

Where you can have it all:
SHUSWAP AREAS C, D, F & G
Local Economic Development Strategy

DECEMBER 2022



**Shuswap Economic
Development Society**

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We thank all of those who contributed their time, knowledge, and ideas.

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We acknowledge and are grateful that this work is taking place on the Traditional, Ancestral, and Unceded Lands of the Secwepemc People.





Executive Summary

The Shuswap Economic Development Society (SEDS) has developed this Economic Development Strategy to provide effective, strategic, and beneficial economic services for their service area over the next five years. SEDS represents the following Electoral Areas located within the Columbia Shuswap Regional District (CSRD), in British Columbia's Southern Interior:

- Area C (South Shuswap)
- Area D (Falkland, Silver Creek and area)
- Area F (North Shuswap)
- Area G¹

This Strategy was created through a collaborative and community-driven process. The strategy was developed through reviewing and building on past plans, policies, and initiatives; and conducting research into past and current trends in the Shuswap local economy while drawing on best practices from around the province. It was also informed by engaging with community members, the business community, and local leaders and organizations through an online ideation tool, an online survey, pop-ups at local events and markets, a business roundtable, meetings with local leaders and a dedicated Economic Development Task Force. See the Process section for more information on the approach and community engagement numbers.

¹ During the development of this plan, Area G was created out of an area previously part of Electoral Area C. Area G has been included in Area C within the community profile as past data for the two Areas is combined.

VISION

Grounded in the community's values, the vision communicates the overall direction in which the Strategy is taking us.

Promote a year-round local economy that supports our vibrant communities and a healthy environment.

OBJECTIVES

Objectives communicate why we are pursuing economic development, and what the Strategy will help us achieve. The objectives are listed here according to how the community ranked their impact, with 1 being the highest impact.

1. Maintain our rural character and sense of place
2. Diversify our economic base
3. Promote four seasons of business
4. Enhance quality of life for all ages
5. Strengthen the local labour market
6. Promote vibrant community centres
7. Increase access to housing
8. Build climate change resilience

STRATEGY AREAS AND ACTIONS

Strategy Areas outline *how* we will pursue economic development. The Strategy contains 29 actions. Actions are the concrete steps, initiatives, projects, or programs we will take to move towards our Vision and achieve our Objectives. These Actions are categorized into six different Strategy Areas, listed here in the general order of the community's priority:

1. Improve community services and infrastructure
2. Market a business and labour friendly environment
3. Grow healthy local food systems
4. Inclusive active transportation and housing
5. Recreational programming and spaces for all
6. Promote year-round tourism

There are also four Foundational actions, which should be ongoing and will support all other actions.

The 29 actions have been prioritized according to the community's preferences (as given through online and in-person engagement with residents, local businesses, organizations, and elected leadership) and the project team's expertise, through a lens of what will have the highest impact and what is feasible and when. The actions are organized by when they should be initiated over the next 5 years, and by Strategy Area.

STRATEGY AREAS AND ACTIONS

	YEAR 1				
Improve community services and infrastructure	Work with the Province to attract more health care professionals and provide improved access to health services		Work with the Province and local school district to explore building more schools and expanding education options		
Market a business and labour friendly environment	Promote the “buy local/ Shuswap Grown” campaign	Develop and implement a labour market plan	Develop a permitting and development guidebook	Conduct marketing and develop amenities to attract remote and/or tech workers and young families	Continue promoting the Shuswap local economy at industry conferences, tradeshow, and community events
Grow healthy local food systems	Encourage local farmers and agricultural land owners to explore options for succession				
Inclusive active transportation and housing	Work with the Province and developers to encourage affordable and available housing including a wider range of housing stock				
Recreational programming and spaces for all	Support more year round events and festivals, arts and entertainment				
Promote year-round tourism	Continue to liaise with and support Shuswap Tourism initiatives		Support expanding and diversifying tourist accommodations while responsibly managing short-term rentals		
Foundational Actions (ongoing)	Support ongoing business engagement, networking, and business planning programs	Continue to improve broadband coverage across the whole area	Develop a marketing and branding strategy for the Shuswap Project Area	Continue relationship building and engagement with local and neighbouring Indigenous Nations	

YEAR 2-3

Support identifying priority areas for improved utilities, servicing, and waste management

Encourage (and support permitting of) pop-up shops throughout the region

Promote shared services and facilities to support new and smaller-scale farmers

Advocate for identifying priority roads and pathways to be upgraded and made more bike and pedestrian-friendly

Encourage cycle tourism and create a cycle tour route

Encourage more childcare spaces

Advocate for designating more commercial and industrial land and maintain online inventory of what's available

Support the creation of a community investment co-op

YEAR 4-5

Attract investment/ big employers that will support year-round employment

Activate village centres through pedestrian-friendly design, densification, and wayfinding and signage

Support improved public beach and lake access, parks and green spaces while maintaining ecological health

Advocate for expanded public and greener transportation options

Support the development and equitable distribution of more recreation facilities

PROCESS – WHAT WE HAVE DONE

This project took place between April and December of 2022. The planning approach taken for the development of the Strategy followed four guiding questions:

Where are we now?

(Engagement planning, research, and analysis)

This question provided a snapshot of the Shuswap communities (Electoral Areas C, D, F, and G) today, which was expanded upon in the Community Overview section of this report. This phase involved building an understanding of the current state and historic trends of the economy, including identifying strengths, assets, and issues that need to be addressed. It also involved identifying who needs to be involved in the project and how.

Where do we want to go?

(Visioning, issues, and objectives)

This question sought to set a direction, or vision, for economic development to guide this Strategy. This consisted of crafting a set of objectives for *why* we are doing economic development and generating ideas for high-level strategies to achieve the vision. The question was informed by community engagement to understand what kind of economic development residents, businesses, and stakeholders wanted to see.

How do we get there?

(Strategy development)

This question built upon the vision by determining the types of actions that should be taken to achieve the vision and objectives. Actions are the concrete steps that we will take to reach our vision. Actions were generated, prioritized, and sequenced into an implementable work plan through engagement with key stakeholders, staff, and the Task Force.

Have we arrived?

(Implementation, monitoring, and evaluation)

This final question is used to monitor if the plan is working and provides tools for implementation. It gives SEDS a plan to monitor and evaluate whether the Strategy is achieving its objectives. It guided the development of a tactical plan to support implementation of Year 1 actions, including first steps and SEDS' role, resources, and potential funding sources. It also involved developing a monitoring and evaluation program to ensure that the Strategy will continue to meet community expectations over time and move the community towards its economic development vision and objectives.



COMMUNITY ENGAGEMENT

Community engagement grounded the development of this Strategy in the values, needs, and desires of local residents, businesses, and organizations. Engagement included:

- **IdeaShare:** This online engagement platform was used at the beginning of the project to ask “What are your ideas for making our community prosper over the next 5 years?” The platform allowed users to submit as many ideas as they liked, as well as view and rate ideas submitted by others, producing a crowd-sourced prioritization of ideas. **228 people submitted ideas, and there were over 800 idea ratings between June and October.**
- **Community Event Pop Ups:** SEDS Staff set up a booth at various community markets and events (e.g., Music on the Bay, Celista Farmers Market, Scotch Creek Farmers Market) throughout the summer and early fall to promote information about SEDS and the Strategy project, direct people to online engagement opportunities, and hear what people would like to see happen in their local economy.
- **Online Survey:** An online survey was developed and conducted between September and November for businesses and community members to review the Draft Strategy (Vision, Objectives, Strategy Areas, and potential Actions) and share their priorities. The survey was promoted through a postcard mail out to 4,500+ households, social media posts, emails, at meetings, and through word of mouth. In total, **158 responses were received.**
- **Business Roundtable:** This Economic Development Strategy was the subject of the first Business Roundtable Meeting, which will be an ongoing series of events that involves local businesses, economic development organizations, and non-profit representatives in dialogue about local economic development and other business matters. **13 individuals attended** this two-hour, in-person workshop to provide their input to the Strategy.
- **Task Force:** Several members of the SEDS Board of Directors, along with the Executive Director, comprised a Task Force to help guide this Strategy process. The **five-person Task Force met three times** throughout the project to support community engagement, provide input on the project process and strategy development, and review materials.
- **Board of Director Meetings:** Three meetings with the SEDS Board of Directors were held at the start, middle, and end of this project. These meetings provided an opportunity for the Board to provide high-level project guidance, input, and review.
- **Communications:** Various communication pieces and platforms were used throughout the project to share information, project updates, and opportunities to get involved, including:
 - A project webpage on the SEDS website
 - Two project update newsletters
 - Social media posts
 - Postcard mail outs sent to 4,500+ households
 - Two rounds of ads placed in local print news
 - Flyers and posters handed out at businesses

BACKGROUND REPORTS AND PLANS

Relevant reports and plans were reviewed and referred to in developing this Strategy. The review of these materials provided a launching point and a strong foundation for the economic development strategy to build on. These include the following:

- Electoral Area D Housing Needs Assessment (2022)
- Electoral Area F Housing Needs Assessment (2022)
- Electoral Area C OCP Bylaw (2021)
- Electoral Area D OCP Bylaw (2018)
- Electoral Area F OCP Bylaw (2018)
- Shuswap Economic Development Strategy (2018)
- Shuswap-North Okanagan Destination Development Strategy (2017)
- Shuswap Labour Market Assessment & Action Plan (2017)
- Shuswap Tourism Development Plan (2015)
- Shuswap Agricultural Strategy: Situational Analysis (2014)
- Shuswap Tourism Development Plan – Final Report (2010)
- Shuswap Tourism Opportunity Strategy (2002)





1. Community Overview – *Where are we now?*

To plan for the future of CSRD Electoral Area's C, D, G, and F,² it is important to understand where the community is now. As four diverse communities, each Electoral Area has a distinct yet interconnected local economy. Here are some of the highlights from the "Community Economic Profile". The full profile is available on the Shuswap Economic Development Society website at shuswappecdev.ca.

COMPETITIVE ADVANTAGES

The Shuswap project area boasts various strengths assets that set it apart as a place "where you can have it all," such as:

Location, Location, Location

- Well positioned along provincial transportation routes (e.g., CP rail, Highway 1, Highway 97).
- Geographically central means reasonable drives to larger centres (e.g., Calgary within six hours, Vancouver within five hours, Kelowna within two hours).
- Proximity to nearby airports in Kamloops and Kelowna makes it easy to travel.

Laidback rural lifestyle with great access to nature and recreational amenities

- High quality of life and rural/small town feel.
- Proximity to beautiful natural surroundings (e.g., the highly-valued lakes).
- Ample recreation opportunities and trails.
- Active and vibrant sense of community, including arts, cultural events, markets, and music festivals.

Food Security and Farm Charm

- Strong agricultural roots and growing agri-tourism business in the area, including wineries
- Ample access to fresh, locally grown food products
- Numerous farmers markets

Tourism

- Well-established and supported tourism sector.
- Recognized Shuswap branding campaign and public awareness of Shuswap Lake.

"I wake up and ask myself what should I do today? Go fishing? Go golfing? Go skiing? All of it's possible here."

– Business Roundtable participant on the perks of living in the Shuswap

² Depending on the data availability, the indicators measured as part of this community overview are sometimes combined and sometimes separate. In addition, not all data is available at the geographic scale of Electoral Areas. In these cases, the next closest geographic scale is referred to.

Business Friendly Environment

- Competitive tax rates for businesses, industry and homeowners in Electoral Areas C, D, and F
- Strong existing business community that has the desire to grow
- Expanding internet connectivity and remote working amenities
- Dedicated Economic Development Society and engaged local government (e.g., Electoral Area Directors who sit on the SEDS Board).
- Strong network of existing business groups and community organizations (e.g., Shuswap Tourism, North and South Chambers of Commerce, local volunteers, etc.).

A Hub for Tradespeople

- There are far higher rates of people with trades and apprenticeship training in the Shuswap than in the province as a whole.
- Strong numbers of highly skilled practical tradespeople who can build, invent, and maintain the products and infrastructure needed for the green economy.
- Land and lifestyle in the Shuswap is highly suited to well-paid tradespeople who may want access to amenities such as hobby farms and workshop space.

CHALLENGES

While the Shuswap project area has many strengths, it is important to acknowledge the challenges and identify barriers to economic development in order to know how and where to best focus efforts on improvement. Many of these challenges are not unique to the Shuswap project area, and are in line with what other communities across the country are facing.

The following challenges were identified throughout the project:

- Inconsistent broadband coverage across the region.
- Inconsistent and, in some areas, limited community infrastructure, like utilities and paved roadways, specifically in Area F (Seymour Arm).
- Aging year-round population, with many residents retired, semi-retired or nearing retirement, which contributes to a smaller workforce.
- Lack of labour market supply (see above point on aging population) and demand mismatch between residents' skills and employment opportunities available.³
- Shrinking logging industry (e.g., closure of Mill at Celista Creek in Area F).⁴
- Lack of housing affordability and availability, specifically in Area C. This affects many residents, including families, renters, potential residents, seniors wanting to age-in-place, seasonal labourers, and lower-wage earners.
- Limited access to schools (for some high school students who have a long bus commute) and health care services.
- Limited indoor recreational facilities.
- Land constraints on development:
- Limited industrial and commercially zoned land in all three Electoral Areas. Of the total land area of Areas C, D, and F, 0.04% is zoned for industrial use, and 0.07% is zoned for commercial use.⁵
- Limited developable and available land in Area C
- Lack of serviced land available for single-family dwelling home development in Area F
- Limited options for restaurants, shopping, and youth activities.

