

SOUTH ISLAND PR/SPERITY PARTNERSHIP







2018-2019 Impact Report







A message from the CEO

What a milestone year for the South come a long way from our small and humble beginnings.

OVATOR









Bruce Williams Interim CEO

South Island Prosperity Partnership

Three years ago, SIPP was founded by 28 members, including local governments, First Nations, post-secondary institutions, non-profits, industry associations, and a mix of leading private businesses. Today, we stand together with more than 50 members. Our continued success and growth are proof of the incredible power of working collaboratively.

Guided by strong strategic direction, we have attracted international attention for our exceptional governance model and have won numerous awards and accolades for our work. We're very proud of our accomplishments and are excited to share them with you in the pages of our 2018-19 Impact Report.

SIPP takes a results-based approach to our work, but we also must recognize that many of our initiatives are long-term and about passing prosperity on to the

Island Prosperity Partnership! We have

next generation. In some cases, we may not see visible results, but incremental progress over time will take us where we need to be.

We're honored to work together with our members to boost prosperity in this incredible region we call home. Every day we aim to create a lasting and sustainable economy. What we have and can achieve together is remarkable. Nothing could be more important than ensuring South Vancouver Island remains strong, resilient and future proof for the next generation.

My sincere thanks to our members, Board of Directors, volunteers and committee members. I've said it before and will say it again, our staff members are all leaders. It's a privilege to work with them every day.

Let's keep doing great things together.

<u>Thank you to our members!</u>

We are continually growing and prospering because of our collective belief in the power of collaboration, and the wisdom of having a longterm vision for the future of our region.

L The one who plants trees, knowing that he will never sit in their shade has at least started to understand the meaning of life.

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COASTAL COMMUNITY

babcock *~BCFerries*

CAMOSUN

coast capital.

HIGHLANDS

RABINDRANATH TAGORE

Central

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Colwood

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DISTRICT OF

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DOUGLAS

PROJECTS INC.

DESTINATION GREATER

VICTORIA

TELUS

University

of Victoria

WILSON'S

We are grateful to be doing our work on the territories of the Coast Salish and Nuu-chah-nulth peoples, known today as Lkwungen peoples (Esquimalt and Songhees Nations), WSÁNEĆ Nation (consisting of STÁUTW – Tsawout, BOKEĆEN - Pauquachin, WJOŁEŁP - Tsartlip, and WSIKEM - Tseycum Nations), Scia'new Nation (Beecher Bay), T'Sou-ke Nation, and Pacheedaht Nation. We respect and, in partnership, build on the traditional knowledge of the Indigenous peoples who have thrived and prospered in the south island for millennia.



When we collaborate, we thrive. One region, one vision, one purpose.

SIPP's Mission is to facilitate and promote the development of a strong, regionally diversified economy in South Vancouver Island.

SIPP's Vision is a collaborative region that is a vibrant place to live and work for everyone in the South Island region.

We intend to bolster our region's economic and social prosperity by catalyzing the creation of high-quality, household-sustaining jobs so that more people can afford to live, work, and build a life in this extraordinary region.



What are we trying to achieve?

objectives:

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SIPP's five-year strategic plan outlines three primary

Increase the amount of Provincial, Federal, and private funding invested locally

Engage First Nation communities in dialogue around economic development initiatives and support self-directed economic development projects and activities

Increase the number of household-sustaining jobs

ACTING WITH PURPOSE

SIPP focuses our energy and resources on five key areas, each with its own operating goal driven by related initiatives and projects. Throughout the course of the year, all of our activities focus on achieving a broad range of goals that help create the conditions for a prosperous, vibrant economy.





Cluster and Innovation Development

The Goal

Catalyze economic growth in key sectors and industries through advocacy and strategic partnerships.

Dozens of unique and innovative vendors participated in SIPPs first Smart Mobility Expo in Centennial Square last fall.



Business Growth and Expansion

The Goal

Stimulate and support the growth and expansion of established companies across the region by providing support, mentorship, and access to training programs.

SIPP provides advisory services to help growth-oriented companies expand their businesses at home and abroad.

Business and Investment Attraction

The Goal

Promote the South Island as the right choice for new businesses and investors through a diverse mix of marketing and recruitment strategies.

Daitan is a prime example of the type of company SIPP works to attract innovative, values-based, and focused on long-term success.



First Nations Economic Development

The Goal

Engage First Nations in economic development and support First Nations-led economic development initiatives.

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IndigenousConnect attendees meet monthly at a peer-to-peer forum.



Collaboration, Communication, and Research

The Goal

Work with key partners and members on collaboration, communication, and research to support our mission and mandate.

Collaboration and relationship-building with stakeholders are two of SIPP's greatest strengths.



BUSINESS GROWTH

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What have we achieved so far?

It's an exciting time for our region and the momentum created by SIPP's accomplishments is building! Here are some highlights from the past year.

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AWARDS AND DISTINCTIONS

SIPP has been recognized for its work over the past year with several prestigious awards.

Excellence in Economic Development Award, IEDC

SIPP received a bronze Excellence in Economic Development Award at the International Economic Development Council (IEDC) and Cross-border Collaboration.

Smart2l Community Award, ICF

The Intelligent Community Forum (ICF) named the South Vancouver Island region as a recipient of the Smart2I Communities award. It is the first time Greater Victoria has received the honour.

Governance Award, Smart City World Expo

SIPP was shortlisted in the top five (from 473 cities worldwide) the world's preeminent smart cities conference, the Smart Cities World Congress in Barcelona, Spain.

Key Highlights and Achievements 2018-19

SIPP ON THE GLOBAL STAGE

Elevating Greater Victoria's position on the world stage is fundamental to many aspects of achieving our mandate.

Not only do we have a lot to offer other communities, we are greatly enriched by learning from others. Around the world, cities and regions are all facing similar challenges. As we learn about new ways of doing things from the best and brightest minds around the world, we're discovering that our diversity and inclusive partnership model is a unique skill we can export. We are gaining a reputation as thought-leaders through the success of many of our initiatives.





Key Highlights and Achievements 2018-19

World Artificial Intelligence Conference

As a result of a MOU signed with the Shanghai Municipal Government in 2018, the World Artificial Intelligence Conference (WAIC) paid for SIPP to travel to Shanghai to share knowledge on Smart Cities best practices. Emilie de Rosenroll, CEO, gave a keynote address on our region's Smart Cities Canada project, and spoke about SIPP's unique and powerful governance model.

