Revelstoke Technology Strategy 2.0

1 BACKGROUND

In 2015 Revelstoke created the High Tech Task Force with the purpose of promoting the development of the High Tech Sector in the community. The High Tech Task Force worked together to develop strategic priorities and actions that would accomplish this objective and in January 2016 the High Tech Task Force recommended to Council that they support the Tech Strategy. The strategy focused on the following key priorities:

- Promoting Revelstoke as being innovative and technology friendly;
- Identifying challenges inhibiting attraction and retention of knowledge workers and technology companies;
- Fostering a technology positive environment in Revelstoke; and
- Actively working to identify and target specific technology opportunities.

Council endorsed the Tech Strategy and established a City led Tech Committee to oversee its implementation. In Fall of 2016 the City received a grant from the Rural Dividend Fund to support the hiring of a technology coordinator to oversee the Technology Strategy and in January 2017 a tech coordinator was hired and began implementing the strategy. Immediately apparent became the need to add a fifth priority: understand the current tech environment of Revelstoke[1]. Over the last year and a half with the support of the tech coordinator and the guidance of the Technology Committee the following activities have been realized:

Priority I: Understand the Current Tech Environment of Revelstoke	• 2017 and 2018 Tech worker surveys (identified number of tech workers, current needs, current, number of employees) (Appendix I) • Revelstoke Fabrication Asset Inventory (Appendix II) • Youth Tech Opportunities Inventory (Appendix III) • Small Business Digital Adoption Survey (Appendix IV)
Priority II: Promote Revelstoke as being innovative and Tech Friendly	• Development of the Start Up Revelstoke Strategy (Appendix V) • Inclusion of the tech sector as a key focus for the 5-year Economic Development Plan Participation and community engagement in the Federal Smart Cities Challenge (Appendix VI) • Participation in Provincial BC Smart Communities Pilot Project

[1] At the outset of the project we realized that we did not know what our current tech landscape looks like (how many tech workers, how many tech companies, who our possible partners could be, etc. This led to the addition of a new priority focused on understanding the tech environment. This priority has required ongoing effort throughout the last year and a half. The Benefit of adopting this priority is that we now have a much better understanding of our tech community and what their needs are to be successful and grow.

	• Focus on Tech Sector in all of Revelstoke's Economic Development promotional efforts • Creation of the Tech Consultants List (Appendix VII)
Priority III: Challenges inhibiting attraction and retention of knowledge workers and technology companies	• Housing identified as a key challenge deterring increased tech development interest (applied for RDF for Housing Strategy/ Needs and Demands Assessment) • Attraction and growth of tech employees - Working with Imagine Kootenay and KAST on Regional Tech Map • Tech Worker Survey identified access to flight service/ transportation remains a barrier to living in Revelstoke • Access to educational opportunities/ fabrication technologies • Digital adoption by local businesses – (many of our local companies are falling behind) – Fabrication Lab Project/ Start Up Revelstoke Strategy • Smart Cities Challenge identified Revelstoke has been slow to adopt Smart Technologies – Telus Data Collection Project
Priority IV: Foster a technology positive environment in Revelstoke	• Tech Meet Ups • Youth Tech Summits (2017-2018) • Tech Workshops • Digital Adoption Workshops • Start Up Revelstoke Events and Coaching Support • Public Engagement through digital platforms (ThoughtExchange)
Priority V: Actively work to identify specific technology opportunities	• Pursued and worked to develop a plan for Data Centre/ Tech Park on Section 17 lands (multiple proponents have come forward with interest) • Telus Insights Data Collection Project (Appendix VIII) • Innovation Centre Project Feasibility Study has developed into Fabrication Lab Project (Appendix IX)

Over the last two months the tech committee has reviewed and identified the priorities for the next two years of the tech strategy. Although some of the priorities have remained the same, others have shifted and will require refocus based on our learnings gained through implementing the current tech strategy. Tech Strategy 2.0 is the result of these learnings and the next stage in developing Revelstoke as a tech enabled and tech focused community.