³ Shuswap Labour Market Assessment & Action Plan Final Report. (2017). Ironsight.

⁴ Shuswap Economic Development Strategy. (2018). Columbia Shuswap Regional District.

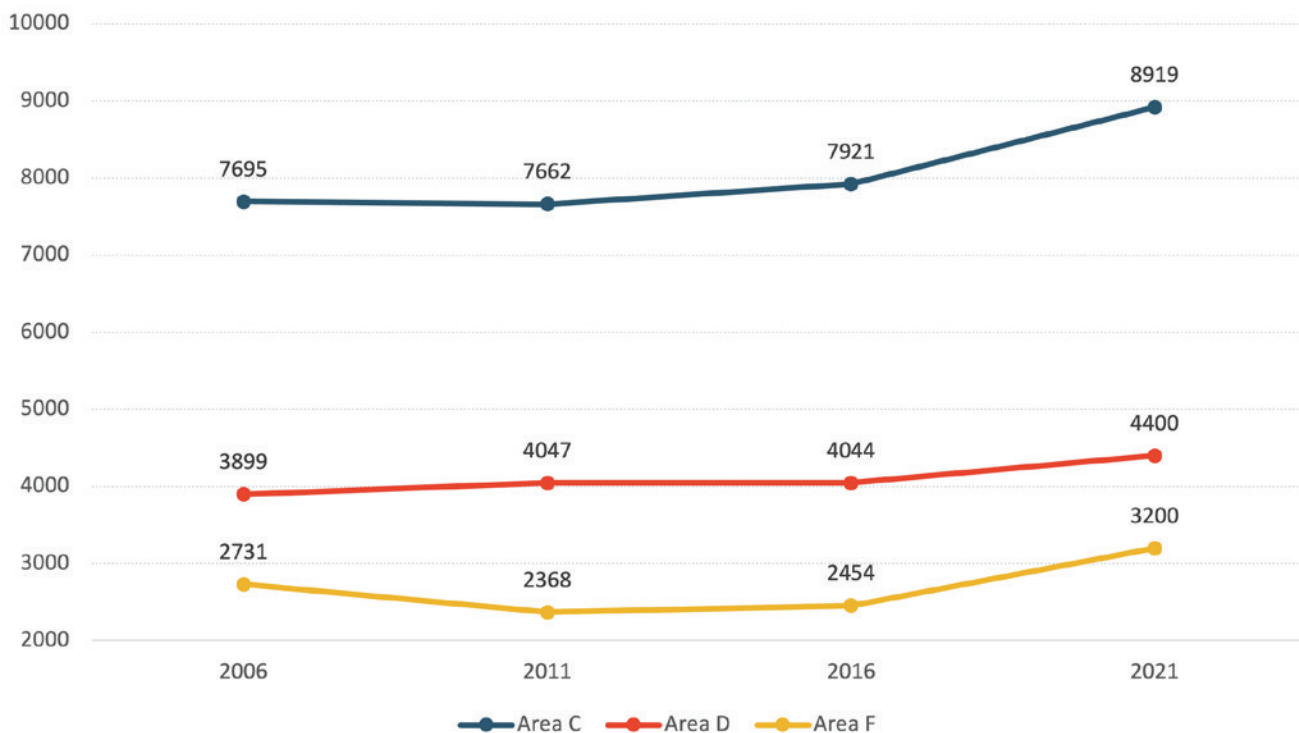
⁵ Personal Communications (2022) CSRD GIS Department. Note: these numbers are approximations.

POPULATION AND DEMOGRAPHICS

Current Population

As seen in Figure 1 below, the populations of Shuswap Electoral Areas C, D, and F have been slowly growing since 2011, indicating that they are not tied to the boom-and-bust cycles of local resource industries. Area C is the largest of the three population-wise.

FIGURE 1: Population for Shuswap Electoral areas C, D, and F from 2006 to 2021



Compared to the provincial population growth rate, Electoral Areas C, D, and F all had relatively high growth rates between 2016 and 2021, as shown in Table 1. Area F has seen the largest growth in population, with over 30% between 2016 and 2021, while Area C saw the largest amount of growth nominally. The changes from 2016 to 2021 do not fully capture household resettlement and movement that happened during the COVID-19 pandemic, but it is thought to have influenced the larger increase in population at the time of the 2021 census data collection.

TABLE 1: Population change rate from the previous census year(%)

YEAR	AREA C	AREA D	AREA F	BC
2011 ⁶	-0.4%	3.8%	-13.3%	7.0%
2016	3.4%	-0.1%	3.6%	5.6%
2021	12.6%	8.8%	30.4%	7.6%

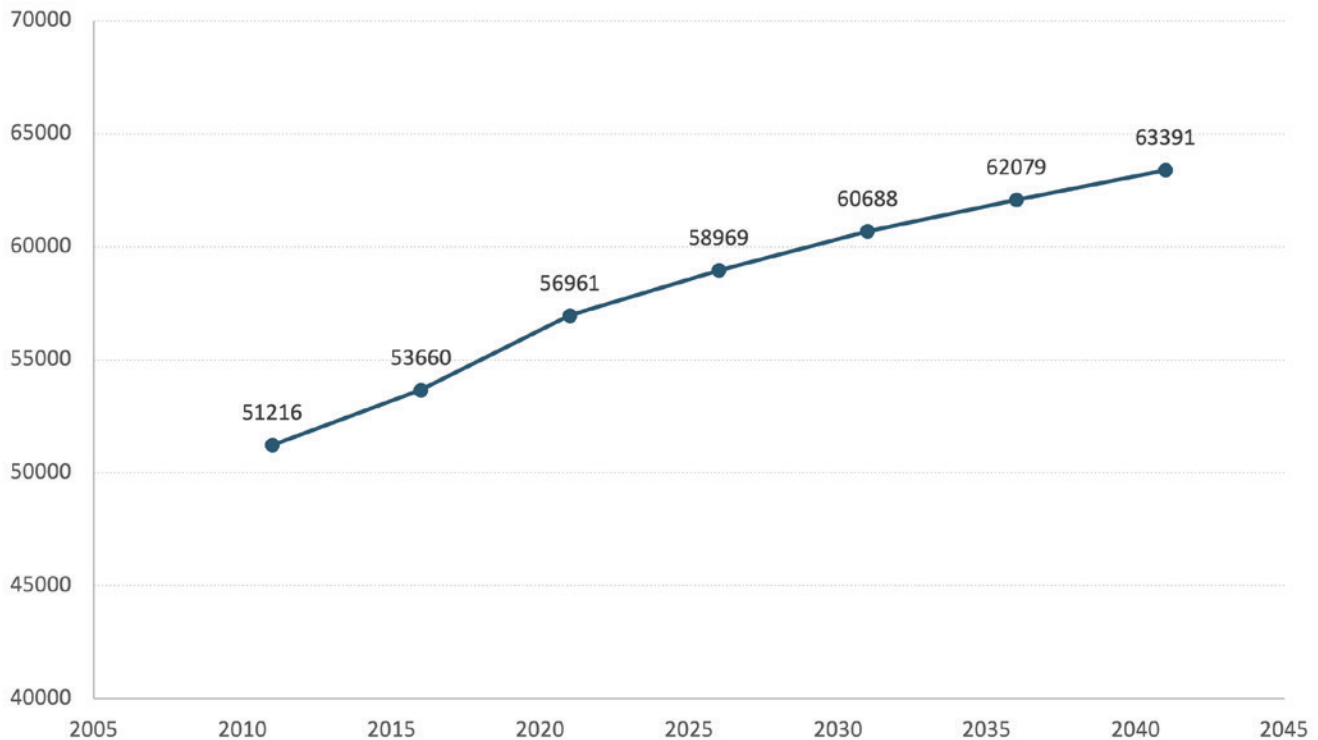
⁶ 2011 shows the population change rate from 2006–2011.

Projected Population, 2040

Population projections in Figure 2 for the larger Columbia-Shuswap Regional District predict that the number of people living in the region will continue to grow to over 63,000 by 2041, from the 2021 population of 56,961. This is an overall growth rate of 10.6% between 2021 and 2041, or an annual growth rate of about 3.6%, which is consistent with the growth that Electoral Areas C, D, and F have seen over the past ten years.

It is important to note that these projections do not account for the impacts of COVID-19 beyond 2020, in- and out-migration, and industry changes (e.g., mill closures, other new industries opening).

FIGURE 2: Population projections for the Columbia-Shuswap Regional District 2011-2041⁷



⁷ BC Stats. Population estimates & Projections for British Columbia.

Population by Age Group

The median ages for Electoral Areas C, D, and F from 2006 to 2021 have been higher than the Province as a whole and have been increasing over the past 15 years, meaning that the population is aging.

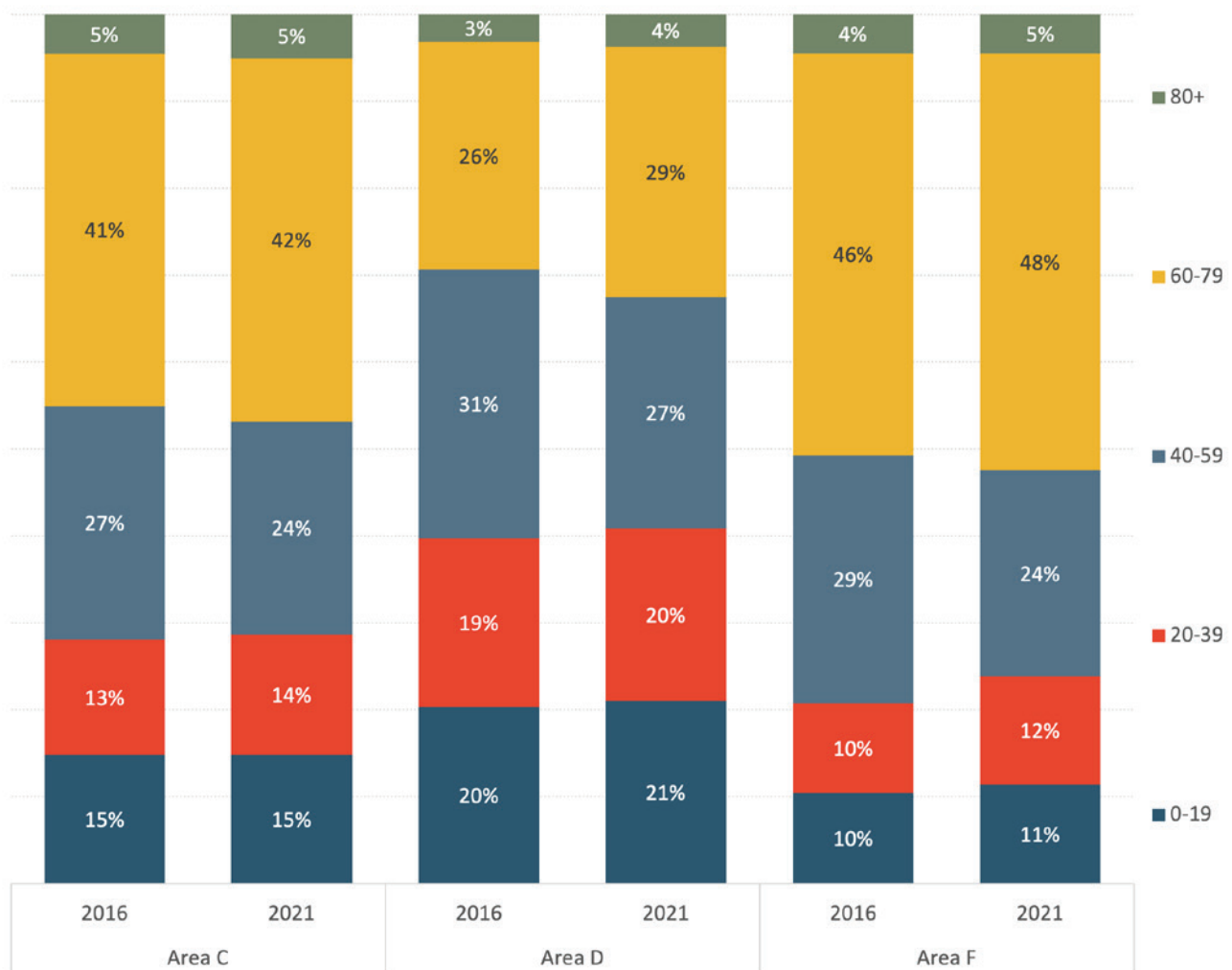
Median age in 2021:

- Area C: 59
- Area D: 48
- Area F: 61
- BC: 43

Figure 3 shows the percentage of the population falling into defined 20-year age groups for 2016 and 2021. It shows that for Area C, the populations have been staying relatively consistent in age. For Area D and Area F, the population aged 39 and less has grown to be a larger proportion of the whole population.

Considering the large growth of population for Area F compared to the other two Electoral Areas (Figure 1), Figure 3 suggests that the population moving to the area is likely mostly comprised of retirees, as well as some families, representing the growth of the population from ages up to age 39.