Also in Shanghai, Dallas Gislason, Director of Economic Development, participated in a panel discussion on privacy protection and data governance, and what can happen if communities and municipalities do not address these important issues.

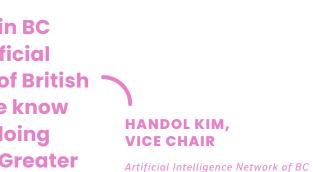
3rd Annual Smart Cities Summit in Toronto

SIPP participated on a smart cities panel at this gathering of international experts, national business influencers, and city builders, hosted by the Toronto Board of Trade. SIPP is recognized as a national thought-leader and was invited to share ideas from our unique governance model and our approach to private-sector engagement in Smart Cities.

L As a key stakeholder in BC innovation at the Artificial Intelligence Network of British Columbia (AlnBC), we know that the work SIPP is doing will strongly position Greater Victoria and BC.



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KPMG Smart Cities Roadshow

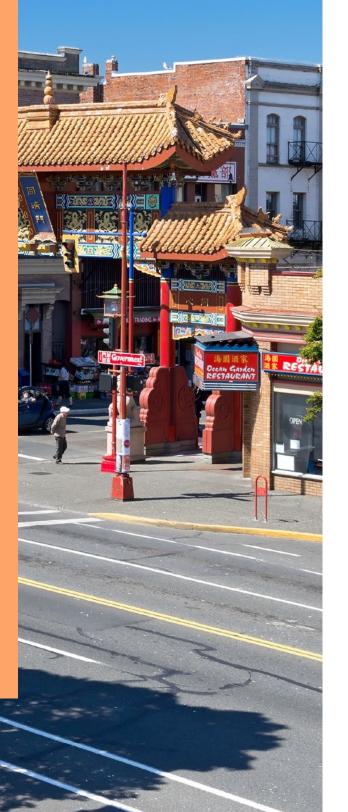
by KPMG last spring. The Public Sector Network sponsored our team to join and share our Smart Cities Challenge journey and experiences to provide first-hand knowledge to attendees from across western Canada.

Victoria Forum at UVic

SIPP was invited to speak on a panel about smart cities and major trends, and to present our Smart South Island strategy with leaders from IBM, Telus, and Esri Canada to over 400 academics from across Canada and beyond.

Esri User Conference

spring. The conference provided a forum for experts in Global Information Systems (GIS) to share best-practices. Our partnership with Esri Canada will help us build a data-sharing and GIS platform to bring local governments on the South Island together to collaborate with partners like BC Transit, BC Ferries, and other private transportation companies like U-Bicycle Canada, and Modo Car Coop.



MORE HIGHLIGHTS

development.

Read more about Indigenous Connect on page 41.



SIPP continued to partner with the Songhees Innovation Centre to host IndigenousConnect, a monthly peer-to-peer forum to promote Indigenous entrepreneurship and leadership

Business*Connect*

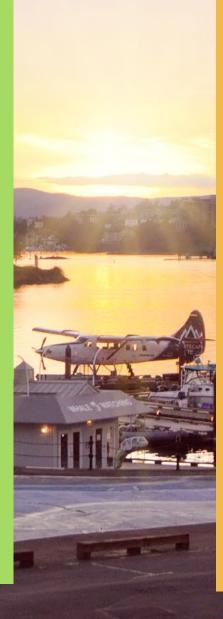
Business*Connect* to help them grow and develop their more on page 33.

Future Innovator Challenge

Following last year's Open Innovation Challenge, this year SIPP the region's most pressing challenges. Read more on page 24.

2019 Prosperity Index

SIPP released the 2019 South Island Prosperity Index at a sold-Sponsored by Coastal Community Credit Union, it is the second edition of SIPP's flagship economic publication. Read more on page 45.



Mobility Wellness Index

people move around their city. Read more on page 46.

Smart Mobility Expo

In October, we showcased Smart Mobility in the region at a fun outdoor Expo. Over 500 people visited the Expo throughout the day and enjoyed the #FreedomToMove with electric scooters, more! Read more on page 26.

Transportation and Mobility Stakeholder Roundtable

players. The objective was to introduce participants to SIPP's mobility projects and lead a discussion around fostering the Read more on page 50.

MOU with Camosun College

SIPP signed an MOU with Camosun College to create and deliver new transportation options for First Nations communities on South Vancouver Island. Read more on page 42.



Key Highlights and Achievements 2018-19

Smart Mobility Publicity Campaign

As part of our work for the Smart Cities Challenge, we launched a public awareness campaign for Smart Mobility, focusing on public engagement and gaining citizen support for our proposal and mobility projects. **Read** more on page 48.

Growth Spurt

We are constantly growing! Over the past fiscal year, we added 9 new members to our ranks, including: Malahat First Nation, Beecher Bay First Nation, Victoria Airport Authority, Vancity Credit Union, Seaspan (Victoria Shipyards), Greater Victoria Public Library, Oak Bay Marine Group, MNP, and RBC.

Vision 2040

Last April, SIPP published Smart South Island Vision 2040, in collaboration with municipal, First Nations, and non-profit community leaders. As our community's long-term vision for our region's future, it outlines our desire to see significant changes made to quality of life through the use of data and connected technologies in five key themes: Transportation & Mobility, Housing & Affordability, Economic Resilience & Inclusion, Environmental Health, and Health & Wellness.

L Involved with SIPP since its inception, Esri Canada is impressed by the unprecedented level of sharing and collaboration SIPP has achieved amongst the SIPP membership. We believe the collaborative approach SIPP has promoted from the beginning is a crucial element to its success in helping drive innovation and improvements in overall mobility and quality of life for the region.

ALEX MILLER PRESIDENT





CEO Emilie de Rosenroll takes the stage in Shanghai.

Accomplishments

Cluster and Innovation Development

The regional economy is comprised of multiple clusters, sectors, and industries—each having their own strengths, barriers and opportunities.

Cluster development is a common term that refers to a range of strategies and initiatives for promoting longterm, sustainable economic development. The focus is on increasing multisector capacity and connectivity by improving the conditions that enable business development and job creation. Cluster development is often focused on innovation and eco-system connectivity among businesses and their supply-chains, with stakeholders like academia and government.



Canada's Smart Cities Challenge

Smart cities have the potential to improve every aspect of community life— how people move around, live and play, earn a living, learn and are empowered to participate in society, how we interact with the natural environment, and how we create safe and secure public spaces.

