

# **DELIVER ON AMBITION**



Image Credit: Shuswap Tourism

## **SHUSWAP ECONOMIC DEVELOPMENT SOCIETY**

### **INVESTMENT ATTRACTION STRATEGY MAY, 2024**



---

# Investment Attraction Strategy

## -Shuswap Economic Development Society-

---

### May 2024

### Table of Contents

---

Introduction  
.....  
... 5

Investment Attraction Strategy Framework  
..... 9

Value Proposition  
..... 11

Industry Sector Targeting  
..... 28

Geographic Targeting  
..... 33

Investment Readiness Actions  
..... 34

Investment Opportunity Actions  
..... 55

Appendices (Marketing Plan and Support Materials).....  
67

# HIGH LEVEL STRATEGY RECOMMENDATIONS

<b>I. Value Proposition</b>
<b>Recommendation 1: Nurture Stronger All-Community Participation in Regional Economic Development in the Shuswap</b>
<b>Recommendation 2: For Further Business Cost Value Proposition Development, Complete a Comparative Total Business Cost Analysis for the SEDS Service Area.</b>
<b>Recommendation 3: Continue to Work on Sharpening of Investment Value Proposition with Focus on: a) Shovel Ready Industrial Land Availability; b) Commercial Land Intensification via Planning Policy Enablement – Sorrento; c) identification of Water Availability for Agrifood; d) Gigabit Broadband Extension; e) Housing Choice and Affordability via Planning Policy Enablement.</b>
<b>II. Targeting</b>
<b>Recommendation 4: Pursue Sector Development Planning in Key Target Sectors to Support Investment Readiness and Attraction Initiatives.</b>
<b>Recommendation 5: Target Marketing (e.g. Facebook advertising) at Top-Tier Target Geography.</b>
<b>III. INVESTMENT READINESS</b>
<b>1. Organization</b>
<b>Recommendation 6: Continue to implement the Local Economic Development Strategy.</b>
<b>Recommendation 7: Implement the Investment Attraction Strategy.</b>
<b>Recommendation 8: Implement an Investment Lead Management Process.</b>
<b>2. Assessment</b>
<b>Recommendation 9: Complete an Industry Sector and Workforce Analysis Once Every 5 Years</b>
<b>Recommendation 10: Advocate for Housing Innovation Policy in CSRD OCPs and Zoning Bylaws to Enable Housing Choice and Affordability Options</b>
<b>3. Entrepreneurship Development</b>
<b>Recommendation 11: Advocate for Creation of Missing Middle Commercial Spaces</b>
<b>Recommendation 12: Conduct 1-2 Priority Business Retention &amp; Expansion Initiatives</b>
<b>Recommendation 13: Pursue Procurement as a Business Retention and Expansion Strategy</b>
<b>4. Community Engagement</b>
<b>Recommendation 14: Hold an Investment Summit Once Annually.</b>
<b>Recommendation 15: Continue to Deepen Relationships With/Inter-Connect SEDS with the Salmon Arm Economic Development Society, North and South Shuswap Chambers of Commerce, and Tourism Shuswap.</b>
<b>Recommendation 16: As a Matter of Workforce Development, Work with Okanagan College – Salmon Arm Campus to Develop and Sustain Education Program Training – Including Apprenticeships - that Addresses the Needs of the Agriculture, Forestry, Construction, and Manufacturing Industries and Supports Workforce Growth and Development</b>
<b>Recommendation 17: Pursue ETSI Funding for Community Development Initiatives</b>
<b>Recommendation 18: Advocate for/Participate in Regional Health Services Recruitment</b>
<b>5. Marketing &amp; Promotion</b>
<b>Recommendation 19: Implement Priority Marketing Elements – Refreshed Website, Opportunity Sheets, Investment Guide, Resident Relocation Guide</b>
<b>Recommendation 20: Pursue Broader Implementation of a Marketing Plan</b>
<b>6. Infrastructure Development/Investment Plan</b>
<b>Recommendation 21: Continue to Implement, and Accelerate, a Gigabit Broadband Initiative.</b>

<b>Recommendation 22: Facilitate Discussion About Water/Wastewater Servicing Extension in Scotch Creek as an Investment Enabler</b>
<b>Recommendation 23: Pursue Next Steps to Convert Area C (North Bay) Industrial Land to Shovel Ready “Industrial Park” Status</b>
<b>Recommendation 24: Market North Scotch Creek Industrial Land Availability</b>
<b>Recommendation 25: Continue to Explore Additional Industrial Land, Commercial Land, and Commercial Intensification Opportunities.</b>
<b>IV. INVESTMENT OPPORTUNITY</b>
<b>Recommendation 26: Continue to Re-Action Plan Priority Investment Opportunity Initiatives Once Annually in an Economic Development Summit or Workshop as Initiatives Evolve or Priorities Change</b>
<b>Recommendation 27: Pursue Targeted Retail and Services Investment Attraction</b>



# 1. INTRODUCTION

The Shuswap Economic Development Society (SEDS) has created this Investment Attraction Strategy to address fundamental questions that will shape next generation job creation and prosperity:

1. *What do we need to do to enable investment and otherwise be investment-ready?*
2. *What are our key investment opportunities?*
3. *What do we need to do to generate this investment?*

The SEDS completed its Economic Development Strategy (EDS) in 2022. SEDS wishes to pursue the development of a strategic and focused Investment Attraction Strategy as a key implementation initiative of the Economic Development Strategy.

An Investment Attraction Strategy executes against several EDS strategy areas, including:

3. Marketing and brand strategy;
6. Attract healthcare professionals;
9. Develop and implement a labour plan;
11. Attract remote workers, tech workers and families;
20. Designate more commercial and industrial land and maintain an online inventory of what's available; and
27. attract investment/big employers that support year-round employment.

The goal of the Investment Attraction strategy initiative is to create strategies and action-based tactics to support four Tactical areas:

- Business Growth / Investment / Trade;
- Investment Readiness;
- Regional Development; and
- Investment Marketing and Communications.



## SCOPE OF WORK

Scope of work for this project was as follows:

- Identify investor value proposition (quantitative)
- Complete (simplified) Retail Sector Gap Analysis
- Conduct Labour Sector Gap Analysis
- Develop a Short-List of Investment Attraction Opportunities
- Identify Existing/Future Investment Ready Sites (Land)
- Develop Investment Attraction Action Plan

Scope of work was adjusted mid-project to further resource investment opportunity identification.

*Investment Attraction Strategy - a strategic plan for attracting business investment, based on a clear set of objectives that can be achieved by implementing carefully thought-out tactics.*

As a working instrument of an Economic Development Strategy, and Investment Attraction Strategy is a “rubber hits the road” tactical implementation action plan that gets busy working on projects that fundamentally influence positive conditions for investment attraction and retention.

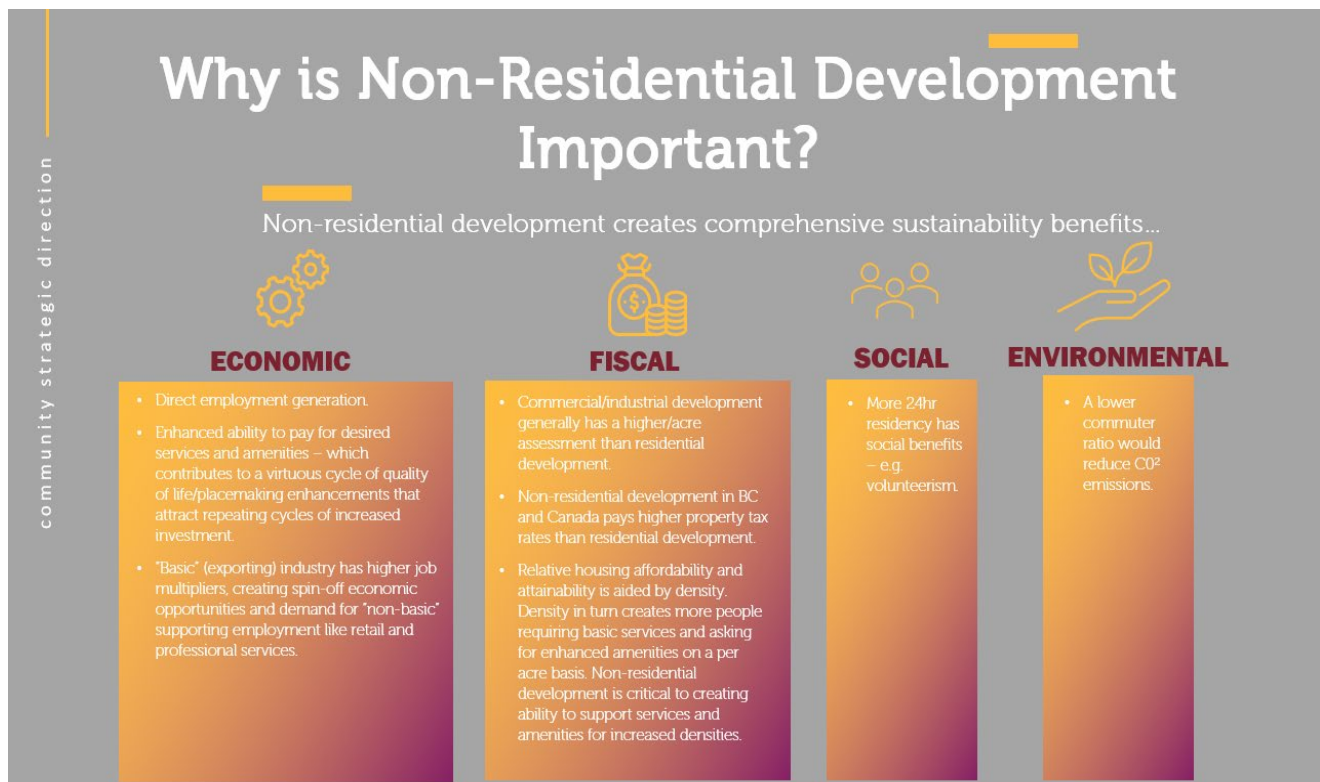
## ENGAGEMENT

This Investment Attraction Strategy was created with Winter, 2023 through Spring, 2024 input from:

- Industry Sector and Workforce Analysis
- Ongoing Dialogue with SEDS Executive Director/SEDS Board Chair
- Key Community Leaders Discovery Workshop – 25 attendees
- SEDS Board Lunch and Learn – 10 attendees
- SEDS Board Investment Readiness Assessment – 10 responses
- Investment Attraction Survey – 32 responses
- Key Community Leaders Investment Summit – 20 attendees
- New SEDS Board On-Boarding – 10 attendees
- Investment Opportunities Survey – 145 responses
- Investment Opportunities Selection Workshop – 25 attendees

## INVESTMENT ATTRACTION: THE WHY

Most broadly - job creation is the heartbeat of vibrant, sustainable, ambitious communities. Non-residential activity has a multitude of holistic community benefits, including direct job creation, generation of revenue to pay for resident-desired services and amenities, generation of higher multiplier-effect employment in key exporting sectors that generates additional wealth-generating “ripples” in the economy.



## Recommendation 1: Nurture Stronger All-Community Participation in Regional Economic Development in the Shuswap

For regional economic development organizations like the SEDS that are constantly working to “prove themselves” given the inherent challenges of arguing a regional sum greater than the parts while communities have their own geography and preferences, education and awareness-building around “the why” of economic development can help sow the seeds for stronger participation in local and regional economic development pursuits.

The Situation Analysis provided under separate cover discusses the role of non-residential development in community sustainability and prosperity – providing evidence-based support for SEDS advocacy for more aggressive economic development philosophy and action in ALL communities in the Shuswap. Evidence-based support draws a linkage between non-residential assessment base comparative (BC) data, asset management and re-investment, and long-term tax burden – which has full-circle, considerable bearing on long-term business cost competitiveness/regional investment value proposition. Community residents typically don’t understand the link between taxation, asset management, and non-residential investment – because communities themselves don’t typically draw the linkage. For a variety of reasons (e.g. political pressure to minimize tax increases, financial reporting of tangible capital assets recorded at time of installation not current-day replacement cost), most communities have an asset re-investment gap. This gap is often large owing to construction of majority of core infrastructure (water, sewer, roads, core facilities) 30-50 years ago with assets reaching end of natural lifespan. Asset maintenance, renewal and replacement is expensive. Non-residential development is a key means to reduce this gap and establish a more sustainable and prosperous future as a matter of fiscal responsibility.

Non-residential portion of total assessment in rural Shuswap will be relatively small. Given its mandate, the SEDS can be a key catalyst in remedy of this situation.

Further contextual information is provided as follows:

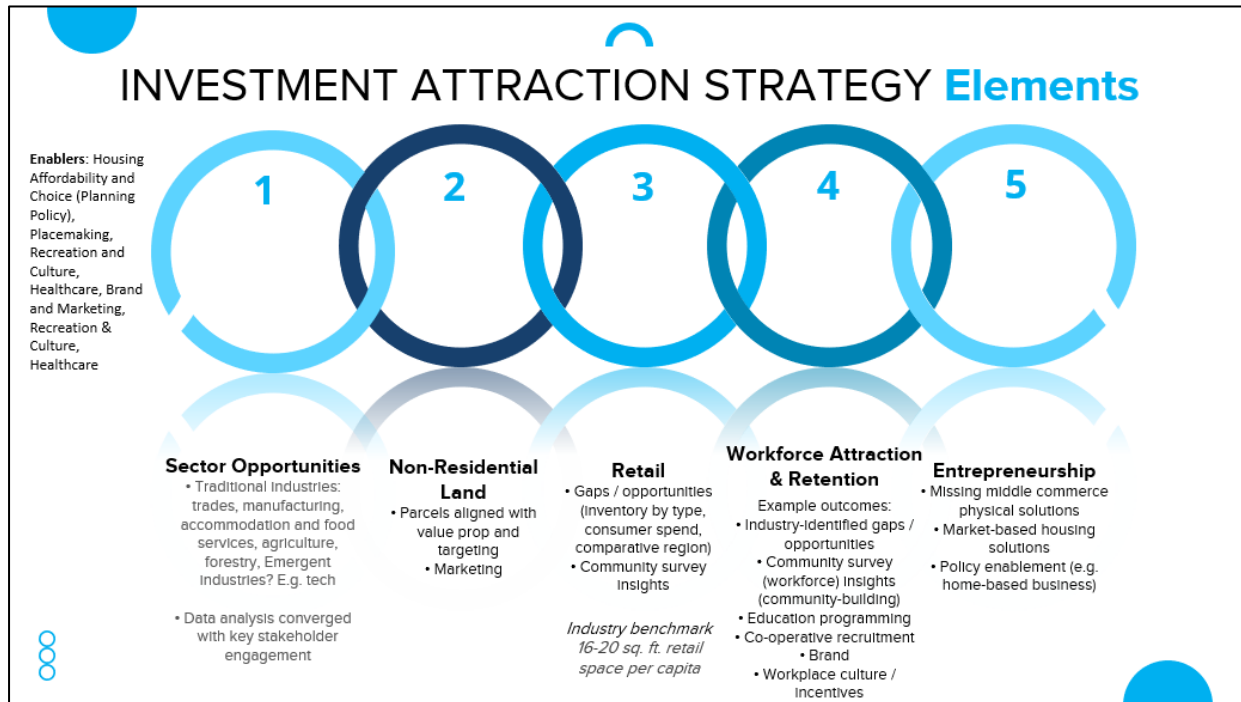
There are holistic reasons why municipalities should work hard to embrace non-residential development. Primary reasons include direct job creation and economic prosperity, and municipal sustainability and prosperity via generation of non-residential taxation that pays for services and amenities (and service levels) residents desire. Canada's municipal tax structuring generates a tax rate differential that translates to business paying more per dollar of assessed value than residential development. This generally translates to the business community paying more in taxes than they received in services, meaning the business community carries a comparably heavier load than residential development when it comes to municipal sustainability, vibrancy, and prosperity.





## 2. INVESTMENT ATTRACTION STRATEGY FRAMEWORK

An Investment Attraction Strategy framework is presented as follows:



Pillar priorities are established (Discovery Workshop) as follows (in order):

- Investment attraction (key sectors/sector development)
- Workforce attraction and development (housing options)
- Retail/Entrepreneurship Ecosystem (business attraction and expansion)

Investment attraction strategy action priorities have been identified (Business Survey) as follows (in order):

### Top Tier

- Policies (local to provincial)
- Attract The Independents
- Community development foundations (placemaking, advanced broadband, housing)
- Rental and multi-family housing
- Investment attraction marketing

### Mid-Tier

- Development incentives
- Environmental initiatives
- Community appearance/distinctiveness
- Industrial land supply
- Commercial land supply

- Retail attraction & retention

#### Low Priority

- New brand
- Art/culture program/amenities
- Public transit
- Entrepreneurship programs
- Online industrial/commercial land inventory
- Business cost advantage
- Training
- Enhance investment readiness committee
- Facilitate annual employment lands/investment seminar with senior government officials
- Engage industry associations and non-government organizations

A framework for each of enabling, readiness, and opportunity initiatives is visualized as follows:

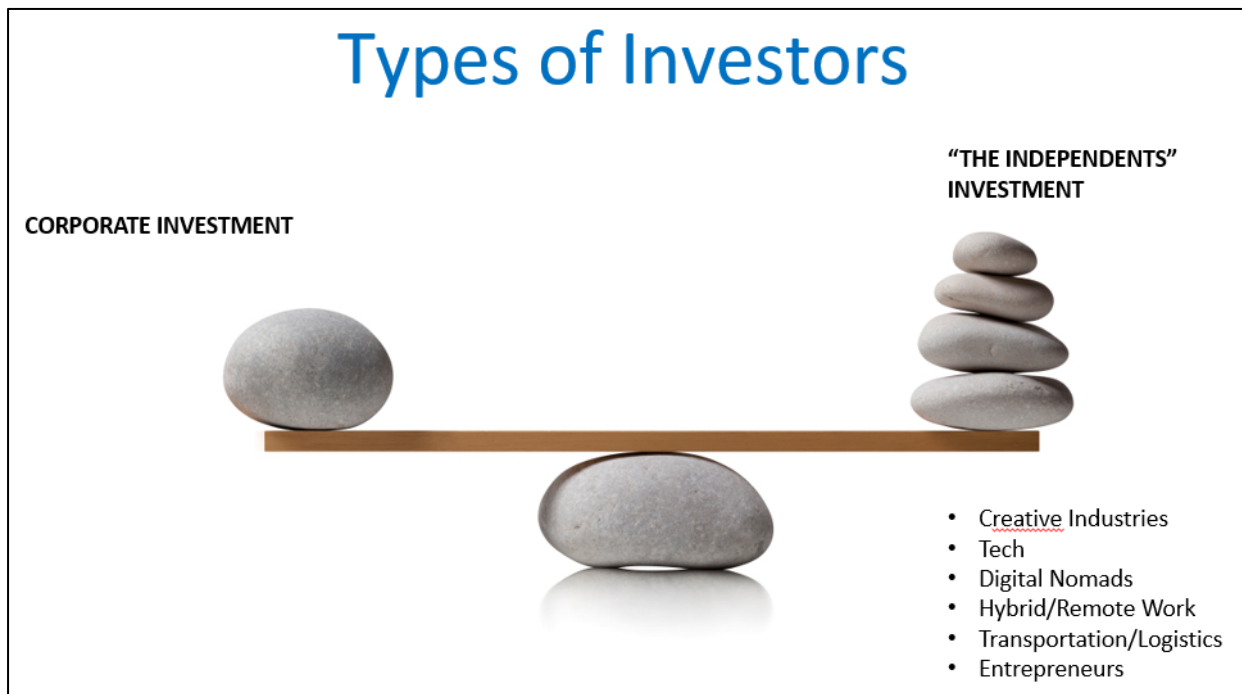




### 3. VALUE PROPOSITION (SEDS SERVICE AREA)

#### INVESTMENT LOCATION DECISION MAKING: CORPORATE VS “INDEPENDENTS” VALUE PROPOSITION

Investment has two very distinct markets: 1) Corporate investment attraction – roughly 80% of workforce; 2) “The independents” investment attraction (digital nomads, hybrid workers, creators, independent entrepreneurs, more nomadic economic sectors (e.g. tech, transportation)) – roughly 20% of workforce:



Value proposition, opportunity identification, and opportunity marketing revolves around understanding of customers, their pain points, and decision-making framework. To understand investment-motivating decision making, one broad brush is to understand each of corporate investment site selection factors, and “creative class” community location decision making factors.

#### Corporate Investment

Canada does not have good site selection criteria data. The US does in terms of criteria ranking and ability to see criteria shift over time: <https://www.areadevelopment.com/Corporate-Consultants-Survey-Results/Q1-2023/37th-annual-corporate-survey-decision-makers-feel-economic-pressures.shtml>):

<https://www.areadevelopment.com/Corporate-Consultants-Survey-Results/q1-2024/38th-annual-corporate-survey-unrealized-predictions-of-an-economic-slump-leading-small-to-mid-size-companies-to-put-off-expansion-plans.shtml>

Top 5 site location criteria in 2023, in order are: Skilled labour / costs, Environmental regulations, Business costs (tax exemptions, energy, tax rates), ICT/broadband, Investment attraction opportunity identification and marketing that more tightly aligns with site selection factors that, in essence, form the basis of understanding and marketing of competitive value proposition, will be more successful.

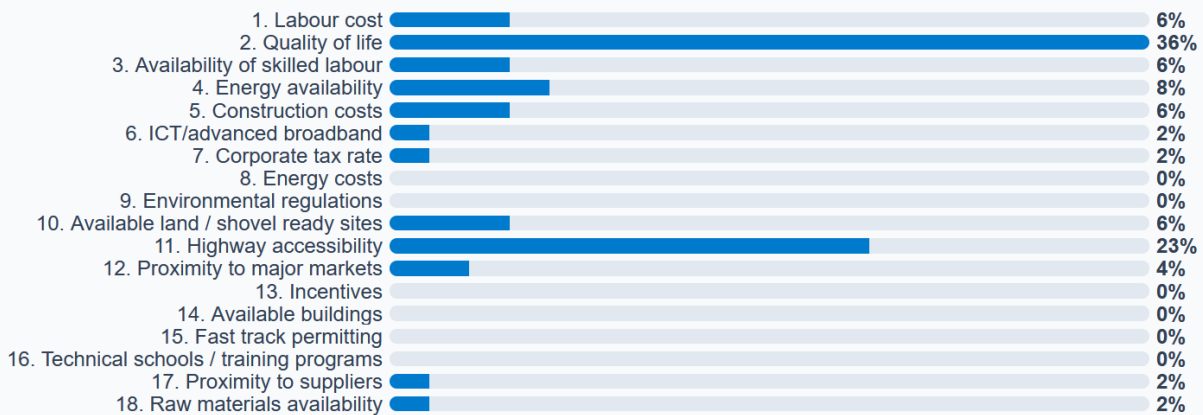


COMBINED RATINGS★ CORPORATE SURVEY		
Site Selection Factors	2023	2022
Ranking		
1. Labor costs	92.5	89.1 (1)**
2. Availability of skilled labor	87.2	85.8 (3)
3. Environmental regulations	81.5	79.0 (9)
4. Tax exemptions	79.5	73.0 (13T)
5. ICT/broadband	79.0	80.7 (6)
6. Right-to-work state	78.4	66.7 (18)
7T. Quality-of-life	78.3	87.1 (2)
7T. Energy costs	78.3	79.4 (8)
9T. Corporate tax rate	76.9	79.7 (7)
9T. Highway accessibility	76.9	77.8 (11)
11. State and local incentives	76.3	73.0 (13T)
12. Low union profile	73.6	66.2 (19)
13. Construction costs	71.1	81.2 (5)
14. Energy availability	69.4	82.3 (4)
15. Responsive state & local government	69.2	N/A
16. Raw materials availability	67.5	61.3 (22)
17. Expedited or "fast-track" permitting	65.8	70.3 (16)
18. Proximity to major market	65.0	74.6 (12)
19. Technical schools	64.8	67.2 (17)
20. Training programs	63.2	63.4 (21)
21. Available land	61.8	78.1 (10)
22. Weather hazards	57.9	54.8 (24)
23. Available buildings	56.7	71.9 (15)
24. Proximity to suppliers	55.6	64.5 (20)
25T. Accessibility to major airport	43.2	54.0 (25)
25T. Water availability	43.2	49.2 (27)
27. ESG initiatives	42.2	42.0 (29)
28. Shovel-ready/certified sites	41.7	55.7 (23)
29. Waterway or ocean port	34.2	27.0 (30)
30. Railroad service	24.3	23.8 (31)

The Area Development website can also be used to acquire site location information on key SEDS target investment activity. E.g. food and beverage - <https://www.areadevelopment.com/FoodProcessing/Q4-2023/three-key-location-factors-for-FB-industrial-users-to-consider.shtml>.

Site selection criteria felt to most fit the Shuswap value proposition (Src: SEDS Investment Attraction Strategy Discovery Workshop, Nov. 2023) are **quality of life**, followed by **highway accessibility** – by a wide margin over other site selection factors:

**Which corporate site selection criteria have the STRONGEST fit with Shuswap's competitive advantage? (choose 3)**



Quality of life/lifestyle was further defined in the Discovery Workshop, and Investment Summit, as being:

- Nature – lake, provincial parks, waterfalls, access to backcountry, parks – diverse experience year-round outdoors - hiking, winter fat biking, snowmobile, ski, boat, sports. Weather.
- Time – connection to nature, people, family, community, healthy living. “Work to live vs live to work”. Work-life balance. Relaxed. Safe.
- Location – airport/highway/AB and BC access.
- Health services availability.

Business value proposition was further defined in the Discovery Workshop, and Investment Summit, as being:

## What makes the Shuswap different or better as a place to LOCATE A BUSINESS?

49



- Lifestyle-motivating for “The Independents”. Work-life balance.
- Tourism
- Growing population
- Access to major urban markets (Vancouver, Calgary, Kamloops, Kelowna) – road, air, rail

- Lower business costs (taxes, lease rates, land, housing)

Challenges represent opportunities for initiatives to strength value proposition. Key corporate value proposition challenges have been identified as follows (in order):

- Availability of skilled labour
- Advanced broadband
- Shovel ready non-residential land availability
- Fast-track permitting
- Incentives

#### The Independents – Approx. 30% of SEDS Service Area Workforce

Richard Florida's well researched and regarded articulation of the "creative class" is positioned as a key facet of community competitiveness and strength in the next economic age of development. The creative class in this context is defined as core art and culture industries we readily identify as being creative, but expands to encompass a broad range of people from different industries and sectors:

- People whose economic function is to create new ideas, new technology, and new content.
- People in science, engineering, architecture and design, education, arts, music and the entertainment industry.
- Creative professionals - those in business and finance, law, health care and related industries who are engaged in complex problem solving that requires a high degree of independent judgement and education.

Locational choice is more footloose than traditional economic modelling of proximity to inputs to production, etc. – making this form of economic activity a potential for lifestyle-focused communities that meet important (researched) location factors for this activity: airport access, population diversity, strong/unique lifestyle amenities, entertainment experiences, authentic/interesting sense of place (think "community beautiful"), and an open and tolerant society (open to newcomers):

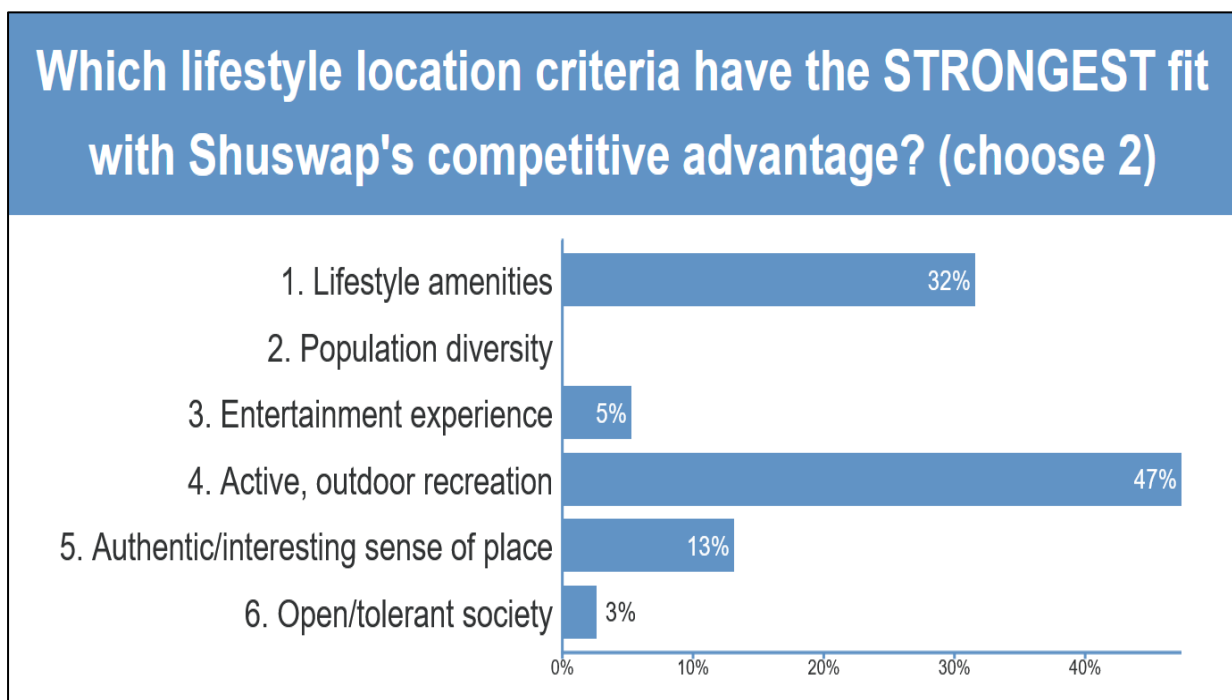


## The Creative Class Seeks

- Lifestyle amenities (specifically defined and created. These can be niche, but should be differentiated from other communities and be of high quality)
- Population Diversity
- Entertainment experiences
- Active, outdoor recreation
- Authentic/interesting sense of place
- Open, tolerant society (open to newcomers)

Richard Florida - [www.creativeclass.com](http://www.creativeclass.com)

Creative class location factors felt to most fit the Shuswap value proposition (Src: SEDS Investment Attraction Strategy Discovery Workshop, Nov. 2023) are indicated as follows:



For more on Richard Florida's work: <https://www.creativeclass.com>

A key consideration of economic development and investment attraction strategy that targets this segment of workforce and economy is a benefit to community life via more 24/7 population presence,



including: reduced commuter ratio and more local spending that grows retail and services opportunities, reduced crime via increased full-time population, stronger social and cultural connectivity, and environmental benefit (e.g. CO2 emissions) of reduced commuting.

