswap (highlighted cells indicate the top two priorities):

Resident Survey						
Answer Choices	Combined Responses	Sicamous	Area C (South Shuswap)	Area D (Deep Creek, Falkland, Salmon Valley)	Area E (Malakwa, Solsqua, Swansea Point)	Area F (North Shuswap)
Existing companies staying (and expanding)	50.79%	45.45%	41.67%	50.00%	50.00%	56.00%
Attraction of non-retail (Please specify in box below)	38.10%	54.55%	41.67%	75.00%	25.00%	32.00%
Attraction of companies that use our natural resources	12.70%	27.27%	8.33%	0.00%	0.00%	12.00%
More small businesses and entrepreneurs	26.98%	18.18%	25.00%	0.00%	25.00%	28.00%
Better retail amenities/additional retailers	22.22%	27.27%	8.33%	0.00%	25.00%	24.00%
Better lifestyle amenities	15.87%	9.09%	16.67%	0.00%	50.00%	16.00%
Better educational opportunities	9.52%	9.09%	16.67%	25.00%	0.00%	8.00%
Better tourism amenities	12.70%	0.00%	8.33%	25.00%	0.00%	20.00%
Revitalization of older commercial areas	17.46%	27.27%	16.67%	25.00%	25.00%	12.00%
Retaining young professionals	17.46%	27.27%	8.33%	25.00%	25.00%	16.00%
Expanding the tourism sector	9.52%	18.18%	8.33%	0.00%	0.00%	12.00%
Promoting Shuswap to an external audience	22.22%	9.09%	25.00%	25.00%	0.00%	28.00%
Attraction of new residents	28.57%	18.18%	25.00%	25.00%	75.00%	28.00%
Other (please specify)	7.94%	9.09%	16.67%	25.00%	0.00%	4.00%

FOCUS GROUPS

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

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

WHAT WE HEARD

SHUSWAP REGION TRENDS

Each community was different in identifying the likes and challenges; however many common themes emerged from the public consultation process:

- Many stakeholders agreed that, although the small, rural feel was important, most understood and welcomed the need for growth to be sustainable and to provide additional services and amenities
- Lack of commercial land or “shovel ready” land was identified as a barrier to growth. This also includes a lack of housing choices, as well as the need to accommodate seasonal workers
- Many stakeholders cited a lack of communication within their respective communities and with the regional district as a challenge. They desired more communication about how and why certain municipal decisions are made. Many of the stakeholders agreed that the SED is doing a good job with tourism, but there is a lack of any 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 felt that previous plans, specifically the Agriculture Strategy, has just sat on the shelf with no implementation
- There is frustration in all the communities with the lack of high-speed broadband and a recognition that without it, growth and attraction of new residents and businesses will be extremely difficult
- All the communities are within easy reach of larger markets, i.e. Salmon Arm, Kamloops, Kelowna, and all communities’ consumer leakage is significant. This also includes the lack of medical services with the majority of healthcare located within the larger centres
- Increased support for the senior population

SICAMOUS

Sicamous is a key anchor to the Shuswap region. While once a diversified community with forestry and tourism as its main employment creators it is now primarily a tourist destination that is working hard to rediscover itself. 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 for years. While this has been good for the community, it has also had its share of challenges. Visitors purchase properties as summer homes leaving 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 Brand “Live More” really 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 redevelopment of the community downtown core through an innovative Request for Expressions of Interest. The Council has also taken a progressive step towards developing a new partnership with Splatshin First Nations and the City of Enderby in 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 Columbia Shuswap Regional District for economic development services should still be a part of a long-term program.

WHAT WE HEARD IN SICAMOUS

During the public consultation, residents and businesses in Sicamous indicated they liked 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 most scenic. Most 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 lack of transportation as a challenge, especially for the seniors living in the community. Health care was also identified as an ongoing challenge, and there is a need to attract a doctor to the community. The Corporation is examining the option of establishing a community health-care centre. While housing is affordable there is a lack of availability, and rental housing is almost non-existent putting an added strain on the labour force. This was emphasized time and time again from residents and businesses alike. Power outages are 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.

While the community has limited industrial land available (they are constrained by their geographic location surrounded as they are by lakes and mountains), the adjacent Regional District Area E - Malakwa has industrial

land available for development which would have a significant impact on the retail and service sector in Sicamous.

Distinct Advantages

- Strategic position between Calgary and Vancouver
- Strong volunteer base and community events
- A council committed to economic diversity and growth
- Strong tourism season includes growing winter sports centre sledding
- Water quality
- Affordable housing
- Strong support for seniors
- A major initiative is underway to have Sicamous declared a 'dementia destination'
- Recognized companies (Twin Anchor, Waterway and Blue Water houseboat companies. Notable is Twin Anchors with a significant manufacturing capacity that has expanded beyond houseboats to include manufactured homes.
- Partnerships with First Nations

AREA C (SOUTH SHUSWAP)

Area C is located north of Salmon Arm and between the Main and Salmon Arms of Shuswap Lake. Area C makes up only two percent 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 and Canadian Pacific mainline railway run 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 farmer's markets. The Chamber of Commerce has recently been invigorated and are working towards building a stronger business community.

The Columbia Shuswap Regional District has undertaken a Governance Study for Area C. This included 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 structure of Regional District governance and gave residents an opportunity to examine the services the Regional District provides, how the CSRD makes service decisions affecting the area,

suggest ways decisions and planning could be done differently and how residents can 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 Electoral Area C be undertaken and that the restructure study examine two options;

- The incorporation of a portion of the electoral areas; and
- The division of the current Electoral Area into two Electoral areas

WHAT WE HEARD IN SOUTH SHUSWAP

During the public consultation process in the South Shuswap, both one-on-one interviews with local business and a Chamber of Commerce Business Mixer were used. Participants felt an overall optimism for the community although challenges do exist. There is a lack of commercial land available and 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 many of the full-time residents wish to see. Labour issues are evident with local businesses needing to look outside the region to find employers and individuals unable to find employment suitable to their skillset. Many of these individuals start home-based businesses.

Overall, participants generally supported growth in the community and identified the need for more land to achieve balanced growth. The majority of participants favoured the governance study currently underway and several view incorporation as a logical step in the maturity, growth and future economic success of the Area. 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 recreation and fishing
- 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.
- Area C is attractive because it is primarily rural with large portions of its area devoted to forestry or agriculture.
- The area's beauty and recreational opportunities make Area C an attractive retirement destination.

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, Rancho, 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. This area 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 agricultural community comprising a vast array of related farming operations. Proximity to the Trans-Canada Highway as well as Okanagan Valley offers easy access to markets and straightforward shipping routes.

WHAT WE HEARD IN AREA D

During the consultation Area D expressed a distinct disconnect from the rest of the Columbia Shuswap region. In many ways, it feels 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 the affordability. With fewer seasonal residents the area has a more consistent population than other parts of the CSRD and residents are not looking for rapid or extensive population growth. The geographic area provides easy market access to both the Shuswap, TNRD and North Okanagan. Through the consultation process, it became evident that the area 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

AREA E (MALAKWA, SOLSQUA, SWANSEA POINT)

Area E is located largely between Sicamous and Revelstoke. It comprises 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, providing transportation links to points throughout Western Canada. This area

allows the opportunity for a rural lifestyle with high scenic values but with quick commutes to Sicamous, Revelstoke and Salmon Arm for easy 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 Area E. 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 Shuswap Economic Development region. This industry is experiencing rapid growth around sledding (snowmobiling).

WHAT WE HEARD IN 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, snowmobiling and trail development. While it is a small population base, the area provides economic diversity for the CSRD in the areas of forestry, agriculture (including hops) and tourism. New industrial and commercial opportunities are available due to a good supply of land. However, it is not serviced. The area is experiencing growth with new families moving to the area because of its affordability of land and housing. As a small community, they work together to increase awareness of the area as a place to live through a comprehensive website managed by the Malakwa 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

AREA F (NORTH SHUSWAP)

Area F is located at the north end of Shuswap Lake. It includes the communities of Scotch Creek, Celista, Lee Creek, Magna Bay, Anglemont 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 this area. Seymour Arm is the smallest and northern-most community in Area F. The community is located in a remote area 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.

Primary industry within 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 AREA F

Area F is a large geographic area, and the public consultation heard differing views depending on the community within the area. The input received from Scotch Creek included some frustration with CSRD and their perceived lack of services provided to their community along with a sense of over-regulation (i.e. red tape). There was also a concern over the high population of seasonal residents and the impact it 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 the population of the area grows to over 500 as people come back to fill the homes, the campgrounds and summer cabins. Access is restricted to a gravel road 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 a Regional Director and the Seymour Arm Community Association that 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 overall concerned with the lack of community services but would like to see some improvements.