SIPP was one of twenty finalists in the Smart Cities Challenge out of 200 applicants across the country. All finalists received a grant of \$250,000 to develop their innovative ideas into final proposals. SIPP submitted a final proposal and video to Infrastructure Canada on March 5th, 2019 along with 19 other finalists. SIPP's proposal focused on transportation because we heard loud and clear that this is an area where our region needs to improve.

Even though we did not receive the results we had hoped for, being shortlisted for an opportunity to bring \$10 million in funding to our region is validation of the power of public and private collaboration. Even two years ago, before achieving this level of regional collaboration, this concept wouldn't have been possible.

We are forging ahead with several of our smart cities-related projects to keep the momentum going.

SIPP's members are excited to spring into action and get started with the work for which we have already laid the foundations. Of course, \$10 million would have been a big boost, but we have every intention of building on this incredible momentum. We're seen as a leader in Canada in certain areas-particularly around new approaches to governance and collaboration-that will help us with accelerating the next steps."

-Ken Armour, Esquimalt Councillor and Chair of SIPP's **Partners Committee**

SIPP is breaking new ground in the South Island region, establishing a culture of collaboration and inclusion. Let's continue to forge ahead. The best is yet to come.

–Dan Ruscheinski, Senior Director, Esri Canada

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Accomplishments



We're working with local Nations and the Camosun College to develop some pilot projects with the goal of better connecting their residents and their young people to education and economic opportunities. This is an important issue for our region with 10 First Nations that are often less able to capitalize on our region's strong economy.

-Christing Clarke, Executive Director, **Songhees Nation**

Future Innovator Challenge

Earlier this year, SIPP and Island Savings teamed up to present the Future Innovator Challenge, a competition for high school and post-secondary students to help improve the quality of life for citizens of the region, and to compete for seed funding for their projects. We live in a community that deeply values innovation, and it fills us with hope to see the bright ideas of the next generation of leaders—we received more than 70 student submissions!

In January, teams pitched their projects to a panel of judges at a public event at University of Victoria with media in attendance. Two teams were declared the first-place winners in their categories (high school and post-secondary). Teams received cash prizes of \$1,500, \$750, or \$500 to fund their winning ideas.



The passion and creativity shown by our region's young people for making our community a better place is inspiring. We were blown away by their innovative ideas and the quality of the finalist pitches.







-Randy Bertsch, President of Island Savings

The winning post-secondary team, LUG (Audrey Wright, Cyrus Lee, Josh Desrochers, Magnus Kristensen, and Tyler Arseneault of University of Victoria), is a person-to-person shipping service that allows users to "crowdsource" deliveries—like those made on UsedVictoria or Kijiji—from the community.

The winning secondary-school project, HMU Sports, developed by Yassin Guitouni of Mount Douglas Secondary School, is a social networking app that reduces isolation and increases physical health by connecting young people through sport.

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Accomplishments

Smart Mobility Expo

SIPP's Smart Mobility Expo welcomed more than 25 vendors to introduce Greater Victoria citizens to the spectrum of smart, multimodal options available now, or in the near future in our region. Convening the region's mobility providers for this fun community event helped lay the foundations for moving forward with our smart mobility projects. Over 500 people visited the Expo throughout the day, and we heard overwhelmingly positive feedback that people are excited to discover the diversity of multimodal transportation options out there.

The following organizations participated:

- Ride the Glide **U-Bicycle** Modo Electrom Cycling Without Age Electric Vehicle Club of Victoria **Ocean River Sports** Caboost
- CRD **City of Victoria Cowichan Auto Repair** (Electric Motorcycles) District of Saanich **BC** Transit BYD Wilson's Transportation SKAM Theatre
- Victoria Harbour Ferry Victoria Disability Resource Centre Esri **City Wide Scooters** Frontrunners **Doubletree Hilton Hotel**





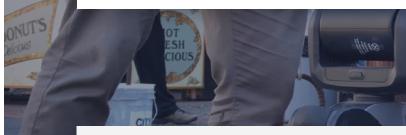


Civic Tech Hub

In partnership with our municipal members, SIPP has started to shape a new project called the Civic Tech Hub. Also working together with the Government of BC and the Federal Government, the Civic Tech Hub will introduce new approaches to Municipal procurement that not only spark innovation in the local economy, but provide governments with ways to test new ideas, collaborate on solutions, and work with startups, students, and local post-secondaries more easily.

As a capital city region, we can play a role in turning our large public administration sector into local spin-off in the private sector to create clean, household-sustaining jobs for the next generation.

This first-of-its-kind project will also explore the potential to develop a business accelerator component, pending new grant opportunities. Esri Canada is committed as lead partner in this initiative.



Up Next?

THE

- Smart Mobility Pilot)
- We will continue to develop the Civic Tech Hub Initiative
- Operational Plan on page 51.

• We will begin the work on some elements of our Smart Mobility plan (Indigenous

• Comprehensive details about SIPP's plans in this area can be found in our 2019/20

Accomplishments

Agribusiness Initiative

In 2018-19, SIPP invested resources to connect with and convene advisors and businesses in the value-added agriculture sector to further refine our role in enhancing the viability of the industry throughout the region. Many projects and approaches are being explored which are informing SIPP's focus areas for the year ahead.

Becoming Thought-Leaders and Exporting Our Strengths

We are building a network of like-minded partners to strengthen global ties—sharing intelligence, signing MOU's, and taking full advantage of what we can learn from other leaders working in the same spaces.

SIPP has demonstrated an outstanding ability to convene and engage stakeholders in the Capital **Regional District to address** systemic challenges in our community.

-Elyse Kuwert, Associate, **Community Business & Investment,** Vancity Credit Union



SIPP and Montréal's Shared Approach to Smart Mobility

We have forged a partnership with the City of Montréal to collaborate and capitalize on our shared approach to enhancing smart mobility in our respective cities. We both participated in Canada's Smart Cities Challenge and submitted mobility-focused submissions, and Montréal won the \$50 million grand prize. We are strongly aligned in our shared aspirations to see a mode-shift among citizens toward multimodal transportation.

Over the past year we worked together to identify projects and initiatives where future collaboration can lead to benefits for citizens of our respective cities and all Canadians. We are creating something pan-Canadian, utilizing trends and input from a broad crosssection of the country, including large cities and regions similar to Greater Victoria.

> We're excited to partner with another forwardthinking city region that deeply values innovation and looks toward the future with a focus on sustainability and improving quality of life.