A more encompassing term for the Creative Class can be described as The Independents: digital nomads, remote / hybrid workers, independent entrepreneurs, and industry sectors that are more naturally footloose (creative industries, professional services, tech, transportation).

Industry sector analysis indicates the SEDS service area has a relatively smaller proportion of The Independents than BC in key areas:

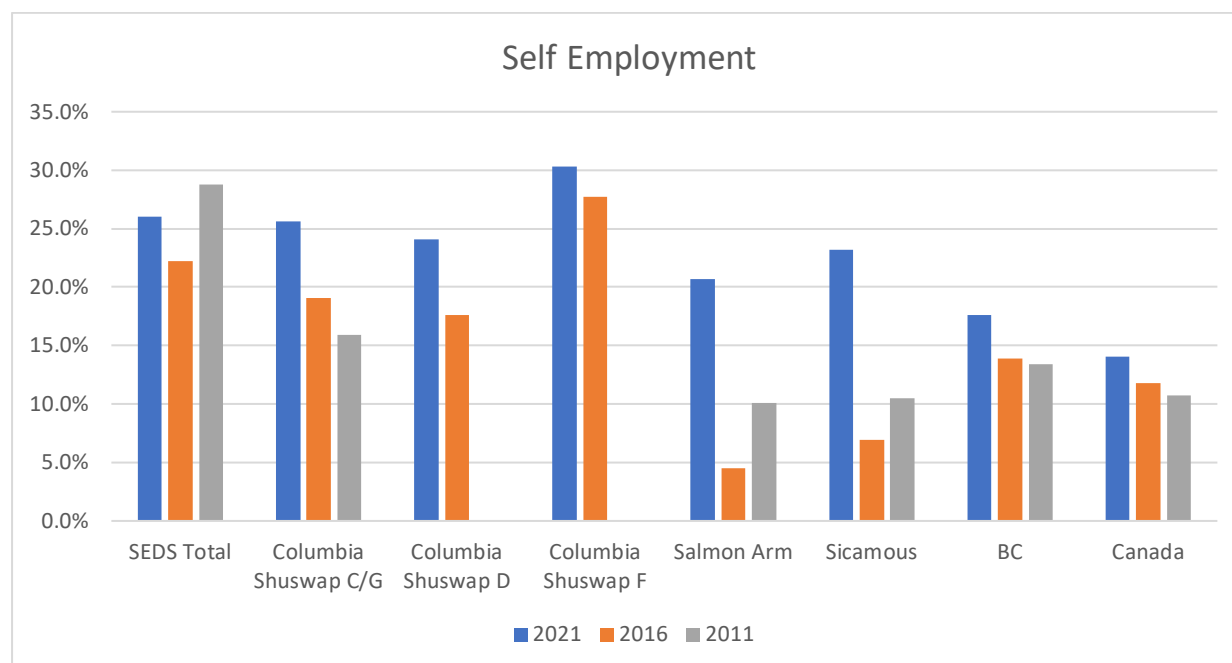
<b>SEDS Service Area</b>	<b>BC</b>
Creative Industries – 3.7%	9.8%
Professional Services – 3.3%	8.8%
Tech – 17.1%	15.9%
High Tech – 3.5%	8.5%

This data is countered by self-employment, work from home, and work at no fixed workplace address (e.g. transportation sector) statistics. The SEDS Service Area (30.9%) has a significantly higher than BC average (17.6%) proportion of workforce that is self-employed (Figure 1). This has risen in absolute (300+) terms, but is a 2% lower proportion of workforce in 2021 vs 2011. Other region communities recorded significant self-employment increases in absolute, and as a ratio of total workforce, terms between 2011 and 2021.

The SEDS Service Area's proportion of work from home workforce is very similar to other region communities between 2011 and 2021 (Figure 2). The SEDS Service Area long-term average (2006, 2011, 2016, 2021) for those who work from home is 17.6% of total workforce.

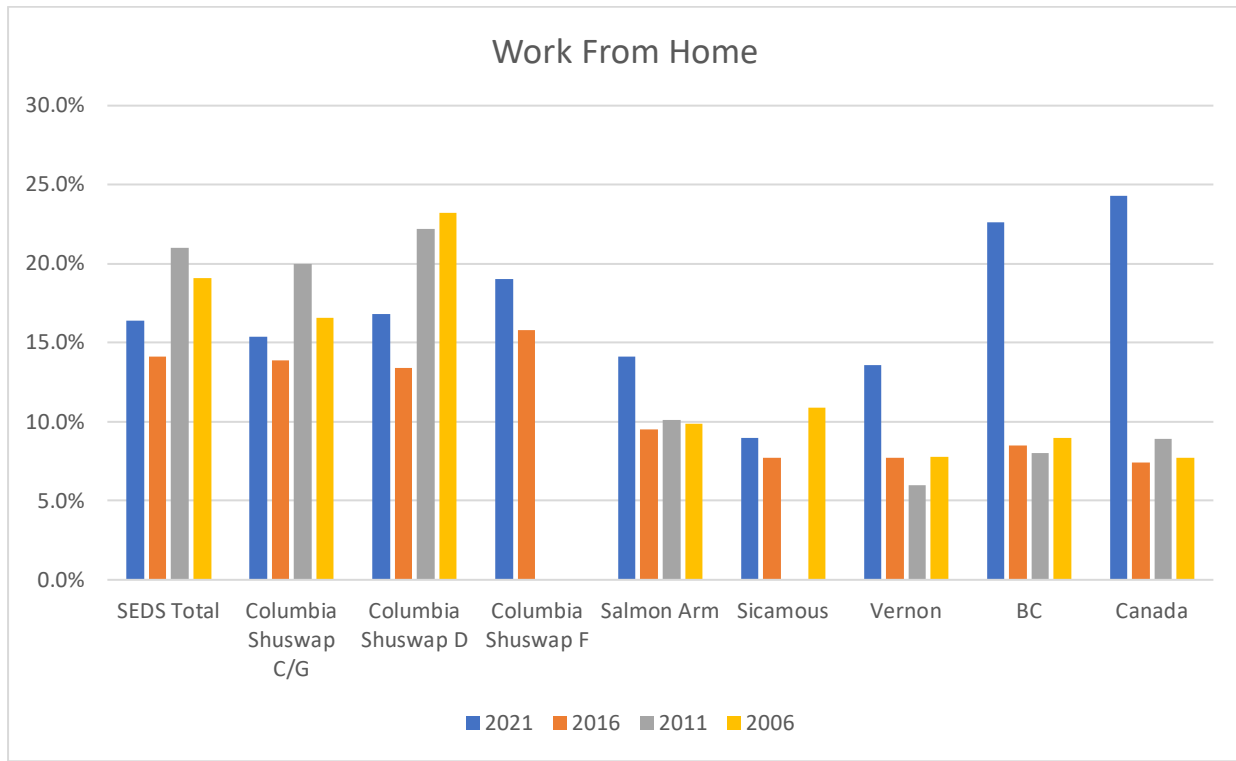
*Note: 2021 data – particularly for home-based business - is skewed by the pandemic and therefore two additional time periods are provided for long-term perspective/assessment of shift.*

**Figure 1: % Self-Employed Workforce**



Source: Census Canada 2021, 2016, 2011

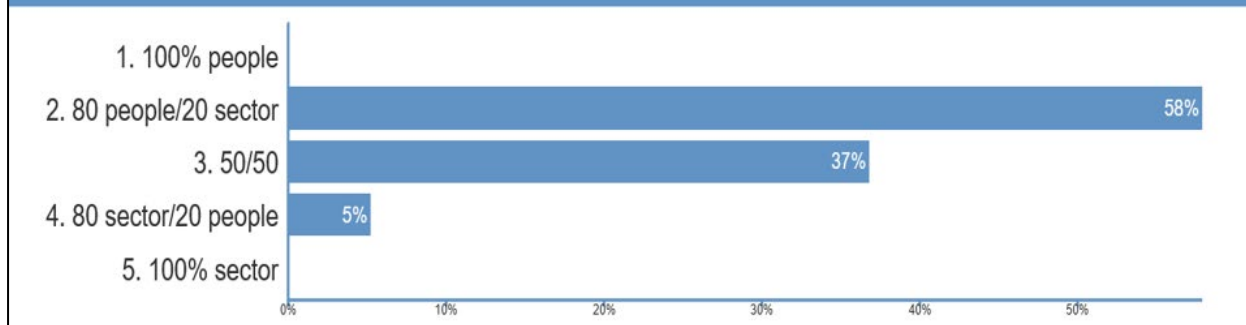
**Figure 2: Workforce Working From Home**



Source: Census Canada 2021, 2016, 2011

The engagement process indicates Investment Attraction Strategy emphasis on attraction of The Independents:

**You have 100 points. Assign your 100 points to indicate how much emphasis should be placed on "people attraction" vs "sector development" within our Economic Growth Strategy.**



### INVESTMENT LOCATION DECISION MAKING: COSTS

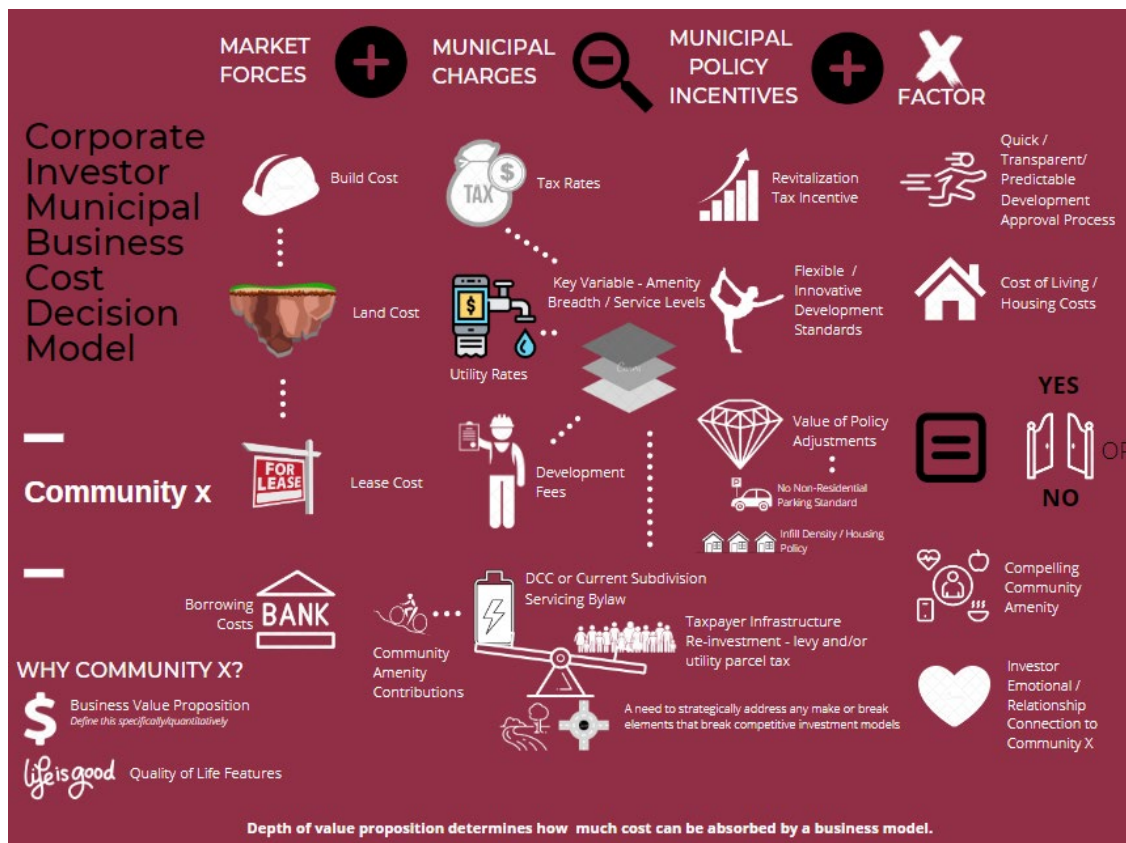
The investment market should first be distinguished by those who want to build, and those who want to purchase an existing enterprise.

Investment attraction is ROI-focused. Market opportunity must have competitive advantage over other locations. Opportunity in turn is enabled or tempered by cost: a) Real estate cost to purchase land; b) Build cost to develop land (development community or independent entrepreneur); c) Cost to lease existing commercial/industrial property; d) Direct cost charges to develop new industrial, commercial and/or residential projects.

Value proposition is best when it is specifically defined as an advantage for consideration. For e.g. "land availability" is a value proposition, but is thin as a stand-alone statement. Linked to comparative (other communities/regions like Vancouver, Calgary, and the Okanagan) land prices and key industry sectors, "land availability" acquires a sharper "Why". For e.g. the agrifood sector is a distinctive value proposition IF the value chain AND linked opportunities are well-articulated. Import replacement may be a value proposition for hub communities, but dollar values and market segments need to be specifically defined to put hard edges around the opportunity. Broadband availability is not a value proposition given it's an investment assumption. Therefore anything less than fibre connectivity in industrial parks for example, would be a severely limiting investment factor.

Business costs are another key area of competitive value proposition. Most municipalities do not articulate the business cost environment very well because it lacks a comprehensiveness that investment works through in business opportunity assessment and pro-forma development.

The Business Cost Decision Model is further visualized as follows:



Copyright: Rynic

Municipal taxation and utility fees are a bellwether indicator of locational competitiveness (and value proposition statements in marketing material) given they have direct influence on business costs and cost of living. Other indicators include a comparative [consumer price index](#), land purchase and lease costs, and development cost charges to develop new industrial, commercial and/or residential projects.

A hidden wildcard for residents, businesses and investors is breadth and depth of investment in community amenities, and state of repair of municipal infrastructure and assets. Economic transition to a knowledge-based economy shines a spotlight on community services and amenities as a key determinate of lifestyle-based locational choice for highly desired skilled workforce, independent entrepreneurs and creators.

State of repair is sometimes visible...potholes in a road for example. Sometimes it's hidden....pipes under the ground for example. There is currently no comparative across communities to assess infrastructure state of repair. A paradox presents itself: high taxation competitiveness can hide asset re-investment deficits, which require a proportionately much higher tax burden later on to fix. On the other hand, balance needs to be achieved: competitive taxation today with wise infrastructure re-investment that maintains tax competitiveness in future.

Cost competitiveness is difficult to establish for rural communities in BC because provincial statistics only track urban communities on a comparative basis: <https://www2.gov.bc.ca/gov/content/governments/local-governments/facts-framework/statistics/tax-rates-tax-burden>. Further: 1) rural communities typically have geography-specific parcel taxes for infrastructure servicing and/or fire protection – as the Columbia Shuswap Regional District does; 2) Regional District Areas have variation of taxation and the SEDS Service Area encompasses Areas C, D, F, and G.



## Tax Burden

A core tax burden metric should be used to establish a measure of business cost value proposition for investment attraction purposes. Caveats should be used to establish variance (e.g. parcel taxes for specific subdivisions). A comparative (to other region municipalities, Calgary, and Vancouver) development scenario (building plus land assessed value for a commercial or industrial project in a specific location) should be used in provision of tax and utility-related investment information via a SEDS Investment Guide and/or Investment Opportunity Sheet to market comparative core business cost value proposition. Tax rates are indicated on the CSRD website: <https://www.csr.bc.ca/193/Property-Taxes>.

### E.g. Area C

**2023 Tax Rate - 1.1757**

*Tax Rate = Dollars of Tax per \$1,000 of Assessed Taxable Value*

Can compare to Schedule 702 Municipal Tax Rates and Tax Burden, Government of BC - <https://www2.gov.bc.ca/gov/content/governments/local-governments/facts-framework/statistics/tax-rates-tax-burden>

**Total Local Service Area Taxes 2,392,145**

*-note does not include provincial requisition for purpose of comparison with urban municipality tax rates/tax burden-*

Population – 2023 (estimated) – 9211

10 year annual growth rate 1.64%. 2011 – 7662. 2016 – 7921. 2021 - 8919

**Municipal Tax Burden Per Capita: \$260\***

**VALUE PROPOSITION STATEMENT - Columbia Shuswap Municipal Tax Burden – in urban terms – has the second lowest municipal tax burden per capita of 160 urban BC municipalities.**

\*2023 population is estimated. Does not include provincial taxes. Parcel taxes for infrastructure apply to some specific subdivisions.

Municipalities	Type	RD	2022 BC Stats Population Estimates	Property Class	Authenticated Roll General Taxable Values	Municipal Purposes Tax Rates	Tax Class Multiples	Total Municipal Variable Rate Taxes	Flat, Split Rate & Utility Taxes, Tax Sharing, Ports, Boundary & Other Adjustments <sup>1</sup>	Total Municipal Taxes	% Total Taxes	% Total Assessment	Municipal Taxes Per Capita	Rank (1 - best, 160 - worst - of 160 BC urban municipalities)
Montrose	V	KOO	1,070	Totals	199,269,700			249,904	13,166	263,070	100	100	246	1
Salmo	V	CKO	1,397	Totals	206,892,186			435,218	19,009	454,227	100	100	325	2
Oliver	T	OKS	5,619	Totals	1,489,608,244			2,692,678	104,510	2,797,188	100	100	498	3
Wells	D	CAR	232	Totals	29,203,850			97,869	22,600	120,469	100	100	519	4
Daajing Gids	V	SKQ	1,004	Totals	177,288,903			501,670	20,871	522,541	100	100	520	5
Barriere	D	TNR	1,913	Totals	395,092,396			1,012,147	32,900	1,045,047	100	100	546	6
Fruitvale	V	KOO	2,066	Totals	348,056,295			1,109,001	33,479	1,142,480	100	100	553	7
Warfield	V	KOO	1,822	Totals	311,444,150			992,740	21,919	1,014,659	100	100	557	8
Pouce Coupe	V	PEA	832	Totals	94,808,986			465,117	18,683	483,800	100	100	581	9
Port Clements	V	SKQ	266	Totals	57,877,550			148,034	7,080	155,114	100	100	583	10
Keremeos	V	OKS	1,761	Totals	390,587,414			1,049,257	28,441	1,077,698	100	100	612	11
Lumby	V	NOK	2,072	Totals	504,317,211			1,226,018	42,950	1,268,968	100	100	612	12
Enderby	C	NOK	3,246	Totals	715,296,915			2,047,311	64,128	2,111,439	100	100	650	13
Slocan	V	CKO	313	Totals	90,788,900			204,483	6,058	210,541	100	100	673	14
Armstrong	C	NOK	5,677	Totals	1,433,238,801			3,762,652	85,437	3,848,089	100	100	678	15
Metochosin	D	CAP	5,142	Totals	2,294,055,361			3,492,847	85,217	3,578,064	100	100	696	16
Pemberton	V	SQL	3,460	Totals	1,614,334,138			2,428,273	55,494	2,483,767	100	100	718	17
Kaslo	V	CKO	1,045	Totals	313,133,661			732,002	19,489	751,491	100	100	719	18
Hazelton	V	KIT	339	Totals	35,130,100			234,089	13,750	247,839	100	100	731	19
Telkwa	V	BUL	1,460	Totals	238,406,589			1,049,161	19,106	1,068,267	100	100	732	20

## Taxes and Charges on a Representative House - \$1621.34

**VALUE PROPOSITION STATEMENT – Columbia Shuswap has the lowest taxes and charges on a representative house compared to 160 BC urban municipalities. Taxes and charges on a representative house are 66% lower than the BC urban municipality average.**

704 - Taxes and Charges on a Representative House - 2023

Municipalities	Type	RD	House Value	School	General Municipal	Regional District	Hospital	BCA, MFA and Other	Total Res Variable Rate Taxes	Total Res Parcel Taxes	Total Res User Fees	Total Residential Property Taxes and Charges	Rank (1 - best, 160 - worst - of 160 BC urban municipalities)
Granisle	V	BUL	76,019	202	1,471	57	94	43	1,867	0	0	1,867	1
Hudson's Hope	D	PEA	189,449	413	697	94	107	51	1,362	0	576	1,938	2
Wells	D	CAR	167,180	389	400	150	123	61	1,123	474	383	1,980	3
Barriere	D	TNR	404,871	577	904	282	121	117	2,001	0	0	2,001	4
Stewart	D	KIT	156,169	308	1,094	135	79	41	1,657	520	0	2,177	5
Port Clements	V	SKQ	207,055	537	406	156	104	66	1,269	515	567	2,351	6
Midway	V	KOO	337,579	592	899	147	55	95	1,788	75	526	2,389	7
Zeballos	V	STR	116,780	356	1,376	34	31	46	1,843	0	623	2,466	8
New Denver	V	CKO	376,581	677	823	331	61	94	1,986	0	557	2,543	9
Mackenzie	D	FFG	160,459	297	1,134	77	118	56	1,682	0	862	2,544	10
Princeton	T	OKS	379,319	602	1,066	45	66	170	1,949	0	621	2,570	11
Kitimat	D	KIT	362,196	714	1,323	24	183	54	2,298	0	310	2,608	12
Greenwood	C	KOO	254,608	446	1,197	124	41	83	1,891	0	781	2,672	13
Logan Lake	D	TNR	451,899	644	784	270	135	121	1,954	276	506	2,736	14
Tahsis	V	STR	158,356	483	1,241	42	41	51	1,858	0	887	2,745	15
Alert Bay	V	MW	236,348	518	1,354	163	59	81	2,175	2	600	2,777	16
Port Alice	V	MW	239,537	525	1,463	143	60	86	2,277	0	510	2,787	17
Northern Rockies - REGM	D		162,339	656	891	0	6	40	1,593	374	823	2,790	18
Canal Flats	V	EKO	363,513	557	965	292	113	98	2,025	275	529	2,829	19
Taylor	D	PEA	256,716	559	972	123	146	75	1,875	180	786	2,841	20
										BC Ave		4,754	

## Area C Tax Information:

### ELECTORAL AREA 'C' - 2023

ELECTORAL AREA 'C' - 2023						FINAL			ALL TAXES, ALL PROPERTY CLASSES		
PROPERTY TAXES		Property Tax Rate	Amount per \$100 of Property Tax	2023 Tax on average residential home (\$530,167)	2022 Tax on average residential home (\$540,703)	Change to average residential home	Collected in Area 'C' by the Province of BC	Collected by CSRD	Provincial Collection Fee		
PROVINCIAL TAXES											
1	PROVINCIAL SCHOOL TAX	\$ 1.4669	\$ 47.98	\$ 777.70	\$ 834.95	\$ (57.25)	\$ 2,954,525	-	-		
2	PROVINCIAL RURAL TAX	0.3400	\$ 11.12	180.26	194.65	(14.40)	720,851	-	-		
3	POLICE TAX	0.0756	\$ 2.47	40.08	32.50	7.58	151,139	-	-		
TOTAL PROVINCIAL TAXES		\$ 1.8825	\$ 61.57	\$ 998.04	\$ 1,062.10	\$ (64.06)	\$ 3,826,516	\$ -	\$ -		
LOCAL SERVICE TAXES											
1 AREA WIDE TAXES											
AREA 'C' COLUMBIA SHUSWAP RD											
1	General Government & Administration	\$ 0.0828	\$ 2.71	\$ 43.92	\$ 54.74	\$ (10.81)	\$ 169,556	\$ 161,098	\$ 8,458		
2	Electoral Area Administration	0.0529	1.73	28.05	32.66	(4.61)	108,275	102,874	5,401		
3	Feasibility Studies	0.0048	0.16	2.57	3.00	(0.43)	9,912	9,418	494		
4	9-1-1 Emergency Communications	0.0087	0.28	4.62	5.07	(0.45)	17,817	16,928	889		
5	Solid Waste - Recycling	0.0521	1.70	27.64	28.47	1.17	106,706	101,383	5,323		
6	By-law Enforcement	0.0430	1.40	22.77	26.90	(4.13)	87,902	83,517	4,385		
7	GIS/Mapping	0.0305	1.00	16.18	19.37	(3.19)	62,480	59,344	3,136		
8	House Numbering	0.0030	0.10	1.57	1.89	(0.32)	6,066	5,763	303		
9	Development Services	0.1142	3.73	60.54	70.79	(10.24)	233,703	222,046	11,657		
10	Special Projects	0.0031	0.10	1.63	3.86	(2.23)	6,286	5,972	314		
11	Sub-regional Building Inspection	0.0327	1.07	17.38	20.96	(3.60)	67,015	63,672	3,343		
12	Electoral Area Grants in Aid	0.0175	0.57	9.30	11.15	(1.85)	35,911	34,120	1,791		
13	Shuswap SPCA	0.0012	0.04	0.63	0.74	(0.11)	2,450	2,328	122		
14	Shuswap Search and Rescue	0.0079	0.26	4.19	4.90	(0.71)	16,180	15,373	807		
15	Emergency Preparedness	0.0229	0.75	12.16	14.04	(1.88)	46,934	44,593	2,341		
16	Airport - Shuswap Regional Airport	0.0175	0.57	9.29	10.90	(1.61)	35,858	34,069	1,789		
17	Transit - South Shuswap/Ranchero	0.0107	0.35	5.66	6.80	(1.14)	21,835	20,746	1,089		
18	Millfill Control Program	0.0184	0.60	9.78	11.65	(1.87)	37,741	35,858	1,883		
19	Weed Control and Enforcement	0.0069	0.22	3.64	4.31	(0.67)	14,054	13,353	701		
20	Tourism Shuswap	0.0234	0.76	12.38	14.38	(2.00)	47,802	45,418	2,384		
21	Economic Development	0.0312	1.02	16.55	20.34	(3.79)	63,880	60,694	3,186		
22	Film Commission	0.0015	0.05	0.77	0.90	(0.13)	2,976	2,828	148		
23	Shuswap Recreation Complex	0.0133	0.44	7.07	8.53	(1.46)	27,302	25,940	1,362		
24	South Shuswap First Responders	0.0111	0.36	5.89	7.11	(1.22)	22,752	21,617	1,135		
25	South Shuswap Dog Control	0.0078	0.25	4.11	5.00	(0.89)	15,878	15,086	792		
26	Tourism Information - South Shuswap	0.0067	0.22	3.54	4.62	(1.08)	13,651	12,970	681		
27	Area C Community Parks	0.1698	5.55	90.00	101.26	(11.26)	347,429	330,099	17,330		
28	Rail Trail Corridor	0.0066	0.21	3.48	3.65	(0.17)	13,448	12,777	671		
Total Area 'C' Regional District		\$ 0.8022	\$ 26.23	\$ 425.30	\$ 496.18	\$ (70.88)	\$ 1,641,778	\$ 1,559,884	\$ 81,894		
2 HOSPITAL DISTRICTS											
NORTH OKANAGAN COLUMBIA SHUSWAP RHD											
Total Hospital Districts		\$ 0.2371	\$ 7.75	\$ 125.71	\$ 139.73	(14.02)	474,039	-	-		
Total Hospital Districts		\$ 0.2371	\$ 7.75	\$ 125.71	\$ 139.73	(14.02)	\$ 474,039	-	-		
3 OTHER AGENCIES											
BC ASSESSMENT AUTHORITY											
		\$ 0.0336	\$ 1.10	\$ 17.81	\$ 18.67	(1.06)	\$ 68,652	-	-		
MUNICIPAL FINANCE AUTHORITY											
		0.0002	0.01	0.11	0.11	(0.00)	400	-	-		
OKANAGAN REGIONAL LIBRARY											
		0.1026	3.35	54.37	62.09	(7.71)	207,275	196,937	10,339		
Total Other Agencies		\$ 0.1364	\$ 4.46	\$ 72.29	\$ 81.07	(8.77)	\$ 276,328	\$ 196,937	\$ 10,339		
TOTAL LOCAL SERVICE TAXES		\$ 1.1757	\$ 38.44	\$ 623.30	\$ 716.98	(93.67)	\$ 2,392,145	\$ 1,756,821	\$ 92,233		
TOTAL AREA WIDE PROPERTY TAXES		\$ 3.0582	\$ 100.61	\$ 1,621.34	\$ 1,779.08	(157.74)	\$ 6,218,661	\$ 1,756,821	\$ 92,233		
SPECIFIED AREAS WITHIN AREA C TAXES											
1 Fire Protection - Area C Subregional		0.3217		170.55	215.84	(45.29)	610,692	580,230	30,462		
2 Fire Protection - Kauti Hill		0.4464		236.65	284.50	(47.94)	17,713	16,829	884		
TOTAL SPECIFIED AREA TAXES							\$ 628,405	\$ 597,059	\$ 31,346		
PARCEL TAXES WITHIN AREA C											
1 Eagle Bay Water				\$ 395.71	\$ 376.67	18.84	39,175	\$ 37,221	1,954		
2 Sunnyside Waterworks				\$ 413.44	\$ 393.75	19.69	33,076	\$ 31,426	1,650		
3 Shuswap Watershed Council				\$ 9.03	\$ 9.25	-0.22	23,605	\$ 22,428	1,177		
4 South Shuswap LWMP				\$ 8.90	\$ 8.82	0.08	27,270	\$ 25,910	1,360		
TOTAL PARCEL TAXES							\$ 123,127	\$ 116,985	\$ 6,142		
TOTAL ALL PROPERTY TAXES							\$ 6,976,193	\$ 2,470,665	\$ 129,720		
NOTES											
1 Annual Regional District Requisition Values											
2 Revised BC Assessment Roll for Hospital Purposes											

Src: <https://www.csr.bc.ca/DocumentCenter/View/3556/Area-C-property-tax---2023---Final>

**Recommendation 2: For further business cost value proposition development, complete a comparative total business cost analysis for the SEDS Service area.**

## Investment Purchase of Existing Enterprise

Real estate market pricing (raw land price/lease rates) is challenging to obtain in rural areas of BC. In addition, unlike larger urban markets where lease and land costs can be compared on apples to apples terms due to volume, rural areas have less commercial and industrial volume and are more about specific opportunity investment. Current market commercial and industrial real estate listings ([www.realtor.ca](http://www.realtor.ca), [www.point2homes.com](http://www.point2homes.com)) were analyzed in Winter, 2024. Of note; 1) listings are few; 2) industrial land is virtually non-existent, with one listing and no designated industrial parks.