Distinct Advantages

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

STRATEGY DIRECTION

The development of the Economic Development Strategy comes at a pivotal point in time for the CSRD and the SED. While the area 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 the SED is recognized as one of the best regional functions in BC. In order to maintain the strength of a reputable organization, the 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 the SED.

Shuswap Economic Development has engaged the region in an 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 more.

CONTEXT FOR STRATEGY DIRECTION

It is recognized as a general level that this economic development strategy must help to increase awareness of the SED, engage more residents and businesses, and to initiate new economic development initiatives for the region. It is important to keep in mind that while doing any strategy that 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 primary sectors are in decline, they still play an important role in the Shuswap. Agriculture cuts across several industries and new methods for developing within the sector need to be addressed. This strategy, along with the Agriculture Sector Strategy, seeks to reinforce and build on the strengths of the sector through growth into new market segments for which there is substantial opportunity and capability.
- The resident labour force is educated and skilled, yet there is some who are forced to seek employment outside of the Region. In addition, absentee land, business and residential owners make it difficult to sustain a local economy. 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 business 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, 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, 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 Region. It will be important to move into a strong communication plan to educate and inform residents, key stakeholders and political bodies of economic development activities.

Considering the preceding as the overall context for the economic development strategy for the SED Region, the following section details the eight goals focused on building a strong and successful economic development program for the region:

1. A Modern, Inclusive and Effective Economic Development Program
2. CSRD has a Best of Class Economic Development Toolbox
3. Be a Leader in Business Development and Support
4. Best of Class Marketing and Investment
5. A Strong and Vibrant Agriculture Sector
6. Shuswap is a Film Location of Choice
7. Support Community Specific Needs
8. Tourism

Each of the eight goals has specific strategies that work towards achieving the goals. Some of these strategies can be implemented immediately while others are longer term in nature. The Implementation Action Plan section of this strategy provides additional information regarding timelines.

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

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

CSRD has a Best of Class Economic Development Toolbox

6. Enhanced 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 CSRD
11. Complete a Review of Development Approval Process
12. Create a “Business First” Expediated Program

Be a Leader in Business Development and Support

13. Enhance BRE Program
14. Annual Business Walk
15. Seniorpreneurship
16. Marketing/Support Launch-a-Preneur
17. Encourage Pop-up Shops (Sicamous, Sorrento – all regions)
18. Regional Business Lunch and Learns
19. Voluntary Business Licencing Program

Best of Class Marketing & Investment

20. Expand Presence at Tradeshow
21. “Shuswap - the Opportunity Awaits”
22. Resident Attraction
23. CSRD – Explore/Live Shuswap (booth – regional sell)
24. Physician/Medical Worker Recruitment
25. Regional Wayfinding Program
26. Video Testimonials

A Strong and Vibrant Agriculture Sector

27. Establish a CSRD Agriculture Advisory Committee
28. Hire a Part-Time Agriculture Coordinator
29. Shuswap Grown Program
30. Develop and Maintain Agriculture Asset Map
31. 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 is 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. Work 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

Tourism

- 47. Implement Tourism Strategy and Marketing Plans

STRATEGY IMPLEMENTATION TIMELINES

The following table places each strategy by year of implementation. In addition, the table identifies the strategies that will be ongoing after initial implementation. For example, Strategy 1.5 will begin implementation in year one but work will continue on in years two and three (ongoing).

Strategies	Year			
	1	2	3	Ongoing
A Modern, Inclusive and Effective Economic Development Program				
Restructure Existing Economic Development Structure				
Board Training				
Business Development Officer				
Communication Plan				
Economic Disaster Resiliency Plan				
CSRD has a Best of 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 CSRD				
Complete a Review of Development Approval Process				
Create a “Business First” Expediated Program				
Be a Leader in Business Development and Support				
Enhance BRE Program				
Annual Business Walk				
Seniorpreneurship				
Marketing/Support Launch-a - Preneur				
Encourage pop-up shops (Sicamous, Sorrento – all regions)				
Regional Business Lunch and Learn				
Voluntary Business Licencing Program				
Best of Class Marketing & Investment				
Expand Presence at Tradeshow				
“Shuswap - the Opportunity Awaits”				
Resident Attraction				
CSRD – Explore/Live Shuswap (booth – regional sell)				
Physician/Medical Worker Recruitment				
Regional Wayfinding Program				
Video Testimonials				
A Strong and Vibrant Agriculture Sector				
Establish a CSRD Agriculture Advisory Committee				
Hire a Part-Time Agriculture Coordinator				
Shuswap Grown Program				
Develop and Maintain 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				

Shuswap is a Film Location of Choice				
Establish an Effective and Efficient “One Stop” Film Office				
Integrate Film Communication with Overall Economic Development Communication				
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				
Tourism				
Implement Tourism Strategy and Marketing Plans				

STRATEGIES

1.0 A MODERN, INCLUSIVE AND EFFECTIVE ECONOMIC DEVELOPMENT PROGRAM

The CSRD has achieved significant success in economic development and tourism over the years despite having limited capacity, both human and financial. 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 CSRD and 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 the CSRD to achieve significant 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 the Shuswap and to make recommendations on possible changes. *“Report Two: Structure Recommendation Report”* provides the assessment, analysis, and recommendation of a new economic development structure for the Shuswap. This new structure is designed to increase regional stakeholder involvement and an increase in communication around economic development. On November 28, 2017, the findings of the report were presented to the Steering Committee.

The current economic development approach has some strong elements. The Shuswap Economic Development function has seen success, receives broad support and is recognized as a leader in economic development at a regional level, in particular, the area of tourism. It is now important for the region to build upon that base and take on expanded and traditional economic development activities. Specifically, there is a need to increase capacity, increase economic development activities, improve accountability including better performance measures, strengthen and build collaborative relationships and to foster broader engagement, particularly with the private sector, in Sicamous and within other areas of the region.

After the assessment of the structure options for economic development, it is recommended the Shuswap adopt Option 3 – Regional District Department with Sub-Regional Advisory Committees. This “expanded” structure would

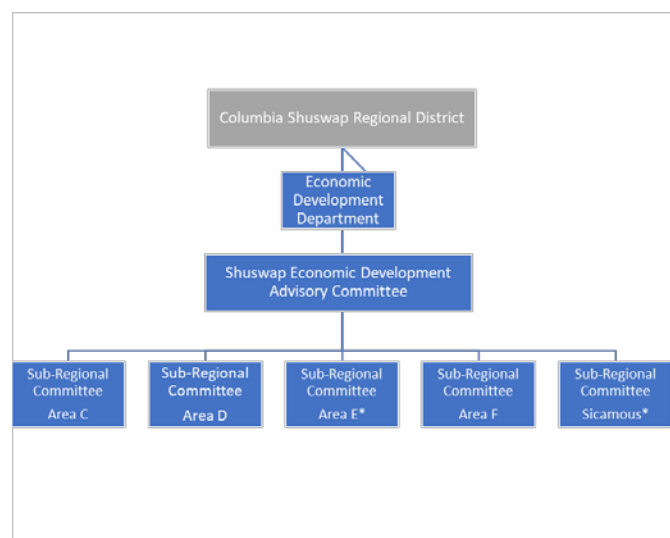


Figure 1: Report 2 Structure Recommendation

give the Shuswap a function that would increase economic development capacity allowing significant improvement to put in place many of the foundational elements critical to economic development success. The option will allow the level of business participation to be substantially increased and expand regional and provincial relations and partnerships. A significant advantage of this option is it allows for regional ownership of economic development within their communities. For additional information on the new structure, please review *“Report Two: Structure Recommendation Report.”*

1.2 BOARD TRAINING

With the expansion of the Economic Development Committee, and the creation of 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. It will be critical to ensure realistic expectations and to build towards strong regional collaboration. It is also important that new members have a clear understanding of its role right from the start and they know what the expectations and responsibilities are. It is recommended an Economic Development Primer and Board Manual be developed to guide new and future members. Also, an early priority should be the hosting of one or more Economic Development for Local Leaders workshop and other workshops to provide a better understanding of economic development. These daylong sessions should be customized to provide information on the commission, the EDO’s role, the strategy, and its implementation along with how to chair meetings, and the roles and responsibilities of commission members. Additional customizing should be incorporated around basic economic development programs including Business Retention and Expansion and other key areas.

1.3 BUSINESS DEVELOPMENT OFFICER

Currently, the CSRD contracts with an individual to provide various services on a project basis. It is important to build more consistency, and with the size of the service area, combined with the current activities and newly proposed ones to be undertaken, the economic development department would be better served to create 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, implementation of the Agriculture Strategic Plan 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 agriculture sector development.