-Lisa Helps, Mayor of Victoria

Learning from Smart Columbus

SIPP forged a collaborative partnership with Smart Columbus, winners of the USA Smart Cities Challenge, to learn from their world-class, award-winning projects. We plan to collaborate on future research and smart city initiatives.

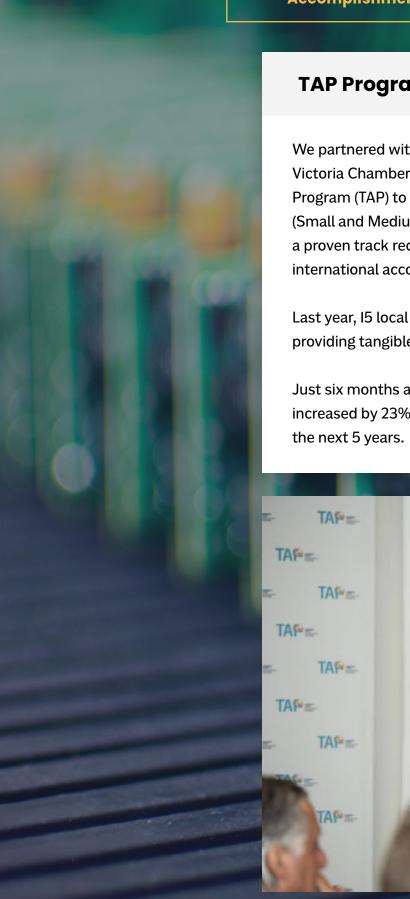


2 Business Growth and Expansion

Research shows up to 80% of job creation can come from growing existing businesses.

SIPP provides mentorship and advisory services to help growth-oriented companies expand their businesses at home and abroad. We focus on increasing exports and internationalization by offering one-on-one guidance and workshops on topics such as trade, financial modelling, governance, and growth.

The success of the region's existing businesses will be a major source of new jobs for the region, and our Business*Connect* initiatives provide support for the companies that play a significant role in our regional economy.



TAP Program with World Trade Centre

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We partnered with the World Trade Centre Vancouver (WTC-V) and the Greater Victoria Chamber of Commerce to bring the renowned Trade Accelerator Program (TAP) to the region. The four-day workshop is designed to help SMEs (Small and Medium-sized Enterprises) achieve their full export potential. With a proven track record helping participants get results, the program receives international accolades for helping companies plan their entry into new markets.

Last year, 15 local companies attended the program and gave it high praise for providing tangible, and in some cases dramatic, results.

Just six months after graduating from the program, on average, export revenue increased by 23% and participants forecast their export sales to grow 47% over



Accomplishments

Providing Support and Expert Guidance for Local Companies

A few examples:

Animikii

"We worked with a SIPP advisor to help us assess financial scenarios we were considering, some of which required outside partnerships. We also required planning to make some key hires with existing funds. They were able to provide sound, objective advice that we took under advisement in making strategic decisions that turned out very well for our growing business. I was supported in a number of key areas where I felt I needed mentorship as we scaled up."



-Jeff Ward, CEO, Animikii

Limbic Media

"SIPP advisors assisted us with developing investor relations materials for multiple potential investors, including helping us build and refine an impressive pitch deck. SIPP also provided invaluable guidance around financial forecasting. Having SIPP as a close expert advisor helped Limbic position itself for a funding round."

- Manjinder Benning, Founder & CTO, Limbic Media





Some of the companies SIPP has worked with over the past year

- LifeCycles
- Nal Pal
- Caboost
- JSF Technologies
- Dreamcraft Attractions
- CAVU Designwerks

Up Next?

- region.
- We will once again partner with the World Trade Centre to offer the Trade Accelerator Program (TAP) to companies in the region.
- Comprehensive details about SIPP's plans in this area can be found in our 2019/20 Operational Plan on page 54.

• We are planning several more initiatives to engage agriculture businesses in the

Accomplishments

3 Business and Investment Attraction

We work to attract growthoriented, values-based companies who share our collective view of the future and prosperity in the region.

We're not just passively trying to attract businesses, we are actively pursuing companies and investments which will benefit our whole region. But we are also realistic. We understand this type of work is long term and we face much competition throughout the larger geographic region of the Pacific Northwest. Nonetheless we are well positioned for success based on our region's competitive advantages.



NetMotion

NetMotion, a Seattle-based software company, opened its fourth international headquarters in Greater Victoria in 2018. SIPP helped NetMotion's executives compare business and workforce conditions in several Canadian cities, which ultimately led to their decision to locate here.



Our job through BC's trade offices is to facilitate two-way trade that benefits British Columbia. We were delighted to collaborate with SIPP to help Seattle-based software company NetMotion analyze their options across Canada. This joint effort eventually steered them toward looking deeper at BC and ultimately landing their fourth global office into the Greater Victoria region thanks to SIPP efforts.

-Troy DeFrank, Director, F Investment

-Troy DeFrank, Director, Pacific Northwest, British Columbia Trade &

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Daitan Group

Last fall, SIPP welcomed Daitan Group to the region, a rapidly-growing technology company headquartered in Brazil with additional offices in Silicon Valley. After working with their location team for several months, the company started operations in Victoria with ten employees, with plans to grow to more than 100 people in the South Island region. Daitan Group is a prime example of the ideal type of company we work to attract—a values-driven, innovative, and growing organization that believes in putting their employees first and creating a healthy work environment. We knew Daitan Group would be a good fit for the region!



We chose Greater Victoria for many reasons, including its ideal location in the Pacific Northwest region, the strength of its tech sector and universities we can partner with, as well as proximity to many of our USA clients. In addition, this location is very attractive to our employees as a place to live and raise their families. With the help of SIPP, we were able to navigate the logistical challenges that come with opening a new office, hiring local services and personnel, and moving employees and their families from Brazil. We look forward to the future of Daitan in Greater Victoria.

-Augusto Cavalcanti, President & CEO, Daitan Group

Foreign Direct Investment (FDI) Marketing Campaign

SIPP is currently developing a new marketing campaign focused on investment attraction. Working with a creative consultant, we are developing new collateral materials for our FDI initiatives. We have expanded our value proposition, with the help of testimonials from key stakeholders, as we continue to expand our pipeline with new prospects in the lower mainland, Pacific Northwest, Colorado, Texas, Brazil, Colombia, India, and China.

Cascadia Innovation Corridor

The Cascadia Innovation Corridor is an initiative first signed into agreement by British Columbia and Washington State in September 2016 to spur economic growth and technological innovation in the region. It encourages crossborder partnerships between governments and companies. SIPP engages with CIC events and initiatives in both Vancouver and Seattle and will continue in dialogue with those involved to ensure Greater Victoria remains on their radar.