## Independents and Workforce Attraction: The Income-Affordability Value Proposition

Cost of living is a central feature of lifestyle-first locational decision making for “the independents”. Cost of living is most prominently reflected by house pricing. Other cost of living indicators include a comparative consumer price index (e.g. <https://www2.gov.bc.ca/gov/content/data/statistics/economy/consumer-price-index>).

In 2021, SEDS Service Area median household employment income was \$71,473, 16% below BC (\$85,000), and modestly below Salmon Arm (\$75,000) and Vernon (\$73,500).

While SEDS Service Area residents have lower than median (BC) household income, they enjoy a significantly lower cost of housing than major alternative markets on the west coast of BC (Figure 3). Housing is a core element of cost of living, and the convergence of jobs with good income and affordability suggests a significant value proposition comparative to locations like Vancouver and Victoria.

Note: Residential benchmark house pricing is available in larger urban centres via realtor associations. Shuswap is represented by the Association of Interior Realtors (Shuswap/Revelstoke), but aggregates Revelstoke with Shuswap. Revelstoke is a higher price market than Shuswap: <https://www.interiorrealtors.ca/files/DECEMBER%202023%20DATA%20RELEASE%20-%20OKANAGAN%20MEDIA%20RELEASE.pdf>. Sites like wowa.ca (BC and Canada housing market), or houseful.ca (median list prices) also provide representative house pricing, but Shuswap is unavailable on these platforms.

Should benchmark house pricing at a more granular Shuswap-only level be made available to SEDS, this is the most timely and accurate representation of house pricing for purpose of communication of value proposition. This data has the added advantage of communicating both total house pricing, and single family residential pricing only.

In the absence of this information, use of representative house value for the purpose of taxation via the BC Government website (<https://www2.gov.bc.ca/gov/content/governments/local-governments/facts-framework/statistics/tax-rates-tax-burden>) – Schedule 704 – is the most directly comparable data, which has an advantage of providing data for all BC urban municipalities. Both data sources are shown in Figures 3 and 4.



**Figure 3: The Income/Housing Affordability Value Proposition: Competitor Markets (Benchmark House Pricing, Dec. 2023)**

MEDIAN HOUSEHOLD INCOME (2021)		
SEDS Service Area – 71473	SALMON ARM – 75000	VERNON – 73500
CITY OF CALGARY – 98000	VANCOUVER CMA - 90000	BC – 85000
CANADA - 84000		
RESIDENTIAL BENCHMARK SINGLE FAMILY PRICE (2023)		
	Shuswap is..	X Local Household Income
SHUSWAP - 572300		8
SALMON ARM – 572300	---	---
VERNON NORTH OKANAGAN) – 600100	4.8% lower	8.16
CITY OF CALGARY - 570100	0.4% higher	5.82
METRO VANCOUVER - 1168700	104% lower	17.8
BC – 965000	69% lower	11.35
CANADA – 657000	15% lower	7.82

Source: Shuswap, Salmon Arm, Vernon (North Okanagan) - <https://www.interiorrealtors.ca/files/DECEMBER%202023%20DATA%20RELEASE%20-%20OKANAGAN%20MEDIA%20RELEASE.pdf>, Vancouver - <https://wowa.ca/vancouver-housing-market>, Calgary - <https://wowa.ca/calgary-housing-market>, BC - <https://wowa.ca/bc-housing-market>, Canada - <https://wowa.ca/reports/canada-housing-market>

**Figure 4: The Income/Housing Affordability Value Proposition: Competitor Markets (Representative House Value For Purpose of Taxation)**

		Rank (low to high - of 160 BC urban municipalities)
Shuswap	558188	80
Sicamous	540696	78
Vernon	800229	100
Kelowna	1095477	122
Revelstoke	787628	97
Vancouver	2589338	158
Victoria	1230097	129
BC Average	804549	
*Shuswap - Average of representative house values Areas C, D, F, G - tax information from CSRD website		

Src: BC Government website (<https://www2.gov.bc.ca/gov/content/governments/local-governments/facts-framework/statistics/tax-rates-tax-burden>) – Schedule 704

### Market Rent / Cost of Living

Market rent is difficult to find for rural areas. Average cost of rented dwelling units in the SEDS Service Area was \$950 in 2021 (Src: Census Canada). Rents have been rising significantly across Canada recently.

Toronto-based data analytics and real estate company AreaVibes tracks livability – including living and housing costs, across North America. Their data indicates the following:

- Columbia Shuswap Area C - cost of living 24% lower than BC, housing cost 46% lower.
- Columbia Shuswap Area D - cost of living 26% lower than BC, housing cost 54% lower.
- Columbia Shuswap Area F - cost of living 24% lower than BC, housing cost 41% lower.

Src: <https://www.areavibes.com/columbia-shuswap+c-bc/?ll=50.85787+-119.26999>,  
<https://www.areavibes.com/columbia-shuswap+d-bc/cost-of-living/>, <https://www.areavibes.com/columbia-shuswap+f-bc/?ll=51.21762+-119.06765>

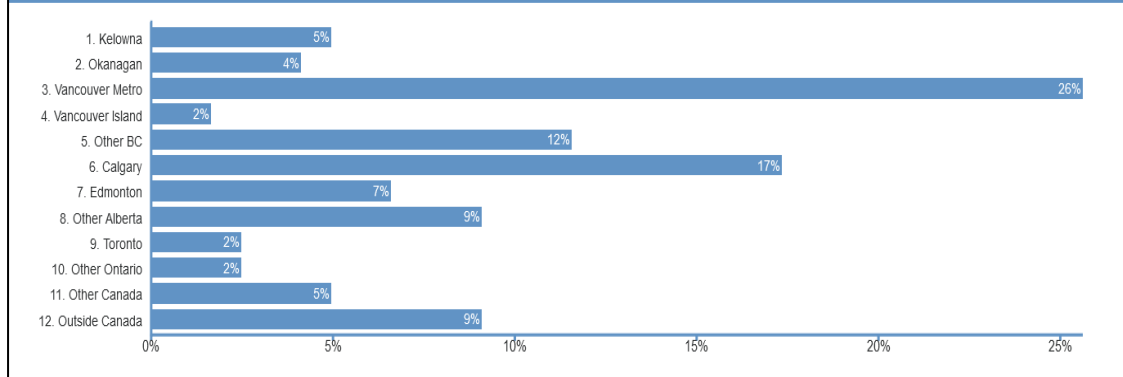
“Affordability” for economic sectors with lower than average salary may be challenged by rental supply as much as anything in the SEDS Service Area.. Census Canada (2021) indicates that 12% of all dwellings in the SEDS Service Area are tenant occupied (rented). 85% of all dwelling units in the SEDS Service Area are single family, compared to 42% in BC.

### Affordability Value Proposition: Trend

Today, housing “affordability” (in relative terms) is now a key economic development enabler, or barrier. Comparative price value proposition is key to attraction and retention of The Independents, and workforce. Affordability challenges are enhanced in context of lower pay economic sectors like tourism, service sector, and retail that have significant presence in the Shuswap.

Unless one grew up in the Shuswap, people and investment arrive from other places. Identified investment markets that generate need to establish comparative geographic value proposition are identified as (Src: SEDS Investment Attraction Strategy Discovery Workshop, Nov. 2023):

## People you know who have moved to the Shuswap or invested in a business...where did they come from? (choose as many as you like)



The housing price value proposition in the Shuswap is “middle of the road” re 80<sup>th</sup> ranking of representative house value compared to BC’s 160 urban municipalities in 2023. While house price value proposition is significant compared to BC’s major urban markets (Vancouver, Victoria, Kelowna, Vernon), value proposition compared to Vancouver and Victoria has significantly eroded in the last five years. Housing cost has risen more sharply over the past decade than it has in the Province (Figure 5). Of note from real estate pricing, Shuswap has a negative house price value proposition vis a vis Calgary – a perceived major source of relocation to the Shuswap ((Src: SEDS Investment Attraction Strategy Discovery Workshop, Nov. 2023).

**Figure 5: Households and Dwelling Affordability, 2018-2023**

Representative House Value - 2023			Representative House Value – 2018			% increase
		BC Rank (low to high, of 161 BC urban municipalities)			BC Rank (low to high, of 161 BC urban municipalities)	
Shuswap	558188	80	Shuswap	304771	29	83.1%
Sicamous	540696	78	Sicamous	285941	76	89.1%
Vernon	800229	100	Vernon	459328	105	74.2%
Kelowna	1095477	122	Kelowna	658334	122	66.4%
Revelstoke	787628	97	Revelstoke	375449	94	109.8%
Vancouver	2589338	158	Vancouver	2467292	159	4.9%
Victoria	1230097	129	Victoria	849778	138	44.8%
BC Average	804549		BC Average	505767		59.1%

Src: BC Government - <https://alpha.gov.bc.ca/gov/content/governments/local-governments/facts-framework/statistics/tax-rates-tax-burden>, Shuswap 2018 - <https://www.crsd.bc.ca/DocumentCenter/View/1095/Electoral-Area-Taxes-PDF>

Housing affordability is slipping considerably in the Shuswap and BC, with representative house value that increased 81% in the Shuswap between 2018 and 2023, exceeding percentage increase in Vancouver and Victoria by a wide margin.

Comparative shelter costs are an indicator of affordability. Shelter cost refers to the average monthly total of all shelter expenses paid by households that own or rent their dwelling. Shelter costs for owner households include, where applicable, mortgage payments, property taxes and condominium fees, along with the costs of electricity, heat, water and other municipal services. For renter households, shelter costs include, where applicable, the rent and the costs of electricity, heat, water and other municipal services. (Src: Statistics Canada).

SEDS Service Area shelter costs for owned dwellings (Figures 6 and 7) are low and had a very low rate of change between 2011 and 2021. Shelter costs for rented dwellings are just below average with rate of change that was low between 2011 and 2021. However, this data is only partially revealing as shelter costs for owned dwellings are influenced by mortgage costs and proportion of owner vs renter households. High rates of home ownership and low proportions of households with mortgages generates lower (better) shelter cost numbers.

**Figure 6: Median Monthly Shelter Costs – Owned Dwellings**

	2011	2021	Rate of Change 2011-2021
SEDS Average	625	653	4%
<i>Columbia Shuswap C/G</i>	518	616	19%
<i>Columbia Shuswap D</i>	908	880	-3%
<i>Columbia Shuswap F</i>	na	584	
Salmon Arm	653	830	27%
Sicamous	na	960	
Vernon	831	1060	28%
BC	1023	1320	29%
Canada	978	1240	27%

Source: Statistics Canada Census data 2011 and 2021

**Figure 7: Median Monthly Shelter Costs – Rented Dwellings**

	2011	2021	Rate of Change 2011-2021
SEDS Average	873	951	9%
<i>Columbia Shuswap C/G</i>	933	1000	7%
<i>Columbia Shuswap D</i>	715	1000	40%
<i>Columbia Shuswap F</i>	na	850	
Salmon Arm	765	1010	32%
Sicamous	na	920	
Vernon	828	1170	41%
BC	903	1370	52%
Canada	784	1070	36%

Source: Statistics Canada Census data 2011 and 2021

While Shuswap value proposition will always have an X factor via lakeside/lakeview living, erosion of value proposition makes it harder to attract The Independents, and to attract and retain workforce.

Means to enhance value proposition boils down to housing innovation that expands housing choice and affordability options, including but not limited to: secondary suites, accessory dwelling units, mixed use, densification, rentals, smaller, planning policy that enables densification (e.g. lower parking standards, greater site coverage, reduced setbacks).



## INVESTMENT LOCATION DECISION MAKING: CONVERGED VALUE PROPOSITION

### Corporate:

- Access to major urban markets (Vancouver, Calgary, Kamloops, Kelowna) – road, air, rail
- Growing population
- Leading Construction sector – 21% of workforce by industry, fastest 5-year sector growth by number

### The Independents

- Self-employment cluster – 31% of total workforce

### Corporate and Independent

- Cost of Living
  - Residential house price 104% lower than Metro Vancouver, 69% lower than BC, 15% lower than Canada\* \*Residential benchmark single family price, Dec. 2023. Source: Shuswap, Salmon Arm. Vernon (North Okanagan) - <https://www.interiorrealtors.ca/files/DECEMBER%202023%20DATA%20RELEASE%20-%20OKANAGAN%20MEDIA%20RELEASE.pdf>, Vancouver - <https://wowa.ca/vancouver-housing-market>, Calgary - <https://wowa.ca/calgary-housing-market>, BC - <https://wowa.ca/bc-housing-market>, Canada - <https://wowa.ca/reports/canada-housing-market>
  - Cost of living 25% lower than BC. Src: <https://www.areavibes.com/columbia-shuswap+c-bc/?ll=50.85787+-119.26999>, <https://www.areavibes.com/columbia-shuswap+d-bc/cost-of-living/>, <https://www.areavibes.com/columbia-shuswap+f-bc/?ll=51.21762+-119.06765>
- Quality of life:
  - Nature – lake, provincial parks, waterfalls, access to backcountry, parks – diverse experience year-round outdoors - hiking, winter fat biking, snowmobile, ski, boat, sports. Weather.
  - Time – connection to nature, people, family, community, healthy living. “Work to live vs live to work”. Work-life balance. Relaxed. Safe.
  - Location – airport/highway/AB and BC access.
  - Health services availability.

**Recommendation 3: Continue to work on sharpening of investment value proposition with focus on: a) shovel ready industrial land availability; b) commercial land intensification via planning policy enablement – Sorrento; c) identification of water availability for agrifood; d) gigabit broadband extension; e) housing choice and affordability via planning policy enablement.**

## 4. INDUSTRY SECTOR TARGETING

### **Recommendation 4: Pursue sector development planning in key target sectors to support investment readiness and attraction initiatives.**

Industry sector development should consider: a) current economic strengths; b) engagement with respect to desired target sectors; c) value and supply chain development opportunities.

The following target industry sector were identified in the engagement process (Discovery Workshop, Summit):

- Agrifood (manufacturing)
- Tourism
- Resident Attraction (The Independents)
- Technology
- Forestry Value-Add (manufacturing)

Based on investment opportunity identification, the following sector should be added to sector development initiative:

- Construction

The following industry sectors have current strength in the SEDS service area:

<b><u>SEDS Service Area</u></b>	<b><u>BC</u></b>
Construction – 21%	8%
Education/Healthcare/Other Services – 18%	23%
Retail – 12%	10.5%
Agriculture/forestry – 9% (agriculture 5.6% mostly farms, forestry 3.7%)	1.7%
<i>Tourism – 6%</i>	
Manufacturing – 3.7%	5.6%
“The Independents”	
Creative Industries – 3.7%	9.8%
Professional Services – 3.3%	8.8%
Tech – 17.1%	15.9%
High Tech – 3.5%	8.5%

These sectors can be further visualized in a “Movers Matrix” (Top 10 performance of 305 industry sectors in Canada):

Sector Size	Sector Growth	Export Size	Competitive Advantage: Location Quotient	Competitive Advantage: Competitive Effect	Highest Sector Wages >50 Jobs)	Multipliers	Supply Chain (Import Replacement Opportunity) (>70% imports)
Construction	Construction	Farms	Forest nurseries	Building finishing contractors	Other federal services	Sawmills / wood preservation	Provincial public administration
Retail	Healthcare	Other chemical product manufacturing	Logging	Restaurants / fast food	Highway / street / bridge construction	Veneer / plywood / engineered wood product manufacturing	Lessors of real estate
Accommodation / food services	Accommodation / food services	Schools	Recyclable material wholesale	Other amusement / recreation	Logging	Insurance carriers	Local, municipal, regional public administration
Ag, forestry, fishing, hunting	Education	Building equipment contractors	RV parks	Logging	General freight trucking	Meat product manufacturing	Banks
Education	Professional, scientific, technical services	Residential building construction	Support activities - farms	Individual / family services	Computer systems design	Residential building construction	Schools
Healthcare	Arts, entertainment, recreation	Support activities for mining / oil and gas	Other chemical product manufacturing	Specialty food stores	Support activities for forestry	Real estate agent offices	Other federal services
Other services	Finance / insurance	Forest nurseries	Dairy product manufacturing	Building equipment contractors	Other chemical product manufacturing	Logging	Other federal service
Professional, scientific, technical services	Other services	Other federal services	Commercial / industrial machinery repair / maintenance	Building material & supplies dealers	Land subdivision	Farms	Hospitals
Admin and support / waste mgmt / remediation	Retail	Logging	Ag supplies / wholesale	Health practitioner offices	Building equipment contractors	Dairy product manufacturing	Insurance
Arts, entertainment, recreation	Wholesale	Highway / street / bridge construction	Support activities for mining / oil and gas	Grocery stores	Schools	Rail transportation	Architecture / engineering / related services
	Construction / real estate						
	Retail / accommodation / food / arts, entertainment						
	Agriculture						
	Forestry						
	Services incl insurance, banking						
	Public admin incl. schools, healthcare						
	Professional Services						
	Industrial - manufacturing, wholesale, support activities for mining / oil and gas, freight trucking, recycling						

The following sector enablers were identified in the Discovery Workshop and Business Survey, 2023. These enablers can become focus areas for sector development:

Agriculture:

Vertical farming	Dairy distillery – e.g. <a href="https://dairydistillery.com/">https://dairydistillery.com/</a>
Farm-to-table restaurant	Farm-to-gate market store
Manufacturing shared spaces	Horticulture
Hydroponics	Greenhousing
Craft manufacture	Farm tours/farm stay (agri-tourism)
Agri-tech	Craft brewery
Agrihood	Agri Co-op

Construction:

Small homes	Remanufacturing plant
Reforestation labour	Prefab building systems and components (modules)
Multi-family housing	Motel-conversions
Furniture manufacturing	Eco-neighbourhood
Apprenticeship programs	

Tourism:

Winter activities/attractions	Wastewater treatment
Shoulder season activities	Secwepemc cultural offerings
Accommodation quality/experience	High quality dining
Golf simulator	Food tourism
Floating store	Eco-tourism
Electric car chargers	E-bike rentals
Backcountry recreation product development	Agri-tourism

Manufacturing:

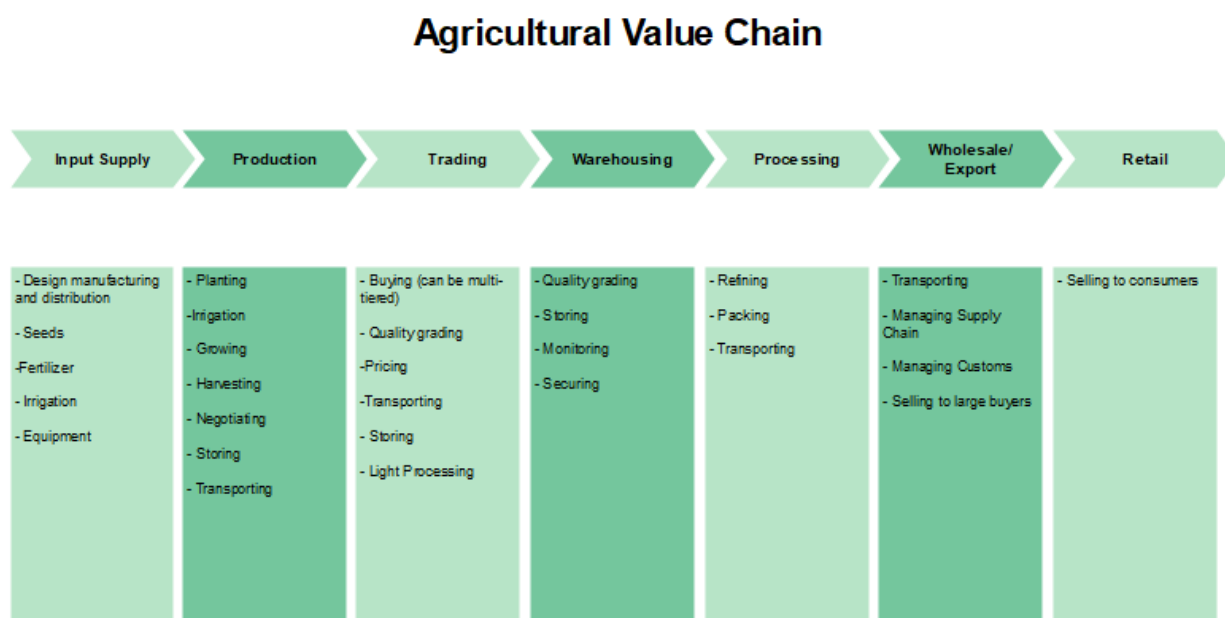
Watercraft	Vertical farming
Wood product value-add	Craft food production
Shared space	Remanufacturing - forestry
Organic/natural foods	Furniture
Agri-food	Artisanal – food/art/creativity

The Independents:

Advanced broadband	Home-based business
Video production	Robotics
Makerspace	Interior design
Geomatics	Digital animation
Software development	Co-work space
Agri-tech	

Value chains for key target sectors can be researched online. Two key target sector value chains are indicated as follows:

E.g. Agriculture Value Chain



E.g. Technology Sector Ecosystem

TALENT	COMPANIES	FUNDING
<ul style="list-style-type: none"> <li>• contact database</li> <li>• workforce vs entrepreneur vs researcher</li> </ul>	<ul style="list-style-type: none"> <li>• local</li> <li>• MNE</li> <li>• major customers</li> </ul>	<ul style="list-style-type: none"> <li>• grant funding, tax credits, challenge prizes</li> <li>• funding for wages/interns</li> <li>• loans and investment</li> <li>• venture capital (seed, early, late, crowdfunded, angel, unicorns)</li> </ul>
GROWTH	CONNECTIONS	ENABLERS
<ul style="list-style-type: none"> <li>• prototyping, testing, tech validation</li> <li>• accelerators — space, mentors, and collaboration</li> <li>• workspaces</li> <li>• workforce (educational institutions/research)</li> </ul>	<ul style="list-style-type: none"> <li>• ecosystem advisors and hubs</li> <li>• networking organizations</li> <li>• international opportunities and funding</li> <li>• online directories</li> <li>• key events/meetups</li> </ul>	<ul style="list-style-type: none"> <li>• housing affordability/options</li> <li>• broadband</li> <li>• etc. TBD based on research</li> </ul>



## About Value and Supply Chains

### Value Chain:

The value chain refers to the entire series of activities or processes involved in the production and delivery of a product or service to the end customer. It encompasses all the steps and functions that add value at each stage of the process, from raw material acquisition to the final distribution of the product or service. The primary focus of the value chain is on creating value for the customer and achieving competitive advantage.

### Key Components of a Value Chain:

- **Primary Activities:** These are directly involved in the production, marketing, and delivery of the product or service. Examples include inbound logistics (procurement of raw materials), operations (manufacturing), outbound logistics (distribution), marketing, and customer service.
- **Support Activities:** These are essential to enable the primary activities to function efficiently. Examples include procurement (sourcing of materials), technology development, human resource management, and infrastructure (facilities, equipment).

### Objectives of the Value Chain:

- Identify opportunities to streamline operations and reduce costs.
- Enhance product quality and differentiation.
- Optimize customer value and satisfaction.
- Improve overall organizational performance and profitability.

### Supply Chain:

The supply chain is a subset of the value chain and specifically focuses on the network of organizations, resources, activities, and technology involved in the creation and delivery of a product or service to the end customer. It primarily deals with the flow of goods, services, and information from suppliers to manufacturers to wholesalers/distributors and ultimately to retailers and consumers.

### Key Components of a Supply Chain:

- **Supply Management:** Involves sourcing and procurement of raw materials, components, and supplies from suppliers.
- **Manufacturing/Production:** Transformation of raw materials into finished goods through manufacturing processes.
- **Distribution/Logistics:** Management of transportation, storage, and delivery of products to customers or distribution centers.

### Objectives of the Supply Chain:

- Ensure timely availability of materials and components.

## 5. GEOGRAPHIC TARGETING

The following target resident relocation/investment geography was identified in the engagement process (Discovery Workshop (in order):

### Top Tier

- Vancouver metro
- Calgary
- Other BC

### Mid-Tier

- Other Alberta
- Outside Canada
- Edmonton

### Lower Priority

- Other Canada
- Kelowna
- Okanagan
- Toronto
- Other Ontario
- Vancouver Island

**Recommendation 5: Target marketing (e.g. Facebook advertising) at Top-Tier target geography.**

## 6. INVESTMENT READINESS FRAMEWORK AND ACTION PLAN

Investment readiness in the context of municipal economic development refers to the readiness of a municipality (local government or economic development organization) to attract and effectively utilize investments to foster economic growth and development within its jurisdiction. This concept encompasses various factors and strategies aimed at making a municipality more appealing and conducive to investment.