Role/Mandate - Under the direction of the Economic Development Officer, the Business Development Officer 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
- Volunteer Business Licensing Program

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 out to residents, businesses and all stakeholders. The economic development office has well served the CSRD, but one common theme is that people are not aware of what is happening. To ensure longevity to the program, increased effort must be taken to increase awareness of the steps taken 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:

- Keeping all stakeholders updated and informed on a regular basis
- Produce consistent message for distribution to all stakeholders via various media methods
- Build CSRD-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 newsletter, media releases, regular submissions or column in local newspapers, and social media. 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 Committee and the new sub-regional committees. By engaging with stakeholders, the communications plan will help to satisfy the needs of the broad range of stakeholders.

1.5 ECONOMIC DISASTER RESILIENCY PLAN

Every area of BC is vulnerable to disasters, whether natural events such as earthquakes, floods, or wildfires like those experienced in 2017. No matter what the disaster is they often strike with little or no warning, and the damage can be in the billions of dollars. 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, but also their impacts have become costlier. Preparing Economic Disaster Resiliency Plans is becoming an important part of economic development activities in recent years. The CSRD 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 the cloud, establishing a tiered approach for business re-entry, educate business on the importance of preparedness, establishing a disaster communications plan and ensuring staff responsible for economic development is included in the emergency operations centre.

2.0 CSRD HAS A BEST OF CLASS ECONOMIC DEVELOPMENT TOOLBOX

As a leader in economic development, the SED must develop new and expand existing critical components of a 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-REGION PROFILES

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

The new profile should provide the ability for each community/sub-region within the CSRD to easily "pull out" their specific information. For example, Sicamous should be able to use either the combined profile or an independent one that solely focuses on the community. At a minimum, the regional profile needs to have 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 development of high glossy profiles is no longer the way to go, but instead, the profile should be made available electronically and only printed on demand. "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 corporate executives" and "media relations/publicity." Economic Development,

technology, and the Internet have come a long way over the past twenty years. Unfortunately, some economic development websites have not. Site selectors, end-users, business-decision makers and even your existing industries and residents use your website to gather information. Studies show over 95% of site selectors use the Internet to qualify a community. If you are not being qualified, you are effectively being disqualified because the right information was not there or even worse it is but can't be found. The CSRD may be perfect for an expanding business, but if the business decision-maker does not specifically know about your community and can't find the information needed, then the region will be out of consideration, and no outreach will occur.

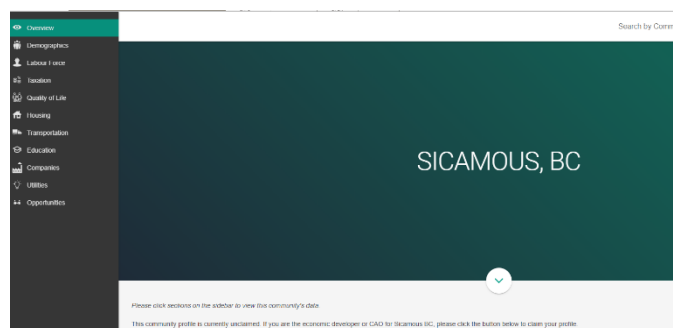
Current trends in economic development website demonstrate that the following key components are critical to providing the necessary information to at least be considered for a project and to provide value to those businesses (existing and new) and residents (future and current) that may have various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

- Distinct URL (<http://shuswapdev.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 to CSRD current GIS pages are good)

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

2.3 PROMOTE THE SHUSWAP THROUGH TOWNFOLIO

Townfolio just a few years ago was start-up company trying to create a website presence for economic development offices. Today Townfolio has 100's of communities from across Canada and is viewed by investors from around the world looking to find that next location. Currently, the Shuswap is not included on the site, and neither is any of the incorporated communities. Townfolio does offer a free



version but by purchasing a license, you can access all that Townfolio offers. Townfolio has created software to automate a community profile, and the information can also be used to update the Shuswap Community profiles. 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.

By joining Townfolio, you get access to even more data than what is currently available in the free version. The following are some of the benefits of investing in Townfolio:

- Access to 30+ Datasets
- Automatic Data Updates every 30 days (as information comes available)
- Website Chart Embedding (to the CSRD website)
- Profile Analytics (see how many times your profile is viewed by visitor location and sectors)

Townfolio is quickly becoming a site used by economic developers to increase awareness of their community and providing up to date information to those interested. EDCD has obtained a quote that it will provide to the CSRD Economic Development Department. The budget numbers have been included in this report.

2.4 DEVELOP AND MAINTAIN A COMMERCIAL AND INDUSTRIAL LAND INVENTORY

One of the most critical pieces of information that is required in responding to 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. A key part of this inventory will be to identify lands within the ALR that could be used for agri-food processing facilities.

2.5 BUSINESS GUIDES FOR EACH COMMUNITY WITHIN CSRD

Entrepreneurs and small businesses create most of the new jobs and innovations that fuel an economy, and it is estimated that half of the private sector labour force work in small business. The SED region of the CSRD is a stable area that is inviting to entrepreneurs looking to start a new business that can be run from a home location or in a small storefront. There are a large number of absentee homeowners giving SED an existing market that is already invested in the area. Many of these part-time residents are looking at identifying what they can do to establish permanently in the region. However, most may not understand how easy it can be to start a business in the rural areas. Developing a "how to" guide on starting a business within the SED providing the information necessary can help to simplify the process immensely. Business start-up "how to" guides should be developed for each of the communities within the SED.

2.6 COMPLETE A REVIEW OF DEVELOPMENT APPROVAL PROCESS

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

The lack 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 daunting of a task and results in costly delays and potential loss of projects. By having fragmented OCP's and zoning bylaws, the confusion level is high on what can be accomplished and where.

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.

2.7 CREATE A "BUSINESS FIRST" EXPEDIATED 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. The 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 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 no or little attention is given to residential or institutional growth, it is simply not the case. An aggressive program, where the Economic Development Department and the Development Services department collectively work together also to support and encourage multi-family developments and other complementary developments that support the economic growth and sustainability of the region will enhance all development aspects of the region.

There is not a Regional Growth Strategy in the CSRD. This contributes to creating a perception from the development community that getting approvals is too daunting of a task, results in costly delays and potential loss of projects. By having fragmented OCP's and zoning bylaws, the confusion level is high on what can be accomplished and where. A Regional Growth Strategy provides general guidance on regional growth, change, and development over a 20-year period. It outlines key issues and long-range planning direction for the regional district and municipal official community plans (or OCPs).

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 regional districts, municipalities and the provincial government.

It is recommended that the SED and the Development Services Department establish a committee to review current bylaws and OCP's, to identify challenges and recommend solutions to improve the development process. This committee should also review whether a Regional Growth Strategy is something that should be completed within the CSRD.

3.0 BE 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 and 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 CSRD has a reputation of having a very aggressive and supportive program of working with existing businesses and supporting new entrepreneurs. However, the SED can improve communication with existing businesses, data collection and management, and support existing programs to encourage new entrepreneurship. By working with others, and supporting existing and new programs, the SED will emerge as a region that is experiencing healthy job growth, diversity, and sustainable economic competitiveness.

3.1 ENHANCE BRE PROGRAM

Business Retention and Expansion is the cornerstone of any economic development function. It is also an essential part of any Business Attraction program as investors look for a community or region that supports and encourages existing businesses since if they make an investment, they will be one.

The CSRD has had one of the more progressive Business Retention and Expansion Program in the Province of BC. The economic development office has met, along with contractors, with an extensive number of business 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 of local businesses 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 ideally, all major business interviews should be managed by the EDO and staff. It is also vital that the outreach process be extremely well coordinated, and for the CSRD to continue to take the lead including ownership of confidential proprietary data collected through the process.

3.2 ANNUAL BUSINESS WALK

An annual Business Walk should also be organized in Sicamous, Blind Bay, Falkland, and Sorrento. Business Walks are not like a traditional Business Retention Program. Business Walks involve a partnership between the Chambers, Mayor and Council, Regional Directors, Staff, Community Futures and others. "Walkers" (teams of leaders made up of the partners) walk from business to business asking a few conversationally

structured questions that capture the pulse of the business community. Over a few short hours, large portions of the area are covered ensuring that a large percentage of businesses are given an opportunity to be heard. Home-based businesses could be covered by a drop in Business Walk at the Chamber of Commerce, Regional District, or local government office where HBB operators would provide the information typically collected in a Business Walk. The Business Walk program offers an excellent opportunity to listen to the local business community, identifying common themes for action while bringing together educational resources, municipal services and representatives of the business community for specific action plans. The Business Walk Program 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. The exposure portion is one reason why it is not recommended to be completed within six months of a municipal or regional district election.

3.3 SENIORPRENEURSHIP

With an ageing demographic many communities are exploring opportunities to great business growth by supporting youth and seniors. A successful program already exists in the Shuswap to encourage youth to become entrepreneurs, but an ageing 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 owners is that of the 50 and older age group, accounting for 30% of the total number of start-ups. With the Shuswap having an ageing population and is an ideal location to located when retired, it makes sense to develop support programs to encourage to entrepreneurial ventures.