2   CHALLENGES AND OPPORTUNITIES

In assessing what shifts may need to be made to the Tech Strategy the tech committee has identified the following challenges and opportunities:

CHALLENGES

- Housing has been and continues to be a key challenge to expanding and developing a thriving tech sector in Revelstoke. There is considerable interest from tech workers to live in Revelstoke, however it is very difficult for them to find a place to live. In implementing our tech strategy, it has been imperative to look at housing issues and refocus efforts on growing local tech businesses rather than attracting external tech businesses.
- Limited access to technology education and training for both adults and youth continues to be a challenge to growing a tech sector in Revelstoke.
- Digital adoption by local companies – through digital adoption surveys it has become apparent that many of our local companies are not keeping up with digital adoption. Based on global shifts in business, it is likely that if businesses don't digitally adopt they may at significant risk of becoming economically unsustainable in the future.
- Digital Fabrication – digital fabrication was identified as one of the biggest challenges to local companies being able to innovate in our community.
- The Kootenay Association of Science and Technology has been undergoing significant staffing and strategic changes and have not had the ability to partner until more recently.

OPPORTUNITIES

- Revelstoke has placed a section 17 Land Reserve on crown lands within City limits with the intention of attracting a data centre or tech park (APPENDIX X). Over the past 12 months, staff has received multiple inquiries from private developers interested in the Section 17 Land Reserve for the purpose of developing a tech development. BC Hydro has indicated that they are very interested in principal in having a tech development developed on the section 17 Land Reserve on Westside Road. (Note – this is a VERY LARGE project and would require significant amount of investment. The City will likely need to invest more time and resources into developing this as an investment opportunity if this is to be a successful economic development opportunity for our community.
- Partnership Opportunities – The City of Revelstoke has developed multiple partners both local and regional committed to helping Revelstoke develop tech opportunities in Revelstoke
- Smart Technologies – through the Smart Cities Challenge and the Smart Communities Pilot Project competitions, Revelstoke has worked closely with multiple stakeholders in our community to identify ways in which Revelstoke could adopt Smart Technologies. There is a significant opportunity over the next couple of years to pilot and implement

PRIORITY	OUTCOMES/ TARGETS	SUCCESS INDICATORS
1. Support local businesses and entrepreneurs to adopt digital technology.		
1.1 Develop case studies on local companies that are successfully adopting different types of digital technology	Develop 5 case studies of local or regional companies successfully adopting tech over the next 5 years.	5 case studies published: on Startup Revelstoke website, Revelstoke Mountaineer, CED website, e-news
1.2 Provide focused training opportunities for local companies to learn about and adopt tech (i.e. CRM systems, e-commerce, mobile friendly marketing etc.)	Provide 6 workshops on key digital technologies for local entrepreneurs and business	The number of local businesses reporting that: 5% of local business have learned about a new type of digital technology The number of local businesses reporting that they have adopted a new type of digital technology The number of local businesses reporting that they have achieved improvements in business efficiencies or competitive advantage based on adoption of a new technology or upgrading technology Reported growth of local companies who are

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			successful at adopting technology
			Number of individuals and business owners who have attended digital adoption workshops
			Number of individuals and business owners who have watched workshops or participated in workshops through online forums
1.3	Development and execution of a digital technology transition checklist to assist companies to self-identify whether they should transition to the next stage of technology adoption and what technologies they should be considering adopting.	Creation/implementation of a digital transition checklist	Completed digital technology checklist
			Number of businesses that utilize digital technology checklist (based on analytics)
			Number of businesses that report success utilizing the digital technology checklist
			Number of companies reporting positive impacts on company growth or economic efficiency through digital adoption

5.2 Develop and execute workshops for tech workers, entrepreneurs and small business owners	Provide 4 learning opportunities for tech workers, entrepreneurs and small business owners	Number of individuals and business owners who have attended training opportunities
5.3 Support the development of increased co-working opportunities in Revelstoke	Determine ways to support expansion of Mountain CoLab, Third Street Offices or other co-working spaces	Number of new co-working spaces created in Revelstoke
5.4 Provide strategic support to the Revelstoke Fab Lab Project	Work with Revelstoke Fabrication Lab non-profit society	Establishment of self-sustaining Fab Lab society