Key aspects of investment readiness in municipal economic development are:

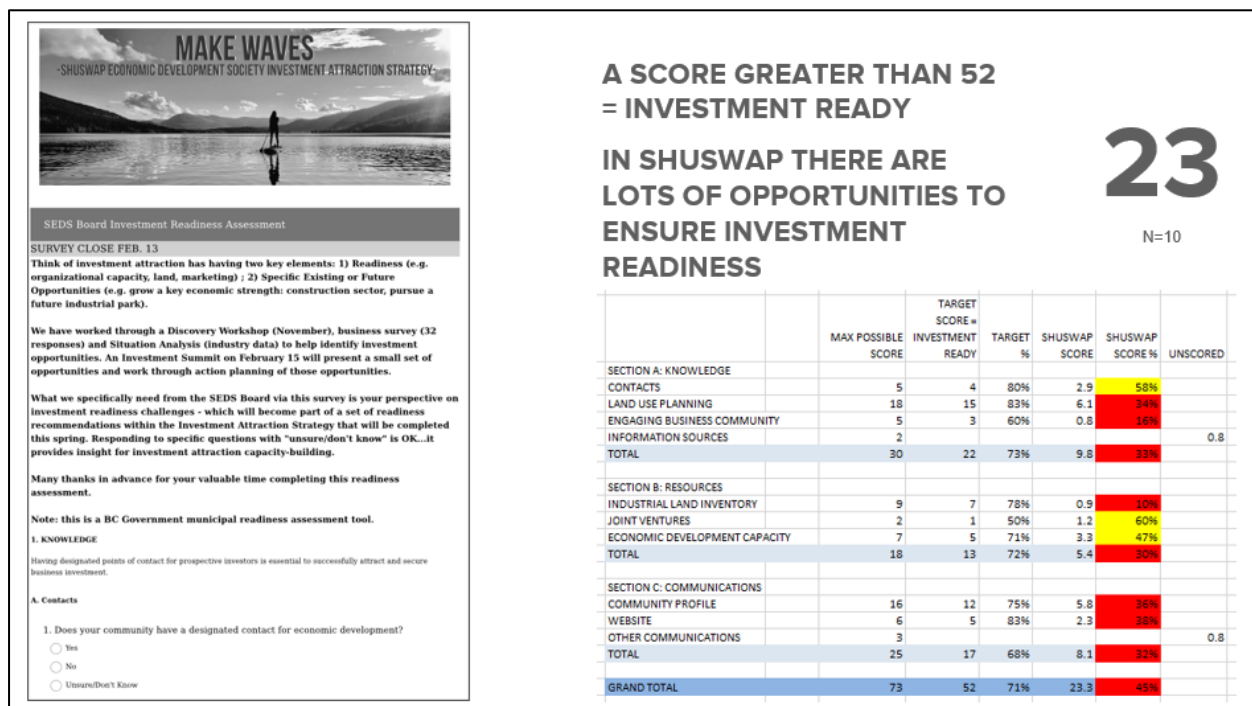
- **Infrastructure:** Municipalities need to have adequate infrastructure in place to support business activities and accommodate growth. This includes transportation networks (roads, public transit), utilities (water, sewer, electricity), telecommunications, and other essential services. Investing in infrastructure upgrades or expansions can enhance a municipality's attractiveness to investors.
- **Regulatory Environment:** A favourable regulatory environment is crucial for investment readiness. Municipalities should have streamlined and transparent permitting processes, business-friendly zoning regulations, and clear land-use policies. Predictable and efficient regulatory procedures reduce barriers to investment and encourage business development.
- **Workforce Development:** An investment-ready municipality invests in developing its workforce to meet the needs of potential investors. This includes supporting education and training programs aligned with industry demands, fostering partnerships between businesses and educational institutions, and promoting workforce diversity and inclusivity. This said, for economic development organizations with resource constraints, workforce development typically relies on attracting needed workforce in target economic activity vs directly facilitating workforce development initiatives.
- **Business Support Services:** Providing business support services such as entrepreneurship programs, business incubators, and accelerators can enhance investment readiness. These services help local entrepreneurs and businesses access resources, mentorship, and networking opportunities, fostering a thriving business ecosystem.
- **Quality of Life:** Municipalities that prioritize quality of life factors attract both businesses and residents. This includes investing in amenities such as parks, cultural facilities, recreational opportunities, healthcare services, and affordable housing. A high quality of life enhances the overall attractiveness of a municipality as a place to invest, work, and live.
- **Economic Development Organization/Resourcing:** Collaborative efforts between municipalities and private sector stakeholders can enhance investment readiness. PPPs can leverage private sector expertise and resources to address infrastructure needs, stimulate economic development projects, and drive innovation within the municipality.
- **Strategic Planning and Marketing:** Investment readiness involves strategic planning and proactive marketing efforts to showcase a municipality's strengths and investment opportunities. This includes promoting key industries, highlighting economic advantages (e.g., incentives, tax breaks), and participating in trade shows and investment forums to attract potential investors.

Investment readiness in municipal economic development requires a holistic approach that links and integrates enablers. By focusing on these factors, municipalities can position themselves as attractive investment destinations, driving economic growth, job creation, and prosperity within their communities.

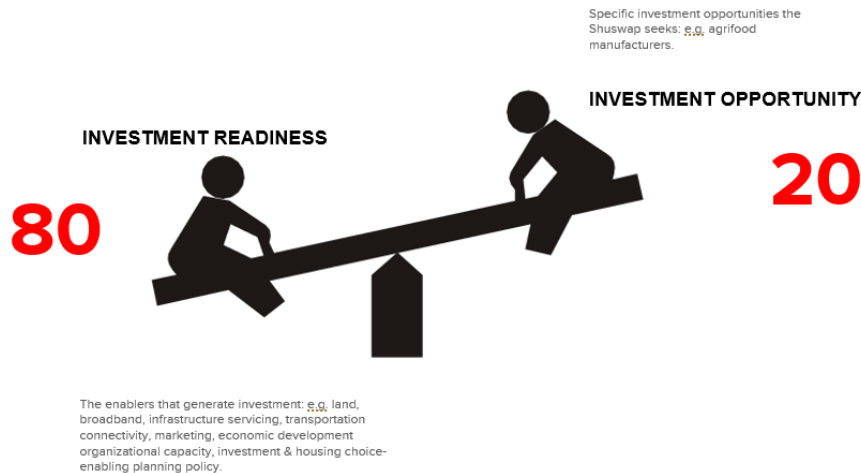
The SEDS service area has a newly-established (2020) economic development service model, including Economic Development Strategy. Economic development as a service does not have a long history in rural Shuswap. The relationships and collaboration required are developing but not at full capacity. Community awareness of the value of economic development is a work in progress, which impacts not only levels of community engagement in economic development dialogue, but also consideration of degree of economic development resourcing as a key enabler. As is to be expected, youthful economic development programming has a number of investment readiness needs.

An [Investment Readiness Assessment](#) was conducted for SEDS Board members, indicating that SEDS is in an investment readiness building phase. Key focus areas for investment readiness enhancement are indicated as:

- Planning policy
- Community engagement
- Industrial land inventory
- Marketing (investment profile, website)



Investment Readiness is a pre-requisite set of building blocks required to successfully pursue Investment Opportunity.



A detailed investment readiness framework helps focus and organize readiness actions. Investment Readiness recommendations in this Investment Attraction Strategy focus on best short to intermediate term ROI based on situation analysis and engagement conducted for purpose of developing the Investment Attraction Strategy.

## 6.1 Economic Development/Investment Promotion Organization:

- Establish or enhance an organization to actively promote the municipality to potential investors.
- Pursue organizational excellence initiatives (e.g. on-boarding Board members, life-long learning).
- Develop a clear, compelling, and ambitious vision for the community's future.
- Develop and pursue enhancement of quantitative, competitive investment value proposition.
- Create a strategic plan that outlines specific goals and objectives for economic development (investment attraction, business retention / expansion, destination development (product, infrastructure), policy / organization, talent / workforce development).
- Establish budget/personnel plan that aligns with ability to achieve strategic objectives.
- Establish a formal investment lead management process. Be as singular as possible with first point of contact.
- Maintain demographic, economic, and market / key sector data (on a comparative value proposition basis) and ensure easy availability to investors. and Information Availability.
- Utilize digital marketing, conferences, and events to showcase investment opportunities.
- Build target sector/company relationships conducive to investment attraction.

### **Recommendation 6: Continue to implement the Local Economic Development Strategy.**

The SEDS Local Economic Development Strategy (2022) focuses on building a strong community development foundation that enables investment:





### VISION

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

### STRATEGY AREAS (in order)

- 1. Improve community services and infrastructure** (healthcare, education, utility enhancement, waste management, childcare, investment co-op)
- 2. Market a business and labour friendly environment** (buy local, labour market plan, amenities for remote workers/tech/families, conference / tradeshow / event promo, pop-up permitting, more commercial / industrial land, attract employer investment)
- 3. Grow healthy local food systems** (succession planning, new farms)
- 4. Inclusive active transportation and housing** (affordability and choice, road & pathway enhancement, village centre enhancement, public/green transportation options)
- 5. Recreational programming and spaces for all** (year-round events, enhanced public beach/lake access, more rec facilities)
- 6. Promote year-round tourism** (support Shuswap tourism initiatives, diversify/expand tourist accommodation while managing short-term rentals, encourage cycle tourism)

*Foundations: advanced broadband, business networking / planning, marketing/brand strategy, indigenous engagement*

## Recommendation 7: Implement the Investment Attraction Strategy.

An implementation plan has been developed in conjunction with the Investment Attraction Strategy. This implementation plan should be budgeted, and be updated annually.

## Recommendation 8: Implement an Investment Lead Management Process.

A general lead management framework is identified as follows:

### Step 1: Lead Identification

1. **Data Collection:** Gather data on potential investors and businesses through various sources, including industry reports, business directories, economic development agencies, trade shows, and networking events.
2. **Marketing Campaigns:** Launch targeted marketing campaigns to attract investment interest, highlighting the municipality's strategic advantages, incentives, and economic opportunities.

### Step 2: Lead Qualification

1. **Initial Screening:** Evaluate incoming leads based on predefined criteria such as industry alignment, investment size, job creation potential, and compatibility with the municipality's economic development goals.
2. **Engagement Assessment:** Assess the seriousness and readiness of the investor or business through initial communications, inquiries, or meetings.

### Step 3: Lead Nurturing

1. **Relationship Building:** Establish and maintain relationships with potential investors through personalized interactions, providing relevant information, and addressing inquiries promptly.
2. **Education and Assistance:** Offer assistance and resources to guide investors through the investment process, including regulatory requirements, available incentives, and local market insights.

### Step 4: Project Development

1. **Project Scoping:** Collaborate with investors to define project scopes, objectives, timelines, and resource needs.
2. **Feasibility Analysis:** Conduct feasibility studies, market research, and financial assessments to validate project viability and potential economic impact.

### Step 5: Proposal and Incentives

1. **Customized Proposals:** Prepare customized investment proposals outlining the benefits of investing in the municipality, including incentives, tax credits, infrastructure support, and workforce training programs.
2. **Negotiation and Agreement:** Engage in negotiations to finalize investment terms and agreements that benefit both parties.

### Step 6: Implementation and Support

1. **Project Implementation:** Facilitate the implementation of approved projects by coordinating with relevant departments, agencies, and stakeholders.
2. **Ongoing Support:** Provide ongoing support to investors throughout the project lifecycle, addressing any challenges or needs that may arise.

### Step 7: Monitoring and Evaluation

1. **Performance Tracking:** Monitor the progress and performance of economic development projects to ensure they meet established goals and benchmarks.
2. **Feedback Loop:** Gather feedback from investors to continuously improve the investment lead management process and enhance the municipality's attractiveness to future investors.

### Step 8: Reporting and Analysis

1. **Data Analysis:** Analyze investment data and outcomes to assess the effectiveness of the lead management process and inform future strategies.
2. **Reporting:** Prepare comprehensive reports highlighting investment achievements, economic impact, and return on investment for stakeholders and decision-makers.

### Step 9: Promotion and Expansion

1. **Success Stories:** Showcase successful investment projects as case studies to attract additional investment and promote the municipality's economic development achievements.

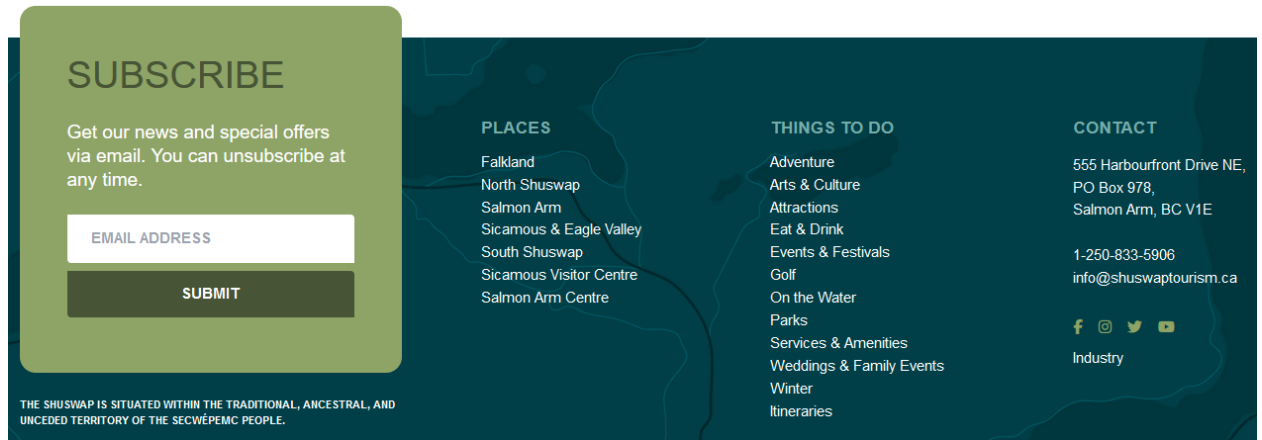
2. **Expansion Strategies:** Develop strategies to expand and diversify investment opportunities, leveraging existing relationships and market insights.

#### Step 10: Continuous Improvement

1. **Feedback Mechanisms:** Solicit feedback from investors, stakeholders, and internal teams to identify areas for improvement and innovation within the investment lead management process.
2. **Adaptation and Flexibility:** Stay adaptable and responsive to changing market conditions, technological advancements, and economic trends to maintain investment readiness and competitiveness.

Specific investment lead recommendations for the SEDS are as follows:

- Establish a performance standards for all communication with investment leads: within 24 hr response time per communication.
- Establish communications relationship with the Salmon Arm Economic Development Society to route investment leads appropriate to context/geography, and with efficiency.
- Establish a protocol with the SEDS Board to route investment leads through the SEDS Executive Director.
- Create a visualization of the lead management process to assist with organizational understanding of roles and protocols.
- Establish a SEDS investment facilitation role: 1) Facilitate – investment “fit” with Shuswap context; 2) Concierge to assist investors with movement through the development approvals process.
- Establish a singular investment contact link (Executive Director - phone, email, name) via the SEDS website. Include an investment email address on the website: [invest@shuswapcdev.ca](mailto:invest@shuswapcdev.ca).
- Establish SEDS website SEO and analytics to better understand investor dynamics/interest, and perform ongoing work to align content with investor interest.
- Refresh the SEDS website to facilitate first investor decision making: i.e. value proposition, opportunity identification, comparative demographic, business cost, and industry information, business resources.
- Create a quarterly (aligned with SEDS limited resources) SEDS newsletter that features development activity and investment actions – with a primary goal of generating a contact form on the SEDS website for purpose of building an investment lead contact database.
- Establish a protocol for capturing business and investment contact information at SEDS events, via call to action in advertising, and at external events.
- Work with Shuswap Tourism to establish an investment lead pipeline via tourism visits. E.g. a “for further relocation/investment” contact information form on the bottom of the Shuswap Tourism website, and a link to SEDS in the footer. *Note: 7% of Canadians say a tourism visit was the major driver of their decision to live where they do now. Src: Zinc Research, statistically representative poll of 1200 Canadians, 2011.*



Resources: [Wavteq](#) , [Zapier](#), [Orgzit](#), [Medium](#)

## 6.2 Assessment:

### a. Economic Landscape:

- *Analyze economic conditions, identify key sectors and industries, and study key industry change / opportunity emergence on an ongoing basis.*
- *Assess the strengths, weaknesses, opportunities, and threats (SWOT analysis) related to the local economy once annually.*

### Recommendation 9: Complete an Industry Sector and Workforce Analysis Once Every 5 Years

Industry sector and workforce complements community engagement with quantitative sector, workforce, and demographic analysis that seeks insights re quantitative value proposition, workforce gaps, and industry sector investment opportunities.

### b. Infrastructure:

- *Evaluate existing infrastructure, including transportation, utilities, technology, and recreation amenity. Identify potential areas for improvement as a matter of investment value proposition enhancement, and quality of life enhancement.*
- *Advocate for asset management planning and re-investment to nurture long-term business cost competitive value proposition.*
- *Have ongoing conversation about housing choice and affordability to nurture enabling planning policy, and construction (workforce attraction & retention).*

### c. Regulatory Environment:

*Streamline and simplify local regulations to create a business-friendly environment. Provide clear guidelines for obtaining permits and licenses.*

### Recommendation 10: Advocate for Housing Innovation Policy in CSRD OCPs and Zoning Bylaws to Enable Housing Choice and Affordability Options

Community engagement in the Investment Attraction Strategy process identified housing choice and affordability as THE key workforce attraction and retention issue.

Housing Needs Assessments completed for CSRD Areas D and F in 2022 identify the significance of the challenge:

*"Residents face difficulties with affordability of the existing dwelling stock due to the cost of real estate and of rents. As well, the consultants have found that Area D is running against the limitations of the single-family dwelling as a form, with its extensive land costs. Serviced land is in scarce supply in the region, leading to limited availability of development lots less than one hectare, and rental accommodation is scarce. For this, we propose a number of policies and best practices that may ameliorate the situation."*

#### Top 5 Workforce Attraction and Retention Strategies

- Housing choice/affordability/rental
- Better/quicker healthcare access
- General Village centres enhancement
- Winter highway/local road maintenance/clearing
- More job-career development opportunity

Src: Investment Attraction Strategy engagement process



Existing economic activity and sector targeting have to pay attention to distinct sector dynamic. E.g. tourism and retail employment have lower wages than most industry sectors. Retail and tourism workforce in the SEDS Service area can't be adequately supported by the convergence of both rental supply and more deeply affordable housing required.

The Wage / Housing Gap						
NAICS	Industry	Jobs	Wages	Sales	SEDS Average Wages	Southern Interior BC Average Wages
11	Agriculture, forestry, fishing and hunting	220	\$8,300,576	\$106,894,426	\$37,654	\$48,484
21	Mining, quarrying, and oil and gas extraction	83	\$4,040,108	\$13,671,052	\$48,666	\$96,124
22	Utilities	0	\$0	\$0	\$0	\$98,785
23	Construction	254	\$15,576,875	\$77,998,296	\$61,441	\$64,672
31-33	Manufacturing	126	\$5,786,215	\$63,515,353	\$45,804	\$63,127
41	Wholesale trade	51	\$2,785,676	\$10,969,016	\$54,110	\$65,751
44-45	Retail trade	370	\$11,356,322	\$32,113,038	\$30,659	\$33,783
48-49	Transportation and warehousing	62	\$3,495,636	\$13,324,553	\$56,021	\$59,448
51	Information and cultural industries	13	\$340,882	\$1,395,308	\$26,082	\$65,008
52	Finance and insurance	65	\$3,215,251	\$13,354,009	\$49,682	\$66,675
53	Real estate and rental and leasing	<10	\$282,154	\$2,492,426	\$43,809	\$49,701
54	Professional, scientific and technical services	36	\$2,071,291	\$6,644,913	\$57,168	\$67,286
55	Management of companies and enterprises	0	\$0	\$0	\$0	\$52,014
56	Administrative and support, waste management and remediation services	113	\$4,693,271	\$17,289,928	\$41,700	\$47,640
61	Educational services	246	\$13,828,578	\$26,374,021	\$56,100	\$60,866
62	Health care and social assistance	123	\$5,412,627	\$12,226,168	\$43,961	\$48,927
71	Arts, entertainment and recreation	130	\$3,973,511	\$11,683,880	\$30,607	\$32,844
72	Accommodation and food services	264	\$5,812,879	\$22,066,410	\$22,042	\$22,797
81	Other services (except public administration)	75	\$3,473,765	\$9,693,103	\$46,590	\$46,448
91	Public administration	43	\$3,814,032	\$9,809,183	\$88,976	\$70,319
		2,281	\$98,259,646	\$451,515,083	\$43,074	\$52,151

Source: Lightcast 2023

**B.C. Average Hourly Earnings (2021)**

Men **\$32.72/hr**

Women **\$28.29/hr**

Youth **\$19.27/hr**

**Accommodation and Food Services Industry Average Hourly Earnings (2021)**

Men **\$19.37/hr**

Women **\$18.31/hr**

Youth **\$16.61/hr**

35-40% lower than average hourly across all sectors

**Rent affordability at 30% of FT income: \$991.**

*Retail: \$20-\$25/hr Rent affordability at 30% of FT income: \$1125.*

Src: BC Labour Force Survey, 2021

Market rent is difficult to find for rural areas. Average cost of rented dwelling units in the SEDS Service Area was \$950 in 2021 (Src: Census Canada). Rents have been rising significantly across Canada recently.

"Affordability" for economic sectors with lower than average salary may be challenged by rental supply as much as anything in the SEDS Service Area. Census Canada (2021) indicates that 12% of all dwellings in the SEDS Service Area are tenant occupied (rented). 85% of all dwelling units in the SEDS Service Area are single family, compared to 42% in BC.

Priority housing choice/affordability options were identified in the Investment Attraction Strategy engagement process (Discovery Workshop, Business Survey) as follows:

#### Top Tier

- Assisted and independent living seniors housing
- Secondary suites (attached to primary residences)
- Smaller minimum house sizes

- Accessory dwelling units

#### Mid-Tier

- More mixed-use buildings in village centres
- Three residential units on a property
- Multi-family (duplexes, apartments, condos, townhouses)
- Innovative neighbourhoods (e.g. eco-village, agrihood)

A review of the Area D Zoning Bylaw as a generalized framework for CSRD planning policy yields the following housing choice/affordability considerations via enabling policy adjustments:

- Create a Home Industry 1 and Home Industry 2 definition to create a new mid-tier home-based business intensity opportunity for 1 ha zoning (RR1, RR2, RR3, where home industry is not currently permitted. Mid-tier e.g. City of Grand Forks, BC Zoning Bylaw (Page 15, Home Industries) - <https://www.grandforks.ca/wp-content/uploads/bylaws/By2039-Zoning-Bylaw.pdf>)
- Enable up to two (principal dwelling plus attached secondary suite or accessory dwelling unit) to three residential units (principal dwelling plus attached secondary suite plus accessory dwelling unit) on all residential zoning as permitted with water/sewer servicing, and with proof of water/sewer capacity for independently-serviced properties. Current policy: maximum 1. E.g. Gabriola Island/Gulf Island smallest parcel size is 0.6 acres with independent servicing.
- As an enabler of infill and intensification, consider extension of water/sewer services, with priority one to Scotch Creek as a desire expressed in Investment Attraction Strategy engagement. E.g. R1 min .35 acres with water/sewer services otherwise min 2 ha (2.47 acres)
- Enable Accessory Commercial Units (ACU) in expansion zone for Town Centre Commercial Zone (Sorrento) to encourage commercial expansion in “downtown” Sorrento. Definition: Accessory Commercial Unit means a separate building or structure on a residential property - normally ancillary, incidental, subordinate to, and located on the same lot as the main building or structure – where the primary use of the building or structure is commercial.
- Add new commercial zoning (or ACU zoning) with focus on village centres/village centre expansion zones to nurture village centre node development.
- Use more comprehensive development zoning to enable mixed-use.
- Explore further industrial zoning opportunity in addition to Scotch Creek and Area C (North Bay).
- In all commercial zones, permit manufacturing associated with retail (craft) – including small scale brewpubs and distilleries) to enable agrifood sector development, and village centres animation.
- Consider exemption of all non-residential uses from parking standards and secondary suites/accessory dwelling units with a focus on nurturing Sorrento/Blind Bay commercial intensification, housing choice/affordability, and better enterprise investment models. Note: there are currently 80 parking standards categories in the Area D Zoning Bylaw. Ref: [Parking Reform Mandates Map](#). E.g. Village of Canal Flats. [City of Edmonton](#): parking as a key barrier to delivering missing middle housing forms due to cost and site constraints. [City of Vancouver](#) - increasing the number of projects that are financially attractive, especially smaller and more challenging sites, and helping increase housing and job space supply. In [Sandpoint, Idaho](#), dropping the minimums encouraged tech company Kochava to renovate an old lumber storage facility, resulting in a tax value assessment increase of more than \$2 million. *Matter of Fact: a surface parking space costs approximately \$5K to build. A parkade space: approx.. \$50K. Src.: [Planning.org](#)*
- Conduct a parking study (drone) to establish each of peak and non-peak time use to establish evidence-based rationale for reduction of non-residential parking standards. [Reference](#)
- Consider further cluster zoning (CH1, CH2) vs current grandfathered zoning.

- Consider a fast-track approvals process for non-residential development.
- Consider a development standards review (lighting, pavement widths, sidewalk requirements, storm ditches/filtration vs piping, soil depth on new properties, etc.) from the perspective of lower cost asset management/lower business and development costs that translate to purchase price/lease rates.
- Consider additional site coverage in C1 (Town Centre – Sorrento), C4 (Highway Commercial), C5 (Tourist Commercial) and C6 (Waterfront Commercial) to 70% serviced, 60% unserved (current 60/50), and in C2, C3 to 60% serviced, 50% unserved (current 50/40) to nurture intensification of property use that contributes to better business investment models. BC range 50-85%.
- Develop new mixed-use zoning for key village centres: Sorrento, Blind Bay, Scotch Creek.
- Specific to C1 (Town Centre – Sorrento), nurture village centre development via intensification policies (smaller parcel size (current min. is 0.5 acres) more use permissions, lower setback requirements, greater lot coverage, greater building height).
- Apply C1 zoning to other village centres (e.g. Celista).
- Consider smaller R2 (Medium Density Residential) parcel sizing (current minimum SF 700 m<sup>2</sup> - .17 acres, Duplex 1000 sq. m, multi-family dwelling 1400 sq. m.) to nurture housing choice and affordability via smaller parcel/unit sizing.
- In general, reduce number of zones by increasing number of permissions in each zone. Note for e.g. Area D commercial zoning has eight zones: C1 – Town Centre Commercial, C2 – Community Commercial, C3 – Neighbourhood Commercial, C4 – Highway Tourist Commercial, C5 – Tourist Commercial, C6 – Waterfront Commercial, C7 – Local Service Commercial, C8 – Local Neighbourhood Commercial. E.g. the Town of Okotoks (performance-based hybrid code), population 35000, has a total of only nine zones, including only two commercial zones. This simplification of policy framework is significantly more enabling for investors/builders/developers.
- Produce zoning maps that are easier to understand for investment interests – e.g. single page high resolution PDF. Current: <https://web.csr.bc.ca/maps/?viewer=public>

### **Recommendation 10A. Advocate for CSRD Implementation of Planning Policy Amendments and Other Initiatives Contained in Areas D and F Housing Needs Assessments**

Areas D and F Housing Needs Assessments (<https://www.csr.bc.ca/Archive.aspx?AMID=69>, 2022) have identified a multitude of planning policy initiatives (Housing Action Plan Strategies – approx.. pages 79-88) devoted to enhancing housing choice and affordability.

### **Recommendation 10B. Consider OCP and Zoning Bylaw evolution into more investment-enabling performance-based Hybrid Code**

Hybrid Code has key features that offer deep investment-enablement vis a vis current “Euclidian-zoning” based planning policy: performance standards focused on visual/less on functional, fewer uses, more permitted uses, reduced parking standards, no R1. Generally, use of Hybrid Code in urban planning removes a significant component of development process due to fewer land uses and more permissions – which results in fewer applications for variance that can be frustrating to investment because approval can then be highly discretionary.

Specific to development process, a more streamlined development process enabled by Hybrid Code efficiencies typically: employs development software that receives applications and monitors progress for both applicant and planning department, generates easy-to-read education materials about permits and process, simplifies application forms, and maps and streamlines process for specific application process (e.g. development permit vs variance vs subdivision).

Reference: [Hybrid Code backgrounder](#) that can be used to socialize the opportunity for communities.

## 6.3 Entrepreneurship Development:

### a. Positive Ecosystem

- *Foster a culture of entrepreneurship and innovation.*
- *Conduct an ongoing Business Walks program to facilitate business retention & expansion.*
- *Establish business incubators, accelerators, and support networks for startups.*

### b. Business Resources / Incentives:

- *Develop targeted tax incentives for businesses that invest in specific sectors.*
- *Consider rebates for job creation, innovation, and sustainable practices.*
- *Align local business with local / regional / provincial / national financial assistance / investment and mentorship business resources.*

## **Recommendation 11: Advocate for Creation of Missing Middle Commercial Spaces**

Research indicates 80% of investment is local. Which means that local business retention and expansion is a best-bet for economic development efforts. Municipal resources are always limited; a small set of program and place entrepreneurship initiatives have been selected based on engagement work completed for the Investment Attraction Strategy:

“Missing Middle” Commercial Spaces:

- More mixed-use buildings
- More permitted uses/more mix of use in each zone
- Incubator/accelerator/hub space to grow companies
- Expand allowances for temporary uses (e.g. food trucks, commercial trailers, pop-up tent commerce, pop-up buildings on vacant land that can be moved)
- New commercial/industrial lands development
- Formal/permanent District-owned market space for vendors – indoor
- Co-work space for independent entrepreneurs/digital workers
- Formal/permanent District-owned market space for vendors – indoor

## **Recommendation 12: Conduct 1-2 Priority Business Retention & Expansion Initiatives**

Business Retention & Expansion Initiatives:

- Tax incentives for specific types of desired development
- Love local marketing campaigns
- Create a co-op/local business investment organization or fund
- Showcase local products in public buildings/spaces
- Business operations learning opportunities (e.g. workshops, webinars)

## **Recommendation 13: Pursue Procurement as a Business Retention and Expansion Strategy**

A source of investment attraction potential is represented by supplier industries who provide services to major industry. Supply chain opportunities may involve the substitution of currently imported products and services or the expansion into export markets by local companies. Local industry has a self-interest in shorter supply chains and being physically closer to key partners and suppliers. Import replacement can be considered a form of circular economy via shortening of supply chains for local economic activity.