The program, subject to funding from Rural Dividend, 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 (if not HBB)
- Assistance in marketing and getting products to market
- Educational workshops
- Start-up funds (subject to funding from external sources)
- Navigating the approval process

Williams Lake, BC, successfully obtained funding from Rural Dividend for such a program (the financial contribution) but this 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, driving 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 the 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. The impact is beyond the City of Salmon Arm and is throughout the SED region. As such, the 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 (SICAMOUS, SORRENTO – ALL REGIONS)

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 the Shuswap Region in areas like Sorrento, Blind Bay, Falkland, and Sicamous, 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 and outdoor. While the indoor ones are typically referred to as a Retail Incubator, they both have essentially the same outcome – creating an opportunity for retailers to share space and costs. Six months is not long enough in many cases, and it is not recommended that this be the goal. Instead, the Regional District should review bylaws to make sure that no impediments exist in allowing this type of activity. Once this is done, a Retail Incubator/Pop-up Shop program should be pursued and marketed. This could be done in partnership with private property owners. The mix of retailers should be broad and include such things as:

- Outdoor Recreation
- Food-trucks
- Arts and Crafts
- Food Processors
- General Retailers (i.e.: clothing, food, specialty products)
- Medical services (massage, eye care, physiotherapy)
- Hair and Spa Salon

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, 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 primarily an opportunity for entrepreneurs and local businesses to learn critical business skills and about resources available to them, but they are so much more. They 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.

3.8 VOLUNTARY BUSINESS LICENCING 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 to 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 increase 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 licensed 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. “Inter-Community Business” means a business that performs a service or activity within more than one participating municipality but not from premises in one or more participating municipalities, and who provides the service or activity by moving from client to client. 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.

4.0 INCREASE THE AWARENESS OF THE CSRD ON IT'S 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 the 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 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 region, and they can 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, tradeshow, 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 region should be an active participant in business events, trade shows and conferences that are relevant to its economic opportunities. These include tourism-related events, those focused on small business and entrepreneurship, those promoting agriculture investment, and those from areas with a large base of those with secondary homes in the region. While it is important for the 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 somewhere in Thompson Okanagan Economic Region, Metro Vancouver, and most likely southern Alberta.

Some of the trade shows to be considered in addition to the tourism ones that the CSRD 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 having a booth or just participating as a visitor. It is always suggested that in some cases 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.

In addition to attending these shows, the SED and perhaps some regional directors 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”

Sicamous and each Rural Area that is part of the economic development program has 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 with existing developers, real estate agencies and others 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. These commercial real estate contacts and developers would tour the region to see what is happening, what the opportunities are and to show that the CSRD is the place to establish new investments. In addition to the Familiarization Tour, consideration should also be given to speaking at UDI events in Kelowna (Okanagan Chapter) 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 brand and organizations that currently exist.

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

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



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

The CSRD has a large population of non-resident property owners or people who own houses but only use as a second home when visiting from other locations, like Alberta. While this does have its negatives when it comes to commerce, it also creates an opportunity that the CSRD 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 programs 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 tourism-related events that provide information on the opportunities could assist in the conversion of part-time residents to full-time residents along with the attraction of new residents.

4.5 PHYSICIAN/MEDICAL WORKER 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 the CSRD. 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 marketing for physicians and other healthcare workers. Leaving the efforts to a health authority may not result in the successes that the region would determine as acceptable. While Sicamous is taking an aggressive role in developing a community-owned medical office, there is a need for the CSRD Economic Development Department to play a role developing an acceptable healthcare program to meet 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 economic development can assist including:

- Developing specific recruitment materials for potential doctors
- Establish a Physician Recruitment Host Team to tour with visiting physicians
- Explore the possibility for community health centres throughout the region similar to what Sicamous is doing
- Working with businesses or other agencies to assist in spousal employment (Job Banks).

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 to handheld GPS systems, to asking for 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 can be done by signage, or by creating an app for use on smartphones. Both have pros and cons.

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
- Takes 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 and connected to Wi-Fi or cellular networks. These apps can be used to not only promote various points of interest but also to promote local businesses. An app recently released by BCEDA is called 468 Insider.

The Shuswap needs to create a wayfinding strategy to determine the best mix of tools to use to increase awareness of the region.

4.7 VIDEO TESTIMONIALS

Videos are quickly becoming increasingly important to promote economic development of 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 video 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 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, at trade shows and it should be included on your official website.
- It has a human element: Economic Development depends on relationship building. With video you can brand 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: Video production will be the most expensive part, but with improvements in video technology and increased competition with new tools like phone, the cost of making a video for a community is substantially cheaper than ever.

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. should be a combination of talking and the opportunities.

SED should consider looking at developing a series of videos like Powell River has for resident attraction as well as developing videos highlighting the benefits of living and investing in the area.

5.0 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 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, just like this economic development strategy only addresses regions 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). It does not address Electoral Areas A (Golden) and B (Revelstoke). It does, however, include the City of Salmon Arm and as such the following strategies do as well. The following strategies have been incorporated for the most part, from the Shuswap Agriculture Strategy and are the ones determined to be the most important as it relates to economic development over the next three years.

5.1 ESTABLISH A CSRD AGRICULTURE ADVISORY COMMITTEE

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 an advisory committee. We believe this committee would be a tremendous assistance to helping implement some of the other recommendations within the plan.

Currently, no existing regional organization represents local 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. The major organizational costs would go towards the costs associated with the Business Development Officer who will assume responsibility for some expected on this committee working with the Economic Development Manager. 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. It is vital to maintain a strong agriculture sector in the region that implementation proceeds and to ensure that the necessary resources are in place from a corporate perspective. This should include a partnership between the City of Salmon Arm and the SED in the hiring of a dedicated part-time Agriculture Coordinator. This individual can act as a facilitator for agriculture-related initiatives identified in this strategy and others identified in the broader agriculture sector strategy. This staff position would also work with local farmers and other agriculture-related businesses through the formal Business Retention and Expansion Program (Strategy 3.1). The individual 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 will 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 should 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.

Increasing awareness of local products should include the development of a common identity or brand to identify and differentiate agricultural products grown or produced in the Shuswap. The development, application and application guidelines for users of the branding would be guided by the Agricultural Economic Development Process. This action and approach pairs nicely with the CSRD’s current economic development initiatives and the manner in which they are marketing the region. Taglines developed to date include ‘Grow Shuswap’ and ‘Shuswap-Grown’. This effort can also be coordinated with the Tourism Shuswap program.

5.4 DEVELOP AND MAINTAIN AGRICULTURE ASSET MAP

The CSRD SED Region has significant agricultural assets. Some sell product through farm gate; some are selling to the marketing boards, local retailers, and farmer’s markets. It is recommended an agri-food asset mapping exercise be completed to get a better understanding of current assets and help to define the unique strengths of the regional agriculture and agri-food industry. By completing an asset mapping exercise, the region can work towards establishing additional networks and potential cooperatives which is an increasing trend in the agricultural 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 agriculture by educating local business and residents about the evolution of the agriculture industry and 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 day helps explain industry guidelines, resource management and what best practice is. Farm Day focuses on how environmental management forms a big part of modern farming.

In addition to hosting a Farm Day, 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 would include Regional Directors, realtors, CSRD staff, and other key stakeholders in a day-long tour of three or four farms involved in differing aspects of the agriculture industry. By increasing awareness, you can help to alleviate concerns associated with agriculture practices.

5.6 AGRICULTURE FACT SHEET

Work with local realtors and associated businesses and agencies to develop information materials for new or future residents—particularly those who have or are considering purchasing property on, adjacent to, or near farmland. Materials could include:

- A brochure describing the CSRD's agricultural situation and history
- A directory of farms in the Shuswap area with their location, products and contact information
- CSRD contact information including a link to a Shuswap agriculture website (developed and maintained by either the CSRD or the proposed Shuswap Agricultural Organization)
- The Ministry of Agriculture publication, *The Countryside and You*. This would help increase understanding, appreciation and support of local agriculture and reduce conflicts between farming and non-farming communities. This strategy can tie in with Shuswap agricultural branding and marketing efforts.

5.7 IDENTIFICATION OF AGRI-PROCESSING PARK

With agriculture 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 can 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 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 Molson Brewery. While not necessarily using locally grown products

it is supporting the growth of an agricultural industry in BC. The processing park in the CSRD could be located in almost any area including Sicamous, Area E, Area C and Area D.

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

As the CSRD looks towards the future of their farming operations, there are many issues to consider. One issue is the ageing 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 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 include 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.

5.9 ANNUAL REVIEW OF AGRICULTURE STRATEGY

In order to keep any strategy active and off the shelf it is important to complete an annual review to see if you are achieving what was identified 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 help to make it easier to achieved success.