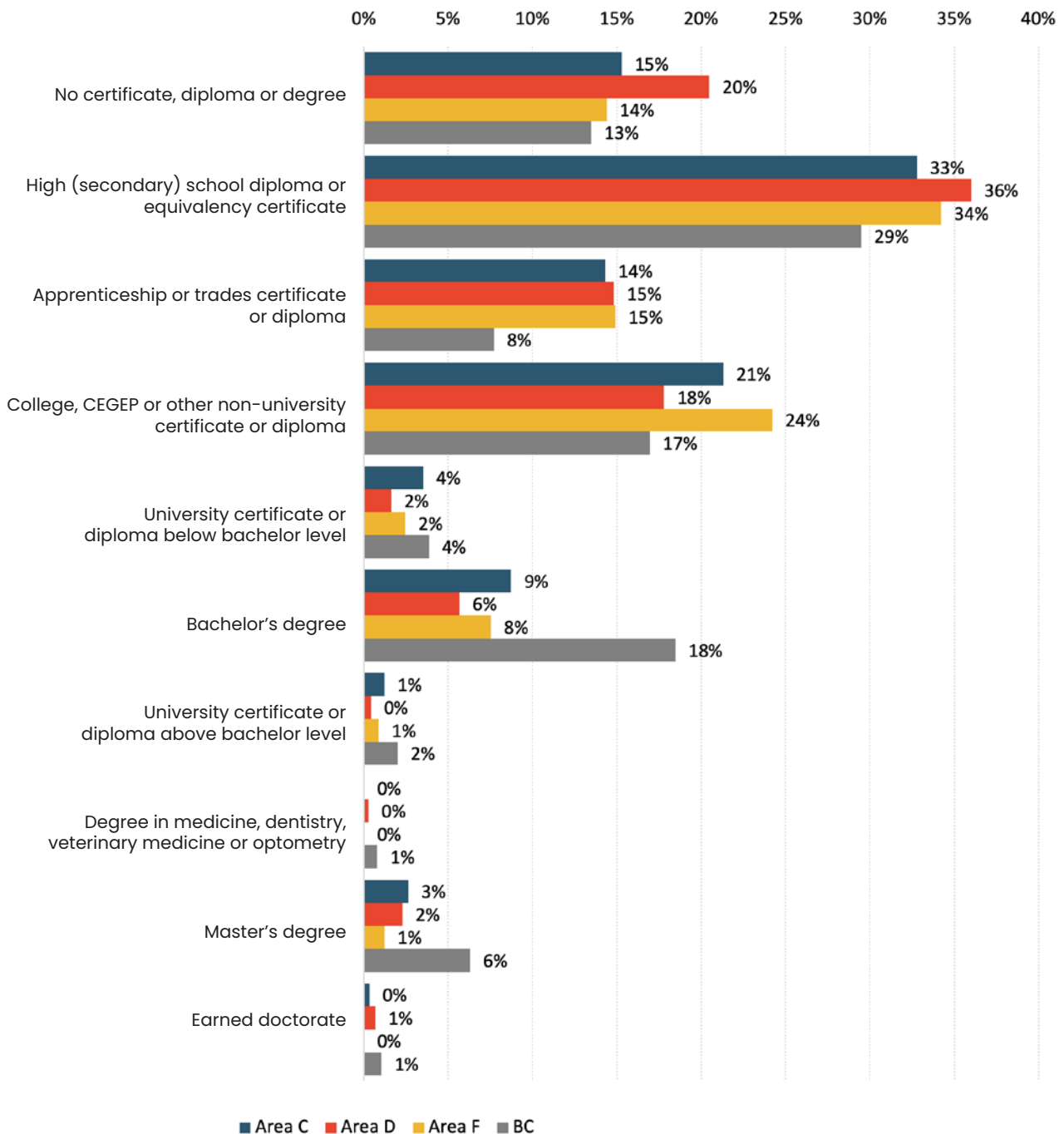
FIGURE 3: The percentage of the population by Age Group (%) for 2016 and 2021



Education

For workforce education, Figure 4 shows that Areas C, D and F have a lower portion of residents with bachelor-level university education than the provincial average. This is to be expected for rural areas that have strong agricultural and resource sectors. A key competitive advantage of all three areas is the portion of residents with apprenticeship and trades certificates. This shows a highly skilled base of tradespeople ready to build and maintain the products and infrastructure needed for the green economy.

FIGURE 4: Level of education achieved, 2021



INCOME AND HOUSING AFFORDABILITY

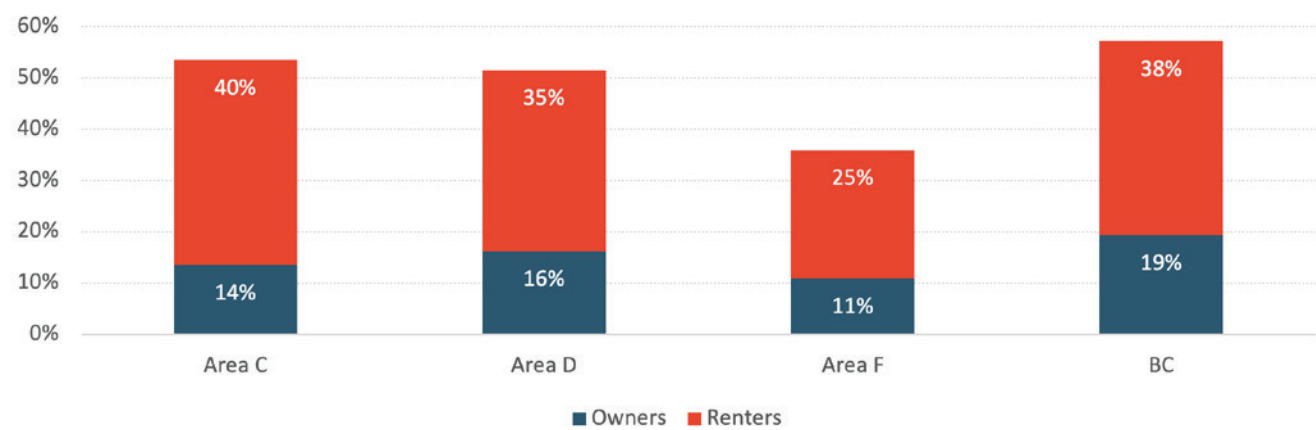
Income levels in Shuswap Electoral Areas C, D, F, and G (included in Area C) were slightly below the average Provincial household total income in 2020.

- Area C (including area G) median household income in 2020: \$74,500
- Area D median household income in 2020: \$69,500
- Area F median household income in 2020: \$66,000
- BC’s median household income in 2020: \$85,000

The Official Community Plan (OCP) for Electoral Area C notes that in recent years, more empty nesters and retirees are choosing to locate in the South Shuswap. This means there is a significant amount of non-employment income that flows through the economy by way of pension plans and other investments, which may not be accurately reflected in the Census data on income for Area C.⁸

Around one-third of renters in Areas C, D, and F spend more than 30% of their income on shelter costs, as shown in Figure 5.

FIGURE 5: Households spending 30% or more of their income on shelter costs, 2016



Median shelter costs in 2021 were around \$1000 for Area C and D, and \$850 for Area F. These renter shelter costs are below the provincial median of \$1370.

Comparing the amount spent by renters to homeowners, Table 2 shows that median shelter costs were higher for renters in all Areas in 2021. However, shelter costs for both renters and owners are much lower than the provincial average.

TABLE 2: Median monthly shelter costs for dwellings, 2006 - 2021

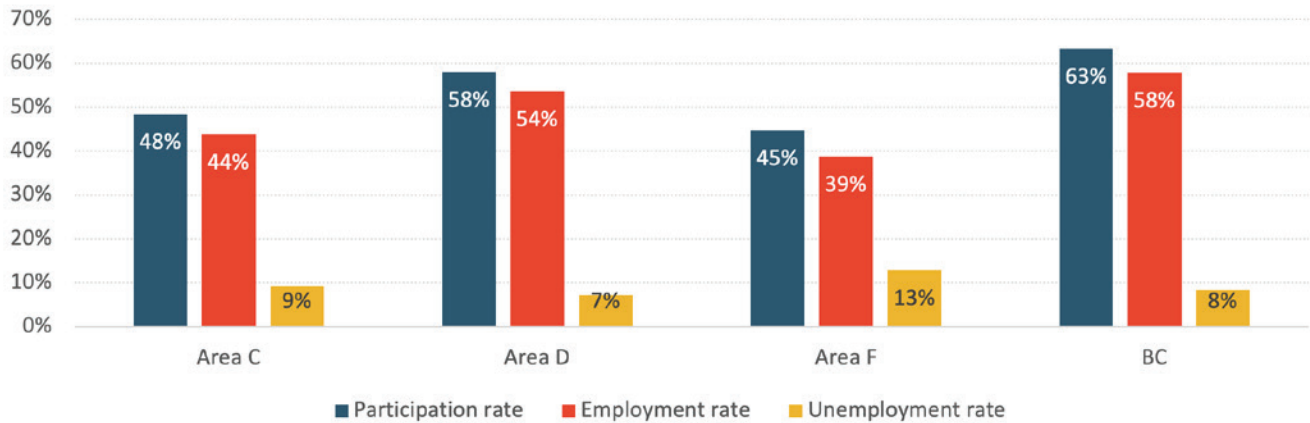
	2006		2016		2021	
	Owned	Rented	Owned	Rented	Owned	Rented
Area C	\$433	\$717	\$568	\$1,048	\$616	\$1,000
Area D	\$525	\$637	\$822	\$718	\$880	\$1,000
Area F	NA	NA	\$573	\$749	\$584	\$850
BC	\$876	\$752	\$1,149	\$1,036	\$1,320	\$1,370

8 Electoral Area C Official Community Plan Bylaw No. 725

LABOUR AND INDUSTRY TRENDS

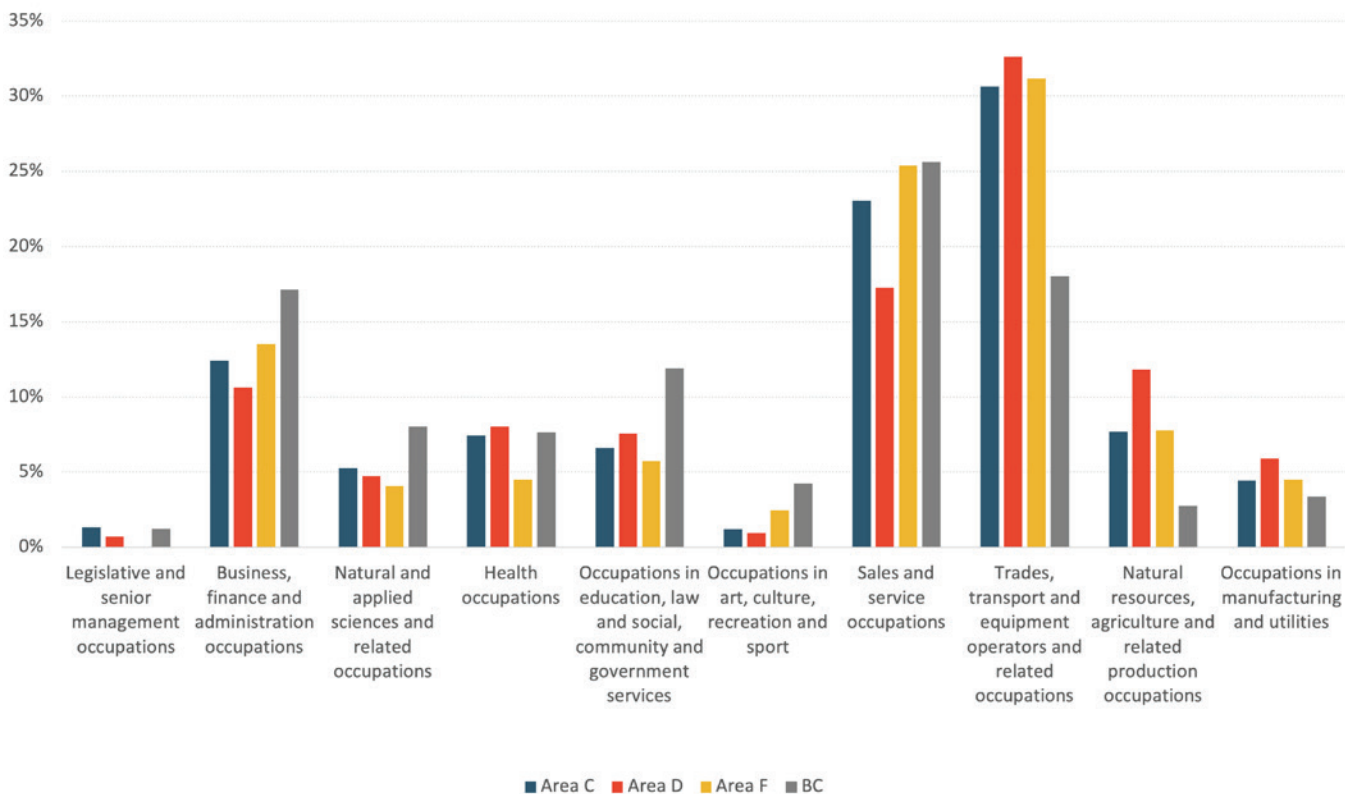
The labour participation and employment rates in Electoral Areas C, D, and F in 2021 are a bit lower than the provincial average, with Area D having the highest employment rate of 54% and Area F having a lower employment rate at 39%.

FIGURE 6: Labour participation and employment rates, 2021



A few high level trends are present for the labour market sector in the Shuswap. Professional sectors such as business, natural sciences, education, law and government are less common than in BC as a whole. Trades, transport, and equipment operations, along with natural resources and agriculture are much stronger in areas C, D, and F than the BC average.