Opportunity is identified as purchasing dollar size x percentage of imported purchases.

Analysis yields key SEDS Service Area opportunity spaces where there is a convergence of both high total purchasing and a high percentage of imported purchases:

- Public services procurement: Public Administration, Healthcare, Education.
- Finance and insurance.
- Farm supplies.
- Lessors of real estate.
- Professional, scientific and technical services focused on Architectural, engineering and related services and Computer systems design and related services.
- Manufacturing (based on local ability to provide the business) focused on plastic product manufacturing, animal food, and meat products.

#### **SEDS Service Area Supply Chain Expenditures, 4-Digit NAIC, > \$1M**

-see Table 36, SEDS Situation Analysis, 2024 for full chart-

NAICS	Demand for	Demand met In-region	% Demand met In-region	Demand met by Imports	% Demand met by Imports	Total Demand
1110	Farms	\$19,964,703	45.7%	\$23,735,669	54.3%	\$43,700,372
9120	Provincial and territorial public administration	\$0	0.0%	\$18,410,774	100.0%	\$18,410,774
5311	Lessors of real estate	\$0	0.0%	\$17,850,715	100.0%	\$17,850,715
3241	Petroleum and coal product manufacturing	\$0	0.0%	\$13,564,680	100.0%	\$13,564,680
9130	Local, municipal and regional public administration	\$0	0.0%	\$12,938,138	100.0%	\$12,938,138
5221	Depository credit intermediation	\$1,916,493	15.0%	\$10,830,375	85.0%	\$12,746,867
6111	Elementary and secondary schools	\$3,124,359	22.9%	\$10,507,696	77.1%	\$13,632,055
9112	Other federal services (9112-9119)	\$508,528	4.9%	\$9,920,095	95.1%	\$10,428,623
3361	Motor vehicle manufacturing	\$0	0.0%	\$9,852,339	100.0%	\$9,852,339
6221	General medical and surgical hospitals	\$549,626	5.9%	\$8,817,770	94.1%	\$9,367,396
5173	Wired and wireless telecommunications carriers (except satellite)	\$0	0.0%	\$7,923,135	100.0%	\$7,923,135
2211	Electric power generation, transmission and distribution	\$0	0.0%	\$7,299,990	100.0%	\$7,299,990
5241	Insurance carriers	\$1,911,375	20.8%	\$7,258,385	79.2%	\$9,169,760
3259	Other chemical product manufacturing	\$1,814,338	21.9%	\$6,474,160	78.1%	\$8,288,499



3253	Pesticide, fertilizer and other agricultural chemical manufacturing	\$0	0.0%	\$6,219,716	100.0%	\$6,219,716
2382	Building equipment contractors	\$6,211,442	52.4%	\$5,648,077	47.6%	\$11,859,519
5413	Architectural, engineering and related services	\$111,987	1.9%	\$5,645,540	98.1%	\$5,757,527
5415	Computer systems design and related services	\$1,006,591	15.8%	\$5,349,875	84.2%	\$6,356,466
3261	Plastic product manufacturing	\$408,416	7.2%	\$5,279,121	92.8%	\$5,687,537
3111	Animal food manufacturing	\$0	0.0%	\$5,139,160	100.0%	\$5,139,160
5239	Other financial investment activities	\$0	0.0%	\$4,925,657	100.0%	\$4,925,657
6113	Universities	\$0	0.0%	\$4,891,195	100.0%	\$4,891,195
4841	General freight trucking	\$2,694,449	36.5%	\$4,680,177	63.5%	\$7,374,627
3116	Meat product manufacturing	\$1,542,945	25.7%	\$4,462,496	74.3%	\$6,005,441
5313	Activities related to real estate	\$0	0.0%	\$4,427,654	100.0%	\$4,427,654
2362	Non-residential building construction	\$0	0.0%	\$4,329,428	100.0%	\$4,329,428
4842	Specialized freight trucking	\$429,953	10.5%	\$3,659,507	89.5%	\$4,089,461
3211	Sawmills and wood preservation	\$1,139,346	24.1%	\$3,579,799	75.9%	\$4,719,144
8139	Business, professional, labour and other membership organizations	\$0	0.0%	\$3,520,720	100.0%	\$3,520,720
5231	Securities and commodity contracts intermediation and brokerage	\$0	0.0%	\$3,183,659	100.0%	\$3,183,659
3323	Architectural and structural metals manufacturing	\$0	0.0%	\$3,169,008	100.0%	\$3,169,008
9111	Defence services	\$0	0.0%	\$3,014,348	100.0%	\$3,014,348
3399	Other miscellaneous manufacturing	\$291,173	8.8%	\$3,010,209	91.2%	\$3,301,381
4411	Automobile dealers	\$315,414	9.8%	\$2,919,078	90.2%	\$3,234,492
3251	Basic chemical manufacturing	\$0	0.0%	\$2,834,626	100.0%	\$2,834,626
7225	Full-service restaurants and limited-service eating places	\$8,144,444	74.2%	\$2,825,274	25.8%	\$10,969,718
2381	Foundation, structure, and building exterior contractors	\$0	0.0%	\$2,732,609	100.0%	\$2,732,609
3331	Agricultural, construction and mining machinery manufacturing	\$0	0.0%	\$2,719,768	100.0%	\$2,719,768
2389	Other specialty trade contractors	\$0	0.0%	\$2,679,717	100.0%	\$2,679,717
4131	Food merchant wholesalers	\$891,279	25.9%	\$2,554,301	74.1%	\$3,445,580
6231	Nursing care facilities	\$29,925	1.2%	\$2,525,866	98.8%	\$2,555,791
5411	Legal services	\$812,602	24.6%	\$2,496,714	75.4%	\$3,309,317

3212	Veneer, plywood and engineered wood product manufacturing	\$1,320,816	34.8%	\$2,472,416	65.2%	\$3,793,231
3119	Other food manufacturing	\$0	0.0%	\$2,457,184	100.0%	\$2,457,184
8111	Automotive repair and maintenance	\$238,875	9.3%	\$2,327,067	90.7%	\$2,565,943
5412	Accounting, tax preparation, bookkeeping and payroll services	\$72,438	3.0%	\$2,323,453	97.0%	\$2,395,892
3152	Cut and sew clothing manufacturing	\$0	0.0%	\$2,306,556	100.0%	\$2,306,556
3112	Grain and oilseed milling	\$0	0.0%	\$2,296,769	100.0%	\$2,296,769
3254	Pharmaceutical and medicine manufacturing	\$0	0.0%	\$2,270,720	100.0%	\$2,270,720
5419	Other professional, scientific and technical services	\$0	0.0%	\$2,268,799	100.0%	\$2,268,799
5611	Office administrative services	\$729,270	24.4%	\$2,256,877	75.6%	\$2,986,148
2373	Highway, street and bridge construction	\$1,324,052	37.1%	\$2,248,196	62.9%	\$3,572,248
5222	Non-depository credit intermediation	\$0	0.0%	\$2,126,171	100.0%	\$2,126,171
4481	Clothing stores	\$0	0.0%	\$2,103,842	100.0%	\$2,103,842
6214	Out-patient care centres	\$39,340	1.8%	\$2,089,928	98.2%	\$2,129,269
3359	Other electrical equipment and component manufacturing	\$0	0.0%	\$2,081,939	100.0%	\$2,081,939
6211	Offices of physicians	\$70,214	3.3%	\$2,076,970	96.7%	\$2,147,185
9141	Aboriginal public administration	\$0	0.0%	\$2,023,632	100.0%	\$2,023,632
3222	Converted paper product manufacturing	\$0	0.0%	\$2,022,818	100.0%	\$2,022,818
2371	Utility system construction	\$0	0.0%	\$2,017,871	100.0%	\$2,017,871
3118	Bakeries and tortilla manufacturing	\$0	0.0%	\$1,979,962	100.0%	\$1,979,962
3219	Other wood product manufacturing	\$0	0.0%	\$1,935,197	100.0%	\$1,935,197
4145	Pharmaceuticals, toiletries, cosmetics and sundries merchant wholesalers	\$0	0.0%	\$1,904,507	100.0%	\$1,904,507
3252	Resin, synthetic rubber, and artificial and synthetic fibres and filaments manufacturing	\$0	0.0%	\$1,882,002	100.0%	\$1,882,002
1153	Support activities for forestry	\$1,226,896	39.6%	\$1,871,719	60.4%	\$3,098,614
3371	Household and institutional furniture and kitchen cabinet manufacturing	\$605,891	24.5%	\$1,866,012	75.5%	\$2,471,903
2383	Building finishing contractors	\$0	0.0%	\$1,862,260	100.0%	\$1,862,260
3341	Computer and peripheral equipment manufacturing	\$0	0.0%	\$1,832,046	100.0%	\$1,832,046
3339	Other general-purpose machinery manufacturing	\$0	0.0%	\$1,830,491	100.0%	\$1,830,491

3114	Fruit and vegetable preserving and specialty food manufacturing	\$0	0.0%	\$1,820,134	100.0%	\$1,820,134
3314	Non-ferrous metal (except aluminum) production and processing	\$0	0.0%	\$1,803,526	100.0%	\$1,803,526
4529	Other general merchandise stores	\$0	0.0%	\$1,773,844	100.0%	\$1,773,844
3345	Navigational, measuring, medical and control instruments manufacturing	\$0	0.0%	\$1,770,439	100.0%	\$1,770,439
3329	Other fabricated metal product manufacturing	\$0	0.0%	\$1,750,863	100.0%	\$1,750,863
8134	Civic and social organizations	\$0	0.0%	\$1,749,680	100.0%	\$1,749,680
3342	Communications equipment manufacturing	\$0	0.0%	\$1,732,345	100.0%	\$1,732,345
5324	Commercial and industrial machinery and equipment rental and leasing	\$0	0.0%	\$1,702,611	100.0%	\$1,702,611
6112	Community colleges and C.E.G.E.P.s	\$493,104	23.1%	\$1,645,033	76.9%	\$2,138,137
4163	Lumber, millwork, hardware and other building supplies merchant wholesalers	\$0	0.0%	\$1,597,696	100.0%	\$1,597,696
3121	Beverage manufacturing	\$2,303,089	59.3%	\$1,578,102	40.7%	\$3,881,192
6241	Individual and family services	\$467,151	22.8%	\$1,577,735	77.2%	\$2,044,885
3256	Soap, cleaning compound and toilet preparation manufacturing	\$0	0.0%	\$1,559,926	100.0%	\$1,559,926
3363	Motor vehicle parts manufacturing	\$0	0.0%	\$1,554,938	100.0%	\$1,554,938
3273	Cement and concrete product manufacturing	\$573,803	27.3%	\$1,530,077	72.7%	\$2,103,880
7211	Traveller accommodation	\$1,366,549	47.5%	\$1,512,539	52.5%	\$2,879,089
2111	Oil and gas extraction	\$0	0.0%	\$1,462,612	100.0%	\$1,462,612
6212	Offices of dentists	\$36,335	2.4%	\$1,457,731	97.6%	\$1,494,067
4521	Department stores	\$0	0.0%	\$1,453,617	100.0%	\$1,453,617
4821	Rail transportation	\$156,599	9.8%	\$1,438,101	90.2%	\$1,594,700
4172	Construction, forestry, mining, and industrial machinery, equipment and supplies merchant wholesalers	\$0	0.0%	\$1,434,748	100.0%	\$1,434,748
3334	Ventilation, heating, air-conditioning and commercial refrigeration equipment manufacturing	\$0	0.0%	\$1,430,606	100.0%	\$1,430,606
5416	Management, scientific and technical consulting services	\$117,676	7.7%	\$1,405,907	92.3%	\$1,523,584
3262	Rubber product manufacturing	\$0	0.0%	\$1,350,605	100.0%	\$1,350,605
6244	Child day-care services	\$0	0.0%	\$1,349,847	100.0%	\$1,349,847
4161	Electrical, plumbing, heating and air-	\$0	0.0%	\$1,327,185	100.0%	\$1,327,185

	conditioning equipment and supplies merchant wholesalers					
6233	Community care facilities for the elderly	\$0	0.0%	\$1,319,661	100.0%	\$1,319,661
5331	Lessors of non-financial intangible assets (except copyrighted works)	\$0	0.0%	\$1,275,094	100.0%	\$1,275,094
3332	Industrial machinery manufacturing	\$0	0.0%	\$1,258,690	100.0%	\$1,258,690
3352	Household appliance manufacturing	\$0	0.0%	\$1,253,898	100.0%	\$1,253,898
5112	Software publishers	\$0	0.0%	\$1,253,391	100.0%	\$1,253,391
5179	Other telecommunications	\$0	0.0%	\$1,248,220	100.0%	\$1,248,220
5418	Advertising, public relations, and related services	\$0	0.0%	\$1,235,537	100.0%	\$1,235,537
8121	Personal care services	\$0	0.0%	\$1,229,855	100.0%	\$1,229,855
4885	Freight transportation arrangement	\$0	0.0%	\$1,174,976	100.0%	\$1,174,976
5613	Employment services	\$348,651	22.9%	\$1,174,335	77.1%	\$1,522,986
4173	Computer and communications equipment and supplies merchant wholesalers	\$0	0.0%	\$1,161,138	100.0%	\$1,161,138
4179	Other machinery, equipment and supplies merchant wholesalers	\$0	0.0%	\$1,159,860	100.0%	\$1,159,860
4539	Other miscellaneous store retailers	\$0	0.0%	\$1,131,200	100.0%	\$1,131,200
2131	Support activities for mining, and oil and gas extraction	\$1,856,494	62.3%	\$1,123,687	37.7%	\$2,980,182
3369	Other transportation equipment manufacturing	\$0	0.0%	\$1,099,281	100.0%	\$1,099,281
4921	Couriers	\$68,440	5.9%	\$1,095,086	94.1%	\$1,163,526
5511	Management of companies and enterprises	\$0	0.0%	\$1,056,261	100.0%	\$1,056,261
4152	New motor vehicle parts and accessories merchant wholesalers	\$0	0.0%	\$1,054,778	100.0%	\$1,054,778
3327	Machine shops, turned product, and screw, nut and bolt manufacturing	\$0	0.0%	\$1,041,735	100.0%	\$1,041,735
7139	Other amusement and recreation industries	\$1,533,097	60.0%	\$1,024,176	40.0%	\$2,557,274
4881	Support activities for air transportation	\$0	0.0%	\$1,007,178	100.0%	\$1,007,178
3353	Electrical equipment manufacturing	\$0	0.0%	\$1,004,807	100.0%	\$1,004,807

## 6.4 Community Engagement:

### a. Community Involvement:

- *Engage with local businesses, community organizations, and residents to understand their needs and expectations.*
- *Foster collaboration between the public and private sectors.*

### b. Public-Private Partnerships:

- *Explore opportunities for partnerships with private enterprises to promote investment.*

### c. Education and Workforce Development:

- *Collaborate with educational institutions to align training programs with the needs of potential investors.*
- *Develop strategies to attract and retain skilled labour.*

## **Recommendation 14: Hold an Investment Summit Once Annually.**

An Investment Summit is a key means to discuss progress, issues, and new opportunity/action areas.

## **Recommendation 15: Continue to Deepen Relationships With/Inter-Connect SEDS with the Salmon Arm Economic Development Society, North and South Shuswap Chambers of Commerce, and Tourism Shuswap.**

A seamless investor experience that generates and converts investment leads is only as effective as the strength of communication linkages between investment-enabling organizations, inter-connection of the online experience, and shared sense of vision, value proposition, and strategic agenda.

## **Recommendation 16: As a Matter of Workforce Development, Work with Okanagan College – Salmon Arm Campus to Develop and Sustain Education Program Training – Including Apprenticeships - that Addresses the Needs of the Agriculture, Forestry, construction, and Manufacturing Industries and Supports Workforce Growth and Development.**

## **Recommendation 17: Pursue ETSI (<https://www.etsi-bc.ca/>) Funding for Community Development Initiatives. Funding streams - <https://www.etsi-bc.ca/funding-streams/>**

## **Recommendation 18: Advocate for/Participate in Regional Health Services Recruitment**

## 6.5 Marketing and Promotion:

- *Develop a strong and distinctive brand identity for the municipality / region.*
- *Highlight unique selling points, competitive advantages, sector targeting, and specific opportunity identification.*
- *Develop and implement a marketing/investment attraction program.*
- *Identify and maintain a non-residential land inventory for marketing purposes.*
- *Develop and maintain an Investment Guide and/or investment attraction-focused website that assists investors with the investment decision making process based on relocation criteria.*

### **Recommendation 19: Implement Priority Marketing Elements – Refreshed Website, Opportunity Sheets, Investment Guide, Resident Relocation Guide**

Highlights of priority, integrated marketing priorities are as follows:

#### **Pivot SEDS Website Presence to a Singular Investment Attraction-Focused Website, Including GIS-Based Land Opportunity Tool**

The present [SEDS website](#) is organizational in nature – meaning it contains both SEDS operational content and modest opportunity positioning. The data portion of the website with a LocalIntel engine provides a data baseline, but does not adequately communicate value proposition. The website should be sharpened to have strong focus on facilitation of high-level investment decision-making. Site architecture and content is recommended to focus on provision of information to investors – with key focus on comparative value proposition (vs raw data), key industry sectors, site-selection focused investor data and information, sector news, and success stories. Include cross-linking with each of the North and South Shuswap Chambers of Commerce, Salmon Arm Economic Development Society, and Tourism Shuswap – where there presently are no cross-linkages.

A Phase 2 of site refresh should consider integration with an online, GIS-based commercial/industrial land inventory – e.g. City of Maple Ridge -

<https://mapleridgebc.giswebtechguru.com/?sorting=featured&showpropertyonmap=true&activebasemap2d=Navigation&mapextent=-13615473.297874501,6336865.8908050675,-13666686.106825499,6301437.328194937&mapzoom=11>

**Create a Land Prospectus to highlight greenfield and infill land opportunities, and consider longer term online real estate presence. Target: builders, developers, enterprise, investors.**

**Create a Development Guide to promote investment-enabling planning policy** (e.g. infill/densification, incentives, approvals process), including explanation of land use in simple typology terms and identification of key development opportunity locations and associated zoning. E.g. City of Cranbrook - <https://cranbrook.ca/business/development-guide/>

**Create Investment Opportunity Sheets for priority opportunities identified in the Investment Attraction Strategy Engagement Process: Tourism Hotel/Resort, Housing Construction, Food and Beverage Manufacturing, Retail and Services, Agrihood.** *Note: this approach can be extended to include recruitment of a specific type of business, procurement, a key value chain opportunity, etc. This form of 1-2 page output readily plugs into a refreshed website, complements an Investment Guide and sector profiles, and conveys deeper information than a website typically does.*

**Create a Resident Relocation Guide that includes targeting of “The Independents”** – e.g. [Canal Flats](#) - Guides: [Resident Relocation](#) , [Digital Nomad/Creator](#). Include a section on professional services/healthcare professionals recruitment.

**Create Key Industry Sector Profiles for Agrifood, Construction (Housing), Retail and Services, Tourism, Tech, Forestry Value-Add Manufacturing).** E.g. [Stony Plain, Stony Plain Logistics and Professional Services](#). *Sector profiles provide deeper sector information in addition to communication of core value proposition. Sector profile information should be provided via a Key Sectors top navigation and main page scroll item, which can also be presented in graphic design form for specific forms of distribution (e.g. events, trade shows, investor meetings, trade offices).*

**Create an Investment Guide.** Create a comparative value proposition and business resource-focused Investment Guide focused on the following content: value proposition, map, economic development vision, key facts (demographics, industry profile – comparative), investment opportunities, development incentives, quality of life amenities, business resources. E.g. [District of Squamish](#). *An Investment Guide is essentially a re-statement of an investment attraction-focused website. An Investment Guide is a convenient way to integrate with community websites/Chamber of Commerce – generating an easily downloadable single-source Guide that can be easily linked. A printed output can be used as a key marketing tool at events, trade shows, etc.*

## **Recommendation 20: Pursue Broader Implementation of a Marketing Plan**

[A Marketing Plan Framework, including detailed investment readiness recommendations, is provided as Appendix 1.](#)



## 6.6 Infrastructure Development/Investment Plan:

- *Develop a plan for strategic infrastructure development to support businesses and residents.*
- *Identify key projects and funding sources.*

### **Recommendation 21: Continue to implement, and accelerate, a gigabit broadband initiative.**

SEDS is presently participating in a community-owned broadband construction initiative. SEDS should continue to work (community-owned network and/or advocacy with incumbent telcos re network upgrade) to enhance gigabit broadband infrastructure as a key economic development enabler. Fibre to the premises is the fastest, and is future-proof with respect to introduction of new technologies and immunity from outages due to weather. A next-best is fibre backbone with wireless last-mile.

### **Recommendation 22: Facilitate Discussion About Water/Wastewater Servicing Extension in Scotch Creek as an Investment Enabler**

Enhanced water and wastewater infrastructure in Scotch Creek was identified in the engagement process as a key development barrier.

### **Recommendation 23: Pursue Next Steps to Convert Area C (North Bay) Industrial Land to Shovel Ready “Industrial Park” Status**

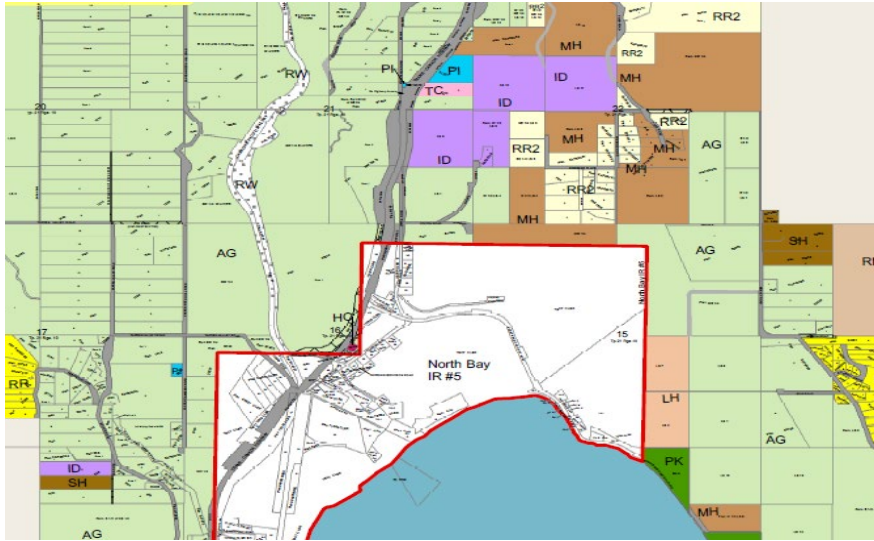
Shovel-ready exploration involves assessment of current use/interest in intensified industrial use, market assessment, servicing costs, development model options (e.g. private vs public sector), sector alignment, etc. This process will be aided by further consultation with the development community/consultants.

Current gross land area: 3.5 quarter sections, 560 acres. Current use: gravel pit. This total land area would likely suffice (job and tax creation) as a single large parcel industrial land offering. Zoning – zoned in the OCP but not in the Zoning Bylaw. CSRD indicates the OCP can serve as a proxy for zoning.

#### **Top 5 Investment Attraction Strategy Enablers**

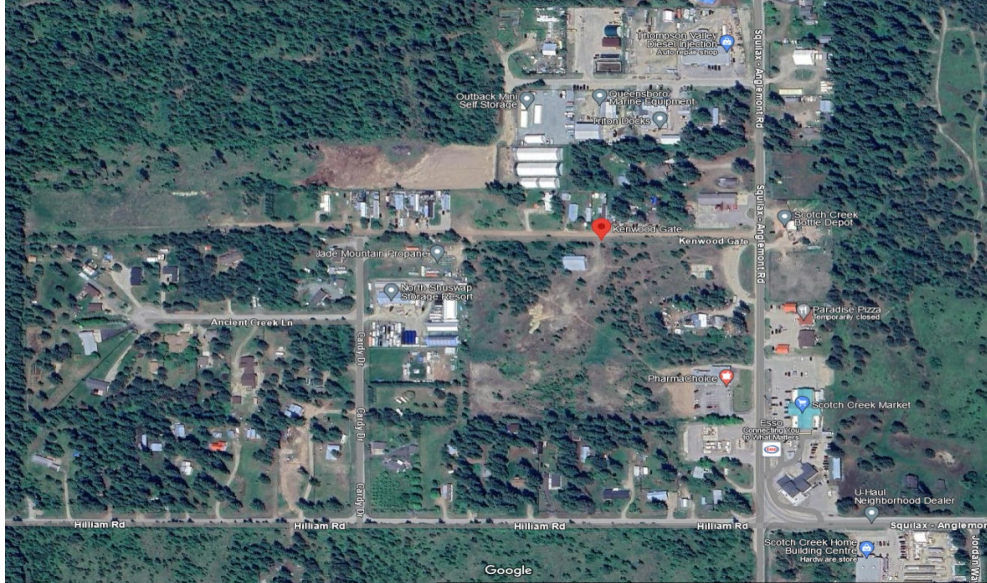
- Housing choice/affordability/rental
- Advanced broadband
- Recreation/culture amenity development
- Business costs
- Village Centre enhancement

Src: Investment Attraction Strategy engagement process (Discovery Workshop)



## Recommendation 24: Market North Scotch Creek Industrial Land Availability

Note: There are currently 5-10 parcels at 2-3 acres each mostly vacant, and 8-9 - 1 acre parcels half occupied and largely under-utilized as per discussion with CSRD.



## Recommendation 25: Continue to Explore Additional Industrial Land, Commercial Land, and Commercial Intensification Opportunities.

Sorrento/Blind Bay serve as a commercial hub for the CSRD. Any further development requires intensification of use, which in turn will require a more enabling planning policy framework.

In the Investment Attraction Strategy engagement process, the following further commercial or commercial-residential mixed-use opportunities were identified:

- a) A commercial node at Balmoral was felt to be an as-yet unexplored opportunity space.
- b) Mixed commercial-residential use in Scotch Creek – enabled by new water and sewer servicing.
- c) Celista mixed-use, waterfront development, tourism development.

## 7. INVESTMENT OPPORTUNITY IDENTIFICATION

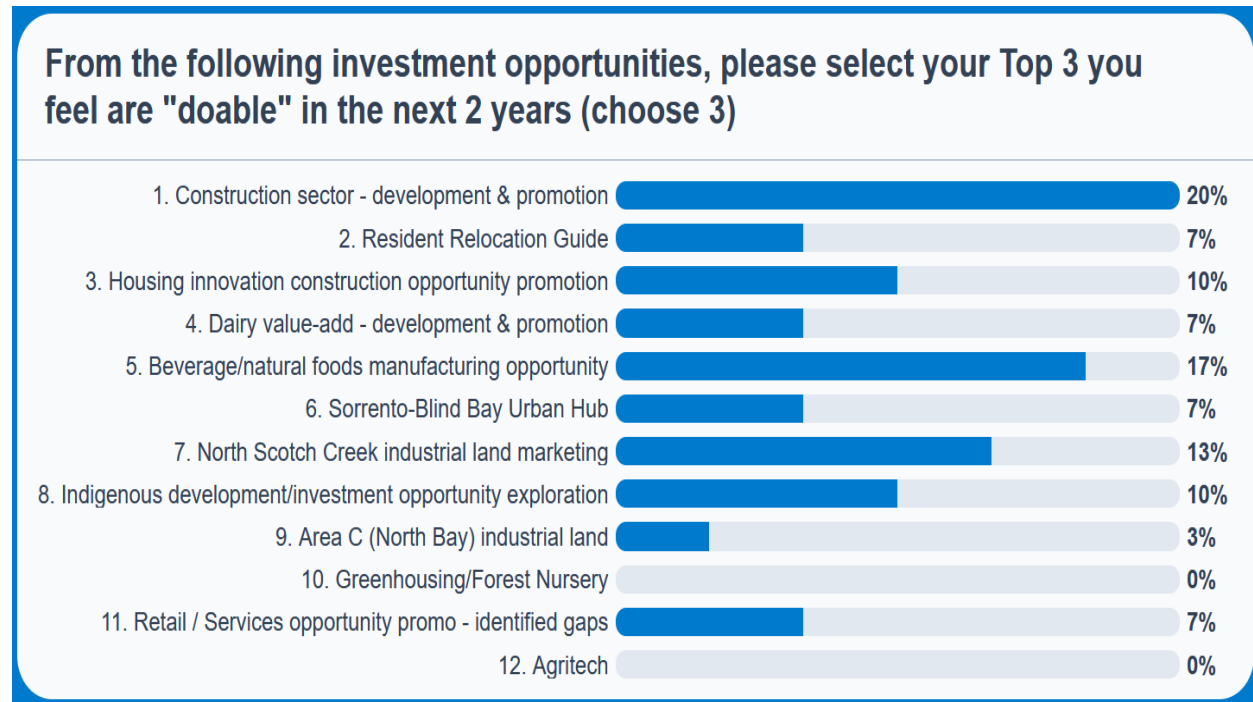
The process of investment opportunity identification can be viewed as a funnel – with an engagement process that initially brainstormed ideas, worked through a process of sharpening those ideas, then prioritized a set of presented opportunities. These opportunities are intended to align Shuswap value proposition with best potential for enterprise to generate a successful business proforma. Investment opportunities become the basis of investment attraction marketing.