6.0 SHUSWAP IS A FILM LOCATION OF CHOICE

The film sector is one of British Columbia's fastest growing sectors. In 2015/16, film and television production activity was 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 Regional District support, make it a welcoming place for filming productions. Every region 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, the CSRD would have a competitive advantage in the film sector.

The "One Stop" office would provide the following services:

- Manage Inquiries
- Catalogue locations
- Manage online application process
- Work with local and regional governments for approvals
- Assist in scouting locations
- Provide on-site assistance to film productions
- Provide referrals to local businesses

The Film Liaison would also monitor and evaluate the initiatives and conduct post-production stakeholder feedback.

6.2 INTEGRATE FILM COMMUNICATION WITH OVERALL ECONOMIC DEVELOPMENT COMMUNICATION

Strategy 1.4 outlines the context for improving communication both internally and externally. It recommends a communications plan be developed incorporating 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 integrate the film sector and lay out the best options and methods for raising awareness of the industry 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, the 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 can also be used to identify potential testimonials that could be used to promote new filming 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 and 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 local and regional communities to strengthen BC's motion picture, interactive digital, music and publishing sectors. They offer a variety of programs that could enhance the ability of the 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 CSRD SED Region has the opportunity to benefit from filming activity as it has many unique areas offering a diverse mix of sites perfect for shooting films. For the area 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 the Creative BC to ensure the photo inventory complements their extensive photo library. A review of the current content on the CSRD in Creative BC's library is the first step. A key resource for this task is film location scouts who may be utilized to assist in building the initial inventory.

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

6.7 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 the 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 pages 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 should also be considered. Several BC communities participate with Creative BC at different trades shows in California and other locations.

7.0 SUPPORT COMMUNITY SPECIFIC NEEDS

As a regional function, the CSRD SED Region is made up of several rural 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 in the restructuring 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. Every fall the staff should meet with the regional economic development group to discuss one or two specific initiatives that could be implemented in the following year. The following are some initiatives that have been identified for specific parts of the SED.

7.1 DOCK IN SEYMOUR ARM

Community Infrastructure is a key piece not only towards economic development but also community economic development. While some communities think of infrastructure as water, sewer it is also important to consider community assets such as recreation facilities and other facilities 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 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 wharf that could also be used as an emergency dock to load residents onto boats in the case of a forest fire or other natural disaster in Seymour Arm. Unfortunately, the wharf structure is fine, but the decking is not capable of continuing to be used for vehicle traffic.

Together they have applied to complete a feasibility study to build a separate boat ramp beside the original wharf and explore options for repurposing the existing wharf. The purpose of this application for the community is to research the feasibility of a boat launch that can be used for emergency evacuation (forest fires) and also safer lake access for the residents and visitors to the community.

Options for the original wharf/dock include repurposing the amenity for foot passengers only and can be used as a tourist attraction and for emergency evacuation for entry onto boats in the event that residents and visitors need to be evacuated. 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.

The SED should work with both the Parks Departments and the 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 of public funds to pay for the community share of expanding hydro services. 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 alike would achieve by accessing reliable electricity services from BC Hydro. The availability of power in the community will also have an additional positive impact, including an increased ability for health care, public safety and economic development.

While many in the community value the remoteness and lack of big-city services they also understand that power is needed if the community hopes to maintain a year-round population that could support additional services. The SED needs to work with the Regional Director and the Seymour Arm Community Association to encourage the Province of BC to start this initiative before the expiration of the approval. If this does not happen by the expiration date, a new referendum must be held.

7.3 BROADBAND 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 access is an expectation of most residents, and likely soon, a fundamental system as determined by CRTC. Throughout the CSRD we heard that a better broadband network is 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 from if it had Broadband is enormous. In Sicamous, for example, we heard significant concerns about the number of "temporary 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, you need to have a strong Broadband network.

SED and the individual community and organizations need to work together to explore the opportunity of working with Telus or other internet providers to expand the network in the area. This may require financial investment from the region but through the "Connecting British Columbia" program the area could get some of the needed resources to expand the Broadband capacity. The high cost of providing infrastructure for

citizens in and around rural and remote communities in B.C. is a key barrier to expanding Internet services. The Connecting British Columbia program helps pay for infrastructure required to deliver high-speed Internet connectivity 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 in certain parts of the CSRD. Contact should be made to see if this has been done and if so, see if they would be willing to share the report.

7.4 POCKET NEIGHBOURHOOD

The affordability and availability of housing in areas within the CSRD was one of the concerns heard, particularly in Sicamous. The community recognized their ageing population and the difficulty there is with their senior population to be 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 (down-sizing and lone eagles). In Sicamous, 32% of households are 1-person and 34% of household's primary maintainer 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 close by. The housing can 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 the Rural Dividend grant in the amount of \$10,000. It is recommended that Sicamous, or other interested communities within the CSRD, apply to the Rural Dividend Program 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 leave the community entirely. The District of Sicamous, through the 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)

8.0 TOURISM

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

Shuswap Tourism has a 2015/17 Tourism Plan along with a recently completed Tourism Marketing Plan. 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 campaigns
- Update of all Experience brochures to align with the 2017 Shuswap Tourism Marketing Strategy
- 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.

IMPLEMENTATION MATRIX – YEAR ONE

Goal #1	A Modern, Inclusive and Effective Economic Development Program				
Strategy 1.1	Restructure Existing Economic Development Structure				
Year One Major Action Steps and Timelines					
Action Steps				Year One Timeline	
1. Present the Structure Report to CSRD and receive approval				1 st Quarter	
2. Review and revise existing bylaws				2 nd Quarter	
3. Adopt existing bylaws				2 nd Quarter	
4. Issue a call for Advisory Committee members				2 nd Quarter	
5. Issue a call for Sub-regional Committee members				2 nd Quarter	
6. Select Board members				3 rd Quarter	
7. Hold first sub-regional meetings to select chair(s)				4 th Quarter	
8. Hold first full SED Advisory Committee Meeting				4 th Quarter	
Responsibility					
Primary:			Support:		
<ul style="list-style-type: none">Economic Development Officer			<ul style="list-style-type: none">SED CommitteeCSRD Board		
Resources Needed					
Funding/Budget:			Potential Sources:		
<ul style="list-style-type: none">Minimum budget implication (advertising dollars for sub-committees)			<ul style="list-style-type: none">N/A		
Other:					
<ul style="list-style-type: none">Staff time from economic developmentTime from SED Committee					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					
Refer to Report Two: Shuswap Economic Development Structure Recommendation Report					

Strategy 1.2	Board Training				
Year One Major Action Steps and Timelines					
Action Steps				Year One Timeline	
1. Contract BCEDA or other third party to deliver a half-day board training				3 rd Quarter	
2. Set date and time for board training				3 rd Quarter	
3. Work with third party to ensure training content is suitable and approve				3 rd Quarter	
4. Hold board training				4 th Quarter	
Responsibility					
Primary: <ul style="list-style-type: none">Economic Development ManagerEconomic Development Support Staff			Support: <ul style="list-style-type: none">SED Committee and Sub-committees		
Resources Needed					
Funding/Budget: <ul style="list-style-type: none">\$10,000			Potential Sources: <ul style="list-style-type: none">Rural Dividend Program		
Other: <ul style="list-style-type: none">Staff time from economic developmentTime from SED Committee and Sub-committeesThird party consultant					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					
Strategy 1.3	Business Development Officer				
Year One Major Action Steps and Timelines					
Action Steps				Year One Timeline	
1. Draft job description (See SED Economic Development Strategy)				1 st Quarter	
2. Advertise/post job opportunity				1 st Quarter	
3. Interview applicants and hire				2 nd Quarter	
4. Annual review of position				Ongoing	
Responsibility					
Primary: <ul style="list-style-type: none">Economic Development Officer			Support: <ul style="list-style-type: none">CSRD Human Resources		

		<ul style="list-style-type: none"> BCEDA 			
Resources Needed					
Funding/Budget: <ul style="list-style-type: none"> See Rural Dividend Application 			Potential Sources: <ul style="list-style-type: none"> Rural Dividend Program 		
Other: <ul style="list-style-type: none"> Time from economic development staff Time from CSRD Human Resources department 					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					
For sample job descriptions contact BCEDA – www.bceda.ca					
Strategy 1.4		Communication Plan			
Year One Major Action Steps and Timelines					
Action Steps				Year One Timeline	
1. Determine if RFP is required or direct third-party contract				1 st Quarter	
2. Contract with third party to develop a Communications Plan (See SED Economic Development Strategy)				1 st Quarter	
3. Receive, review and approve completed Communication Plan				2 nd Quarter	
4. Implement Communication Plan				3 rd Quarter	
				Ongoing	
Responsibility					
Primary: <ul style="list-style-type: none"> Economic Development Officer 			Support: <ul style="list-style-type: none"> Economic Development support staff 		
Resources Needed					
Funding/Budget: <ul style="list-style-type: none"> \$12,000 			Potential Sources: <ul style="list-style-type: none"> Rural Dividend Program 		
Other: <ul style="list-style-type: none"> Staff time from economic development Third party consultant 					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					