FIGURE 7: Labour force by occupation, 2021





2. Strategy Overview – *Where do we want to go?*

The overarching goal of this Strategy is to support the provision of effective, strategic, and beneficial economic development services for Electoral Areas C, D, F, and G within the Columbia Shuswap Regional District. The Strategy is organized into Vision, Objectives, Strategy Areas, and Actions. Together, these serve as a roadmap to identify where we are going and how we're going to get there.

Each of these components was developed based on community input, past plans and strategies, and the Project Team's expertise and experience in local economic development.

VISION

The Vision answers the question of "Where do we want to go?" Grounded in the community's values, the vision communicates the overall direction in which the Strategy is taking us:

Promote a year-round local economy that supports our vibrant communities and a healthy environment.

OBJECTIVES

The purpose of Objectives is to answer the question of *why* economic development is being pursued, and what the Strategy will help achieve.

The objectives have been drawn from previous plans and policies and refined with input from the community. The objectives are listed here according to how the community ranked them, based on where we should be focusing our efforts on improving the local economy (with 1 being the highest):

1. Maintain our rural character and sense of place
2. Diversify our economic base
3. Promote four seasons of business
4. Enhance quality of life for all ages
5. Strengthen the local labour market
6. Promote vibrant community centres
7. Increase access to housing
8. Build climate change resilience

STRATEGY AREAS

Strategy areas are how we achieve our objectives, which can be understood through the question of “How are we going to pursue economic development?”

The Strategy contains 29 Actions, which are the concrete steps, initiatives, projects, or programs we will take to move towards our Vision and achieve our Objectives. These Actions are categorized into six different Strategy Areas, listed here in the general order of the community's priorities:

1. Improve community services and infrastructure
2. Market a business and labour friendly environment
3. Grow healthy local food systems
4. Inclusive active transportation and housing
5. Recreational programming and spaces for all
6. Promote year round tourism

There are also four Foundational actions which should be ongoing and will support all other actions.





Economic Resilience and Climate Change

Canada is warming at more than twice the global rate. The impacts of this warming will be felt in the Shuswap over the coming century. Climate models for the region show that compared to the past, moving forward the Shuswap region can expect to see, on average:

- More days above 30°C every year
- Higher temperatures on the hottest days of the year
- Longer growing seasons (more time between last and first frosts)
- Slightly more annual precipitation

Along with these changes in climate, risks from natural hazards such as wildfires and flooding will also increase. Broader impacts, such as habitat changes for key species such as salmon, ecological shifts, new pathways for infectious diseases, changing demand for goods and services, and the decarbonization of transportation and the economy will also impact the region. Existing hazards such as geohazard and flood may increase in severity (e.g., as wildfires decrease slope stability and produce hydrophobic soils that can worsen floods).

As changes and impacts emerge, SEDS can lead resilience efforts by helping to reduce the exposure of the local economy to hazards (i.e. the amount of economic activity at risk from hazards), reduce the sensitivity of the economy (i.e. how big of an impact an event like a flood or wildfire would have) and bolster the adaptive capacity of local businesses (i.e. providing tools and resources such as sharing CSRD hazard mapping information). SEDS can play a role in supporting assessments of climate risk and in actions that reduce vulnerability, ranging from emergency management planning to land use and building code changes.

Although the region will confront negative impacts of climate change, there are also opportunities. Changes such as longer growing seasons and increased precipitation may enhance agricultural productivity. The region's relative absence of hazards (e.g., no coastal floods or seismic hazards such as in Lower Mainland or Vancouver Island, the Shuswap's position within Canada's stable political system and strong economy) and central BC location may increase Canadian and international demand for housing and business growth in the future. As global demand for decarbonization and climate adaptation grows, the region is well poised to respond with innovation and production.

Building a resilient local economy will do more than help the region thrive as the climate changes. As the COVID-19 pandemic demonstrated, economic shocks and stresses can be unexpected and have far-ranging consequences. Resilience ultimately depends on local resourcefulness, innovation, and strength of community – factors that are already strong in the region and that this strategy and SEDS can continue to help strengthen.



3. Action Plan – *How do we get there?*

Actions are the answer to “How are we going to pursue economic development?” They are the concrete steps (e.g., plans, policies, initiatives, programs, etc.) will be taken to achieve the vision. Action ideas were generated from:

- Past plans, projects, and policies (e.g., the 2018 Shuswap Economic Development Strategy);
- Community engagement (IdeaShare, Business Roundtables, Task Force engagement, a community-wide survey, etc.); and,
- The Project Team’s experience with what has worked well in similar communities.

This led to a long list of possible actions, which was condensed and refined through:

- Community members’ and the business community’s priorities (through an online survey)
- The Project Team’s evaluation of the return on effort (considering the potential impact on local economic development compared to the amount of effort required)
- A gap analysis that ensured there were adequate actions to meet each objective, and that no objectives were lacking concrete steps to make them happen.

A total of 29 number of Actions have been included in this Strategy. The actions are phased according to when they should be initiated (but not necessarily be completed):

- Year 1 Actions
- Year 2-3 Actions
- Year 4-5 Actions
- Foundational Actions: should be ongoing and will support all other actions.

Within each of these sections, the actions are listed in order of priority, with the highest rated at the top.

Foundational Actions

STRATEGY AREA: Foundational

1. Support ongoing business engagement, networking, and business planning/entrepreneurship programs and supports

SEDS Role:

Lead, Connect

Description/Rationale:

This action is to continue and expand the existing work being done to engage and connect with local businesses and entrepreneurs. Ideas for SEDS include:

- Continuing current initiatives such as regular Business Roundtable meetings as well as Annual Business Walks. Feedback received during engagement for this project suggested that people would like to see fun and casual opportunities to connect over business matters, such as wine and cheese nights, or hosting business get-togethers at a local brewery.
- Connecting people to and liaising with existing business planning and entrepreneur programs and services offered by other organizations such as Community Futures Shuswap, Thompson Rivers University and Okanagan College, and Salmon Arm Economic Development Society.
- Sharing information and resources on small business grants, such as posting them on the SEDS website.
- Exploring the appetite for and monitoring funding opportunities to support additional programs such as youth and senior entrepreneurship programs, mentorship programs, business idea competitions, and more. Some of these could be done in collaboration with the local high school and/or Okanagan College.
- Convening a Youth Economic Development Committee.

STRATEGY AREA: Foundational

2. Continue to improve broadband coverage across the whole area

SEDS Role:

Lead, Connect

Description/Rationale:

The need for a strong and consistent broadband connection across the region is ever-growing in importance as more and more people work online or remotely. Being able to market the area as having a strong connection will be a key part of attracting remote workers, young families, and new businesses to the area.

At the time of writing, SEDS is actively completing Phase 2 of a Broadband Strategy Master Plan. This initiative will be completed by mid December (2022) and used to apply for more funding through the Connecting Communities BC fund as supported by the Federal Government.

STRATEGY AREA: Foundational

3. Develop a marketing and branding strategy for the Shuswap Project Area

SEDS Role:

Lead

Description/Rationale:

You can have it all in the Shuswap – some people just don't know it yet. Various branding and marketing initiatives already exist throughout the Shuswap region, so this action would be to develop and coordinate consistent messaging across organizations. This could have multiple benefits, including increasing the sense of local identity and pride, attracting new workers and residents, increasing tourism, and attracting new investment.

A coordinated marketing effort could create strategic materials aimed at:

- Coordinating messaging around the vision of a year-round local economy that supports our vibrant communities and a healthy environment.
- Building on the region's competitive advantages (access to nature, great climate, central BC location, more affordable lifestyle, local food and agriculture, etc.)
- Consumer profiles of who to reach and how (e.g., remote-working tech workers with young families)
- Establishing clear and measurable marketing and branding objectives
- Promotion strategies and materials for targeted ads and sponsored posts in industry publications (e.g. Business in Vancouver, BC Tech) or local news sites (e.g., Georgia Straight, Daily Hive, Capital Daily)
- Continuing to share the stories of successful local companies and individuals
- Developing marketing collateral for the region (e.g. postcards and materials for conferences, industry fairs, etc.)

Resources:

Funding

- Destination BC Marketing Partnerships Program. See Appendix B.

Examples

- BC Community Promotion success stories and learning resources:
 - Success stories: <https://www2.gov.bc.ca/gov/content/employment-business/economic-development/bc-ideas-exchange/success-stories/promoting-your-community>
 - Learning resources: <https://www2.gov.bc.ca/gov/content/employment-business/economic-development/bc-ideas-exchange/webinars/promoting-your-community>
- Federation of Canadian Municipalities (FCM) Community Branding and Marketing Tool: <https://fcm.ca/en/resources/international/community-branding-and-marketing>

STRATEGY AREA: Foundational**4.** Continue relationship building and engagement with local and neighbouring Indigenous Nations**SEDS Role:**

Lead

Description/Rationale:

The Shuswap is home to the traditional territories of the Adams Lake Indian Band, Splatshin First Nation, and Skw'lx te Secwepemcúlecw (Little Shuswap Lake Band). Collaboration with Indigenous peoples is recognized as a cornerstone to successful economic development in BC.

A proven relationship building action is to host a Community to Community (C2C) Forum with local First Nations. C2Cs are led and organized jointly by the communities involved. C2Cs enable political leadership and key staff from local and Indigenous governments to meet, discuss shared interests and areas of concern, and strengthen working relationships. C2Cs can receive funding for facilitation and hosting and have led to positive results in many BC communities.

Possible actions pursued after the C2C could include identifying economic development or tourism partnerships, strengthening the presence and visibility of Indigenous culture within the area, signing joint letters of understanding, or collaborative agreements and other actions.

While formal activities such as a C2C forums can lead to successful collaboration, it is equally important to foster informal relationships. Simple actions such as business lunches between leadership, attendance at community events, or tours of business or community facilities can enhance the informal relationships and strengthen community ties. Getting to know each other is a crucial first step towards sustained collaboration.

Once relationships are established there are many pathways for further collaboration that can be pursued. First Nations and municipalities throughout BC have successfully followed these pathways to building stronger and more collaborative relationships centered around shared prosperity and economic development.

Implementation Steps:

- Reach out to representatives at Adams Lake Indian Band, Splatshin First Nation and Skw'lx te Secwepemcúlecw to propose a C2C forum.
- Contact staff counterparts at the Nations to share this economic development strategy and discuss potential partnerships.
- Organize informal business meetings between economic development staff and business owners at the Nations and business owners and entrepreneurs elsewhere in the region.

Resources:

- Case studies of municipal and Indigenous collaboration in BC: <https://www.ubcm.ca/policy-areas/pathways-collaboration>
- UBCM Community to Community Forum Funding Program. See Appendix B.

Year 1 Action Plan

Actions are listed in order of priority, with the highest priority actions at the top.

STRATEGY AREA: Inclusive active transportation and housing

5.

Work with the Province and developers to encourage affordable and available housing including a wider range of housing stock

SEDS Role:

Support, Advocate

Description/Rationale:

As with many communities across the country, the Shuswap project area is facing significant challenges when it comes to affordability and availability of appropriate housing. This is a barrier for existing residents looking to grow their families or age-in-place, low-income residents, renters, and potential new residents and labour force participants. Limited or no housing/rental availability has been identified as one of the biggest factors in local labour shortages.

Implementation Steps:

This action could include a range of steps, including:

- Exploring Community Land Trusts as a model for affordable housing. A community land trust is a non-profit corporation that acquires and holds land over the long-term to provide secure affordable access to land and housing. This could potentially be a regional land trust in collaboration with Salmon Arm Economic Development Society.
- During future OCP updates, advocating for policies that facilitate higher density concentrated in dedicated growth centres and permit a wider variety of housing stock such as infill, tiny home communities, etc.
 - If and when rezoning is required, ensure that Community Amenity Contributions are used to help fund community-wide benefits
 - Encourage and/or incentivize green and environmentally friendly building and design – passive design, reducing construction waste, etc.
- Continuing to monitor housing opportunities and partnerships through BC Housing.
- Supporting a billeting program for workers

Resources:

- Various potential grants and funding sources. See Appendix B.
- Province of BC's guide "Community Amenity Contributions: Balancing Community Planning, Public Benefits and Housing Affordability." https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/local-governments/planning-land-use/community_amenity_contributions_guide.pdf
- The Community Land Trust, a non-profit established by the Co-operative Housing Federation of BC <https://www.chf.bc.ca/community-land-trust/>
- Community Land Trusts: The Solution to Metro Vancouver's Housing Affordability Crisis? <https://www.refbc.com/sites/default/files/Community%20Land%20Trusts%20in%20Metro%20Vancouver%20FINAL%20March%202017.pdf>
- New Commons Development Small Communities Initiative – team that offers expertise, partnership and potential capital investment to housing initiatives in smaller communities. This site also includes case studies of successful, affordable housing initiatives in smaller communities. <https://newcommons.ca/small-communities/>

STRATEGY AREA: Improve community services and infrastructure**6. Work with the Province to attract more health care professionals and provide improved access to health services****SEDS Role:**

Support, Advocate

Description/Rationale:

The need for more health care professionals in the Shuswap area was one of the top themes heard during community engagement. This trend exists across the country and is tied into larger systemic challenges in housing and the labour market overall. While health care provision is largely under Provincial jurisdiction, local governments and organizations can help promote healthy living and disease prevention, while lobbying to the Provincial government for improved health care resources. Included in this action are more discreet steps that SEDS could take to address this challenge, such as through resident attraction and marketing to attract health care professionals.