Initial opportunities were identified as follows:

### Next Two Years:

- **Construction sector promotion** (from the data) – building systems and components tangent opportunity identification.
- **Resident Relocation Guide** – tech / professional services / creators attraction flavour.
- **Housing innovation construction opportunity promotion** (for tourism/retail workforce – for rental...needs to be specific to selected land/zoning, novel housing choice vision that is socialized with CSRD/fast track approval process).
- **Dairy value-add promotion** (from the data...e.g. cheese).
- **Beverage/natural foods manufacturing opportunity** (beverage needs great water, natural foods was identified in the discovery workshop...an ag output inventory in the CSRD would be helpful so people might be able to see small crop/husbandry processing/value chain opportunities, marketing opportunity sheet).
- **Sorrento-Blind Bay Urban Hub** - commercial/mixed commercial/residential infill, waterfront, water & sewer? Resort? Marketing opportunity sheet.
- **North Scotch Creek industrial land marketing** (5-10 parcels at 2-3 acres mostly vacant and 8-9, 1 acre parcels half occupied and largely under-utilized as per discussion with CSRD)
- **Indigenous development/investment opportunity exploration.**
- **Area C (North Bay) industrial land.** *Note re Area C north Bay there's 5.5 quarter sections zoned in the OCP but not in the zoning bylaw. CSRD indicates the OCP can serve as a proxy for zoning. There's some gravel put stuff there – but this is THE only opportunity for "industrial park".*
- **Greenhousing/Forest Nursery** (forest nursery has strength in the data).
- **Retail / Services opportunity promo focused on identified gaps:** Financial Services, Restaurants/Cafes, Medical/Dental, Clothing.
- **Agritech.**

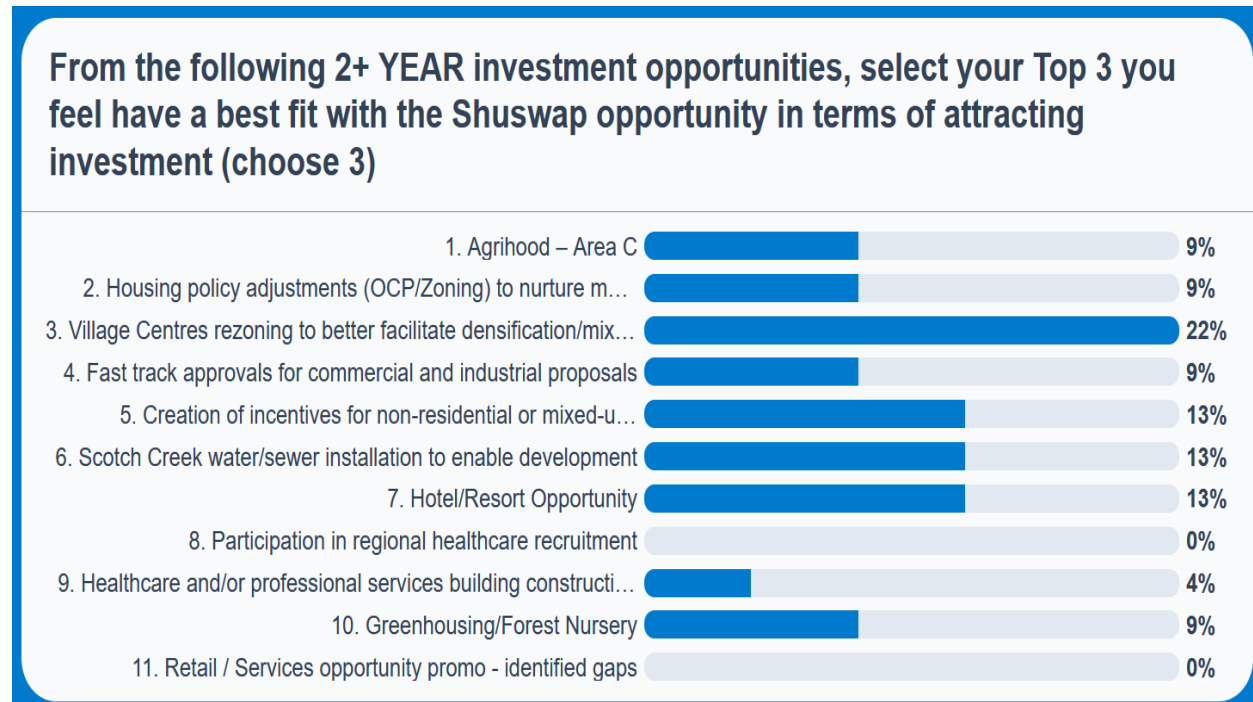
Investment Summit prioritization of these opportunity options was as follows:



#### Two Years+:

- **Agrihood – Area C**
- **Housing policy adjustments (OCP/Zoning) to nurture more housing choice/affordability.**
- **Village Centres rezoning to better facilitate densification/mixed use/housing choice.**
- **Fast track approvals for commercial and industrial proposals.**
- **Creation of incentives for non-residential or mixed-use development.**
- **Scotch Creek water/sewer installation to enable development** (note: this was a survey comment but I'm not sure of the specifics).
- **Hotel/Resort Opportunity** (has to be attached to a specific land parcel...for a resort needs to be something lakeside/bigger...CSR D believes there isn't anything).
- **Participation in regional healthcare recruitment.**
- **Healthcare and/or professional services building construction incl. a co-work space.**

Investment Summit prioritization of these opportunity options was as follows:



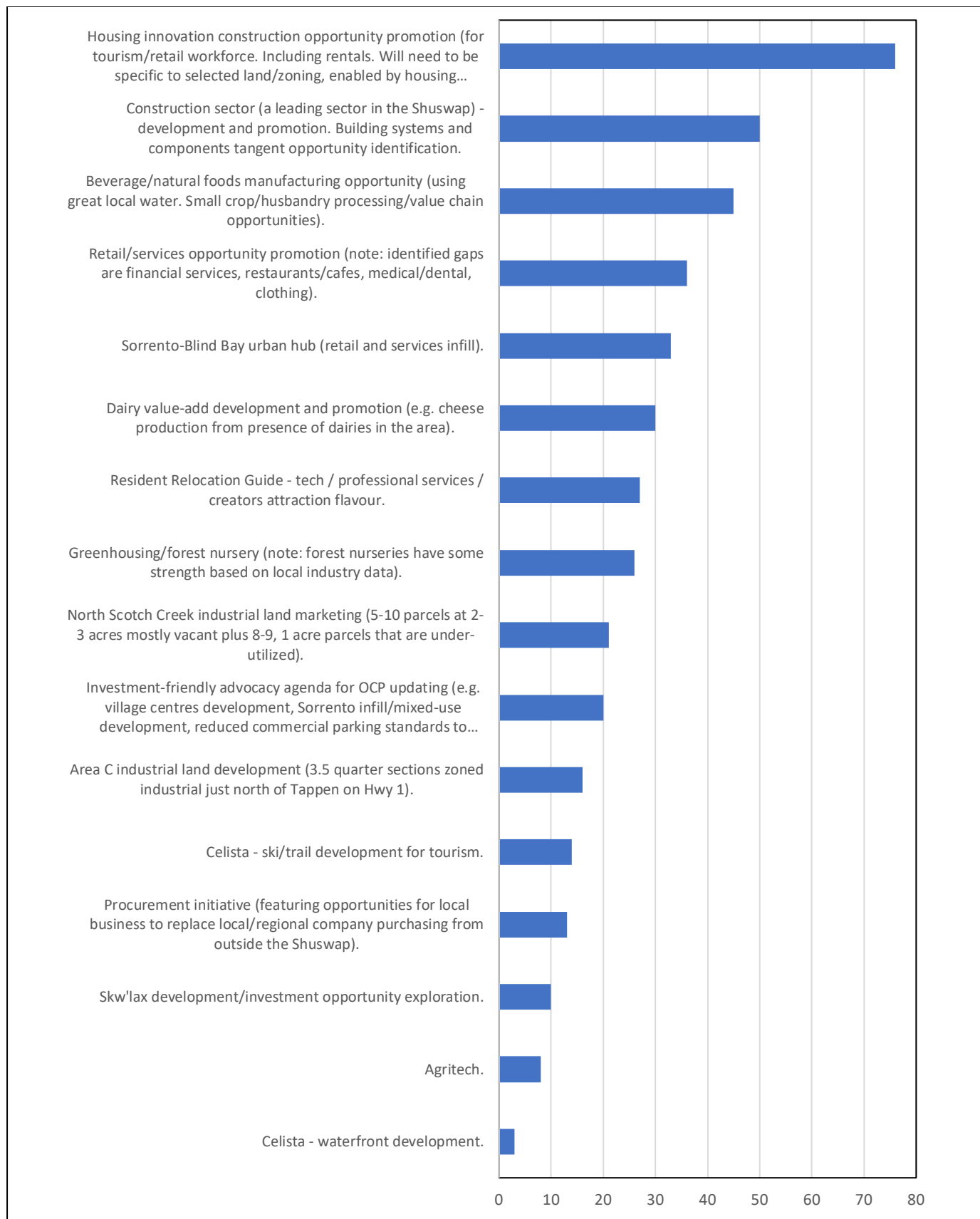
An additional opportunity space was identified in the Summit: Celistia (outdoor recreation, tourism infrastructure, mixed commercial-residential use, waterfront development).

With a desire to more broadly engage with the community around investment opportunity identification, a SEDS Service Area community survey was conducted with a set of further refined opportunities to identify priorities. Based on 145 survey responses, prioritization was identified as follows:

### Next Two Years:

#### **1. Housing Innovation Construction**

2. Construction Sector Development / Promotion
3. Beverage / Natural Food Manufacturing
4. Retail / Services Opportunity Promotion
5. Sorrento / Blind Bay Urban Hub

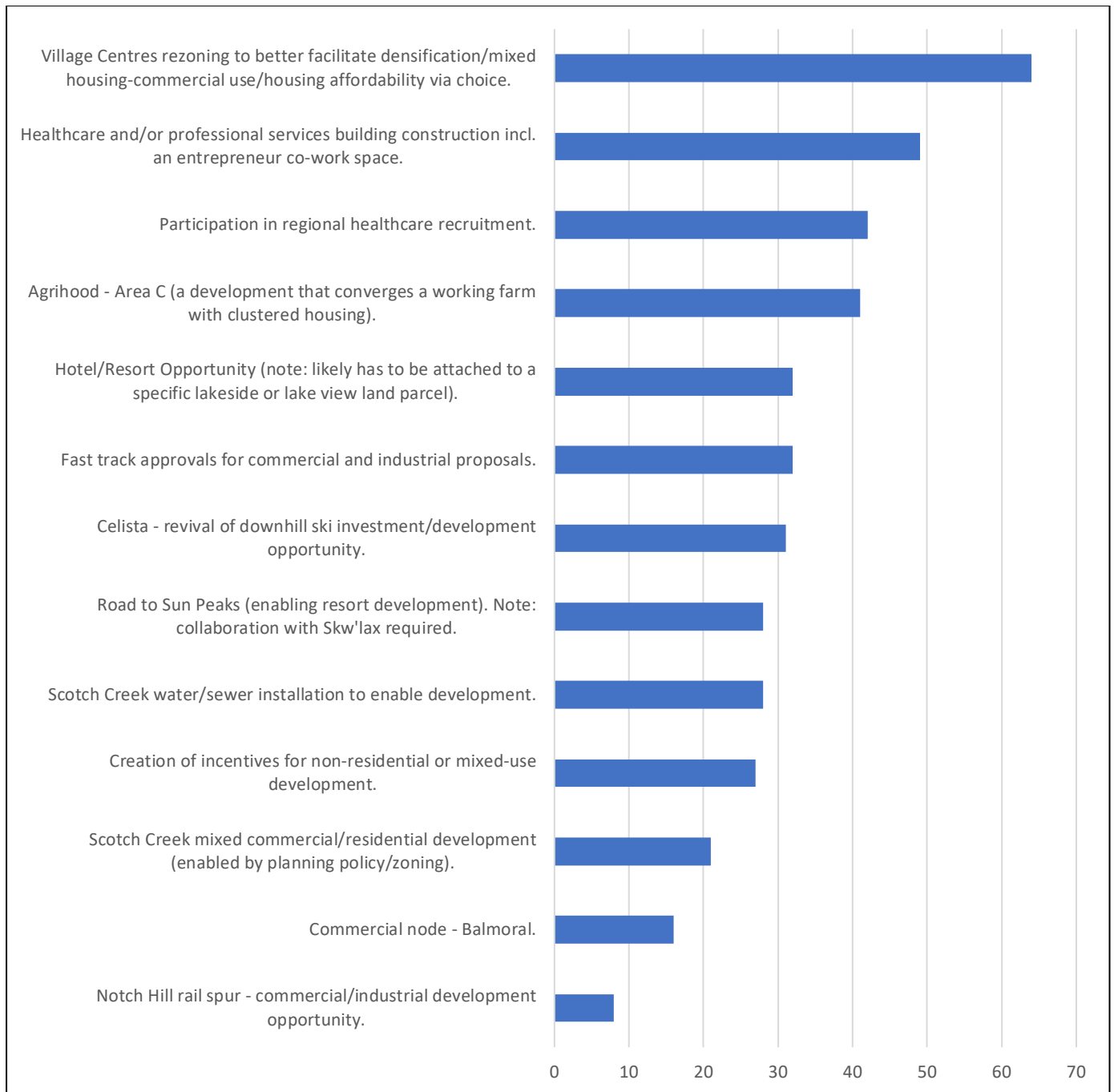




Two Years+:

**1. Village Centres Rezoning for Densification / Mixed Commercial - Residential**

2. Healthcare and/or Professional Services Building Construction
3. Agrihood – Area C
4. Participation in Regional Healthcare Professionals Recruitment
5. Hotel / Resort Opportunity.



Additional engagement established initial action planning frameworks for priority investment opportunities using a provided template:

### ACTION PLANNING

Name of Initiative: \_\_\_\_\_

- A. What's our vision / desired end state for the identified initiative? (30 words)
- B. What are our top three action priorities for nurturing the identified initiative?
- C. What's the biggest obstacle we need to remove to make it more successful?
- D. Who do we need to involve?
- E. Who should lead/champion it?
- F. Who are our target audiences?
- G. What can we do to make it more unique/compelling and therefore of interest?
- H. What's the budget/other resources needed?
- I. What's the timeframe? NOW, NEXT, or NEXT TERM
- J. Are there any other implications we need to consider?
- K. What does success look like/how do we measure results?

#### **Initiative: Hotel/Resort**

Vision: Four season destination. Potential for fractional ownership as a workable business model

Action Priorities: 1) Village centres hub initiative – mixed-use building including hotel, senior centre, housing in various formats; 2) Nurture vibrant hubs – mixed-use model/planning enablement – with focus on Sorrento, Blind Bay and Scotch Creek

Obstacles: 1) Seasonality – what experiences bring visitors from October through April; 2) Transportation; 3) Developer attraction

Involvement: Artisans, NPO, DMO, Tourism industry

#### **Initiative: Retail Services – Sorrento/Bind Bay Hub**

Vision: thriving hubs with residential and commercial density. Densification that will support active transportation/transit development

Action Priorities: 1) OCP Review – densification, mixed-use zoning; 2) Market housing that pays for subsidized housing (non-market); 3) Streamlined resources and permitting; 4) Advocacy agenda directed to OCP review process

Obstacles: Political will, lack of staff, resistance to change
Involvement: Artisans, NPO, DMO, Tourism industry

<b>Initiative: Beverage/Natural Food Manufacturing (Shuswap Growers and Producers Co-operative)</b>
Vision: Establish a beverage/natural food producer/consumer co-operative. Shared land and resources to permit affordable production. Shared marketing, production and distribution costs. Shared opportunities for retail sales and promotion
Action Priorities: 1) Acquire production equipment; 2) Land (agriculture) leasing/sharing; 3) Central storage facility / food security; 4) Abattoir? Butchers/meat processing; 5) Organize local farmers markets
Obstacles: Shared vision, available land/building for year round use, bylaws, ALR
Involvement: Local wineries, cideries, brewers. Fruit and vegetable producers. Agriculture sector

<b>Initiative: Housing Innovation Construction (choice/affordability/rental)</b>
Vision: housing for all via optimized density and the creation of a variety of housing inventory (small lots, manufactured homes, etc.) via removal of barriers such as density, zoning, services, and regulatory bottlenecks
Action Priorities: 1) Identify top development opportunities; 2) Utility infrastructure; 3) Removal of regulatory bottlenecks; 4) ALR – regulatory re-alignment; 5) Redevelopment – infrastructure optimization – e.g. flag lots such as pan handle lots
Obstacles: Red tape, servicing, cost certainty, out-dated OCPs/no vision
Involvement: Local and provincial government, industry, utility companies
Lead: SEDS and partners
Target Audiences: Government, utility companies, educational institutions
Unique?: key focus is to create communities where people can age in place
Other Implications: Balanced approach to community development
Success Indicators: multi-generational families and businesses can age, stay, and thrive in place

**Initiative: Construction Sector Development/Promotion**

Vision: Attract more construction companies to the area. Provide services they require.

Action Priorities: 1) Land; 2) Accessible, quality roads; 3) Construction workers including in-region training with work sector employers...Okanagan College in collaboration with employers; 4) Transportation; 5) Attract modular assembly plant; 6) Diversify beyond residential; 7) Build housing for staff; 8) Enhance trades knowledge of Building Code changes; 9) Attract skilled trades

Obstacles: Permit process, lack of infrastructure

Involvement: CSRD, Okanagan College

Lead: SEDS

Target Audiences: Construction companies, construction workforce

Unique?: Affordable land, easy access to information re opportunities, tax incentive

Other Implications: Government regulation, zoning

Success Indicators: More construction companies and jobs.

**Initiative: Agrihoods**

Vision: Self-sustaining residential agricultural community

Action Priorities: 1) Work with ALC to enable broader range of permitted uses; 2) Identify a land area in the CSRD that might work (likely Area C where farm production is concentrated); 3) Create agrihood enabling zoning

Obstacles: ALR regulation/ALC

Involvement: Governments, farmers, construction industry, ALC

Lead: SEDS and partners

Target Audiences: ALC, industry, governments, developers, lobbyist, supplier groups

Unique?: Self-sufficiency – future-proof for supply chain interruptions

Other Implications: Identified housing priorities

Success Indicators: Project approvals, OCP amendment, ALC policy change, project launch

**Initiative: Healthcare/Professional Services Building**

Vision: Build an integrated health services centre for our rural population. Include primary care, allied services, IHA services, lab services, senior care/housing

Action Priorities: 1) Business plan – include location; 2) Recruit healthcare professionals; 3) Project management/facility management; 4) Community support
Obstacles: Staffing, start-up capital, gain support of Minister of Health and IHA
Involvement: Governments, farmers, construction industry, ALC
Lead: SEDS and partners
Target Audiences: ALC, industry, governments, developers, lobbyist, supplier groups
Unique?: Self-sufficiency – future-proof for supply chain interruptions
Other Implications: Identified housing priorities
Success Indicators: Project approvals, OCP amendment, ALC policy change, project launch

**Recommendation 26: Continue to Re Action Plan Priority Investment Opportunity Initiatives Once Annually in an Economic Development Summit or Workshop as Initiatives Evolve or Priorities Change**

## 7.1 RETAIL AND SERVICES OPPORTUNITY IDENTIFICATION

### **Recommendation 27: Pursue Targeted Retail and Services Investment Attraction**

Retail gap analysis was a specific scope of work within the Investment Attraction Strategy.

Retail activity and professional services are important community vibrancy cornerstones. The challenge for small communities is that retail and professional services presence has direct correlation with population size and growth. Basic service consumer staples like grocery and convenience require a smaller population to sustain. Discretionary (e.g, clothing, vehicles, entertainment) activity is harder to attract and tends to locate in larger regional centres.

The SEDS/Shuswap region can work toward a bigger-than-expected sector retail and services sector by nurturing enterprise creation and offering of “experiential” commercial services that are unique enough to attract region-residents. Key in-demand professional services such as health and wellness also have ability to attract from further afield:

Rural community focus areas:

- Experiential – community - placemaking/downtown
- Health and wellness services
- Professional services
- Unique - e.g. French bakery, restaurant, entertainment/recreation
- Market
- Consumer staples (basic services): grocery, convenience, pharmacy/drugstore, discount, warehouse club, health food, bulk food, health & wellness services, professional services (e.g. legal, accounting).

Promotion of mixed-used development opportunities offer the investment community a means to enable a business model with diversification of market offering in built form.

Retail and services gap analysis is one means of identifying retail investment opportunity. Project scope did not permit in-depth analytical analysis. Retail gaps have been identified as (Src: SEDS Investment Attraction Strategy Discovery Workshop, Nov. 2023):

- Medical/dental services
- Banking
- Restaurants
- Clothing
- Sports rentals
- Local/natural/artisan/craft food
- Home essentials
- Hardware
- Artisan wares

Retail opportunity is also a product of demand. Table 10 examines not only household expenditure in the SEDS Service Area, but also the broader Shuswap trade area. Trade area is defined as the distance that consumers would realistically travel to the SEDS Service Area to make purchases.



**Table 10: Household Expenditure – SEDS Service Area, and Shuswap Trade Area**

	Estimated Annual SEDS Service Area Household Expenditure (10688 Households)	Estimated Annual Shuswap Trade Area Household Expenditure (22382 Households – SEDS, Salmon Arm, Sicamous, Columbia Shuswap E)
Total Expenditure	1,067,763,264	2,236,028,946
Total Current Consumption	801,899,264	1,679,276,696
Food purchased from stores	87,727,104	183,711,456
Food purchased from restaurants	32,865,600	68,824,650
Shelter	262,860,672	550,462,908
<i>Principal</i>	242,735,168	508,317,602
<i>Rented living quarters</i>	53,792,704	112,648,606
<i>Owned living quarters</i>	162,553,792	340,407,838
<i>Water, fuel, electricity for principal</i>	26,388,672	55,261,158
<i>Other accommodation</i>	20,125,504	42,145,306
Household operation	64,726,528	135,545,392
<i>Communications</i>	33,880,960	70,950,940
Household furnishings and equipment	35,484,160	74,308,240
<i>Household furnishings</i>	14,706,688	30,797,632
<i>Household equipment</i>	18,308,544	38,340,366
<i>Household appliances</i>	8,251,136	17,278,904
Clothing and accessories	26,901,696	56,335,494
Transportation	116,178,560	243,292,340
<i>Private</i>	108,162,560	226,505,840
<i>Public</i>	8,026,688	16,808,882
Healthcare	31,775,424	66,541,686
Personal care	25,448,128	53,291,542
Recreation	16,822,912	35,229,268
<i>Recreation equipment and related services</i>	17,923,776	37,534,614
<i>Home entertainment equipment and services</i>	4,136,256	8,661,834
<i>Recreation services</i>	12,911,104	27,037,456
<i>RVs and associated services</i>	16,010,624	33,528,236
Education	26,623,808	55,753,562
Reading/printed materials	2,126,912	4,454,018
Tobacco products/alcoholic beverages	23,492,224	49,195,636
Games of chance	1,507,008	3,155,862
Miscellaneous	21,204,992	44,405,888
Income taxes	190,588,416	399,115,824

Personal insurance payments/pension contributions	56,293,696	117,885,994
Gifts of money, alimony and contribution to charity	18,981,888	39,750,432

Source: Statistics Canada 2021

## APPENDIX 1 – MARKETING PLAN

### 1. Marketing Plan Foundations

#### Overview

*"Targeting the right customer in the right channel at the right time along the path to purchase."*

A "where to" perspective on brands suggests that brand-building is evolving - focusing far less on selling a product or service, and instead connecting with audiences through experiences that bring real benefit to them. In the municipal space - key tactics such as storytelling that speaks to enablement of business well-off and life well-lived via tools like key messaging, success story production, and rugged-thematic social media engagement on topics of interest to target spirit audiences, representation of unique experiences (e.g. a 'best of' trail, an Xtreme sports event) - are more important than broadcasted, generic, single direction selling. While most municipalities have a duality of marketing effort – with one pillar focused on corporate investment attraction (enabling investment ROI via site selection factors), and one pillar focused on the individual in the form of resident self-growth and entrepreneurship development and spirit-aligned resident relocation, workforce relocation, and/or visitor attraction. Focus on the individual includes existing Shuswap residents given an old adage in economic development is that 80% of investment is local....those who already appreciate a community for what it is and see their future life in their "home" community.

#### Key Objectives

The purpose of a tactical marketing plan is to:

- Extend the Shuswap/SEDS brand into the community (a source of entrepreneurship-based growth and investment).
- Build a targeted brand outside of the community: attract "The Independents"

Years 1 and 2 of brand-building effort represent foundation-building that put into place baseline elements that can be leveraged in future years.

#### Resources

All marketing activity must pay careful attention to resources available and devoted to marketing. In general, municipalities are discretionary budget constrained when it comes to external marketing. Municipalities with higher discretionary, external marketing budgets tend to have hotel tax revenue streams in place that generate related tourism marketing spend.

SEDS has an Executive Director and support resources – which is greatly enabling for brand implementation through an economic development lens. However, this Marketing Plan makes an assumption of LIMITED RESOURCES to implement in context of municipalities that are always limited in personnel or financial resources compared to corporate brand and marketing. Tactics must be few in number, be core or foundational, and be focused on strategic future and community sustainability vs advertising spend/awareness-building campaign work. This is a highly niche Marketing Plan focused on marketing & communications supports for community and economic development enablement.

#### What is Marketing

By standard definition, marketing is the process of creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society as a whole. It involves a range of activities and strategies aimed at identifying and satisfying customer needs and wants through the creation and promotion of products and services. Marketing can encompass a wide range of activities, including market research, product development, pricing, advertising, sales, and distribution. The goal of marketing is to build strong customer relationships (e.g. existing residents) and create long-term value for the business – in this case the MD of Bonnyville. Effective marketing requires a deep understanding of customer needs and preferences, as well as the ability to communicate the benefits of products or services in a compelling way. It also involves staying up-to-date on industry trends and adapting to changes in the marketplace in order to stay competitive.