4.2 Assessment of community impacts and opportunities	Work with Province of BC to determine community impacts (housing requirements for the proponents, traffic impact studies)	Formal document detailing community impacts and opportunities created
4.3 Development of a Tech Park Reserve feasibility plan	Investor Tool Kit and Property Analysis Report	Baseline servicing requirements, electrical access with BC Hydro will be determined, Lot size established. Investor Tool kit created.
4.4 Identification of barriers for success	Determine any potential barriers to success of tech park project	3 barriers to success identified
4.5 Creation of Investment Attraction Marketing Materials potential marketing opportunities	Work with CED to establish marketing Investment Attraction Marketing Materials	Marketing Materials Created (Land Profile, Investment Brochure, etc)
5 Foster a Technology Positive Environment (continuing priority from Technology Strategic Plan 2016).		
1.1 Implement monthly Tech Meet Ups	Continued coordination of monthly tech meetups to provide networking and learning opportunities for tech workers in Revelstoke	Number of attendees (goal: 150 tech meetup attendees) Number of live-stream views of meetups

3.3 Support the development of train the trainer opportunities for teachers	Contract MIDAS fab lab staff to conduct train-the-trainer sessions during Pro D Days to teach robotics, coding and/or 3D design programming to educators	10 educators taking training 1 Revelstoke fab lab staff taking training 1 fab lab volunteer taking training
3.4 Continued development of technology workshops for SD#19 students	Coordinate one-period workshops at Revelstoke Secondary School across a variety of technology careers Work with SD#19 to pilot workshop program in elementary school(s)	6 workshops at Revelstoke Secondary School 30 Revelstoke Secondary School students reached 1 workshops for elementary school class
3.5 Continued support and development of Technology Mentorship Program	Work with SD#19 to match technology mentors with student mentees identified by teachers from Revelstoke Secondary School and elementary schools	5 mentorship pairs with high school students 5 mentorship pairs with elementary school students
4. Development of a Tech Park or Data Centre Investment Opportunity		
4.1 Identification of potential partners through stakeholder engagement including First Nations, Columbia Shuswap Regional District, regional organizations, the Province and the private sector.	Establish project partner(s) for Tech Park	Consultant hired to conduct First Nations consultation CSRD stakeholder engagement held

that will improve the community's economic, social and environmental sustainability long term.	can adopt to improve long term economic, social and/or environment sustainability of our community.	
2.3 Continued exploration of Smart Cities shipping solution as identified through stakeholder consultation during the Smart Cities Challenge	Hold Innovation Night on a smart cities shipping solution Apply for a CBT Community Initiatives grant for shipping solutions pilot project	20 attendees at a shipping solution Innovation Night Development of a Smart Shipping Solution Pilot Concept
3. Supporting youth to access technology programming and digital technologies both within and external to school programming		
3.1 Development of a Youth Tech Club (mechatronics, robotics, coding)	Hire coordinator to run an evening youth tech club at Revelstoke Fabrication Lab to support tech skill development for youth	10 youth engaged in program 2 volunteers engaged in program
3.2 Support the development of targeted youth programming in collaboration with Fabrication Lab non-profit society	In partnership with Okanagan College and Fabrication Lab Non-Profit society, support the development of tech programming targeting Youth at Risk (15-25 year old youth)	5 attendees in Okanagan College program

1.4 Referral to regional organizations including Kootenay Association of Science and Technology, Community Futures and Basin Business Advisors to support larger scale technology adoption.	Develop system to connect businesses to applicable partner organizations who can support larger scale technology adoption	Number of businesses joining the KAST Venture Acceleration Program Number of businesses becoming self-identified Community Futures clients (confidential otherwise) Number of businesses accessing the BBA program to implement tech solutions
1.5 Ensure local companies and entrepreneurs have access to digital fabrication in order to incentivize innovation	Work with Revelstoke Fabrication Lab to develop membership model to capture personal and commercial members	2 local companies signing up for commercial memberships at the Revelstoke Fabrication Lab 5 entrepreneurs signing up as personal members
2. Adoption of Smart Technologies for the purpose of improved economic, social and environmental resiliency.		
2.1 Implementation of the Telus Insights Data Project	Identify 3 ways that TELUS insights data can be used by the City to improve long term economic, social and/or environmental sustainability of our community	Implementation of one new City polity based on visitor/resident information gathered from TELUS Insights data
2.2 Work with City staff and community stakeholders to continue to identify and implement Smart Technologies	Identify 3 Smart Technologies that the City	Pilot of 2 Smart Technologies with the City