Strategy 1.5		Economic Resiliency Plan			
Year One Major Action Steps and Timelines					
Action Steps				Year One Timeline	
1. Determine if RFP is required or direct third-party contract				3 rd Quarter	
2. Contract with third party to develop an Economic Resiliency Plan (See SED Economic Development Strategy)				3 rd Quarter	
3. Receive, review and approve Economic Resiliency Plan				4 th Quarter	
4. Implement Economic Resiliency Plan				Ongoing	
Responsibility					
Primary:			Support:		
• Economic Development Officer			• Economic Development support staff		
Resources Needed					
Funding/Budget:			Potential Sources:		
• \$25,000			• Rural Dividend Program		
Other:					
• Staff time from economic development					
• Third party consultant					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					

Goal #2	CSRD Has a Best Class Economic Development Toolbox				
Strategy 2.1	Enhanced Regional Profile with Individual Sub-region Profiles				
Year One Major Action Steps and Timelines					
Action Steps				Year One Timeline	
1. Determine if RFP is required or direct third-party contract				2 nd Quarter	
2. Contract with third party to design and collect data for regional and sub-regional profiles (See SED Economic Development Strategy)				2 nd Quarter	
3. Receive, review and approve all regional and sub-regional profiles (obtain input from sub-regional committees)				3 rd Quarter	
4. Ensure profiles are uploaded to website				3 rd Quarter	
5. Prepare press release and other media to announce completion of the profiles				3rd Quarter	
6. Maintain and update profiles				Ongoing	
Responsibility					
Primary: <ul style="list-style-type: none">Economic Development OfficerEconomic Development Support Staff			Support: <ul style="list-style-type: none">All relevant CSRD departmentsRegional Chamber of Commerce(s)SED Sub-CommitteesSAEDS		
Resources Needed					
Funding/Budget: <ul style="list-style-type: none">\$20,000			Potential Sources: <ul style="list-style-type: none">Rural Dividend Program		
Other: <ul style="list-style-type: none">Staff time from economic developmentTime from relevant CSRD departmentsTime from SED Sub-committeesThird party consultant					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					
Strategy 2.2	Expanded Website Presence				
Year One Major Action Steps and Timelines					
Action Steps				Year One Timeline	

1. Determine if RFP is required or direct third-party contract	2 nd Quarter				
2. Contract with third party to review existing website and collect data to expand economic development and investment focus (See SED Economic Development Strategy)	2 nd Quarter				
3. Review and approve any redesigns if applicable and new content (obtain input from sub-regional committees)	3 rd Quarter/ 4 th Quarter				
4. Prepare press release and other media to announce completion of enhanced website	4 th Quarter				
5. Maintain and update website	Ongoing				
Responsibility					
Primary: <ul style="list-style-type: none">Economic Development OfficerEconomic Development Support Staff	Support: <ul style="list-style-type: none">All relevant CSRD departmentsRegional Chamber of Commerce(s)SED Sub-CommitteesSAEDS				
Resources Needed					
Funding/Budget: <ul style="list-style-type: none">\$15,000	Potential Sources: <ul style="list-style-type: none">Rural Dividend Program				
Other: <ul style="list-style-type: none">Staff time from economic developmentTime from relevant CSRD departmentsTime from SED Sub-committeesThird party consultant					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					
For ideas on design/content: https://www.accrisoft.com/blog/2017/11/20/default/the-10-best-economic-development-center-websites-in-2017/ https://www.newmediacampaigns.com/page/the-top-economic-development-websites-for-cities-for-all-populations https://tangiblewords.com/site-selectors-looking-economic-development-website/					
Strategy 2.3		Promote the Shuswap Through Townfolio			
Year One Major Action Steps and Timelines					
Action Steps				Year One Timeline	

1. Contact Townfolio to collect information on their subscription model, information required, etc.	3 rd Quarter				
2. Join Townfolio	3 rd Quarter				
3. Provide appropriate information to Townfolio and maintain with up-to-date data	3 rd Quarter				
4. Review information annually to ensure the information is kept current	Ongoing				
Responsibility					
Primary: <ul style="list-style-type: none">Economic Development OfficerEconomic Development Support Staff	Support: <ul style="list-style-type: none">All relevant CSRD DepartmentsReal estate and local businesses				
Resources Needed					
Funding/Budget: <ul style="list-style-type: none">\$2,500 annually	Potential Sources: <ul style="list-style-type: none">Rural Dividend Program				
Other: <ul style="list-style-type: none">Time from economic development staffTime from realtors or local businesses for business opportunities					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					
Information on Townfolio can be found at: https://townfolio.co/					
Strategy 2.4	Develop a Commercial and Industrial Land Inventory				
Year One Major Action Steps and Timelines					
Action Steps				Year One Timeline	
No Year One Action Steps					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					
Strategy 2.5	Business Guides for each Community within CSRD				
Year One Major Action Steps and Timelines					
Action Steps				Year One Timeline	

<i>No Year One Action Steps</i>					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					
Strategy 2.6	Complete a Review of Development Approval Process				
Year One Major Action Steps and Timelines					
Action Steps					Year One Timeline
<i>No Year One Action Steps</i>					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					
Strategy 2.7	Create a “Business First” Expediated Program				
Year One Major Action Steps and Timelines					
Action Steps					Year One Timeline
<i>No Year One Action Steps</i>					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					

Goal #3	Be a Leader in Business Development and Support				
Strategy 3.1	Continue BRE Program				
Year One Major Action Steps and Timelines					
Action Steps				Year One Timeline	
1. Determine number of businesses to be visited annually				1 st Quarter	
2. Ensure BusinessCounts database is current				Ongoing	
3. Based on number of annual visits prepare a monthly visitation schedule				Ongoing	
4. Schedule, visit and input				Ongoing	
5. Respond to businesses as required				Ongoing	
6. Prepare an annual summary of business visitation outcomes to be distributed to SED Committee, CSRD Board and through media channels				Ongoing	
Responsibility					
Primary: <ul style="list-style-type: none">Economic Development OfficerEconomic Development Support Staff			Support: <ul style="list-style-type: none">All relevant CSRD departmentsLocal businessesLocal organizations including Chamber(s), workforce agencies, and Community Futures		
Resources Needed					
Funding/Budget: <ul style="list-style-type: none">No direct budget implication			Potential Sources: <ul style="list-style-type: none">N/A		
Other: <ul style="list-style-type: none">Staff time from economic developmentTime from relevant CSRD departmentsTime from local businesses and organizations					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					
Strategy 3.2	Annual Business Walk				
Year One Major Action Steps and Timelines					
Action Steps				Year One Timeline	
No Year One Action Steps					

Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					
Strategy 3.3	Seniorpreneurship				
Year One Major Action Steps and Timelines					
Action Steps				Year One Timeline	
No Year One Action Steps					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					
http://www.williamslake.ca/696/Seeding-Start-Ups					
Strategy 3.4	Marketing/Support Launch-a-Preneur				
Year One Major Action Steps and Timelines					
Action Steps				Year One Timeline	
1. Meet with Salmon Arm economic development to discuss how SED can partner with them for the Launch-a-Preneur program.				2 nd Quarter	
2. Next steps depend on meeting discussions but can include promoting the program to SED communities and organizations, creating a specific marketing piece, working to communities to identify potential entrepreneurs, etc.				Ongoing	
Responsibility					
Primary:			Support:		
<ul style="list-style-type: none">Economic Development OfficerEconomic Development Support Staff			<ul style="list-style-type: none">Local organizations including Chamber(s), workforce agencies, and Community FuturesSAEDS		
Resources Needed					
Funding/Budget:			Potential Sources:		
<ul style="list-style-type: none">No direct budget implication			<ul style="list-style-type: none">N/A		

Other: <ul style="list-style-type: none"> • Staff time from economic development • Time from local organizations 					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					
http://launch-a-preneur.ca/					
Strategy 3.5 Encourage Pop-up Shops					
Year One Major Action Steps and Timelines					
Action Steps				Year One Timeline	
<i>No Year One Action Steps</i>					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					
Winnipeg's Downtown Incubator and Pop Up Shop program http://downtownwinnipegbiz.com/launchit/ Stories and information on pop-up shops https://pop-upshops.ca/ https://www.retail-insider.com/retail-insider/2017/7/pop-up http://www.cbc.ca/news/business/pop-up-shops-retail-1.4346501					
Strategy 3.6 Regional Business Lunch and Learns					
Year One Major Action Steps and Timelines					
Action Steps				Year One Timeline	
<i>No Year One Action Steps</i>					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	

Additional Information					
Use data collected from business visitations (Strategy 3.1) to assist with identifying lunch and learn topics.					
Strategy 3.7		Voluntary Business Licensing Program			
Year One Major Action Steps and Timelines					
Action Steps					Year One Timeline
<i>No Year One Action Steps</i>					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					