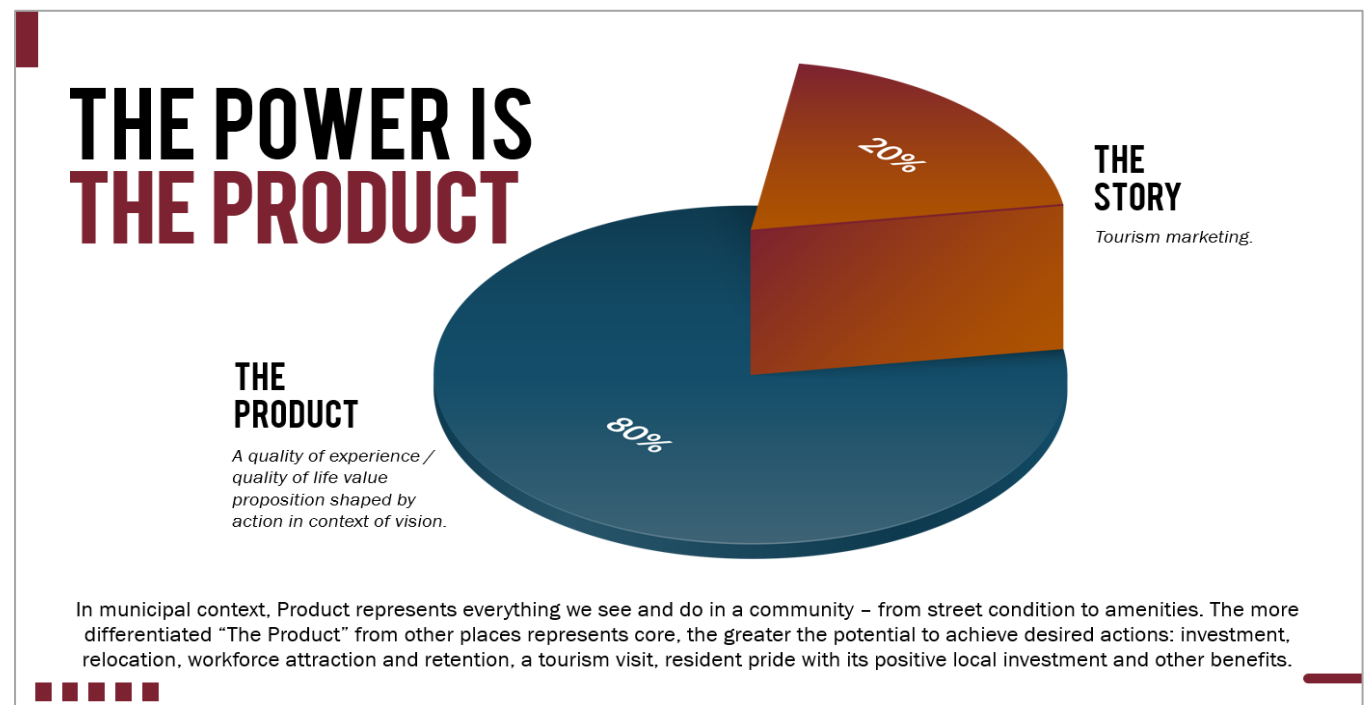
### A Key Marketing Insight

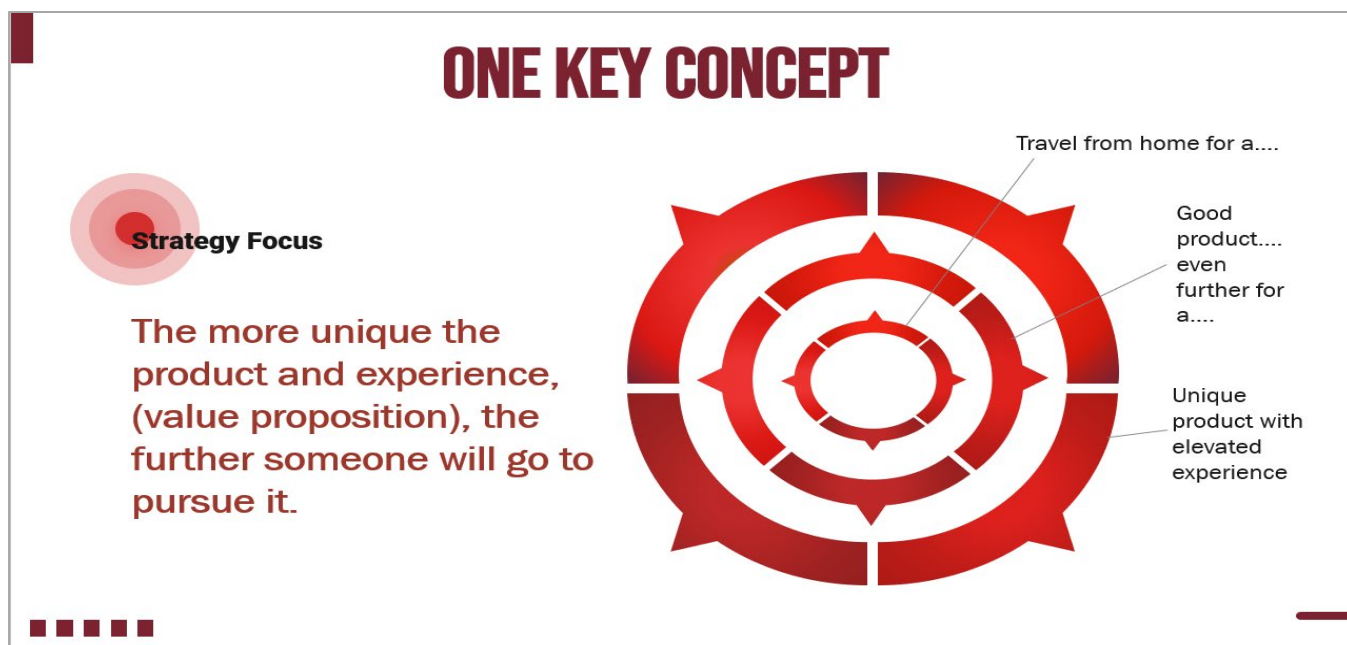
In application, we tend to narrow our marketing actions to that of “salesmanship.” We have a product. We just need to sell it better.

SEDS needs to continuously be mindful of product development and an “offering” in the marketplace. A core example – industrial lands and/or buildings. Key enablers (product development) have been previously discussed in context of value proposition development, site selection location criteria, etc.

To re-state some key product development cornerstones that attract investment: advanced broadband, comparatively low business costs, shovel ready industrial/commercial sites (incl. water availability), specifically identified procurement opportunities, workforce profiling.

Developing the product in this context is not about reaching a mass consumer via an ad (single direction communication) – it’s about right time, right place, right marketing and communications (two-way conversation) in collaboration with a very narrow and targeted set of investors the SEDS needs to bring its vision of the future to life.





## Tactical Marketing Pillars

Effective brand-building encompasses four elements:

1. Creativity
2. Consistency
3. Endurance
4. Targeting

## How to Select Tactics

Marketing execution channel options are unlimited. A short-term tactical marketing plan establishes focus. Marketing execution always has an element of constraint (budget, personnel resources) that requires selectivity.

For the SEDS, tactical selection is a matter of accomplishing the following:

- Reflect organizational capacity and budget.
- Identify tactics with best return on investment.
- Align tactics with variation of channel receptivity among target audiences.
- Reflect dominance of online environments.
- Execute a relationship marketing approach that is central to the economic development efficacy.
- In economic development context, marketing encompasses a set of standard salesmanship tactics focused on expression of value proposition, sector targeting, opportunity articulation, and success stories celebration.
- 

## Tactics by Marketing Pillar: Strategic Marketing, Brand Implementation, External Emphasis Marketing

Different tactics are best suited for different target markets. For example, marketing to a resident to nurture entrepreneurship is mostly relational. We need to identify who has entrepreneurial interests,

figure out what they need to bring entrepreneurial interests to life, meet those needs via programming (not marketing but fundamental to success), and then tell success stories that inspires and guideposts others to follow a similar pathway.

Same goes for external investment, say a waterside resort development, where the investment attraction process involves getting to know who the decision makers are and then building a rapport with them. Appropriate tactics therefore revolve around building the SEDS list of contacts using LinkedIn connections, directory searches, research re investors, and website forms (for access to key investment information) - and maximizing the SEDS list of contacts using drip email relationship marketing that nurtures leads through the purchase funnel.

Tactics in this plan have been chosen to best attract and convert in each of the three marketing pillars: Strategic Marketing, Brand Implementation, External Emphasis Marketing.

### The Path to Purchase

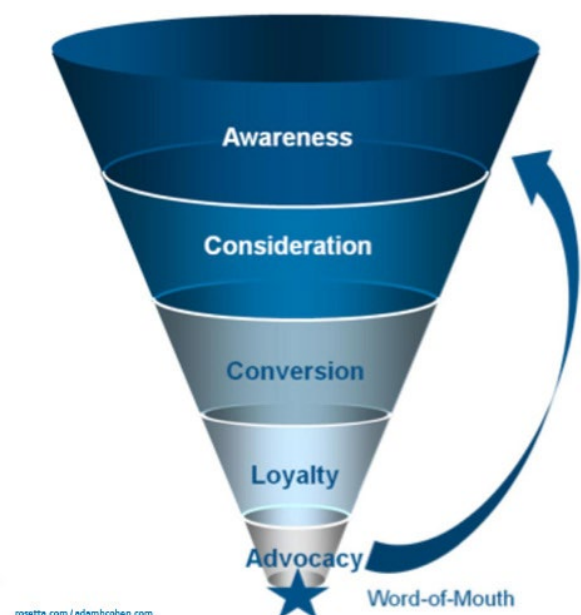
Traction with the SEDS investment attraction and retention targets is a matter of direct relationship to respond to/prompt investment considerations and decision-making needs. Information provision in the SEDS context should focus on entrepreneur enablement while being mindful of like-minded independent entrepreneur/workforce/resident relocation spirits and their relocation criteria (lifestyle factors - Richard Florida's research ([www.creativeclass.com](http://www.creativeclass.com)) offers SWOT/SOAR-related insight into locational factors for independent entrepreneurs/knowledge workforce that represents a growing segment of the BC/Canadian workforce), and resolution of "pain points" in the relocation process. Corporate site selection criteria are helpful on the corporate investment side: <https://www.areadevelopment.com/Corporate-Consultants-Survey-Results/q1-2022/36th-annual-corporate-survey.shtml>. These activities have to occur over time given investment and relocation decision making is long term rather than short term.

Investment process management is a traditional process of lead generation, management (prospects), and conversion (a physical investment, workforce/entrepreneur relocation, or tourism visit). Automated marketing tools and/or Customer Relationship Management tools make this process more efficient, with corresponding web presence designed to better place pertinent content at appropriate stages of the "buyer's journey."

Content re-purposing in multiple marketing channels is a means to maintain a tighter budget, and abides by a longstanding principle that repetition is required for a message to generate traction in the market. Where possible, tactical marketing suggestions are provided for re-purposing of images, tactics, and content.

The independent entrepreneur/workforce relocation process can be facilitated with marketing materials and online decision-making information, supported by a direct personal relationship, and direct target marketing to identified prospects. The quality, accuracy and curation of a contact database is the nucleus of efficacy in this space.

The process is increasingly influenced by perception, emotional connection, word of mouth, and facts obtained



from myriad online channels (YouTube, Facebook, LinkedIn, X, Flickr, Tumblr, etc.). The more individual vs. corporate the relationship (e.g. a independent entrepreneur vs. a multinational energy company), the more influenced the decision making is by the softer, perceptual, and emotional side of the brand experience – and the more necessary exceptional content and an effective and persuasive online presence becomes.

Building Awareness and Attracting and Nurturing Leads work together to move the buyer's journey from the top of the funnel to the bottom of the funnel. The quality of relationship engagement...i.e. the customer experience...creates advocacy potential.

*Graphic source: <http://www.archimediastudios.com/corporate/2011/04/the-new-marketing/>*

### Tactics on the Path to Purchase

The buyer's journey has distinct stages where the customer is initially a stranger and through marketing efforts becomes a lead and then a customer. Different marketing channels are better suited to certain stages although there is cross over between them.

Stage 1 – Attract and Engage is about getting noticed (brand awareness) and starting to interact with potential customers. Social media, mass media (e.g. digital ads), and in-community brand visibility on website, signage, etc. work well at this stage.

Stage 2 – Convert and Retain is about building customer relationships using contact database curation, nurturing email campaigns, information request response, and informative e-news.

Stage 3 – Reputation (trust) can be affected by marketing but a solid reputation that creates advocates and word of mouth advertising is the result of delivering a great/differentiated product or service. Key tactics include testimonials, an eNewsletter, social media content that illustrates thought leadership/strategic vision, and a resident survey (e.g. satisfaction rates).

Given a self-empowerment/entrepreneurial MD of Bonnyville brand, marketing must focus primarily on

Stage 3 – where the "customer" is an existing resident who is already loyal, but for whom we want to nurture entrepreneurial spirit.

The following graphic outlines, in general terms, recommended tactics for the SEDS, where those tactics sit along the buyer's journey, what is needed to execute the plan (enablers and technology), and resulting performance metrics.





## 2. Tactical Marketing Plan (2024/2025)

Marketing tactics are infinite; this distinction between what the SEDS needs and doesn't need is determined by the context of its Investment Attraction Strategy, and yields the following Marketing Plan structure:

### I. Strategic Marketing – 70% of Actions

#### **GOAL: BUILD COMMUNITY RESILIENCE AND TRUST...UNLEASH AN ENTREPRENEURIAL FUTURE**

a. Market the Community to Itself to Generate Enterprise Enablement

-Research indicates that 80% of investment is local-

Marketing a community to itself involves promoting the community's values, services, and activities to its own residents in order to foster a sense of belonging, engagement, and participation – and to communicate and engagement around investment opportunities.

**1) Communicate Vision Statement (in Local Economic Development Strategy).**

**2) Generate a Simplified, Visual, Over-arching Community Development and Investment Attraction Roadmap on one page (e.g. for use in PPT).**

**3) Simplify existing Plans to their Essence: Vision, Strategic Pillars, Key Actions.**

**4) Develop Dynamic Brand Template for Marketing and Communications Activity.**

Strategy content considerations are as follows:

a) **Create a Strong Brand Identity:**

- Implement a clear and compelling brand identity for the community. This includes a logo, slogan, and consistent visual elements that represent the community's mission and values, strategic direction, actions, and celebration of successes and achievements.

b) **Online Presence:**

- Refresh SEDS website to communicate vision, value proposition, strategic actions, and to identify entrepreneurial and other opportunities for residents. Include news and updates so that residents come back to the website as a source of both information, and news. Ensure the platform is user-friendly and regularly updated.

c) **Social Media:**

- Enhance active social media profiles that not only share operational updates (e.g. events) but also serve as a filter for identification of entrepreneurial opportunities. Actively share community news, events and achievements that portray the community in a dynamic, positive, and forward-looking light.

d) **Email Marketing**

- Use an email newsletter to keep SEDS contacts informed about upcoming events, initiatives, and important news. Personalize emails to address individual interests when possible.

e) **Community Events**

- Organize a limited number of investment-focused events, both online and offline, to nurture investment. These events can include meetings, workshops, social gatherings, and celebrations.
- f) **Engagement Platforms**
  - Utilize online forums, discussion boards, or social media groups to facilitate discussions and interactions among residents (business retention & expansion opportunities).
- g) **Enterprise Success Stories**
  - Highlight success stories with a focus on social media posts. This not only recognizes their contributions but also inspires others to pursue an entrepreneurial pathway.
- h) **Recognition and Awards**
  - Establish recognition program or awards to celebrate outstanding business contributions within the community. This encourages active participation and commitment.
- i) **Feedback Mechanisms**
  - Create channels for residents and investment interests to provide feedback and suggestions.
- j) **Collaboration Opportunities**
  - Encourage collaboration and partnerships within the community. This could involve supporting local businesses or working on joint projects.
- k) **Education and Training**
  - Provide opportunities for skill development or education within the community. This can include workshops, webinars, or mentoring programs.
- l) **Advocacy and Causes**
  - Rally the community around common causes or positive investment environment-focused advocacy efforts.
- m) **Regular Communication**
  - Consistently (but in a programmatic way given resource constraints) communicate with investment interests through various channels, including social media, newsletters, and direct messages. Keep them updated and engaged.
- n) **Surveys and Assessments**
  - Periodically assess the needs and preferences of the investment community through surveys. Use this data to tailor marketing efforts and offerings and/or investment strategy/opportunity focus.
- o) **Word-of-Mouth Marketing**
  - Encourage satisfied investors to share their positive experiences with others, both within and outside the community. Word-of-mouth recommendations can be powerful.

## b. Economic Development Programming & Marketing

### 1) Consider a New Customer-Focused Website Domain with an Active “Invest” Verb

This URL is better tuned to an investor target audience. Both the .ca and .com domains are available.

EXACT MATCH

investshuswap.ca

~~C\$21.99~~ **C\$0.01**

1st yr only with 3 yr term ⓘ

Make It Yours

Restrictions apply. ⓘ

investshuswap.com

~~C\$32.99~~ **C\$0.01**  
1st yr only with 3 yr term ⓘ



**2) Continue to Develop a Sharpened, Quantitative Value Proposition for Corporate Investment** (*see Appendix 2*).

**3) Develop/Communicate (i.e. a Pitch Deck) an Economic Development/Corporate Vision Statement and Story (Key Strategic Pillars, Key Actions) to Guide Strategic Actions.**

**4) Create External Investment Audience Awareness-Building Via Cornerstone General Economic Development Marketing Tactics:**

- a. SEDS website – deeper investment process facilitation content (*see Appendix 3*)
- b. Investment guide – value proposition and opportunity-focused, including brand template. Collect and present relevant community statistics. Publish internal/external document(s) to have on hand for investor and quality of life inquiries. Utilized for website, pitch deck, and printed material. Approach should be mix of aspirational storytelling (lifestyle relocation) and fact-based value proposition (corporate investment). (*see Appendix 4*)
  - o E.g. Resident Relocation - <https://www.canalflats.ca/wp-content/uploads/2022/08/Resident-Attraction-Guide-FINAL-1.pdf>, Investment Attraction - <https://www.canalflats.ca/wp-content/uploads/2022/08/Canal-Flats-Investment-Guide-Updated-Dec-2021.pdf>
- c. Target industry sector profiles – industry diversification opportunity focused, including brand template.
  - o Construction sector (housing options, investment opportunities (e.g. building systems)
  - o Retail and Service
  - o Agrifood
- d. Investment Opportunity Sheets aligned with Identified priority investment opportunities– e.g. hotel/resort development. (*see Appendix 5*).

### c. Advocacy

Marketing needs to get some strategic things done in the **ADVOCACY** realm to best position COMMUNITY-AS-PRODUCT for a sustainable future. Advocacy recognizes that others beyond SEDS are needed to make economic development happen. Generate agreement on an Entrepreneur Enablement Advocacy Platform that advances entrepreneurial enablement (e.g. recreation amenities

grant funding, asset re-investment provincial grant funding, gigabit broadband connectivity enhancement, housing choice and affordability solutions, transportation access/highway quality improvements). Produce and update SEDS advocacy platform 1-2 times/year with related key messages on 1-2 pages for SEDS operational use to generate focus for efficacy.

## **II. Strategic Marketing – 20% of Actions**

### **GOAL 1: BUILD AWARENESS**

SEDS is not a known entity in target markets given youth of investment efforts. “Shuswap” will have almost universal recognition in target geography, but almost all this recognition will be on a tourism not an investment basis. Holistic community product development and competitive positioning is a necessary condition for broadcasting socialization (using a selection of foundational marketing activity, particularly branded materials and advertising in any form) of what the Shuswap is and why it matters (value proposition).

### **GOAL 2: ATTRACT AND NURTURE LEADS**

Tactical marketing for purpose of this Plan introduces external-to-community marketing tactics without losing sight of the need to market the community to the community itself. Marketing needs to connect with:

- 1) Local residents, whose satisfaction levels will generate a number of positive community benefits – from volunteerism to business start-up/expansion.
- 2) People who will consider relocation to the Shuswap as an independent entrepreneur/Internet business/creator/professional service.
- 3) People who will consider a tourism visit to the Shuswap (there is a researched link between tourism visit and investment location)..

The thinner the value proposition, the narrower investment/workforce/residential/visitor attraction and retention targeting becomes, with associated movement away from broadcast marketing tactics (e.g. TV, magazine ads) to direct marketing tactics (e.g. municipal website, targeted Facebook ads, email marketing, personalized lead management/conversion).

Marketing output examples: Facebook ads, external email marketing based on opt-in news feed sign-up, community newsletter with resident email opt-in contact list, personalized lead management/conversion, tourism guide, community/investment guide, resident relocation guide.

Format focus: digital (adaptable, more cost effective).

Years 1 and 2 of tactical marketing effort represent foundation-building that put into place baseline elements that can be leveraged in future years.

#### **a. External Emphasis Marketing Tactics**

##### **1) Contact Database**

A core Contact Database is critical for B2B relationship marketing with entrepreneurs/resident and workforce relocation/tourism and supports a number of marketing tactics including email, an eNewsletter, and automated marketing. A database is fed by email addresses obtained from a number of potential sources: tourism visitation, social media contests, surveys, general inquiries supported by a prominent economic development number to call on website(s), business card scans, opt-in(s) to key dynamic web content, and an opt-in to eNewsletter on email signatures.

An incentive can be offered (e.g. Shuswap-branded merchandise) in return for provision of an email address. Given the majority of economic development is generated locally, acquiring email addresses from local residents via opt-ins generated in utility bill mail-outs, local surveys, or a link on websites, is an important email address source.

Opt-ins require content that makes it worth someone's time to provide an email address. It is critical to curate and write content that is helpful to target markets, each of which seek different types of information: visitors (special offers, unique experiences promotion), workforce considering residency in the Shuswap (cost-based facts and figures, housing expansion or renovation news, rental availability), entrepreneurship development (business expansion and retention pathways and resolution of pain points), etc.

Canada's anti-spam law requires that people consent to distribution of information to them. Any opt-ins should specify nature of communications the region intends to conduct. There must also be opt-out functionality.

## **2) Create an eNewsletter**

- Create branded eNewsletter (MailChimp) template for local resident and external interest opt-in
- Produce a quarterly or bi-annual eNewsletter and distribute to contact database

Email marketing is an effective way to nurture prospects along the buyer's journey (sales process). Whether stand-alone or as part of a DRIP marketing program, email marketing can reinforce market positioning, establish credibility, and nurture interest with timely and relevant information. To launch an effective email marketing campaign, content needs to be developed or available.

An eNewsletter can be a focal point for production of dynamic content that helps the SEDS stay top of mind for leads (contact database), and locals who may consider entrepreneurial pursuits or become advocates for the community. A short, newsletter can feature emotive images, the 'best of' upcoming events, 'did you know' sections and opportunity marketing with an associated call to action. While focusing on building pathways for entrepreneurship to flourish, a newsletter should also contain a boilerplate reminder of investment vision and targeting. Newsletters are easily shared through email, social media, and automated marketing.

An eNewsletter opt-in needs to be extremely easy to find. The opt-in should therefore have a prominent place on the SEDS website in order to drive enhancement of contact database numbers. The eNewsletter forms a central means of generating additions to a core Contact Database.

## **3) Run a Digital Ad Campaign (note: in context of SEDS resources this is a "test the waters gently" budget and approach)**

- Generate 2 Facebook ad templates for investment attraction, and 2 Facebook ad templates for resident relocation. Production of 2 ad templates each permits A/B testing of the market to determine stickiness of alternative approaches to messaging.

Similar to print advertising, online advertising is intended to reach an audience beyond that of professional networks and current clients. Unlike print ads however, online ads can be monitored in real-time and, depending on the ad server platform, can be manipulated in real-time based on campaign performance. Online ads typically direct to a core website or campaign-based landing page within the core website, and should have a distinctive call to action that will support lead capture. Select one or two of the following digital advertising tools and cap an annual budget using those tools.

### IP Retargeting – What’s Next?

Retargeting is an online marketing tactic that allows for serving of online ads to people who have previously visited the SEDS website. This is done by placing simple code on the SEDS website that drops a browser cookie every time a new visitor comes to the site. Once the visitor leaves the SEDS website and goes on to browse the web, the cookie will let a retargeting provider know when to serve ads, ensuring SEDS ads are served to only people who have previously visited the SEDS website. Retargeting is effective because it focuses advertising spend on people who are already familiar with your brand and have recently demonstrated interest. This tactic will often see higher ROI than most other digital channels. Implementing this would require development of display ads to be used in the retargeting campaign and a media budget to be assigned.

However, Google is turning the tables on re-targeting with elimination of cookies in 2024. Given retargeting in principle is a fundamental marketing foundation, it can be expected that tools in this space will involve. SEDS should stay informed about next generation retargeting. E.g. <https://datadrivenu.com/retargeting-without-cookies/>

### Targeted Facebook Ads

Facebook continues to be the social media platform with the most targeting capability given independent platforms maintain their own targeting tools within their own platforms.

It’s been 10 years since Facebook’s “Behaviors” feature debuted. This permits, for example, targeting of independent entrepreneurs/professional services by a number of factors that can be associated with consideration of a move to and/or investment in, the Shuswap. E.g.s level of education, geographic residence, age, in employment categories such as small business owners. Ads should have a call to action (special offer, an event or information that serves as a catalyst to do something, etc.), and should be creatively executed and worded to maximize visibility/resonance. An effective way to support online ads would be to link to a page within the SEDS website that features a value proposition, material download, and/or contact information. Maximum daily budgets can be set to control budget expenditure.

Guide to Facebook Advertising - <https://blog.hootsuite.com/how-to-advertise-on-facebook/>

Facebook advertising can be integrated with the MailChimp eNewsletter / contact database platform to enhance relationship marketing:

[https://mailchimp.com/features/facebook-ads/?ds\\_c=3Q\\_AOC\\_Google\\_Search\\_CA\\_EN\\_NB\\_Acquire\\_Broad\\_MKAG\\_CA&gclid=CjwKCAjw3ueiBhBmEiwA4BhspKk3fgBIVXT3oXA70rRpcmcUROdZXyYWLxDLX-xF-VXMTTrJSXoMxKxoCH04QAvD\\_BwE&gclid=aw.ds](https://mailchimp.com/features/facebook-ads/?ds_c=3Q_AOC_Google_Search_CA_EN_NB_Acquire_Broad_MKAG_CA&gclid=CjwKCAjw3ueiBhBmEiwA4BhspKk3fgBIVXT3oXA70rRpcmcUROdZXyYWLxDLX-xF-VXMTTrJSXoMxKxoCH04QAvD_BwE&gclid=aw.ds)

## **4) Do Web Analytics and SEO**

If it hasn't been done, the SEDS website should be connected to Google Analytics in addition to built-in analytics on platforms like WordPress. Google Analytics has two benefits if actively used in a marketing program: 1) it is an excellent market intelligence tool (e.g. site user origin) that can flavour selection of marketing tactics and target markets; and 2) an understanding of what content people are using on the site allows for adjustment of content and approach that aligns content with nature of site use.

Search engine optimization for investment and tourism keywords should be completed to work to get keywords on first page organic search results (Google). While SEO is more complex than keyword use, it remains an important core activity.

To retrofit SEO to existing sites, the following usually occurs: 1. Add footer to site templates that will be populated with keyword content; 2. Modify page subtitles so that they contain keywords where applicable; 3. Modify page content to include or place higher priority on keyword content; 4. Add/modify page descriptions to contain prioritized keyword content. 5. Make some template code changes to place greater importance on revised keyword content. 6. Introduce random content given Google likes sites that are updated often. This typically involves adding some randomly rotated content to the home page – (rotate any testimonials/quotes, add news, social media linkage, etc.); 7. Improve # of inbound links – the number of links to your website from other websites. 8. Incorporate video – Google owns YouTube and video use improves search engine rankings.

## **SEO Enablement**

SEO experts recommend using the free [Google Analytics](#) and [Google Webmasters](#) tools for your site. These tools can tell you how much traffic you get from Google, which keywords are driving the most traffic, and what traffic is leading to the most conversions.

- Google Analytics - you can quickly see key metrics, including which are the most viewed pages on your site, where people enter and leave the site, how long people spend on your site, and how many pages they view on average. You can see how your site is being used by mobile devices, and what for. You can see what search terms people use in Google to find your site. You can set goals you want the site to achieve, for example to monitor how many customers download a document from your site. Another useful feature in Google Analytics is the ability to see what site visitors are searching for in Google before coming to your site. If your site has a lot of traffic, Google Analytics will produce a very long list of search terms. A useful way to get a feel for what visitors are searching for is to create a Key Word Tag Cloud in Wordle ([www.wordle.net](http://www.wordle.net)). Within Google Analytics, select 'Content' and then 'Site Search'. If your site has a lot of traffic, make sure you get a good random selection of data by scrolling to the bottom of the page, clicking 'View full report' and then selecting 500 rows of data. Now export the data into a CSV file. Next, within Wordle, select 'Advanced', then paste the first two columns (containing search terms and number of times used) into Wordle (the two columns must be separated by a colon).

## **Keyword Content**

Use of desired keywords (e.g. investment in Shuswap, jobs, Shuswap Lake) impacts search engine rankings and can be used to align strategic objectives with relevant web content. Keywords should be prominent within web site copy, page names and page titles / subtitles where appropriate.

- [Google Trends](https://trends.google.com/trends/explore?q=shuswap&date=now%201-d&geo=CA&hl=en) lets you filter to understand the search volume of different terms (e.g. Shuswap - <https://trends.google.com/trends/explore?q=shuswap&date=now%201-d&geo=CA&hl=en>). These terms can then be used in web content to reflect web user interests and generate stronger website visitation.