Western Economic Diversification Canada (WD) Funding

As of March 31, 2019, SIPP concluded a multi-year trade and investment program funded in part by Western Economic Diversification Canada (WD) for the purpose of promoting the South Island to international markets and helping local businesses expand their sales abroad.

Originally announced in 2014 as a \$1.4 million project, the program was transferred to SIPP from the Greater Victoria Chamber of Commerce in 2016 to continue the important work. Key milestones include:

- Launching the region's first-ever education marketing consortium, called Education Victoria, that is now carried on through an MOU between Greater Victoria postsecondary schools.
- Investing in the region's first comprehensive research on export businesses. This report continues to inform SIPP's work in export development and trade relations.
- Conducting a comprehensive review of foreign-owned companies in the region and how the region can ensure these companies—and their high-paying jobs—stay here.
- Enabling many trade delegations where SIPP helped local companies explore new markets, particularly China. Deal flow from these trips is in the tens of millions of dollars for the local economy.
- Procuring a consultant to assess the region's readiness for Smart Cities, including strengths and weaknesses and where specific opportunities exist for development.
- Unlocking matched investment to promote Victoria International Airport to international markets which resulted in establishment of the Delta Airlines Victoria route.
- Producing high-caliber marketing materials to help attract business and investment to the region. This new material will roll out in 2019-20.





Up Next?

- Beginning in summer 2019, we will roll out our comprehensive FDI campaign.
- Operational Plan on page 59.

 We are planning several targeted trade missions throughout the Pacific Northwest (BC's largest trading partner is the United States, with 53% of all trade activity).

• Comprehensive details about SIPP's plans in this area can be found in our 2019/20

First Nations Economic Development

The South Island is home to ten **First Nation communities and over** 17,000 Indigenous people, a rapidly growing population across the region.

Historically, First Nations people have often been underrepresented among the workforce and under-engaged in our economy. This has been particularly true for those who live on reserve. SIPP recognizes the distortions to access and opportunity to participate in the workforce in a meaningful way is a direct consequence of colonization.

SIPP supports First Nation-driven economic development activities by collaborating with communities, sharing leading practices, and creating a platform for broader collaboration. A key metric of our success is that First Nation communities direct and drive their own economic development initiatives.



Indigenous Connect



NDIGENOUS CONNECT

SIPP hosts Indigenous*Connect*, a monthly, face-to-face forum (typically hosted at the Songhees Innovation Centre) with a goal to engage Indigenous entrepreneurs, both on- and off-reserve, as well as First Nations economic development leaders to entrepreneurial endeavors.

Centre.

Last year we hosted ten forums with presentations from subject matter experts on a variety of topics:

- Indigenomics Institute
- Lending Society (CML)
- Setting up your business for success: Kam Sandu, MNP
- Media Relations: Bruce Williams, SIPP
- Change, and Diagnose their Organizations' Cultures: Dr. Simon Pek, UVic
- Wolfe, UVic

The monthly forums are open to all Indigenous people throughout the South Island region and will culminate in a regional conference this November at Songhees Wellness

• Indigenomics and the billion-dollar Indigenous economy: Carol Anne Hilton,

Micro-finance and community microlending: Elysia Glover, Community Micro

• Organizational Culture Management: How Organizations Can Create, Maintain,

• Understanding Innovation in Organizations Using Sports as a Lens: Dr. Richard

Accomplishments



IndigenousConnect provides a unique event for me to be around like-minded Indigenous business people. It was also a bridge for me to come to the Songhees Innovation Center and feel comfortable here, which was a step towards me launching my own business. IndigenousConnect has impacted my business by providing me learning opportunities on business related topics I would not have found on my own, while the group itself analyzes the topics with an Indigenous view. This directly aligns with my Indigenous business values. Being around other entrepreneurs where we can organically learn from each other in a short period of time is an opportunity I appreciate.

–Jarid Taylor, Brandigenous

Indigenous Smart Mobility Pilot

The initiative originally began as part of SIPP's Smart Cities Challenge application. SIPP has partnered with Camosun College and signed an MOU to explore new transportation options for underserved First Nations communities on South Vancouver Island. Only two of the ten First Nations communities on South Vancouver Island are in reasonable proximity to access education and career opportunities off-reserve. The other eight are rural, remote, and not well-served by transit. There is a real need for improvement for reasons including safety, access to healthcare and education, and engagement with our shared economy. SIPP realizes the importance of addressing this.

Through extensive research and engagement with First Nations communities, education facilities such as Camosun College and Saanich Adult Education Centre (SAEC), BC Transit and other partners, we have been able to secure vehicle assets, drivers and training support to make the Indigenous Smart Mobility Pilot possible. Camosun will recruit and employ a co-operative education student to assist in the development of the plan, and SIPP will contribute financial resources to complete the technical requirements.

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The Songhees Innovation Centre is a co-working space for Indigenous entrepreneurs, freelancers, creatives, innovators, and problem-solvers based at the Songhees Wellness Centre. SIPP's monthly Indigenous*Connect* forums are also hosted there.

The Songhees Innovation Centre began as a partnership between Songhees Nation and South Island Prosperity Partnership. Since opening in 2017, business is booming! Some of the current tenants include:

- Animikii
- Brandigenous
- Moose Hide Campaign



Up Next?

- about shared prosperity and economic development in the region.
- Island First Nations.
- **Operational Plan on page 61.**

Songhees Innovation Centre

 First Nations Financial Management Board Tom Spetter Design



• We are organizing the inaugural Indigenous Prosperity Gathering in November 2019 to convene members of First Nations leadership and management to create dialogue

• We will continue with Indigenous*Connect* forums with a goal to engage more South