Goal #4	Marketing and Investment				
Strategy 4.1	Expand Presence at Tradeshows				
Year One Major Action Steps and Timelines					
Action Steps					Year One Timeline
1. Review existing tradeshows attended along with new ones identified in the SED Economic Development Strategy					1 st Quarter
2. Develop a list of the shows to attend for 2018 and the expanded shows for 2019					1 st Quarter
3. Prepare budget and arrangements for new shows in 2019					3 rd Quarter
Responsibility					
Primary: <ul style="list-style-type: none">Economic Development OfficerEconomic Development Staff			Support: <ul style="list-style-type: none">Other organizations including tourism, sectoral, etc.		
Resources Needed					
Funding/Budget: <ul style="list-style-type: none">TBD based on shows chosen			Potential Sources: <ul style="list-style-type: none">Rural Dividend Program		
Other:					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					
Strategy 4.2	“Shuswap – the Opportunity Awaits”				
Year One Major Action Steps and Timelines					
Action Steps					Year One Timeline
No Year One Action Steps					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					

Strategy 4.3	Resident Attraction				
Year One Major Action Steps and Timelines					
Action Steps					Year One Timeline
No Year One Action Steps					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					
Strategy 4.4	CSRD – Explore/Live Shuswap				
Year One Major Action Steps and Timelines					
Action Steps					Year One Timeline
No Year One Action Steps					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					
Strategy 4.5	Physician/Medical Worker Recruitment				
Year One Major Action Steps and Timelines					
Action Steps					Year One Timeline
1. Identify all organizations currently working on medical worker recruitment activities					2 nd Quarter
2. Arrange a meeting for all to sit down to determine and offer any assistance to help coordinate efforts					2 nd Quarter
3. Make plan dependent on meeting outcome(s)					Ongoing
Responsibility					
Primary:			Support:		
• Economic Development Officer • Economic Development Staff			• Other groups and organizations		
Resources Needed					

Funding/Budget: <ul style="list-style-type: none"> No direct budget implication 		Potential Sources: <ul style="list-style-type: none"> N/A 	
Other:			
Timeframe			
This initiative is:			
	Year One	Year Two	Year Three
			Ongoing
Additional Information			
Strategy 4.6	Regional Wayfinding Program		
Year One Major Action Steps and Timelines			
Action Steps			Year One Timeline
No Year One Action Steps			
Timeframe			
This initiative is:			
	Year One	Year Two	Year Three
			Ongoing
Additional Information			
Strategy 4.7	Video Testimonials		
Year One Major Action Steps and Timelines			
Action Steps			Year One Timeline
No Year One Action Steps			
Timeframe			
This initiative is:			
	Year One	Year Two	Year Three
			Ongoing
Additional Information			
Goal #5	A Strong and Vibrant Agriculture Sector		
Strategy 5.1	Establish a CSRD Agriculture Advisory Committee		
Year One Major Action Steps and Timelines			
Action Steps			Year One Timeline

1. Prepare a Terms of Reference and bylaw for an Agriculture Advisory Committee	2 nd Quarter				
2. Adopt bylaw	2 nd Quarter				
3. Advertise for members	3 rd Quarter				
4. Select members and make appointments	3 rd Quarter				
5. Host first meeting of new Agriculture Advisory Committee	4 th Quarter				
Responsibility					
<p>Primary:</p> <ul style="list-style-type: none">Economic Development Officer	<p>Support:</p> <ul style="list-style-type: none">SED CommitteeCSRD BoardBusiness Development OfficerAgriculture Coordinator (see 5.2)SAEDS				
Resources Needed					
<p>Funding/Budget:</p> <ul style="list-style-type: none">Minimum budget implication (advertising dollars committee members)	<p>Potential Sources:</p> <ul style="list-style-type: none">N/A				
<p>Other:</p> <ul style="list-style-type: none">Time from economic development staffTime from CSRD Board					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					

Strategy 5.2	Hire a Part-Time Agriculture Coordinator				
Year One Major Action Steps and Timelines					
Action Steps				Year One Timeline	
1. Draft job description				2 st Quarter	
2. Advertise/post job opportunity				2 st Quarter	
3. Interview applicants and hire				2 nd Quarter	
4. Annual review of the position				Ongoing	
Responsibility					
Primary: <ul style="list-style-type: none">Economic Development Officer			Support: <ul style="list-style-type: none">CSRD Human ResourcesSAEDS		
Resources Needed					
Funding/Budget: See Rural Dividend Application			Potential Sources: <ul style="list-style-type: none">Rural Dividend Program		
Other: <ul style="list-style-type: none">Time from economic development staffTime from CSRD Human Resources department					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					
Strategy 5.3	Shuswap Grown Program				
Year One Major Action Steps and Timelines					
Action Steps				Year One Timeline	
No Year One Action Steps					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					

BC Government's Buy Local Program
<http://iafbc.ca/funding-opportunities/buy-local/>

Strategy 5.4 Develop and Maintain Agriculture Asset Map

Year One Major Action Steps and Timelines

Action Steps	Year One Timeline
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No Year One Action Steps

Timeframe

This initiative is:

Year One

Year Two

Year Three

Ongoing

Additional Information

Strategy 5.5 Agriculture Tour – Celebrate Agriculture

Year One Major Action Steps and Timelines

Action Steps	Year One Timeline
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No Year One Action Steps

Timeframe

This initiative is:

Year One

Year Two

Year Three

Ongoing

Additional Information

Strategy 5.6 Agriculture Fact Sheet

Year One Major Action Steps and Timelines

Action Steps	Year One Timeline
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1. Develop materials to include in a fact sheet	3 rd Quarter
2. Do design layout of fact sheet	3 rd Quarter
3. Publish fact sheets for distribution at various events	3 rd Quarter
4. Publish fact sheets on the website to highlight agriculture opportunities	3 rd Quarter

Responsibility

Primary: <ul style="list-style-type: none"> Agricultural Coordinator 		Support: <ul style="list-style-type: none"> Economic Development Officer Agriculture Committee SAEDS 	
Resources Needed			
Funding/Budget: <ul style="list-style-type: none"> No direct funding implication 		Potential Sources: <ul style="list-style-type: none"> N/A 	
Other: <ul style="list-style-type: none"> Time from economic development staff Time from Agriculture Committee 			
Timeframe			
This initiative is:			
	Year One	Year Two	Year Three
			Ongoing
Additional Information			
<p>Sample Economic Development Fact Sheet can be found at: https://edasealberta.wordpress.com/2013/06/19/medicine-hat-infographics/</p> <p>Sample of Economic Development Advantages and Incentives can be found at: http://www.clarksvilletned.com/idb/infographics/</p> <p>Sample of Web-based Sector Profiles for Agriculture and Food Processing https://www.vernon.ca/business/economic-development/sector-profiles/agriculture https://www.economicdevelopmentwinnipeg.com/key-industries/agribusiness</p>			
Strategy 5.7	Identification of Agri-Processing Park		
Year One Major Action Steps and Timelines			
Action Steps			Year One Timeline
No Year One Action Steps			
Timeframe			
This initiative is:			
	Year One	Year Two	Year Three
			Ongoing
Additional Information			

Strategy 5.8	Partner with Local Farmers and Agricultural Landowners to Explore Options for Succession				
Year One Major Action Steps and Timelines					
Action Steps					Year One Timeline
<i>No Year One Action Steps</i>					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					
Strategy 5.9	Annual Review of Agriculture Strategy				
Year One Major Action Steps and Timelines					
Action Steps					Year One Timeline
1. With Agriculture Advisory Committee, review Agriculture Strategy to confirm the next year's activities					4 th Quarter
2. Develop work plan for following year					4 th Quarter
Responsibility					
Primary: <ul style="list-style-type: none"> Agriculture Coordinator 			Support: <ul style="list-style-type: none"> Economic Development Officer Business Development Staff Agriculture Committee 		
Resources Needed					
Funding/Budget: <ul style="list-style-type: none"> No direct budget implication 			Potential Sources: <ul style="list-style-type: none"> N/A 		
Other: <ul style="list-style-type: none"> Time from economic development staff Time from Agriculture Committee 					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					