Implementation Steps:

-
- Conduct targeted attraction marketing for health care professionals (link to Action 10). This could be as simple as placing targeted ads in health care focused job boards, magazines, or online platforms, or it could be a larger initiative such as organizing an online health care job fair (currently being done by other BC municipalities such as Campbell River).
 - When conducting a Labour Market Study (see Action 11), include a focus on health care workers to understand the distinct trends, barriers, and opportunities to attracting and retaining health care workers.
 - Work with Interior Health and other Provincial government contacts to advocate for health care improvements such as recognizing the credentials of foreign health care workers, and ensuring family doctors have the supports they need to open practices.

Resources:

-
- “How Do Local Governments Improve Health and Community Well-being?” resource guide by Planh, available at <http://bchealthycommunities.ca/project/local-government-health-wellbeing/>

STRATEGY AREA: Improve community services and infrastructure

7.

Work with the Province and local school district to explore building more schools and expanding education options

SEDS Role:

Support, Advocate

Description/Rationale:

Community members identified a strong need for more schools and better education options for their children in the region. Some youth within the project area have to bus over an hour each way every day to get to high school. The lack of adequate education options could hinder growth and deter young families looking to settle in the region. Recognizing that there are longer-term plans for a high school in Sorrento, there are near-term actions that could support opportunities for improving the experiences and resources available to school students.

Implementation Steps:

Continue to work with the Province and advocate for more schools in the region. Include the needs of remote working high school students in scoping of a potential coworking space pilot project.

SEDS can:

- Continue advocating to the Province and working with the local school district to expand education options in the region (e.g., building a new high school).
- Explore developing shared spaces and co-working sites that are inclusive of high school students to support online schooling for students learning remotely.
- Provide resources to high school students, including career information, post-secondary information, and co-op and learning opportunities.

STRATEGY AREA: Market a business and labour friendly environment**8. Promote the “buy local/Shuswap Grown” campaigns to support local procurement and shared local business services****SEDS Role:**

Support, Coordinate

Description/Rationale:

Buy local campaigns are a common marketing and revitalization tool that have been used successfully across BC. Promoting local businesses, makers, and growers is especially vital in response to COVID-19 and is becoming increasingly important in building community resilience to climate change.

There are several initiatives underway in the Shuswap region already; this action would be to identify whether any additional support could be useful in helping coordinate and amplify these efforts, as well as to monitor whether there is any appetite for additional shared business services and supports such as a shared online sales platform.

Implementation Steps:

- Investigate the need to provide additional support to the North and South Shuswap Chambers’ Buy Local Initiative, as well as the Shuswap Grown Initiative.
 - Promote these initiatives on the SEDS website.
- Build on these initiatives in future marketing and branding initiatives (see Action 4), wayfinding with signage (Action 25) and a map that identifies local producers (see Action 23)
- Assess whether there is enough demand to support further shared business supports, such as a shared online sales platform (which could be agriculture focused or broader). An online sales platform could be particularly helpful in light of the post-COVID shift towards e-commerce.
 - The Cow-op (see link below) is a successful example of this from the Cowichan Valley, BC.
- Encourage local institutions, businesses, events, grocery stores, and employers to procure what they can locally.
- Promote local producers, businesses and vendors at local events and festivals.

Resources:

- Shuswap Grown Initiative <https://shuswapgrown.ca/about>
- Buy Local BC Thomson Shuswap Map <https://www.buylocalbc.org/buy-local-buy-fresh-thompson-shuswap-map>
- LOCO BC <https://www.locobc.ca/cpages/home> runs the Buy Local BC Annual Campaign and offers various other resources and supports for buying local.
- See <https://cow-op.ca/> as an example of an online marketplace for local vendors. The Cow-Op (located in the Cowichan Valley, BC) is a non-profit farmer and food processor co-operative with an online marketplace of locally grown and harvested food.

9. Develop and implement a labour market plan

SEDS Role:

Lead (in coordination with others)

Description/Rationale:

Various challenges in the labour market have been identified in the Shuswap project area, including difficulty in balancing labour supply in seasonal industries like tourism, attracting workers when there is a housing shortage, and alignment between peoples' education and training and the types of jobs available.

These challenges were explored already through a Labour Market Assessment and Action Plan that was conducted for Area C in 2017. This action would be to complete labour market assessments and plans for the rest of the Shuswap project area (Electoral Areas D, F, and G).

Implementation Steps:

- Continue supporting existing work being done in this area such as the Labour Market Roundtable run through Salmon Arm Economic Development Society (SAEDS), Community Futures Shuswap, and other organisations. Part of this initiative is a new jobs board website.
- Identify a scope of work for a labour market plan. This could include:
 - Identification of labour market needs (e.g. sectors where labour demand is outpacing supply such as health care worker, education, etc.)
 - The development of human resources strategies to attract employers, employees, communities and associations
 - Linkage of labour market needs to marketing and promotion strategies for the region
 - Identification of labour market support actions (e.g. online/in-person job fairs, targeting marketing, partnerships with educational institutes, collaboration with major employers, etc.)
- Identify and reach out to partner organizations (e.g., SAEDS, Community Futures Shuswap) to jointly undertake an application to Work BC's Labour Market Partnership Funding program (see below).
- Explore how else to match local education and training/skills-building opportunities with local industry needs and opportunities, more than what is already being done in the Shuswap region (in collaboration with Okanagan College and others).

Resources:

- Work BC Labour Market Partnership Funding. See Appendix B.

STRATEGY AREA: Market a business and labour friendly environment**10. Develop a permitting and development guidebook****SEDS Role:**

Support, Advocate

Description/Rationale:

An easy-to-use permitting process guidebook is a simple yet effective way to communicate that the area is open and welcoming to potential development opportunities, and helps facilitate a more efficient development process overall. This should clearly communicate the necessary steps and requirements to submitting a development or permitting proposal and seeing it through to the decision.

Implementation Steps:

-
- Coordinate with the CSRD Planning Department to clearly outline the process.
 - Potentially engage the expertise of a communications specialist to create clear and compelling graphics and ensure that the language used is accessible to all audiences.
 - Speak with local developers to understand their experiences with and perspectives on the process, and ask if they have any suggestions for improvement.
 - Host the guidebook on the SEDS website and ensure to update it over time as need be.

Resources:

-
- The Local Government Development Approvals Program (through UBCM) offers funding to improve development approvals processes. See Appendix B.
 - The Village of Cumberland recently received funding to update and simplify their development approvals process through the Local Government Development Approvals Program. They could be contacted to ask about their experience, the process, lessons learned, etc.
 - See the City of Milpitas (CA) Development Review Handbook for an example of an accessible and aesthetic example https://www.ci.milpitas.ca.gov/wp-content/uploads/2022/01/DevReviewHandbook_FINAL_web_1-12.pdf

STRATEGY AREA: Market a business and labour friendly environment

11.

Conduct marketing and develop amenities to attract remote and/or tech workers and young families

SEDS Role:

Lead

Description/Rationale:

Like many rural areas in BC, the Shuswap has an aging population. Attracting and retaining young people in the region will be necessary to support sustained economic growth. Building off the Marketing and Branding Strategy (see Action 4), a sub-action identified through community engagement is to conduct marketing and amenity development aimed at attracting remote workers and young families.

This action has two linked components: marketing and amenity development.

Marketing

- Aimed at attracting young families and remote workers
- Can include targeting for specific priority jobs (e.g., healthcare workers) linked to the outputs of the labour market study
- Marketing of amenities and business networks in the Shuswap
- Use paid, targeted ads online such as on Instagram, job board websites, university job fairs, technology and industry journals, etc.
- Use geofencing data to deliver marketing to members of the target demographic who have visited the area before.

Amenities

- SEDS can support or initiate the development of coworking spaces and spaces available for online schooling. This could start as opening existing spaces such as the various community halls throughout the Shuswap project area and providing basic amenities (e.g. public Wi-Fi, hotdesking spaces, meeting rooms, etc.).
- Spaces could be established on a trial basis to test demand for larger or more permanent investments.

Implementation Steps:

Aim to establish pilot hotdesking locations by Summer 2023. Contact existing spaces to discuss opportunities.

Resources:

- REDIP-ED Implementation Grant. See Appendix B.

STRATEGY AREA: Promote year-round tourism**12.** Continue to liaise with and support Shuswap Tourism initiatives**SEDS Role:**

Coordinate, Lead

Description/Rationale:

With tourism being a key sector in the Shuswap local economy, ongoing coordination with Shuswap Tourism has been and will continue an important action.

Implementation Steps:

This action is already underway. A priority for Year 1 will be completing and submitting a Municipal and Regional District Tax (MRDT) application by end of April 2023.

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STRATEGY AREA: Market a business and labour friendly environment**13.** Continue promoting the Shuswap local economy at industry conferences, tradeshow, and community events**SEDS Role:**

Lead

Description/Rationale:

This action consists of communicating opportunities within the Shuswap to potential investors, businesses, and residents through ongoing promotion at conferences, tradeshow, and community events. This includes spreading education and awareness amongst community members, local businesses and organizations while attending local markets and events about SEDS, what local economic development is, how it's relevant to them, and how they can get involved and support local economic development.

Implementation Steps:

This action is already underway. Future steps could include:

- Building on Foundational Action 4 to Develop a marketing and branding strategy for the Shuswap Area (once completed) to align marketing materials and approaches.

STRATEGY AREA: Recreational programming and spaces for all

14.

Support more year-round events and festivals, arts and entertainment including for youth

SEDS Role:

Support, Advocate

Description/Rationale:

While the Shuswap region already has many established and well-attended events and festivals, there was a desire expressed during community engagement to see more, especially outside of the summer months (e.g., hosting a Shuswap-wide festival in the winter) for those who live in the area year-round. There were many comments about the need for more events, programming, and facilities for youth (e.g., a drop-off after school club, skatepark), in particular. This would help with resident attraction and retention, fostering a sense of community year-round, and promoting four seasons of business and tourism.

Implementation Steps:

This action would ultimately need to be led by community members or organizations, but support could be provided in various ways such as:

- Connecting those interested in organizing events with grant opportunities (e.g., posting them on the SEDS website).
- Offering in-kind support such as the use of meeting space, event supplies such as tables and tents.
- Helping spread the word and promote marketing materials of events.
- Offering incentives (e.g., small community grants) to events or programs that are directed towards youth.

Resources:

- Funding sources may vary depending on the event type. Various funding available – see Appendix B.

STRATEGY AREA: Promote year-round tourism**15.** Support expanding and diversifying tourist accommodations while responsibly managing short-term rentals**SEDS Role:**

Support, Advocate

Description/Rationale:

Short term rentals can boost economic activity, facilitate tourism, and provide additional income to homeowners. However, if not managed in-line with community priorities, short term rentals may have negative impacts on housing availability and affordability.

In order to responsibly manage these considerations, many communities within BC have developed short-term rental policies. These policies combine information about the housing and vacation rental market with stakeholder engagement and considerations around housing availability and affordability, tourism, and economic activity.

A strategy for managing short-term rentals would need to be developed through community engagement and the identification of needs that are specific to the Shuswap. Example policies from other jurisdictions in BC include:

- Requiring business licences for short term rental operators
- Requiring that operators of short term rental be permanent residents of the property
- Setting a maximum on the percentage of dwelling units that can serve as short term rentals
- Considerations for the use of short term rentals as workforce housing
- Identifying minimum criteria, such as sewerage requirements, parking, privacy screening, etc.
- Identifying exemption zones where more or fewer short term rentals may be appropriate

At the same time, there is a need for additional tourist accommodation, particularly in the winter months.

Implementation Steps:

- Conduct a short-term rental scan. This would be a desktop review of popular short term rental sites to find an approximate number of units available. Compare this with total housing units in the region to estimate scale.
- Work with Shuswap Tourism and local tourism providers to understand and quantify (e.g., through a gap analysis) market opportunities for additional tourism accommodation. This could include looking at bed and breakfast expansion, camping opportunities, hotel attraction, etc.)
- Consider the needs of specific types of tourists in considering tourism accommodation. For example, cycle and snowmobile tourists may have particular needs such as bike storage, parking with security, etc.

Resources:

- UBCM Report 'Priorities for action on Short Term Rentals' (2021): https://www.ubcm.ca/sites/default/files/2021-11/Policy%20Areas_Housing_Priorities%20for%20Short-Term%20Rentals%20Report_2021-10.pdf

Policy Examples:

- <https://www.sechelt.ca/Work/Licences-Permits/Short-Term-Rental>
- <https://rossland.ca/planning/short-term-rentals/>

STRATEGY AREA: Grow healthy local food systems

16.

Encourage local farmers and agricultural landowners to explore options for succession

SEDS Role:

Support, Connect

Description/Rationale:

Access to land is a huge barrier to most people looking to get into farming. While the average age of farmers in BC has risen in the past couple of decades, interest in farming is starting to grow again, particularly among young folks, as climate events and disruptions to supply chains remind us of the importance of locally grown foods. At the same time, it is important to support long-time farmers in creating a succession plan before they age out of their profession.

This action is to help connect prospective farmers and landholders with existing programs (i.e., the BC Land Matching Program) that help find matches between those wanting to get into farming with those who have assets, land, and knowledge available to share.

Implementation Steps:

- Connect with the BC Young Agrarians to identify what kinds of materials and supports they could share.
- Support land matching events – work with the BC Young Agrarians to host informational events in the area.
- Share resources, information, and land matching success stories on the SEDS website.

Resources:

- The BC Land Matching Program, run by the Young Agrarians, provides land matching and business support services to new farmers looking for land to farm, as well as landowners interested in finding someone to farm their land. See <https://youngagrarians.org/tools/land/bc-land-matching-program/>

Years 2-3 Action Plan

Actions are listed in order of priority, with the highest priority actions at the top.