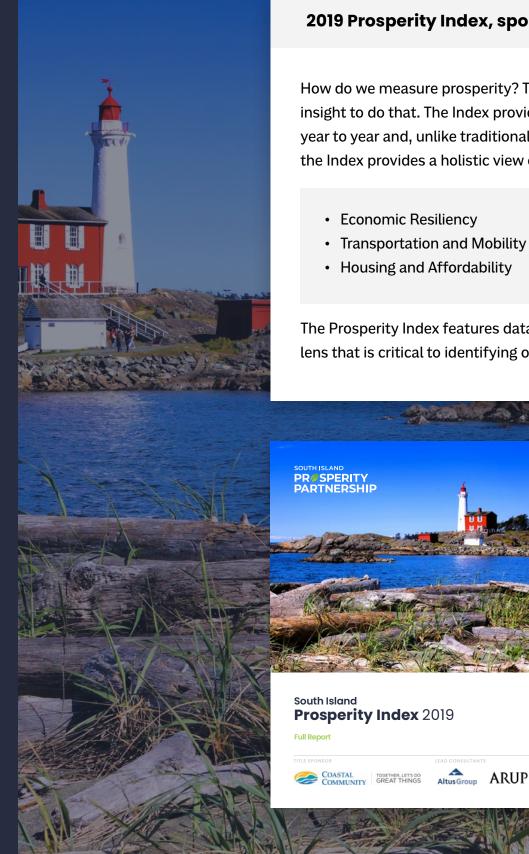
Comprehensive details about SIPP's plans in this area can be found in our 2019/20

Accomplishments

Collaboration, 5 Communication, and Research

As the regional economic development agency that brings together local governments with dozens of other key stakeholders, collaboration is at our core.

SIPP serves as a platform for integrating the efforts and energies of multiple partners to achieve positive change within our region's economy. To do this, we bring partners together through shared governance and special projects, dialogues and roundtables, citizen engagement activities, economic research, thought leadership, and by advocating on behalf of regionally significant issues in the South Island.



2019 Prosperity Index, sponsored by Coastal Community Credit Union

How do we measure prosperity? The Prosperity Index is the tool that gives us the data and insight to do that. The Index provides a consistent methodology for tracking progress from year to year and, unlike traditional measures such as the Gross Domestic Product (GDP), the Index provides a holistic view of regional prosperity across five themes:

- Economic Resiliency
- Transportation and Mobility
- Housing and Affordability

The Prosperity Index features data on more than IOO indicators, applying an economic lens that is critical to identifying our region's strengths and weaknesses.

- Human Health
- Environmental Health



Accomplishments

Mobility Wellness Index

SIPP recently developed the Mobility Wellness Index (MWI), the world's first comprehensive measurement framework that links how any given city or region is performing on overall wellbeing as it relates to transportation and mobility. The MWI is designed to meaningfully measure the impact mobility systems have on the physical, emotional, and financial wellbeing of their users.

The Index is innovative, fresh, and cutting-edge, with the potential to be very useful to other cities. It's a tool that is highly scalable and it has already garnered interest. Discussions are underway with Montréal, Perth, Australia, and Columbus, USA (winners of the US Department of Transportation's Smart City Challenge).

The first version of the Index is comprised of a composite score based on region or citywide performance across 20 indicators, informed by 40 metrics derived from six theme areas that are deemed essential to the ultimate outcome of holistic citizen wellbeing. The product is flexible and future versions could incorporate AI (Artificial Intelligence), biometrics and other innovative approaches to citizen feedback (i.e. narration as data).

"

Combining our lens of urban design with SIPP's expertise in building communities with economic and social prosperity has allowed us to deliver a project that we believe has the potential for a significant, positive impact in Greater Victoria. We believe that the smartest projects are those that apply innovative and unique solutions to improve the lives of current and future residents.

-Charles Montgomery, Founding Principal, Happy City



Collaborating with Municipalities

Municipalities play a major role in SIPP's success. Over the past year, our team has presented to municipal councils on more than 15 occasions in order to report back and update on our activities. We also provided orientation sessions for new councillors and mayors following the October 2018 elections to emphasize the value and structure of our existing partnerships.

Why is it important for municipalities to support and participate in SIPP?

We foster a unique collaborative atmosphere where the sum is much greater than its parts. Municipalities play a vital role in SIPP's work and we could not exist without their support. This means we leverage municipal contributions into higher impact investments from the private sector that would not be possible without a region-wide partnership. Cooperation between the public and private sectors is an alliance creating powerful impact by linking the long-term vision of the public sector with the innovation of the private sector. It also means that Greater Victoria has a resilient, sustainable, and high-impact economic development model — a model that is in fact gaining national and international attention in just three short years. To illustrate the point, without SIPP's facilitative leadership, the region would not have become a finalist in Canada's Smart Cities Challenge, gaining a chance to bring \$10 million to the region for smart and sustainable transportation options.

This is Prosperity Newsletter

Over the past year, we produced ten issues of our newsletter *This is Prosperity*. Keeping our members and stakeholders up to date on our latest activities is a priority and our newsletter now has over 500 subscribers.

Collaboration, Communication, and Research

Media Coverage

SIPP is gaining traction with many of our initiatives and the media is taking notice. Last year we issued 16 news releases to local media outlets resulting in more than 30 pieces of media coverage on our initiatives.

Daily Digital Engagement

SIPP's social media channels continue to grow a following, and over the past year we have become more active on LinkedIn and Instagram in addition to Facebook and Twitter. Be sure to follow us for the latest updates.

Facebook @southislandprosperityTwitter @SIProsperity

Instagram @southislandprosperity
LinkedIn South Island Prosperity Partnership

Smart Mobility Manifesto and Advertising Campaign

Last January, we rolled out an integrated Smart Mobility advertising campaign to promote our Smart Cities Challenge plans and gain support for our application. The theme of the campaign was Freedom To Move.

The campaign included a region-wide poster campaign, transit advertising, print ads, social media, and television and radio ads focused on driving people to sign a Smart Mobility manifesto. By doing so they pledged their support for a variety of mobility goals around shorter commute times, less traffic congestion, less automotive emissions, and easier, more affordable transportation options for the entire region.

Accomplishments

Some Stats at a Glance

#FreedomToMove Campaign

- Social media impressions 355,600
- TV / Radio impressions 948,100
- Public attendance at events 1,450
- One-on-one engagements at Pop-up Stations – 300+
- In-depth survey completions 600

Community Engagement

Over the past year, we learned a lot about our fellow citizens and their needs, challenges, and aspirations for the future. Meeting face-to-face with hundreds of citizens and stakeholders in Greater Victoria, and engaging indirectly with thousands more through surveys, campaigns, and online impressions gave us valuable insight. We also reaffirmed how important citizen-inspired action is to our mission and to achieving our shared vision for a prosperous future.

One of our major areas of focus was engaging our community to not only to spread the word about our wide-ranging activities, but also to gain valuable feedback and insight into how we can make our community a better place.

You may have seen SIPP team members—decked out in bright green jackets and armed with iPads—in various places around the region asking questions, particularly around transportation. As part of our Smart South Island plan, we gathered meaningful feedback from citizens about local transportation challenges and opportunities.