Goal #6	Shuswap is a Film Location of Choice				
Strategy 6.1	Establish an Effective and Efficient “One Stop” Film Office				
Year One Major Action Steps and Timelines					
Action Steps				Year One Timeline	
1. Establish a plan for services for film office <ul style="list-style-type: none">a. Response processb. Use of technologyc. Review strategic goals (annually)				2 nd Quarter	
2. Establish a monitoring program for inquiries				2 nd Quarter	
3. Develop an ongoing list of resources				2 nd Quarter	
4. Develop relationships with sub-regional committee to support local film productions/locations				2 nd Quarter	
Responsibility					
Primary: <ul style="list-style-type: none">Film Manager (contractor)Economic Development Officer			Support: <ul style="list-style-type: none">Economic Development StaffSub Regional Committees		
Resources Needed					
Funding/Budget: <ul style="list-style-type: none">No direct budget implication			Potential Sources: <ul style="list-style-type: none">N/A		
Other: <ul style="list-style-type: none">Time from economic development staffTime from Sub Regional Committee					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					
Strategy 6.2	Integrate Film Communication with Overall Economic Development Communication				
Year One Major Action Steps and Timelines					
Action Steps				Year One Timeline	
1. Work with economic development team to incorporate messaging around film productions as part of the overall Economic Development Communication Plan				2 nd Quarter	
Responsibility					

Primary: <ul style="list-style-type: none"> Film Manager 		Support: <ul style="list-style-type: none"> Economic Development Officer Economic Development Staff 	
Resources Needed			
Funding/Budget: <ul style="list-style-type: none"> No direct budget implication 		Potential Sources: <ul style="list-style-type: none"> N/A 	
Other: <ul style="list-style-type: none"> Time from economic development staff 			
Timeframe			
This initiative is:			
	Year One	Year Two	Year Three
			Ongoing
Additional Information			
Strategy 6.3	Conduct Post-Production Feedback		
Year One Major Action Steps and Timelines			
Action Steps			Year One Timeline
No Year One Action Steps			
Timeframe			
This initiative is:			
	Year One	Year Two	Year Three
			Ongoing
Additional Information			
Strategy 6.4	Work with Creative BC		
Year One Major Action Steps and Timelines			
Action Steps			Year One Timeline
1. Take steps to be recognized on Creative BC website			2 nd Quarter
2. Meet regularly with Creative BC to ensure the CSRD is maximizing opportunities to be featured in cooperative marketing projects, tradeshow and other sector related activities			Ongoing
Responsibility			
Primary: <ul style="list-style-type: none"> Film Manager 		Support: <ul style="list-style-type: none"> Economic Development Officer 	

Resources Needed					
Funding/Budget: <ul style="list-style-type: none"> \$2,000 			Potential Sources: <ul style="list-style-type: none"> N/A 		
Other: <ul style="list-style-type: none"> Time from economic development staff 					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					
Strategy 6.5	Location/Resource Inventory and Photo Library				
Year One Major Action Steps and Timelines					
Action Steps				Year One Timeline	
No Year One Action Steps					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					
Strategy 6.6	External Marketing Program for Film				
Year One Major Action Steps and Timelines					
Action Steps				Year One Timeline	
No Year One Action Steps					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					

Goal #7	Support Community Specific Needs				
Strategy 7.1	Annual Community Specific Needs Identification				
Year One Major Action Steps and Timelines					
Action Steps				Year One Timeline	
1. Hold fall meeting with each sub-regional committee to discuss potential community-specific projects for the following year				4 th Quarter	
2. Develop list of projects to include in the following year work plan				4 th Quarter	
Responsibility					
Primary: <ul style="list-style-type: none">Economic Development Officer			Support: <ul style="list-style-type: none">Economic Development StaffSED BoardSub Regional Committees		
Resources Needed					
Funding/Budget: <ul style="list-style-type: none">No cost for developing work plan			Potential Sources: <ul style="list-style-type: none">N/A		
Other: <ul style="list-style-type: none">Staff time from economic development					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					
Strategy 7.2	Seymour Arm Wharf				
Year One Major Action Steps and Timelines					
Action Steps				Year One Timeline	
1. Support the efforts of the CSRD and the Seymour Arm Community Association to make the improvements necessary for the Wharf.				Ongoing	
Responsibility					
Primary: <ul style="list-style-type: none">Economic Development Officer			Support: <ul style="list-style-type: none">Economic Development StaffSeymour Arm Community AssociationRegional Director (Area F)		

Resources Needed					
Funding/Budget: <ul style="list-style-type: none"> No budget implications 			Potential Sources: <ul style="list-style-type: none"> N/A 		
Other: <ul style="list-style-type: none"> Time from economic development staff Time from Committee and Regional Director 					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					
Strategy 7.3	Pocket Community				
Year One Major Action Steps and Timelines					
Action Steps				Year One Timeline	
No Year One Action Steps					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					
Strategy 7.4	Dementia Friendly Community Designation				
Year One Major Action Steps and Timelines					
Action Steps				Year One Timeline	
1. Request from the Alzheimer Society of BC the Dementia-Friendly Toolkit				2 nd Quarter	
2. Appoint a Dementia Friendly working group				2 nd Quarter	
3. Develop a dementia friendly action plan				3 rd Quarter	
Responsibility					
Primary: <ul style="list-style-type: none"> Economic Development Staff District of Sicamous Staff 			Support: <ul style="list-style-type: none"> Economic Development Officer 		

Resources Needed					
Funding/Budget: <ul style="list-style-type: none">No Budget implications (depends on outcome of Action Plan)			Potential Sources: <ul style="list-style-type: none">N/A		
Other: <ul style="list-style-type: none">Time from economic development staffTime from District of Sicamous					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					
Dementia Friendly Community Toolkit http://www.alzheimer.ca/en/bc/About-dementia/Dementia-friendly%20communities					
Strategy 7.5	Electrical Power Expansion				
Year One Major Action Steps and Timelines					
Action Steps				Year One Timeline	
1. Support the efforts of the CSRD, the Regional Director and others in encouraging financial support for the Electrical Power Expansion to Seymour Arm				Ongoing	
Responsibility					
Primary: <ul style="list-style-type: none">Economic Development Officer			Support: <ul style="list-style-type: none">Regional Director (Area F)		
Resources Needed					
Funding/Budget: <ul style="list-style-type: none">No budget implications			Potential Sources: <ul style="list-style-type: none">N/A		
Other: <ul style="list-style-type: none">Time from economic development staffTime from Regional Director					
Timeframe					

This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					
Strategy 7.6	Broadband Expansion				
Year One Major Action Steps and Timelines					
Action Steps				Year One Timeline	
1. Meet with Telus to discuss potential feasibility and needs study				2 nd Quarter	
2. Ongoing discussions and support				Ongoing	
Responsibility					
Primary:		Support:			
• Economic Development Officer		• District of Sicamous • Regional Directors • SED Committee • SED Sub-committees			
Resources Needed					
Funding/Budget:		Potential Sources:			
• No budget implications		• N/A			
Other:					
• Time from economic development staff • Time from Regional District and committees					
Timeframe					
This initiative is:					
	Year One	Year Two	Year Three	Ongoing	
Additional Information					

DBC Co-Op Marketing Projects:

1. Shuswap “Off Season” asset development and marketing campaigns

To create awareness of the Shuswap region and experiences in the fall, spring, and winter.

- Website landing pages
- Content marketing
- Social Media content and promotion
- Digital/programmatic advertising
- Influencers hosting and content production

2. Update of all Experience brochures to align with the 2017 Shuswap Tourism Marketing Strategy

Shoulder and winter season experiences showcased in experience guides to align with the 2017 Shuswap Tourism Marketing Strategy.

3. Consumer Shows

Shuswap Tourism and Tourism businesses partnering to attend on-site at consumer shows in Seattle, Calgary, Edmonton, and Vancouver. Shuswap Tourism will showcase itineraries/experiences focused on spring, fall, and winter as part of our new “Off Season” marketing campaign as identified in the new Shuswap Tourism Marketing Strategy.

Other Marketing Projects

- Roots and Blues Sponsorship
- Shuswap Golf Marketing Campaign
- Kamloops/Vernon/Shuswap Consortium
- BC Ale Trail Marketing
- Indigenous Tourism Marketing Project
- Contingency – Other Marketing
- Shuswap Tourism Website Refresh
- Ongoing – 2017 Shuswap Vacation Planner

Destination Development/Management

The initiatives listed below are the ongoing work of Shuswap Tourism.

- Communications with industry and public awareness of the Shuswap Tourism Brand
- Continue to use the Shuswap Tourism website as a key communications channel for visitors and stakeholders in the Shuswap region.
- Maintaining a comprehensive tourism business inventory through the Shuswap Tourism listings on the website.
- Continue to focus on promoting the value and significance of Tourism within the Shuswap region.

- Continue to work with TOTA, TRU, GO2HR, Okanagan College, and other organizations on solutions for labour issues in relation to the Tourism Industry.
- To continue to support Tourism Sector Development in Cultural Tourism, Trail-based experiences, Sport Tourism, Festivals and Events, Agri-Tourism, and Indigenous Tourism.

Partnership Development

- **Ongoing** – to maintain strategic partnerships with local, provincial and federal ministries and government to remain informed of new initiatives and funding opportunities.
- **Ongoing** – to maintain effective strategic partnerships with community stakeholders for sustainable tourism development of the Shuswap.