STRATEGY AREA: Improve community services and infrastructure

17. Support identifying priority areas for improved utilities, servicing, and waste management

SEDS Role:

Support, Advocate

Description/Rationale:

The inconsistency of servicing and infrastructure across the Shuswap project area was a big theme heard during community engagement. The need for more reliable electricity was ranked as the second highest factor in attracting remote workers (after improved internet) through the online survey.

This action is to advocate for pre-planning and flexibility in infrastructure and servicing requirements in development application review processes, so as to not be cost-prohibitive to new development (in recognizing the need for more housing). It would also involve identifying priority areas for improving the connectivity of some existing residential areas (e.g., the north end of Area F).

These types of changes are needed to accommodate future growth as well as the extra draw on existing infrastructure due to the high number of previously seasonal homes now being occupied year-round. This action will need to be balanced with the community's value of maintaining a rural sense of place.

Opportunities for collaboration should be explored, including those with neighbouring First Nations.

STRATEGY AREA: Inclusive active transportation and housing

18. Advocate for identifying priority roads and pathways to be upgraded and made more bike and pedestrian-friendly

SEDS Role:

Support, Advocate

Description/Rationale:

Improved and pedestrian/bike friendly roadways was the most popular theme mentioned during Ideashare engagement. Specific suggestions included walkways and bike paths along Blind Bay Rd, Eagle Bay Rd, Sunnybrae Rd, White Lake Rd, Notch Hill Rd, Balmoral Rd, and a pedestrian activated crossing light to cross the highway in Sorrento, as well as lakeside walking trails.

This action is to advocate during future OCP updates, capital planning, and active transportation plans and to work with CSRD engineers and planners to identify priority roadways to be upgraded, widened, and improved for pedestrians and cyclists.

STRATEGY AREA: Market a business and labour friendly environment

19. Encourage (and support permitting of) pop-up shops throughout the region

SEDS Role:

Support

Description/Rationale:

Pop-up shops offer small-scale and early-stage entrepreneurs, growers, artists, and craftspeople a low barrier way to bring their goods to market. Enabling these low-cost entry points for business ideation and incubation is critical for supporting economic growth and innovation in a region. Pop-up shops can enable existing businesses that sell online-only to break into local markets and promote their goods in-person. Pop-up shops such as farm-stands can also serve local markets and help enhance food security. The following steps could be taken to support pop-up shops in the region:

- Identify sites such as parking lots and pull-offs on the Trans-Canada Highways or near village centres where pop-ups and food trucks would be appropriate.
- Advocate to the CSRD to expand permitting and lower entry costs and requirements, lease with the BC Ministry of Transportation and Infrastructure to allow pop-ups and food trucks in safe areas and pull-offs along the highway.
- Help small businesses navigate permits and requirements
- Continue to support and promote existing pop-up locations such as the Sorrento Village Farmers' Market

Resources:

- Small Business BC (resources for entrepreneurs) <https://smallbusinessbc.ca/our-resources/>

STRATEGY AREA: Market a business and labour friendly environment**20.** Advocate for designating more commercial and industrial land and maintain online inventory of what's available**SEDS Role:**

Lead, Advocate

Description/Rationale:

The lack of commercial and industrial land was identified as a challenge in Areas C, D, F, and G. The following steps could be taken:

- Conduct a commercial and industrial land use capacity study. This can be a straightforward GIS-based study to inventory industrial and commercial properties using existing data (CSRD zoning and BC Assessment Data) to better understand growth capacity and constraints. This could help justify the need for additional commercial and industrial space.
- Alongside a capacity study, an online inventory (based on real estate postings) could be maintained on the SEDS website, along with key facts relevant to potential developers and tenants that highlight the advantages of the region (e.g., average lease rates, property prices (actual, and compared to Metro Vancouver) permitting and business licencing timelines, major markets within a one-day drive, etc.)

STRATEGY AREA: Improve community services and infrastructure**21.** Encourage more childcare spaces**SEDS Role:**

Advocate

Description/Rationale:

Childcare is an enabler of economic growth, workforce participation, economic equality, and countless other benefits. Though affordable childcare is a complex issue that is impacted by policy at every level of government, SEDS can still play a productive role in advocating for expanded childcare in the region. SEDS can work to encourage more childcare spaces by advocating at the CSRD (e.g. zoning review to ensure childcare uses are allowed in all residential areas), advocating to Interior Health for expanded childcare licencing, and can work with local MLAs and MPs to encourage favourable childcare funding and policy.

SEDS can also identify major employers within the region and reach out to discuss possible childcare options and enable partnerships, for example, by encouraging multiple employers to pool resources and offer shared childcare.

This action could also involve working with existing childcare providers to secure larger or more suitable spaces, or, where necessary, supporting non-licensed providers in taking the steps necessary to secure licenses to operate.

Resources:

- Useful facts on the economic benefits of childcare in Canada: http://mwmccain.ca/_media/uploads/deloitte/elcc_report_senate_presentation_ca2.pdf

STRATEGY AREA: Promote year-round tourism

22. Encourage cycle tourism and create a cycle tour route

SEDS Role:

Support, Advocate

Description/Rationale:

Cycle tourism offers a low-impact and sustainable tourism market that punches above its weight economically. Studies show that cycle tourists tend to have high incomes, spend their dollars at local businesses, and intend to return to destinations multiple times. The Shuswap already boasts great options for both road biking and mountain biking. Expanding and promoting cycle tourist facilities could help attract more cyclists and further strengthen this base of sustainable tourism, while benefitting year-round residents. The desire for improved bike paths was one of the most common themes heard during community engagement for this project.

This could connect into a wayfinding and signage initiative (Action 25) and the creation of a cycle tour route (with signage and a map) that highlights local artisans and producers along the way, such as building on Tourism Shuswap's map of farm stands.

Case studies from the United States show that one of the most effective strategies for attracting cycle tourism is to develop a "magnet facility" such as a small shelter with basic maintenance tools, air, secure bike racks, water, and free-Wi-Fi. In some cases, low-cost magnet facilities have been fully paid for by donations from cyclists who use the facility. Local tourism operators could be coordinated with to support cycling, expanding bike rental options, and improving private amenities for visiting cyclists.

Improved bike trails and paths should be advocated for during future OCP updates, trail planning, active transportation planning.

B.C. Active Transportation Infrastructure Grants Program (see Appendix B) – The highest levels of funding through this grant are available through partnership programs with neighboring Indigenous communities. This could be a good opportunity to partner with neighbouring First Nations, in which case this grant could provide up to 80% of funding for active transportation planning or infrastructure projects.

STRATEGY AREA: Grow healthy local food systems**23.** Promote shared services and facilities to support new and smaller-scale farmers**SEDS Role:**

Support, Connect

Description/Rationale:

An important first component of this action is promoting information and awareness about existing facilities and resources, such as Zest Commercial Food Hub in Salmon Arm and supporting Tourism Shuswap's Farm Stand Map initiative. Future options to be explore could include shared marketing, storage, processing space, agricultural test centre/tech hub, vertical growing spaces, greenhouses, and more.

STRATEGY AREA: Improve community services and infrastructure**24.** Support the creation of a community investment co-op**SEDS Role:**

Support

Description/Rationale:

Community Investment Co-ops (CICs) are innovative and relatively new support systems for rural economic and business development that bridge the gap for local investors and local ventures in need of financing. CICs allow local investors to pool their money into funds that are reinvested into local small businesses and entrepreneurs, based on the goals of the co-op. CICs sell member shares and elect boards who select investments based on social, environmental, and financial impact criteria. These co-ops are member owned, community controlled, and community-based organizations that can finance local ventures and generate impacts.

Establishing a CIC in the Shuswap Region was raised as suggestion during community engagement as a way to help support local businesses and local non-profits that provide essential services.

There is an established coalition to support the development and success of local community co-operatives through the BC Impact Investing Coalition.

Resources:

- Sunshine Coast Community Investment Co-op <http://www.ccicsunshinecoast.org/>
- Kootenay Employment Services Society <https://kes.bc.ca/CMS2/>
- BC Co-op: list of Community Investment Co-op Members <https://bccca.coop/membership/member-category/investment-co-op/>
- British Columbia Community Investment Co-operative (CIC) Start-Up and Operations Guide <https://tiip.ca/british-columbia-community-investment-cooperative-start-up-and-operations-guide-make-an-impact/>

Years 4–5 Action Plan

Actions are listed in order of priority, with the highest priority actions at the top.

STRATEGY AREA: Inclusive active transportation and housing

25. Activate village centres through pedestrian-friendly design, densification, and wayfinding and signage

SEDS Role:

Initiate a wayfinding program with support from CSRD

Description/Rationale:

Wayfinding and localized branding are key components of local place-making that supports economic development. For Areas C, D, G, and F wayfinding improvements that incorporate active transportation routes, contribute to a sense of place, and direct visitors and residents to key destinations (commercial centres, tourism facilities, markets, accommodation) will help build vibrancy and attract commercial activity.

Depending on local needs, the wayfinding program could range from the design and installation of a few signs at key locations, to more comprehensive area plans for active transportation, accessibility, lighting, beautification, and walkability. Wayfinding interventions can be designed to reflect the branding and style guidelines developed through Action 4 (to develop a marketing and branding strategy). A wayfinding program could also support local beautification efforts, including:

- Village-centre lighting improvements
- Planters and hanging baskets
- Standard flags for events and seasons

More comprehensive wayfinding and place making that address accessibility, active transportation or infrastructure could be eligible for funding opportunities such as BC Active Transportation Infrastructure Grants. Coordination with the CSRD and Ministry of Transportation and Infrastructure will be critical for successful development.

Resources:

- Example wayfinding strategy, Town of Oliver: <https://www.oliver.ca/sites/oliver.ca/files/2022-05/OLIVER-ATDBW%20v8sm.pdf>
- District of Squamish Wayfinding Project: <https://squamish.ca/yourgovernment/projects-and-initiatives/wayfinding-project/>

STRATEGY AREA: Recreational programming and spaces for all**26.** Support improved public beach and lake access, parks and green spaces while maintaining ecological health**SEDS Role:**

Support

Description/Rationale:

Support improved lake and beach access during future updates to local OCPs, such as more parking and bike parking, more areas to launch non-motorized watercraft, connecting to trails, etc. Advocate for improved and ecologically-friendly design of local parks (e.g., Sorrento Park was mentioned during community engagement) and green spaces, such as planting more indigenous species, and prioritize efforts to keep the lake and watershed ecology healthy.

STRATEGY AREA: Market a business and labour friendly environment**27.** Attract investment/big employers that will support year-round employment**SEDS Role:**

Lead

Description/Rationale:

In working to attract outside investment and larger employers, which could provide stable, year-round employment and help balance out the seasonality of the Shuswap local economy, it would still be important to work with local businesses who understand the opportunities and challenges. Working with local businesses would also help determine the right kind of business and development partners to target, based on local, needs, opportunities, and values.

A first step would be assessing the feasibility of certain types of businesses and industries based on local assets available. With the Shuswap's existing infrastructure, such as rail connectivity, this could include secondary manufacturing jobs, including new and emerging green industries such as biomass. Attraction efforts could include marketing, offering tax breaks to desirable employers/sectors, and identifying and promoting appropriate land or space.

STRATEGY AREA: Inclusive active transportation and housing

28. Advocate for expanded public and greener transportation options

SEDS Role:

Advocate and Lead

Description/Rationale:

Public consultation on the economic development strategy identified a major need for enhanced public transportation, active transportation and electric vehicle charging infrastructure. Currently, the 41, 42 and 43 bus routes run limited regional service on Wednesday and Thursday. SEDS can advocate to BC Transit for expanded transit options within the region.

SEDS could also lead the installation of public chargers in locations such as Blind Bay or Sorrento that represent gaps in the public charger network. SEDS could identify candidate sites and assist land owners to apply for funding through the CleanBC public charger program. Siting public chargers in areas close to local businesses (restaurants, shopping areas, markets) can help generate demand for these co-located businesses.

Resources:

- CleanBC Go Electric Public Charger Program funding: <https://pluginbc.ca/publiccharger/>

STRATEGY AREA: Recreational programming and spaces for all

29. Support the development and equitable distribution of more recreation facilities

SEDS Role:

Support

Description/Rationale:

Access to recreational facilities is an important part of quality of life. While the Shuswap area has ample natural outdoor recreation amenities, there were many comments made during community engagement about the desire for more indoor recreational facilities, and to have them more equally spread across the region (to reduce driving time for some folks). It is also important to consider the changing demographics of the area in planning for recreational facilities, for example to ensure there are adequate spaces that would appeal to youth as more young families move to the area. Many ideas were suggested including a skating rink, skateboard park, disc golf course, pickleball court expansion, a recreation centre in Blind Bay, etc.



4. Implementation, Monitoring and Evaluation – *Have we arrived?*

IMPLEMENTATION: COMMUNICATING PROGRESS

It's critical that the community (residents, businesses, stakeholders, non-profits, neighbouring First Nations, etc.) is updated on progress as the Strategy is implemented. Everyone put significant time into the development of this Strategy, and it will be important that they are kept up to date on progress. This will ensure that support for the project remains high, and that community members feel that SEDS is accountable to them and to carrying out the Strategy.