Transportation and Mobility Stakeholder Roundtable

SIPP organized the first-ever Transportation and Mobility Stakeholder Roundtable in December. Breakout sessions enabled key stakeholders in the region to share their thoughts on the future of transport and smart mobility in Greater Victoria and make new contacts.

The following organizations and people attended: BC Ferries, BC Transit, Bird Scooters, CFB Esquimalt, Cowlines Mobility Group, Esri Canada, Lime, Maximum Express Courier & Freight, MLA Adam Olsen, Modo Carshare Co-op, Privacy Dynamics, Seaspan, U-Bicycle North America, Victoria Airport Authority, Wilson's Transportation Group, BC Ministry of Jobs, Trade & Technology.

As a major stakeholder in the zero emissions transport and mobility industry, we are committed to a cleaner, greener future. We recognize that transportation is a major contributor to GHG and we commit to supporting SIPP in their application and look forward to collaborating throughout implementation.



-Ted Dowling, VP, BYD Canada Ltd.

Advanced Business Match (ABM) Event

The Vancouver Island Economic Alliance held an Advanced Business Match (ABM) event at the Victoria Conference Centre in March. The event was a form of 'speed dating' for businesses to meet, discuss projects, collaborate, and potentially sign agreements. SIPP participated in several meetings with potential members, current project partners, and new prospective collaborators from a broad range of industries.

Accomplishments

Lead Investor Events

SIPP periodically hosts our lead investor members in exclusive events. Last spring, we gathered at CFB Esquimalt to update 70 business leaders and member representatives on our Smart South Island strategy. We received invaluable feedback from our community confirming that while we are getting excellent traction, we have barely scratched the surface of possibilities for what we can achieve together through collaboration.

Last fall, our Lead Investors gathered again at the Oak Bay Beach Hotel to hear guest speaker Alan Winter, BC's first Innovation Commissioner. Alan spoke about leveraging the BC brand in innovation and how we can improve our region's positioning on the global stage. He also spoke about the important role SIPP plays in raising Greater Victoria's profile.



Up Next?

- We will publish the third edition of the South Island Prosperity Index.
- of the SIPP approach.
- **Operational Plan on page 65.**

• We will launch the 'Future of' Series – a four-part thought-leadership series exclusive to SIPP members and sponsored by RBC. The series will explore the long-term external forces that impact the economy, the workforce, and our collective prosperity.

SIPP's members will conduct an organizational review in 2019-20 to explore the future

Comprehensive details about SIPP's plans in this area can be found in our 2019/20

⁴⁴ Over the past three years SIPP has built a solid foundation and a stable, trusted platform to help our region prosper and flourish.



Craig Norris Board Chair South Island Prosperity Partnership

As we continue to grow in numbers, our governance model remains a strong, stabilizing force for achieving the ambitious goals and targets we have set for our region

As you read in this report, SIPP has received a number of local and international accolades. As we work together to continually raise the profile of the region, we can all be proud of how much we have accomplished in a short period of time.

SIPP's growth over the past year means our influence is expanding and we are becoming a more powerful force in the region. The positive results and glowing feedback we have received is energizing and encouraging, and we're ready to carry the momentum from this year forward and build on our success.

Thank you to all of our members who have supported the organization with their valuable time and resources. Your contributions are deeply appreciated and make all of this possible.

Cluster and Innovation Development

Catalyze economic growth in key clusters and industries through advocacy, strategic partnerships, and regionally significant initiatives

2 Business Growth and Expansion

Stimulate and support the growth and expansion of existing companies by providing education, support and services

Business and Investment Attraction

Promote the South Island as a location of choice for new businesses and investors through marketing and recruitment activities

4 First Nations Economic Development

Engage First Nations in economic development and support First Nations-led economic development initiatives

5 Collaboration, Communication, and Research

Work with key partners and members on collaboration, communication and research to support our mission and mandate

52

YYJ PROSPERITY ASSOCIATION (dba South Island Prosperity Partnership)

54

Independent Auditors' Report



Independent Auditors' Report

Year Ended March 31, 2019

To the Members of YYJ Prosperity Association (dba South Island Prosperity Partnership)

Report on the Financial Statements

We have audited the financial statements of YYJ Prosperity Association (dba South Island Prosperity Partnership) (the Entity), which comprise:

- the statement of financial position as at March 3I, 2019
- the statement of operations and changes in net assets for the year then ended
- the statement of cash flows for the year then ended
- notes to financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements, present fairly, in all material respects, the financial position of the Entity as at March 3I, 2019, and its results of operations and its cash flows for the year then ended in accordance with Canadian Accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "Auditors' Responsibilities for the Audit of the Financial Statements" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.



KPMG LLP

Chartered Professional

Accountants

May 30, 2019

Victoria, Canada

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

override of internal control.

Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.

Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.

Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

As required by the Societies Act (British Columbia), we report that, in our opinion, the accounting policies applied in preparing and presenting the financial statements in accordance with Canadian Accounting standards for not-for-profit organizations have been applied on a basis consistent with that of the preceding year.

KPMG LLP

St. Andrew's Square II 800-730 View Street Victoria BC V8W 3Y7 Canada Telephone 250-480-3500 Fax 250-480-3539

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The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the

March 3I, 2019, with comparative information for 2018

March 3I, 2019, with comparative information for 2018

Assets	2019	2018
Current Assets:		
Cash	\$ 329,945	\$ 245,779
Accounts receivable	10,256	20,939
Grant receivable	64,048	147,390
Prepaid expenses	10,752	9,000
	415,001	423,108
Equipment and leasehold improvements (note 2)	25,024	7,618
Net assets, end of year	\$ <u>440,025</u>	\$ <u>430,726</u>
Liabilities and Net Assets	2019	2018
Current Liabilities:		
Accounts payable and accrued liabilities	\$ 14,082	\$ 53,394
Deferred revenue	207,108	225,812
	221,190	279,206
Net assets Commitment (note 4)	218,835	151,520

Membership dues	
Grant revenue	
Other income	
Expenses:	
Salaries and benefits	
Consulting	
Program advertising	
Operations and occupancy	
Travel and transportation	
Amortization	

Excess of revenue over expenses Net assets, beginning of year

Net assets, end of year

Revenues:

See accompanying notes to financial statements.

See accompanying notes to financial statements.