Communications could include:

- Implementation progress (what projects were started, are underway, or completed).
- Results from Monitoring and Evaluation (see following section). It is important that this is a transparent process, with both highlights and lowlights communicated.
- Highlighting a local business.
- Statistics and information on the importance of shopping locally (e.g., local shift)

RISK REGISTER

While this Strategy has been crafted to minimize the impacts from potential risks, continual effort will be required to ensure project success.

Below is a list of common risks to the implementation of local economic development strategies, and strategies for overcoming each risk. These risks and mitigation strategies were identified through engagement with the Steering Committee and local business leaders.

RISKS	MITIGATION STRATEGIES
<i>Lack of community support or involvement in action implementation.</i>	<ul style="list-style-type: none"> • Empower residents to take ownership of our Plan, for example by providing small community grants to individuals or groups proposing to undertake a project that demonstrates working towards the objectives outlined in this Strategy; • Continue momentum with community engagement and communications throughout implementation, highlighting successes (e.g., updates on strategy progress as actions are completed); • Maintain an easily accessible community-wide channel or platform (e.g., continuing to use the Economic Development Strategy webpage on the SEDS website) as a location for residents to connect and engage with community events, ideas, and opportunities; and, • Leadership and a dedicated staff person to remain as champions of the Plan.
<i>The Strategy is “put on a shelf” and not acted upon; or only partially or intermittently implemented.</i>	<ul style="list-style-type: none"> • Utilize the Monitoring and Evaluation tools provided in this Strategy; • Maintain accountability by regularly reporting to the community on progress; • Ensure staff have the resources to implement actions; • Begin with “Quick Win” actions to establish momentum; and, • Ensure the Strategy integrated into other long-term plans, policies, and SEDS’ priorities and budget.
<i>Insufficient funding or limited community capacity to support implementation.</i>	<ul style="list-style-type: none"> • Pursue grants, partnerships, and funding opportunities to support actions (see Appendix B for potential funding sources); • Ensure budget is allocated adequately fund action implementation; and, • Provide support for volunteers, and promote involvement throughout the community (e.g., through future Business Roundtables) to minimize burnout.
<i>Climate change impacts (e.g., wildfire, flooding, etc.,) negatively impact Action implementation and the Competitive Advantages of our community</i>	<ul style="list-style-type: none"> • Diversification of the economy; • Embracing the ‘green’ economy and opportunities (such as longer growing seasons); • Working with other levels of government to plan ahead for disruptions; and, • Continued stakeholder dialogue across sectors to ensure all perspectives are included (e.g., including environmental perspectives).
<i>The impacts of COVID-19 have not been adequately recognized as far as disruptions to ‘business as usual’</i>	<ul style="list-style-type: none"> • Continue to assess what has and has not been changed since COVID-19, (e.g., remote work, e-commerce); and • Maintain an adaptive approach to action implementation that responds to changes in how we work and do business, seeing these as opportunities.
<i>Change in local government leadership with a different focus or agenda.</i>	<ul style="list-style-type: none"> • Continue to champion the Strategy and support resident buy-in; and • Ensure the Strategy is communicated as a community-led plan, rather than just an initiative of SEDS.

MONITORING AND EVALUATION

Monitoring and evaluation are an essential part of any successfully implementing any economic development strategy. Monitoring and evaluation tools enable us to check in on the Strategy and see progress being made toward the identified Objectives. The tools can be used to identify if areas of the strategy are underperforming and if they should be updated, reconsidered, or replaced. There are two types of monitoring included in this Strategy:

- **Outcome monitoring:** *Is the Strategy helping to achieve community objectives?*
- **Process monitoring:** *Are the Actions in the Strategy being implemented?*

Monitoring and evaluation updates should be shared with community members, staff, and the CSRD Electoral Areas C, D, F, and G as a reason to celebrate and maintain momentum with strategy implementation over time.

Outcome Monitoring

Outcome monitoring helps us ensure our actions are having the desired effect on the Strategy's objectives. This can be monitored by measuring indicators, such as those outlined in the table below. The Project Team suggests measuring these indicators every three to five years (noting that some of the data may only change every 5 years with the Canadian Census).

COMMUNITY OBJECTIVE	POTENTIAL INDICATOR(S)	INFORMATION SOURCE(S)
Maintain our rural character and sense of place	<ul style="list-style-type: none"> • Constructed scale 	<ul style="list-style-type: none"> • Annual Business Walks • Could ask a simple poll question as part of annual updates to the community on Strategy progress
Diversify our economic base	<ul style="list-style-type: none"> • % of jobs per industry or occupation 	<ul style="list-style-type: none"> • Statistics Canada Census of Population
Promote four seasons of business	<ul style="list-style-type: none"> • Satisfaction with local business environment rating 	<ul style="list-style-type: none"> • Annual Business Walks
Enhance quality of life for all ages	<ul style="list-style-type: none"> • Median age 	<ul style="list-style-type: none"> • Statistics Canada Census of Population
Increase access to housing	<ul style="list-style-type: none"> • % of households (renter and owner households) spending more than 30% of household income on shelter costs • # of residential development permits per year 	<ul style="list-style-type: none"> • Statistics Canada Census of Population • CSRD Planning Staff
Build climate change resilience	<ul style="list-style-type: none"> • # of climate change related initiatives supported by SEDS 	<ul style="list-style-type: none"> • SEDS
Strengthen the local labour market	<ul style="list-style-type: none"> • Employment participation rate • Unemployment rate 	<ul style="list-style-type: none"> • Statistics Canada Census of Population
Promote vibrant community centres	<ul style="list-style-type: none"> • # of annual events 	<ul style="list-style-type: none"> • Tourism Shuswap • Local events calendars

Progress Monitoring

The progress monitoring tool, included as Appendix A, can be used annually to assess and summarize the progress and status of action implementation. This tool should be filled out by a SEDS staff member and be used to provide updated on implementation progress. The Project Team recommends that this monitoring be done annually.



Appendix A:

Progress Monitoring Tool

#	PHASING & STRATEGY AREA	ACTION	% COMPLETE	STATUS UPDATE/ NOTES DATE: <input type="text"/>
1	Foundational	<i>Support ongoing business engagement, networking, and business planning/ entrepreneurship programs and grants</i>		
2	Foundational	<i>Continue to improve broadband coverage across the whole area</i>		
3	Foundational	<i>Develop a marketing and branding strategy for the Shuswap Area</i>		
4	Foundational	<i>Continue relationship building and engagement with local and neighbouring Indigenous Nations</i>		
5	Year 1 <i>Inclusive active transportation and housing</i>	<i>Work with the Province and developers to encourage affordable and available housing including a wider range of housing stock</i>		
6	Year 1 <i>Improve community services and infrastructure</i>	<i>Work with the Province to attract more health care professionals and provide improved access to health services</i>		
7	Year 1 <i>Improve community services and infrastructure</i>	<i>Work with the Province and local school district to explore building more schools and expanding education options</i>		

#	PHASING & STRATEGY AREA	ACTION	% COMPLETE	STATUS UPDATE/ NOTES DATE:
8	Year 1 Market a Business and Labour Friendly Environment	<i>Promote the “buy local/ Shuswap Grown” campaign to support local procurement and support shared local business services</i>		
9	Year 1 Market a Business and Labour Friendly Environment	<i>Develop and implement a labour market plan</i>		
10	Year 1 Market a Business and Labour Friendly Environment	<i>Develop a permitting and development guidebook</i>		
11	Year 1 Market a Business and Labour Friendly Environment	<i>Conduct marketing and develop amenities to attract remote and/or tech workers and young families</i>		
12	Year 1 Promote year- round tourism	<i>Continue to liaise with and support Shuswap Tourism initiatives</i>		
13	Year 1 Market a Business and Labour Friendly Environment	<i>Continue promoting the Shuswap local economy at industry conferences, tradeshows, and community events</i>		
14	Year 1 Recreational programming and spaces for all	<i>Support more year round events and festivals, arts and entertainment including for youth</i>		
15	Year 1 Promote year- round tourism	<i>Support expanding and diversifying tourist accommodations while responsibly managing short-term rentals</i>		
16	Year 1 Grow healthy local food systems	<i>Encourage local farmers and agricultural land owners to explore options for succession</i>		

#	PHASING & STRATEGY AREA	ACTION	% COMPLETE	STATUS UPDATE/ NOTES DATE: <input type="text"/>
17	Years 2-3 <i>Improve community services and infrastructure</i>	<i>Support identifying priority areas for improved utilities, servicing, and waste management</i>		
18	Years 2-3 <i>Inclusive active transportation and housing</i>	<i>Advocate for identifying priority roads and pathways to be upgraded and made more bike and pedestrian-friendly</i>		
19	Years 2-3 <i>Market a Business and Labour Friendly Environment</i>	<i>Encourage (and support permitting of) pop-up shops throughout the region</i>		
20	Years 2-3 <i>Market a Business and Labour Friendly Environment</i>	<i>Advocate for designating more commercial and industrial land and maintain online inventory of what's available.</i>		
21	Years 2-3 <i>Improve community services and infrastructure</i>	<i>Encourage more childcare spaces</i>		
22	Years 2-3 <i>Promote year-round tourism</i>	<i>Encourage cycle tourism and create a cycle tour route</i>		
23	Years 2-3 <i>Grow healthy local food systems</i>	<i>Promote shared services and facilities to support new and smaller-scale farmers</i>		
24	Years 2-3 <i>Improve community services and infrastructure</i>	<i>Support the creation of a community investment co-op</i>		

#	PHASING & STRATEGY AREA	ACTION	% COMPLETE	STATUS UPDATE/ NOTES DATE: <input type="text"/>
25	Years 4-5 <i>Inclusive active transportation and housing</i>	<i>Activate village centres through pedestrian-friendly design, densification, and wayfinding and signage</i>		
26	Years 4-5 <i>Recreational programming and spaces for all</i>	<i>Support improved public beach and lake access, parks and green spaces while maintaining ecological health</i>		
27	Years 4-5 <i>Market a Business and Labour Friendly Environment</i>	<i>Attract investment/big employers that will support year-round employment</i>		
28	Years 4-5 <i>Inclusive active transportation and housing</i>	<i>Advocate for expanded public and greener transportation options</i>		
29	Years 4-5 <i>Recreational programming and spaces for all</i>	<i>Support the development and equitable distribution of more recreation facilities</i>		

An aerial photograph of a large, calm blue lake in the foreground. The middle ground is filled with dense green forests and scattered residential houses. In the background, there are rolling hills and mountains under a sky with soft, white clouds. A thin red horizontal line is positioned across the middle of the image, just below the title text.

Appendix B:

List of Potential Grants

Potential Funding Sources

Source	Fund Name	Amount	Timing	Details	Eligibility	Website	Related Action
BC Housing	Building BC: Community Housing Fund	Varies	Next notice of funding will be issued over the next 24 months	developing affordable rental homes for middle and low-income families, independent seniors and individuals in BC.	non-profit organizations, housing co-operatives, and local government	Community Housing Fund - Program and Proposal Process BC Housing	Work with the Province and developers to encourage affordable and available housing including a wider range of housing stock
BC Hydro	Grants for community groups	up to \$10,000	Next intake for applications opens February 1, 2023 and will run until March 31, 2023	Offering two types of grants in three focus areas: - Building the workforce of tomorrow, - Safety education, and - Developing smart energy ideas.	Non-profit or registered Canadian charitable organization based in B.C.	Grants for community groups (bchydro.com)	Support ongoing business engagement, networking, and business planning/entrepreneurship programs and grants
Destination British Columbia	Municipal and Regional District Tax Program	Varies	On-going intake	apply for the implementation, renewal rate change or use of general MRDT for affordable housing in a designated accommodation area.	municipal or regional governments	Program Requirements & Application Procedure - Destination BC - Destination BC	Support identifying priority areas for improved utilities, servicing, and waste management
Destination British Columbia	Marketing Partnerships Program	minimum of \$20,000, to a maximum of \$250,000, per year		provides co-operative, consumer-focused marketing and promotion support to Community Consortia, Sector Organizations, or approved Individual or Paired Communities in British Columbia		https://www.destinationbc.ca/what-we-do/funding-sources/co-op-marketing/	Develop a marketing and branding strategy for the Shuswap Project Area
Economic Trust Southern Interior	Building Economic Development Capacity	Up to 60% of project budget to a maximum of \$50,000 project budget.	Next intake opens in Spring 2023	Fund to support smaller/rural communities build economic development capacity through funding smaller scale, larger scale, and collaborative/regional (collaboration between local governments and First Nations) projects.	Local governments, Indigenous Communities, and registered non-profits	https://www.etsi-bc.ca/funding-streams/building-economic-development-capacity/	Continue relationship building with neighbouring First Nations/Develop a marketing and branding strategy for the Shuswap Area

Federation of Canadian Municipalities	New Construction of Sustainable Affordable Housing	Financing for up to 20% of total eligible project costs. Up to a maximum combined financing of \$10 million.	On-going intake	Grants and loans to support the construction of a new affordable housing project	Canadian municipal governments (e.g., towns, cities, regions, districts and local boards thereof)	Capital project: New construction of sustainable affordable housing Green Municipal Fund	Work with the Province and developers to encourage affordable and available housing including a wider range of housing stock
Federation of Canadian Municipalities	Retrofit of Sustainable Affordable Housing	Up to a maximum combined financing of \$10 million	On-going intake	Funds to retrofit capital projects that integrate leading-edge deep energy efficiency measures and onsite renewable energy generation for existing affordable housing units	Canadian municipal governments (e.g., towns, cities, regions, districts and local boards thereof)	CivicInfo BC Grant: Retrofit of Sustainable Affordable Housing - Federation of Canadian Municipalities	Work with the Province and developers to encourage affordable and available housing including a wider range of housing stock
Federation of Canadian Municipalities	Green Municipal Fund	Financing (a combination of a grant and a loan) for up to 20% of total eligible project costs up to \$10 million	On-going intake	Grants and loans to support the construction of a new affordable housing project to a higher environmental performance standard (i.e., new-zero-ready building energy performance).	Local governments	Green Municipal Fund Details	Work with the Province and developers to encourage affordable and available housing including a wider range of housing stock
Federation of Canadian Municipalities	Municipal Asset Management Program	Up to 80% of eligible costs to a maximum of \$50,000	On-going intake	Program to help communities make informed decisions regarding asset management: roads, buildings, water supply, and sanitation.	Municipal governments or municipal partners applying in association with local government	https://fcm.ca/en/programs/municipal-asset-management-program	Support identifying priority areas for improved utilities, servicing, and waste management
Government of Canada-Canadian Heritage	Legacy Fund-Building Communities Through Arts and Heritage	Up to 50% to a maximum of \$500,000 eligible project budget	On-going intake	Support for community-initiated capital projects that commemorate a significant local historical event, mark a 100 th anniversary or greater, revitalize or restore existing community spaces, and encourage arts and heritage activities.	Non-profit organizations; Indigenous governments; municipal administrators and their agencies	Legacy Fund Details	Continue relationship building with neighbouring First Nations/ Support more year round events and festivals, arts and entertainment including for youth

Government of Canada	Zero Emission Transit Fund	Maximum amount payable through the ZETF will be \$350M	On-going intake	To support public transit and school bus operators plan for electrification, support the purchase of 5,000 zero emission buses and build supporting infrastructure, including charging infrastructure and facility upgrades	municipal or regional governments; transit agencies; public bodies	Infrastructure Canada - Zero Emission Transit Fund	Advocate for expanded public and greener transportation options/ Work with tourism businesses to explore transportation options between tourism amenities
Government of Canada	Foreign Credential Recognition Program	Up to \$10,000	On-going intake	To support foreign credential recognition in Canada.	Municipal governments	Foreign Credential Recognition Program - Canada.ca	Develop and implement a labour market plan/ Conduct marketing and develop amenities to attract remote and/or tech workers and young families
Government of Canada	Skills Link Program	Up to \$25,000	Not currently accepting applications.	Funding for employers and organizations to offer eligible activities to youth facing barriers to employment	not-for-profit organizations; municipal governments; Aboriginal organizations	skills-link - Canada.ca	Develop and implement a labour market plan/ Conduct marketing and develop amenities to attract remote and/or tech workers and young families
Government of Canada - Employment and Social Development Canada	Investment Readiness Program	Varies	Not currently accepting applications.	Supporting social purpose organizations (SPOs) to build their capacity to access social finance and a strengthened SI/SF ecosystem. SPOs are organizations with a social or environmental mission. SPOs straddle the charitable and non-profit sector and the private sector.	municipality, non-profit organization, Indigenous Organization, for-profit organization	https://www.canada.ca/en/employment-social-development/services/funding/investment-readiness-program-ecosystem-builder.html#h2.1	Support ongoing business engagement, networking, and business planning/entrepreneurship programs and grants

Government of Canada	CanExport Community Investments	Varies	Annual application open Oct-Nov 2022)	Support to communities seeking to improve their capacity to attract, retain and expand foreign direct investments to create jobs for Canadians, support innovation and increase exports.	Local governments & not-for-profit organizations	CanExport Details	Develop and implement a labour market plan
Government of Canada-Canadian Heritage	Local Festivals – Building Communities through Arts and Heritage	Up to 100% of eligible expenses up to a maximum of \$200,000	January 31, April 30, October 15	Support for festivals that present the work of local artists, artisans, or heritage performers; actively involve members of the local community; and are intended for and accessible to the general public.	Local non-profit or group, or Indigenous group	Local Festivals Details	Support more year round events and festivals, arts and entertainment including for youth
Government of Canada	Green and Inclusive Community Building	\$100,000 to \$3 million	Continuous Intake	Supports green and accessible retrofits, repairs or upgrades of existing public community buildings and the construction of new publicly-accessible community buildings that serve high-needs, underserved communities across Canada.	Municipal or regional government	https://www.iinfrastructure.gc.ca/gicb-bcvi/index-eng.html	Support identifying priority areas for improved utilities, servicing, and waste management
Government of British Columbia	CIP – Investing in Canada Infrastructure Program	Varies	Annual application, Varies	Investment in communities in 5 key areas: green Infrastructure; community, culture, and recreation infrastructure; Rural and northern communities' infrastructure; public transit; COVID-19 resilience.	Local governments	CIP – Investing in Canada Infrastructure Program Details	Support identifying priority areas for improved utilities, servicing, and waste management
Government of British Columbia-Ministry of Transportation and Infrastructure	Active Transportation Infrastructure Grant	Cost share up to \$500,000 and 70%	Not currently accepting applications.	Support the development of active transportation infrastructure (e.g., protected travel lanes, pedestrian and cycling safety improvements, lighting and way-finding).	Local governments with existing network plan or equivalent.	Active Transportation Network Planning Grant Details	Advocate for identifying priority roads and pathways to be upgraded and made more bike and pedestrian-friendly

Government of British Columbia-Ministry of Transportation and Infrastructure	Active Transportation Network Planning Grant	Up to \$50,000 or 50% (whichever is less)	Not currently accepting applications.	Help communities develop active transportation network plans to support active transportation for all ages and abilities (walking, cycling, rolling, winter-focused, water-focused).	Local governments with a non-existent or 5+ year old current plan.	Active Transportation Network Planning Grant Details	Advocate for identifying priority roads and pathways to be upgraded and made more bike and pedestrian-friendly
Government of British Columbia	Canada-BC Agri-Innovation	Varies	Intake currently closed	The Canada-BC Agri-Innovation Program is designed to accelerate the pace of agrifood related innovation to enhance the sector's competitiveness, sustainability, productivity and resiliency.	Regional districts and local governments	Canada-BC Agri-Innovation - Province of British Columbia (gov.bc.ca)	Promote shared services and facilities to support new and smaller-scale farmers/ Encourage local farmers and agricultural land owners to explore options for succession
Government of British Columbia	Economic Capacity (REDIP-EC) - Rural Economic Diversification and Infrastructure Program (REDIP)	Maximum Funding Per Project Up to \$50,000/year for two years* Percentage of Project Costs Eligible for Funding 100%	Deadline: January 4, 2023 by 1:00PM PST	Helps communities build internal capacity for economic development.	Local government, regional districts, Indigenous communities and organizations, not-for-profits	Rural Economic Diversification and Infrastructure Program (REDIP) - Province of British Columbia (gov.bc.ca)	Support ongoing business engagement, networking, and business planning/entrepreneurship programs and grants
Government of British Columbia	Development Grant - Rural Economic Diversification and Infrastructure Program (REDIP)	Maximum Funding Per Project \$100,000 Percentage of Project Costs Eligible for Funding 80%	Deadline: January 4, 2023 by 1:00PM PST	Funds projects that promote economic diversification and development.	Local government, regional districts, Indigenous communities and organizations, not-for-profits	Rural Economic Diversification and Infrastructure Program (REDIP) - Province of British Columbia (gov.bc.ca)	Support ongoing business engagement, networking, and business planning/entrepreneurship programs and grants
Government of British Columbia	Forest Impact Transition (REDIP-FIT)- Rural Economic Diversification and Infrastructure Program (REDIP)	Maximum Funding Per Project \$1 million Percentage of Project Costs Eligible for Funding 80%	Deadline: January 4, 2023 by 1:00PM PST	Funds projects that promote economic diversification and development.	Local government, regional districts, Indigenous communities and organizations, not-for-profits	Rural Economic Diversification and Infrastructure Program (REDIP) - Province of British Columbia (gov.bc.ca)	Support ongoing business engagement, networking, and business planning/entrepreneurship programs and grants

Government of British Columbia	Implementation Grant-Rural Economic Diversification and Infrastructure Program (REDIP)	Maximum Funding Per Project \$500,000 Percentage of Project Costs Eligible for Funding 100%	Deadline: January 4, 2023 by 1:00PM PST	Supports economic recovery and transition in communities affected by impacts in the forest sector.	Local government, regional districts, Indigenous communities and organizations, not-for-profits	Rural Economic Diversification and Infrastructure Program (REDIP) - Province of British Columbia (gov.bc.ca)	Support ongoing business engagement, networking, and business planning/entrepreneurship programs and grants
Government of British Columbia	Destination Development Fund	Varies	1PM December 7, 2022	The B.C. Destination Development Fund aims to invest in projects that: Foster distinct and globally competitive destinations Strengthen a year-round visitor economy Increase community vibrancy and resident support for tourism Support sustainability, accessibility and inclusion	Local governments	Destination Development Fund - Province of British Columbia (gov.bc.ca)	Develop a marketing and branding strategy for the Shuswap Area /Continue to liaise with and support Shuswap Tourism initiatives
Government of British Columbia - Work BC	Labour Market Partnerships	Varies	Ongoing	Labour Market Partnerships provide funding to organizations to encourage, support and facilitate strategies and activities to address local labour market or human resources issues.	Municipalities or Agencies, Businesses, Non-Profit Organizations, Crown Corporations, Band/Tribal Councils/First Nations Governments, Public Health or Educational Institutions	https://www.workbc.ca/employment-services/community-and-employer-partnerships/labour-market-partnerships.aspx	Develop and implement a labour market plan
Government of British Columbia	Community & Employer Partnerships Funding	Varies	Continuous	Funding to help communities and employers respond to labour market needs and increase employment opportunities for unemployed British Columbian's through partnerships, shared information, technology, and innovative practices.	Not-for profit organizations, local governments, Crown corporations, businesses.	Community & Employer Partnership Funding	Develop and implement a labour market plan
Government of British Columbia	Community Gaming Grants	Local organizations up to \$100,000; Regional organizations	Annual intake (varies by program stream)	Support for not-for-profit organizations providing programs or services of direct benefit to the broader community. Categories: Arts &	Not-for-profit organizations providing programs or services of direct benefit	BC Community Gaming Grants Details	Conduct marketing and develop amenities to attract remote and/or tech

		ns up to \$225,000		Culture, Sport, Public Safety, Environment, Human and Social Services.	to the broader community		workers and young families
Government of British Columbia	Community Gaming Grants	Up to a maximum of \$250,000; providing between 20 and 50 per cent of the total estimated project cost	Annual intake	Support with capital projects that demonstrate public accessibility and widespread community benefit. Projects must fall into one of the three project categories (facilities, community infrastructure and acquisitions).	Not-for-profit organizations providing programs or services of direct benefit to the broader community	Community Gaming Grants Capital Project Details	Conduct marketing and develop amenities to attract remote and/or tech workers and young families
Union of BC Municipalities	FireSmart Community Funding & Supports	Varies	Ongoing (starting October 1, 2022)	Provides funding to local governments and First Nations in BC to increase community resiliency by undertaking community-based FireSmart planning and activities that reduce the community's risk from wildfire	local government	FireSmart Community Funding & Supports Union of BC Municipalities (ubcm.ca)	Continue relationship building with neighbouring First Nations
Union of BC Municipalities	Community Emergency Preparedness Fund- Public Notification & Evacuation Route Planning	Varies	Annual (deadline April 28, 2023)	Funding for communities to undertake evacuation route planning, emergency support services, and emergency operations centres and training.	Local Governments & First Nations	https://www.ubcm.ca/cepf/public-notification-evacuation-route-planning	Continue relationship building with neighbouring First Nations
Union of BC Municipalities	Regional Community to Community Forum Grant Program	Up to 100% of eligible expenses up to a maximum of \$5,000	Annual (deadline December 2, 2022)	To support the organization of a forum for dialogue between elected officials and/or senior staff of neighbouring First Nations and local governments working together on advancing relationships, reconciliation, developing formal agreements, and coordinating regional emergency preparation.	Local Governments & First Nations	2021/22 Community to Community Forum Details	Continue relationship building with neighbouring First Nations
Union of BC Municipalities	Age Friendly Communities Program	Varies	Not currently accepting applications.	Program to assist local governments in BC to support aging populations, develop and implement policies and plans, or undertake projects	Local governments	Age Friendly Community Grant Details	Support identifying priority areas for improved utilities, servicing, and

				that enable seniors to age in place and facilitate the creation of age-friendly communities.			waste management
Union of BC Municipalities	Local Government Development Approvals Program	a maximum of 100% of the cost of eligible activities – to a suggested maximum of \$500,000.	Not currently accepting applications.	The intent of the Local Government Development Approvals Program is to support the implementation of established best practices and to test innovative approaches to improve development approvals processes while meeting local government planning and policy objectives.	Local governments	https://www.ubcm.ca/lgps/local-government-development-approvals#:~:text=The%20intent%20of%20the%20Local,government%20planning%20and%20policy%20objective%20s.	Develop a permitting and development guidebook
Western Economic Diversification	Canada Community Revitalization Fund in Western Canada	Up to 75% of costs to a maximum of \$750,000	Not currently accepting applications.	Fund to support community infrastructure and revitalization of existing assets and to create jobs and stimulate local economies.	Not-for-profit organizations or charities; local governments; Indigenous led not-for-profits and organizations	Community Revitalization Fund Details	Develop and implement a labour market plan



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