YYJ PROSPERITY ASSOCIATION

(dba South Island Prosperity Partnership)

	2019	2018
\$	855,453	\$ 815,780
	415,354	207,917
	9,705	1,035
	1,280,512	1,024,732
	483,818	377,940
	191,130	286,367
	140,612	128,485
	339,737	87,203
	50,753	26,159
	7,147	2,303
	1,213,197	908,457
	67,315	116,275
	151,520	35,245
\$	<u>218,835</u>	\$ <u>151,520</u>

57

YYJ PROSPERITY ASSOCIATION (dba South Island Prosperity Partnership)

58

Statement of Cash Flows

March 3I, 2019, with comparative information for 2018

	2019	2018
Cash provided by (used in):		
Operations:		
Excess of revenue over expenses	\$ 67,315	\$ 116,275
Amortization, an item not involving cash	7,147	2,303
Changes in non-cash operating working capital:		
Accounts receivable	10,683	(10,662)
Grant receivable	83,342	(147,390)
Prepaid expenses	(1,752)	(5,478)
Accounts payable and accrued liabilities	(39,312)	39,786
Deferred revenue	(18,704)	62,745
Investing:	108,719	57,579
Purchase of equipment and leasehold improvements	(24,553)	(7,138)
Increase in cash	84,166	50,441
Cash, beginning of year	245,799	195,338
Cash, end of year	\$ <u>329,945</u>	\$ <u>245,779</u>

See accompanying notes to financial statements.

Notes to Financial Statements

March 3I, 2019, with comparative information for 2018

Significant accounting policies: 1.

These financial statements have been prepared in accordance with Canadian accounting standards for notfor-profit organizations and include the following significant accounting policies:

(a) Revenue recognition:

The Society follows the deferral method of accounting for contributions. Contributions related to capital assets are recognized as revenue on the same basis as the amortization expense related to these assets. Other restricted contributions are recognized in revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable and collection is reasonably assured. Membership fees received in advance of the year to which they relate are recorded as deferred revenue.

(b) Equipment and leasehold improvements:

Equipment is and leasehold improvements are recorded at cost. Contributed assets are recorded at fair value at the date of contribution. Amortization is provided on a straight line basis over the estimated useful life of the assets of 3 years. Equipment and leasehold improvements are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. Recoverability is measured by a comparison of the asset's carrying amount to the estimated undiscounted future cash flows expected to be generated by the asset. If the carrying amount of the asset exceeds its estimated future cash flows, an impairment charge is recognized for the amount by which the carrying amount of the asset exceeds the fair value of the asset.

YYJ PROSPERITY ASSOCIATION

59

(dba South Island Prosperity Partnership)

(dba South Island Prosperity Partnership)

March 3I, 2019, with comparative information for 2018

Significant accounting policies (continued): 1.

(c) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Equity instruments that are quoted in an active market and derivative contracts that are not designated in a qualifying hedging relationship are subsequently measured at fair value and all changes in the fair value are recognized in the statement of operations in the period incurred. All other financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Society has not made any elections to carry financial instruments at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the Society determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Society expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

(d) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Actual results could differ from those estimates.

March 3I, 2019, with comparative information for 2018

2. Capital assets:

March 31, 2019	Cost	Accumulated Amortization	Net Book Value
Furniture and fixtures	\$ 7,889	\$ 1,470	\$ 6,419
Computer equipment	16,886	7,421	9,465
Leasehold improvements	10,256	1,116	9,140
	\$ <u>35,031</u>	\$ <u>10,007</u>	\$ <u>25,024</u>
March 31, 2018	Cost	Accumulated Amortization	Net Book Value
Computer equipment	\$ 10,478	\$ 2,860	\$ 7,618

Financial risks and concentration of risk: 3.

(a) Interest rate risk:

Interest rate risk refers to the adverse consequences of interest rate changes in the Society's cash flows, financial position and income. The Society is not exposed to significant interest rate risk as its cash is invested in a bank account earning a fixed rate of interest.

(b) Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in a financial loss. The Society deals with creditworthy counterparties to mitigate the risk of financial loss from defaults. The Society monitors the credit risk of customers through routine review of outstanding receivables.

(c) Liquidity risk:

Liquidity risk is the risk that the Society will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Society manages its liquidity risk by monitoring its operating requirements. The Society prepares budget and cash flow forecasts to ensure it has sufficient funds to fulfill its obligations.

(d) Currency risk:

The majority of the Society's transactions are denominated in Canadian dollars, however, the Society is exposed to foreign exchange risk on transactions denominated in currencies other than Canadian dollars.

YYJ PROSPERITY ASSOCIATION

(dba South Island Prosperity Partnership)

61

Notes to Financial Statements

YYJ PROSPERITY ASSOCIATION

62

(dba South Island Prosperity Partnership)

March 3I, 2019, with comparative information for 2018

4. **Commitment:**

The Society is committed under an operating lease for its office premises. Annual basic lease payments are as follows:

	\$ 78,933
2022	19,733
2021	29,600
2020	\$ 29,600

5. **Employee and contractor remuneration:**

The BC Societies Act came into effect on November 28, 2016. The Act has a requirement for the disclosure in the financial statements of the remuneration of directors, employees and contractors for financial statements prepared after November 28, 2016. For employee and contractor remuneration, the requirement is to disclose amounts paid to individuals whose remuneration was greater than \$75,000. For the year ending March 3I, 2019, the Society paid remuneration of \$313,776 to a total of three employees and contractors who received total annual remuneration of \$75,000 or greater.

The SIPP Board of Directors and Team

SIPP's nine-member Board of Directors is selected by its members to reflect the diversity of local businesses and regional leadership. Directors are selected on a competency and skill basis and the selection process is overseen by a Board Selection Committee. Board of Directors are elected for staggered terms of one, two, and three years.

2019-2020 **Board of Directors**

Craig Norris Chair

Frank Bourree Vice Chair

Sean Midwood Secretary/Treasurer

Deirdre Campbell Board Director

Tina Ryan **Board Director**

Christina Clarke Board Director

George Nassar **Board Director**

Anna MacMillan **Board Director**

Pat Elemans Board Director

Kyman Chan (ex officio)

SIPP Team

Bruce Williams Interim CEO

Emilie de Rosenroll CEO (on maternity leave)

Dallas Gislason Director of Economic Development

Jacques van Campen Director of Innovation

Taryn Malcolm Marketing and Communications Specialist

Veronica Plihal Office Manager and Project Assistant

Kieran Buggy FDI Concierge

SOUTH ISLAND PR/SPERITY PARTNERSHIP

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