The Google Keyword Tool enables you to search popular keywords for purposes of advertising on Google or refining use of keywords to match commonly searched words or phrases of relevance to the SEDS' strategic objectives - [https://adwords.google.com/o/Targeting/Explorer?\\_c=1000000000&\\_u=1000000000&ideaRequestType=KEYWORD\\_IDEAS](https://adwords.google.com/o/Targeting/Explorer?_c=1000000000&_u=1000000000&ideaRequestType=KEYWORD_IDEAS). Further explanation is provided here - [https://ads.google.com/intl/en\\_ca/home/tools/keyword-planner/](https://ads.google.com/intl/en_ca/home/tools/keyword-planner/)

### E.g. Google ads keyword planner

[Keyword Planner](#)

Plan from Apr 24, 2024, 1 PM, GMT-06:00

Keyword ideas Forecast Saved keywords Negative keywords

Q shuswap Canada English Google Apr 2020 - Mar 2024

Broaden your search: + ski cabins + vacation rentals + ski cabin rentals + accommodations + okanagan + ojbwe + sea to sky

Exclude adult ideas X Add filter 57 keyword ideas available Columns Keyword view

<input type="checkbox"/> Keyword (by relevance)	Avg. monthly searches	Three month change	YoY change	Competition	Ad impression share	Top of page bid (low range)	Top of page bid (high range)	Account status
<input type="checkbox"/> Keywords you provided								
<input type="checkbox"/> shuswap	1K - 10K	0%	0%	Low	—	CA\$0.52	CA\$2.83	In Plan: Saved
<input type="checkbox"/> Keyword ideas								
<input type="checkbox"/> shuswap lake	10K - 100K	0%	0%	Low	—	CA\$0.55	CA\$2.42	
<input type="checkbox"/> houseboat shuswap	1K - 10K	0%	0%	Low	—	CA\$0.36	CA\$1.90	
<input type="checkbox"/> shuswap lake houseboat	100 - 1K	0%	0%	Low	—	CA\$0.36	CA\$2.06	
<input type="checkbox"/> shuswap lake resort	100 - 1K	0%	0%	Low	—	CA\$0.75	CA\$3.66	
<input type="checkbox"/> houseboat sicamous	1K - 10K	0%	0%	Low	—	CA\$0.19	CA\$1.83	
<input type="checkbox"/> shuswap resort	100 - 1K	0%	0%	Low	—	CA\$0.89	CA\$3.35	
<input type="checkbox"/> shuswap lake activities	10 - 100	0%	0%	Low	—	—	—	
<input type="checkbox"/> best of the shuswap	10 - 100	-100%	0%	—	—	—	—	

E.g. Keyword analysis (<https://backlinko.com/tools/keyword>) indicates use of “Shuswap Lake” is stickier than other terms.

### Keyword Analysis

SEO firms typically conduct an analysis of actual keywords used in an existing website and a comparison of “competitor” keyword usage and search result placement to determine keywords that are effective (or not), with a recommended refinement of keyword use to complement the Google tools.

### Resources

- Tips for Better SEO - [https://www.semrush.com/blog/seo-techniques/?kw=&cmp=CA\\_SRCH\\_DSA\\_Blog\\_EN&label=dsa\\_pagefeed&Network=g&Device=c&utm\\_content=622461213117&kwid=dsa-](https://www.semrush.com/blog/seo-techniques/?kw=&cmp=CA_SRCH_DSA_Blog_EN&label=dsa_pagefeed&Network=g&Device=c&utm_content=622461213117&kwid=dsa-)



[1754979171085&cmpid=18361978716&agpid=138308710541&BU=Core&extid=60109362892&adpos=&gad=1&gclid=CjwKCAjw3ueiBhBmEiwA4BhspFIRgSYvDyV5JsvLrUN\\_jpBvQGWVoTktVZ6JU2VdCwKKMkWWrtakYRoCA0MQAvD\\_BwE](https://www.google.com/search?q=1754979171085&cmpid=18361978716&agpid=138308710541&BU=Core&extid=60109362892&adpos=&gad=1&gclid=CjwKCAjw3ueiBhBmEiwA4BhspFIRgSYvDyV5JsvLrUN_jpBvQGWVoTktVZ6JU2VdCwKKMkWWrtakYRoCA0MQAvD_BwE)

- Keyword search tools - [https://www.josiahroche.co/blog/how-to-do-keyword-research-for-seo/?gclid=CjwKCAjw3ueiBhBmEiwA4BhspEelK1HIF05\\_p\\_IWAYz81IFuQiq13GiHzJeysysO04nxhmXV0IUv9hoCZUwQAvD\\_BwE](https://www.josiahroche.co/blog/how-to-do-keyword-research-for-seo/?gclid=CjwKCAjw3ueiBhBmEiwA4BhspEelK1HIF05_p_IWAYz81IFuQiq13GiHzJeysysO04nxhmXV0IUv9hoCZUwQAvD_BwE)

### **III. Brand Development and Implementation – 10% of Actions**

#### **GOAL: BUILD UNIQUE POSITIONING IN THE MARKETPLACE**

Brand implementation projects are designed to focus on: a) highest strategic priority; b) best return on investment for time and energy – in context of always-limited resources; c) visibility – to demonstrate that the SEDS/Shuswap investment brand is real and has tangible positive impact. Foundation-building represents a Phase 1 – where actions focus on modest extension of a SEDS/Shuswap investment brand beyond current logo, website, social media presence (Facebook, Instagram, and X), and pull-up banners.

#### **b. Brand Implementation Tactics**

##### **1) Develop a Marketing Campaign Brand**

e.g. “LOTS TO LAKE” is an ear-wig (which is sticky in brand language) with its sound-alike for “Lots to Like”. This campaign tag focuses on a key Shuswap region geographic feature/value proposition. The tagline creates a call to action opening for communication of value proposition statements and opportunities. Imagery and video should be water-based while also extending into people-centric enterprise imagery and video within key target sectors (agrifood, construction, retail and services, The Independents).

An extension of this campaign can use a “Make Waves” call to action in marketing and promotion. “Make Waves” in marketing refers to the strategic and impactful actions taken by a company or brand to disrupt the status quo and generate significant attention and influence in the market. Just as waves in the water capture attention with their size and force, “Making waves” in marketing language means standing out, breaking norms, and creating a memorable and impactful presence. It’s about being innovative, bold, and influential, with the power to shape the industry landscape and leave a lasting legacy.



## **2) Complete SEDS Website Enhancement**

Website modifications that reflect the brand visually, value proposition, and key messages, are a first priority given that it is the repository of all that is “investment” via the SEDS sit, and the end point (e.g. lots of call to action can be directed to an anchor municipal website) of all SEDS marketing.

<https://shuswapecdev.ca/>

## **3) Create Focus for SEDS Social Media Presence**

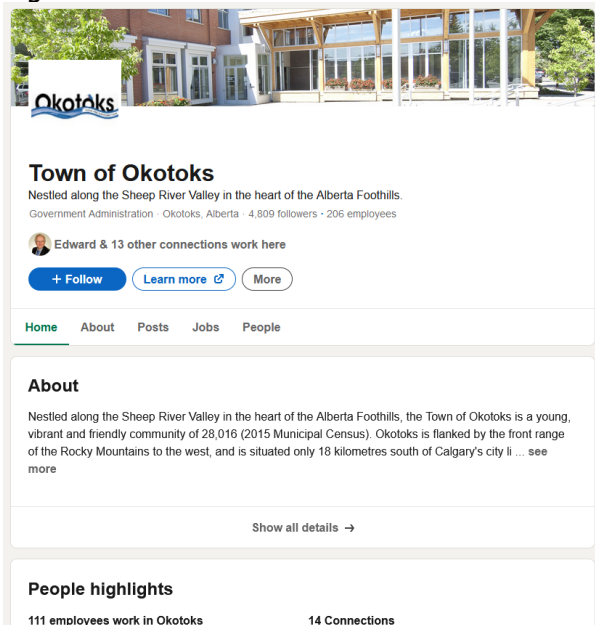
SEDS does not have resource capacity to be a frequent social media poster. Content should therefore be highly strategic, with focus on investment opportunities. Development and deployment of a light – even humorous “Friday Casual” brand personality that fits a lake-living lifestyle-first value proposition in the Shuswap can help drive social media following that is required to socialize investment opportunity. To generate further alignment between platform demographics and SEDS investment targets, use Facebook for both sector and lifestyle posts, and focus Instagram posts on lifestyle (attraction of The Independents).

- Facebook – <https://www.facebook.com/shuswapecconomicdevelopment>, 308 followers
- Instagram - <https://www.instagram.com/shuswapecdev/>, 205 followers
- X - <https://twitter.com/shuswapecdev>, 5 followers

#### 4) Establish SEDS LinkedIn Page and Branded Content

LinkedIn supports entrepreneurial development and workforce attraction and retention.

e.g. Town of Okotoks



#### 5) Branded Stationery / Operations Materials:

- Business cards & email signatures
- Recruitment/job description template
- Word template for Letterhead
- PPT template
- Report cover template
- Other ancillary

#### 7) Custom Photography

Capture and creation / editing of approx. 100 on-site/area images (as per brand and creative direction brief) to create a custom, full-rights image library for online and print creative campaigns, social media, SEDS website, and municipal publications.

#### 8) Custom Videography

Each of investment and resident attraction/workforce relocation branded anchor videos (90-120 seconds) and short “snippets” (30 seconds) for social media sharing. Capture and creation of custom footage as per brand and creative direction brief, including storyboarding, script development, and audio soundtrack.

Video has significant impact in two key ways:

- 1) Stickiness of content
- 2) Search Engine Rankings (Google owns YouTube)

- e.g. Village of Canal Flats anchor video - <https://www.youtube.com/watch?v=sEjhZ4LKrR4>, and “snippet” resident relocation videos (3) - <https://www.canalflats.ca/your-canal-flats/>

## **9) Merchandising/Swag Ideas (design, layout, and vendor sourcing/management)**

Merchandising demonstrates passion and loyalty. Creative, on-brand merchandising will be “stickier” and offers a potential revenue source in addition to brand-building.

## **IV. MARKETING PERFORMANCE METRICS**

Change the Conversation:

- Increased SEDS website traffic.
- Development/growing number of contacts of target email contact database.
- Social media metrics rise.
- Individual campaign (e.g. Facebook) performance metrics.

A Diversified Future:

- Investment lead generation – 20 annually.
- Investment lead conversion – 3 annually.
- Increase in local self-employment by 2026 (Census Canada).
- Increase in number of home-based businesses.
- Total employment growth 2021-2026 10% higher than last 10-year trend.

## APPENDIX 2: BUILDING VALUE PROPOSITION: EXAMPLE

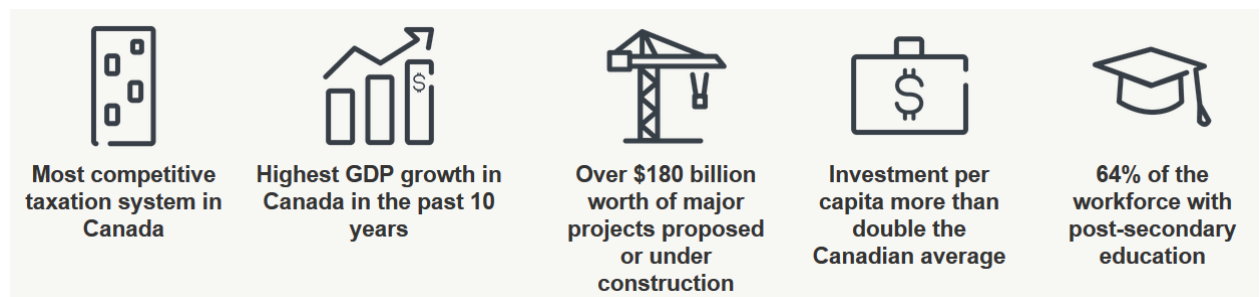
### OKOTOKS VALUE PROPOSITION

*Note 1: these are generally in descending order of business value prop specific to quality of life specific.*

*Note 2: all of these value proposition statement are quantitative and have a background document of analytical "proof points" used to generate value proposition conclusions.*

#### Alberta's Better Business Bottom Line

- Alberta is one of the most competitive places to invest in North America, with the lowest taxes in Canada, low energy costs, low cost of running a business, and a stable, secure business environment.



Src: <https://investalberta.ca/>

#### Growth Makes Enterprise Markets Bigger

- Okotoks - 37th fastest growing community 5000+ in Canada 2011-2016. 10th Fastest Growing Community in Canada 2006-2011 at 42.9%. Current population (2018) - 29,002. Okotoks annexation in 2017 will grow the population to 80,000 over the next 50 years.
- Calgary metropolitan region – 1.4 million – highest growth rate in Canada 2011-2016 (14.8%)

#### Energetic Demographic

- Okotoks is youthful, family-friendly, and prosperous.

#### Business Cost Competitive

- Industrial land price 8% lower than Calgary.
- Middle of the pack commercial/industrial tax burden among 14 Calgary region communities....in return for high value recreation and culture amenity and high-quality services.
- 4<sup>th</sup> lowest municipal utility costs in Calgary region.
- Non-residential tax rate 43% lower than Calgary.
- 25% lower regulated power delivery rate than Calgary and Edmonton.\*

#### "More Money in Your Pocket" Lifestyle Living

- 6% lower median single-family dwelling resale price than Calgary.
- 2<sup>nd</sup> lowest residential property taxes in Calgary region on typical home.\*\*
- 5<sup>th</sup> lowest municipal utility costs in Calgary region.

Build these as box outs related to business costs/cost of living:

Worth Knowing...

- *Okotoks Ranked Second (in Alberta) in Sustainable Spending in 2018 (Canadian Federation of Independent Business), and Excellence Canada Silver Certification (Governance) in 2014, which translates to long-term stable government and tax efficiency.*
- *Okotoks Named 4<sup>th</sup> Most Entrepreneurial City in Canada for Small Cities – Canadian Federation of Independent Business - 2015*

### Advanced Infrastructure

- Fibre installed to every premises in Okotoks (TELUS).

### Transportation Access

- Easy access to Highway 2 corridor.

### Active Living At Our Heart

- Extensive sport facility amenities put active family, and health and wellness first.
- Recreation facility rental is more affordable in Okotoks, translating to lower sports club fees and accessibility to everyone.

<i>Per Capita Number</i>	Calgary	Okotoks
Rectangular fields (e.g. soccer)	1/1534	1/1,611
Ball diamonds	1/2,660	1/1,900
Artificial turf fields	1/177,000	1/9,666
Curling facilities	1/123,900	1/29,000
Ice rinks	1/26,400	1/7,250
Indoor pool facilities	1/103,300	1/29,000
Pathways	1 km/1239	1 km/341

<i>Per Hour</i>	Prime Time Ice		Ball		Soccer Pitch		Prime Time Indoor Artificial Turf	
	Minor	Adult	Minor	Adult	Minor	Adult	Minor	Adult
Okotoks	\$157.88	\$232.75	\$31.18*	\$42.49*	\$14.95*	\$20.36*	\$125	\$153
Calgary	\$204.91	\$275.08	\$39.18*	\$78.77*	\$39.18*	\$78.77*	\$162.54	\$199.36

\* Standard field/diamond - fields have irrigation, are maintained, and may have stands.

\*\*Class B field/diamond – fields have irrigation and are maintained, and may have stands

### Full Services

- Advanced 14 hr/day Okotoks Health and Wellness Centre with less wait time.
- Multitude of public and separate schools with performance track record, including:
  - Good Shepherd Elementary 28/862, Holy Trinity Academy (high school) 23/262, Foothills Composite High School 60/262 – Fraser Institute.\*\*\*

### Award-Winning Environmental Sustainability

- Sustainable Communities Award (Stormwater Management) – Federation of Canadian Municipalities – 2018
- Marketing Award – Growing Greener Together Guide – 2018

- Sustainable Communities Award (Water Conservation Program) - Federation of Canadian Municipalities – 2014, 2015
- First LEED Gold Certified Certification – Southridge Emergency Services Building – 2015
- 2013 – Drake Landing Solar Community Achieves New World Record – 98% of the 52 Homes’ space heating needs met with solar thermal energy. Recognized with International Energy Agency Solar Heating and Colling Award.

### **Quality of Life Leads**

- A River Runs Through Us – our pristine 780-acre Sheep River valley river valley – roughly 443 full size soccer pitches worth of river cottonwood, park space, and walking paths – is a central feature of community life. The Town has purchased X acres in the last 20 years to steward this special place.
- 85 km of pathways connects us...physically and socially...to all corners of our community.
- Our Cool Downtown Is Evolving – pedestrian-only for big events, niche food and shopping, our first brew pub, a new performing arts centre being planned...all within a walk or bike in our 10 minutes to everywhere town.
- 98% satisfied with quality of life. 92% rank safety as good or very good.\*\*\*\*

*\*Fortis - \$54.91 / MWh - mid-large commercial customers annual consumption at 2,000 MWh with peak demand at 440 kVA (418 KW).*

*\*\*based on total tax rates (incl. municipal and school), and median priced house re-sale price, 2019 in 14 Calgary Region communities.*

*\*\*\* Src: Fraser Institute - <http://alberta.compareschoolrankings.org/elementary/SchoolsByRankLocationName.aspx>*

*\*\*\*\* 2018 Community Survey*



## APPENDIX 3: INVESTMENT ATTRACTION WEBSITE REPOSITIONING

The following was generated by Rynic in the process of transitioning the Columbia Valley Community Economic Development website from an organizational operation focused website to an investment and resident relocation focused website. This approach can be used to guide LCIC website repositioning.

### I. APPROACH/ARCHITECTURE

#### What Does The Customer Want?

Picture an investor or entrepreneur looking at economic development information on a municipal website. What are they looking for?

Most broadly, online economic development content has to be positioned in context of broad-based enterprise “need” from a community:

- Start-Up – painless permits, a quarterback (contact persons), basic stats, places to locate (land/buildings)
- At Your Service EDO – one-stop connection resources (contact information)
- Retention & Expansion
  - Business issue initiatives
  - Place to go when your business has a challenge an economic development organization might be able to help with
- A dynamic business environment
  - Business and non-residential assessment growth – bigger pie
  - Value of tourism/seasonal owners
  - Competitive business costs
  - Entrepreneurial culture – demonstration of initiatives/actions
- Policy that incentivizes investment – including communication of these
- Selling the community to investment – i.e. brand, vision, value proposition/sales pitch, sector targeting, and selected locational decision-making data.
- Success stories (sector-specific)

Specific to online presence, this roughly translates to:

- General use of economic development information to get a first feel for a community/region – a gateway decision re “yes-no” interest in expansion or start-up. Distinctive vision, brand and sales pitch work together harmoniously here. Access to just enough data to deepen a level of interest. A next step in a decision-making process for an SME will be more specific and non-web-based – a realtor for building/lease space, a conversation with an EDO, and likely contact with other businesspeople or locals. Then perhaps the seeking of deeper data or sector-specific data (which is typically tracked down from numerous sources). On an ongoing basis, news and success stories help fill in the “humanness” of the business/local community.

To be effective at convincing an investment interest that a community/region is a right choice, this more specifically translates to:

- They want to be inspired by a community/region’s sense of its vision, reflected in a level of ambition and perception of a place “going somewhere” that aligns with business bottom line interests and values (values – particularly for independent entrepreneurs, creators, knowledge

workforce). “Innovation” is a vision, but it needs to be animated, acted on, and “happen” for it to be real to an investment interest. Site content needs to achieve this impression.

- They want to know what the Valley’s value proposition is – the 3-5 very specific (quantifiable) things that make the Valley better to do business than other places. “Quality of life” doesn’t suffice. “#1 ranked golf course in BC” or X% satisfied with quality of life is better. “Low business costs” doesn’t suffice. Comparative low business costs in number/iconography format would be strong...
- They are curious about what the Valley is focused on – particularly industry sectors where a community/region may/should have more detailed knowledge about dynamic specific to sectors. Sectors should have carefully specified competitive advantage (see value proposition).
- Humans are emotive: distinctive brand and sales pitch work.
- “Newsy” information and dynamic content that helps people get a better feel for the human element of the investment environment. Numbers are nothing in the absence of people. Today, talent and entrepreneur-based ecosystem development and strength is as important as numbers in enabling business success.
- They look for knowledge of/expedited process around start-up permits and licenses, said extremely simply minus the planning jargon and complexity, and in one place. Online permit/license applications with transparent/quick approvals would be great...
- They will look for specific, and directly-relevant data to help with their decision-making process. Too much data produces noise and overload, and waters down other communication elements like vision and value proposition.
- It’s fair to assume that on a BRE basis, an existing enterprise uses relationships and/or independent research (rather than more generalized web content) to evaluate growth options.
- *Relevance, clarity, conciseness are key to generating a content refresh. So too is personality in a brand that is grounded in strategic aspiration. Investment is dynamic. There’s much noise in the market. The Valley needs to cut through clutter in the way it communicates both visually, and in word.*

## What Is The Role Of Data?

What is the role of data on a municipal website with economic development information? How much information should be provided? What type of information should be provided?

Today’s challenge isn’t access to data; it’s the presence of too much data, and/or too much extraneous data that muddles an investment data gathering and decision-making process. Or the cost of accessing/maintaining data. Reality is the municipality isn’t and can’t be the holder of all data. It’s too expensive and resource-intensive to do that. The investor customer doesn’t expect a municipality to be able to provide everything. Every entrepreneur uses a municipality, as one of many touch points, to access pertinent information. We can assume they want access to data in municipal control that conveys population dynamic and business costs (which is far more helpful in context comparative to other communities in an economic region). A business directory (can be used as a research tool to

evaluate level of business presence) and connection to real estate opportunities are common most used elements within economic development portions of municipal websites. Shepherding to business resources is helpful. One-stop for this information with simplicity and clarity is helpful.

Here, knowledge of rank-ordered site selector criteria – and their shift over time – is relevant in terms of positioning right content and right place at right time for the customer (e.g. Annual US Corporate Consultants Survey of Site Selection Factors 2023 - (Src: <https://www.areadevelopment.com/Corporate-Consultants-Survey-Results/Q1-2023/37th-annual-corporate-survey-decision-makers-feel-economic-pressures.shtml>)).

In general order of importance, these factors are Labour, Quality of Life (needs to be specifically defined in differentiated fashion), Energy Availability, Costs (construction, energy, taxes), and ICT/Broadband.

*A note re site selector data presentation: while it's helpful to all investment, it's focused on corporate investment who focus decisions on bottom line business inputs most relevant to their sector. An independent entrepreneur/creator/professional services/knowledge workforce participant will have some interest in this approach, but is equally or more influenced by quality of life factors and emotive decision making about where they want to spend their "life well lived." This makes brand, sales pitch, and dynamic content as or more important as data in their decision-making process hence the need to put brand, personality, and story in economic development online content.*

COMBINED RATINGS* CORPORATE SURVEY		
Site Selection Factors	2022	2021
Ranking		
1. Labor costs	89.1	96.4 (1)**
2. Quality-of-life	87.1	82.1 (11T)
3. Availability of skilled labor	85.8	94.9 (2)
4. Energy availability	82.3	94.7 (3)
5. Construction costs	81.2	82.1 (11T)
6. ICT/broadband	80.7	36.8 (26)
7. Corporate tax rate	79.7	87.7 (7)
8. Energy costs	79.4	N/A
9. Environmental regulations	79.0	82.5 (9)
10. Available land	78.1	62.5 (19)
11. Highway accessibility	77.8	93.1 (5)
12. Proximity to major markets	74.6	77.2 (14)
13T. State and local incentives	73.0	84.5 (8)
13T. Tax exemptions	73.0	82.4 (10)
15. Available buildings	71.9	70.2 (15)
16. Expedited or "fast-track" permitting	70.3	57.9 (22)
17. Technical schools	67.2	N/A
18. Right-to-work state	66.7	81.0 (13)
19. Low union profile	66.2	66.0 (18)
20. Proximity to suppliers	64.5	69.6 (16)
21. Training programs	63.4	66.1 (17)
22. Raw materials availability	61.3	87.8 (6)
23. Shovel-ready sites	55.7	N/A
24. Weather hazards	54.8	N/A
25. Accessibility to major airport	54.0	47.3 (24)
26. Availability of unskilled labor	53.1	61.8 (21)
27. Water availability	49.2	52.7 (23)
28. DEI Initiatives	45.9	N/A
29. ESG Initiatives	42.0	N/A
30. Waterway or oceanport accessibility	27.0	25.8 (28)
31. Railroad service	23.8	31.6 (27)
* All figures are percentages and are the total of the "very important" and "important" ratings of the Area Development Corporate Survey and are rounded to the nearest tenth of a percent.		
** 2021 ranking		

A recent municipal trend is to outsource data provision to third party providers. Today's online tools can produce endless bells and whistles. Sometimes simpler is more effective at actually motivating a desired behaviour: an investment decision. They are generally expensive and lack some specific requirements such as data comparative to other geography (value proposition), and provision of extensive business planning information that can feel like over-reach for a municipal website.

Is the Valley's role to help enterprise with deep research in this fashion...to walk people through elements of business planning? Or is it to work to provide the best business-enabling environment it can, and present carefully chosen, comparative data linked to vision/value proposition? What is the trade-off in terms of cost and resources to provide extensive level of detail? Can the Valley just as effectively link to regional (e.g. real estate), provincial (e.g. labour rates) and federal (e.g. workforce and sector profiles) resources vs represent it as its own information?

A key to effective absorption of data is: a) currency (reasonably frequent updating); b) to be comparative to other competitor communities/regions; and c) ask the customer on an ongoing basis what data they are looking for, and incorporate/adjust over time. In this light, in terms of how to position approach and content for a CVCED website refresh, is context like how millennials are disrupting the site selection process: <http://www.areadevelopment.com/workplace-trends/Q4-2018/millennials-spark-seismic-shift-in-site-selection.shtml>), with the implication being that ambitious community direction, brand and story, and quality of life are really important to convey. Additionally, if data to be monitored is carefully focused and modest, then resources required to do this internally are far less intensive.

### **Strategic Direction: Economic Development Website**

To reflect economic development program emphasis, consideration of resourcing requirements for dynamic online website content, how current economic development information is used/not used, and issues around data focus and how much is too much, generates the following strategic recommendations for reposition of Valley economic development website refresh approach and content:

#### **RECOMMENDATION 1: CREATE LONG SCROLL, DYNAMIC-BASED CONTENT**

Think of modern, screen-adaptive websites as a set of square blocks. These blocks run in long from vertical scroll as a set of layers. Most important or timely content sits at the top. More detailed content can sit deeper in the scroll. The more dynamic/compelling long scroll content complements the more detailed site-selection based top navigation structure to provide a balance of detailed and storytelling/branded information. Focus in the scroll is on additional information that builds out target sector investment attraction focus.

- e.g. Village of Canal Flats - <https://www.canalflats.ca/> is a site that Rynic completed in 2019, and provides a recommended, general content flow model for a Valley refresh.
- e.g. District of Squamish Invest sub-section - <https://squamish.ca/business-and-development/economic-development/invest/>

A recommended content scroll (top to bottom) for the site is as follows:

- **Top Navigation** – see Recommendation 1 for navigation structure.
- **Masthead** – branded visual

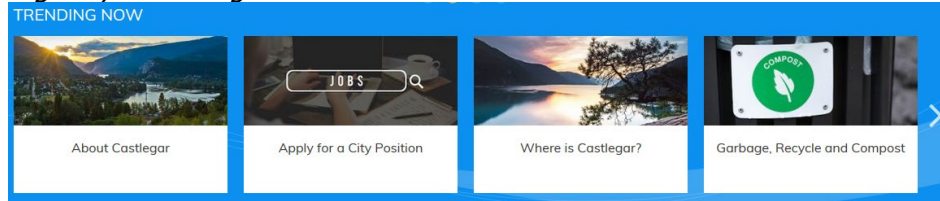
Optional - can use one image per value proposition statement embedded in a masthead. Click-through rotation of 3-5.

*Note: campaign imagery/taglines should be updated periodically to keep the site fresh. These can be re-used on economic development social media.*

- **Right Sidebar Widget** – include section navigation, Investment Guide, and News.
  - News to pull (CRM) two most recent economic development news item summaries (text only) into sidebar with “more news” link below.
- **Quicklinks Left Sidebar (optional)** - include most viewed content: Permits and Licenses, Business Directory, Property for Sale/Lease, Why CV?

- *Note 1: modern sites (preferred to above) can also position this as a dynamic layer in the economic development long scroll where most frequented content is auto-generated by the CMS:*

*e.g. City of Castlegar*



- **Vision Statement**

- **Value Prop** – Why Columbia Valley – 3-5 value prop statements including short, quantifiable proof points. Note: there is currently no material, including the updated Economic Development Strategy, that concisely articulates a strong value prop. This is new content that has to be generated. There may be 3-5 community-based value props, with addition of 1 or more specific to each target sector.

Main page scroll In order: branded image with new investment tagline, key information bar with downloads (e.g. Investment Guide), vision, value proposition, opportunities highlights (can use one or more bars...focus on target sectors), success stories, news, calendar of events (CVCC API), video (general investment, sector-specific – when available). Content focus in this scroll is target sectors.

- **Opportunities** – focus on specific investment opportunities in target sectors.
- **Strategic Initiatives/Sector-Specific Highlight bar** – a bar can be created for each CVCED Strategic Initiative, or a single Strategic Initiatives bar can be created in the scroll and rotate a set of strategic initiatives. E.g. e.g. Meet Our Makers (Creative Industries) - profiles of CV creative community (a segment of community that is central to innovation/knowledge-based workforce vision and all key target sectors (i.e. talent)). This content is fodder for economic development social media posts. This content and focus area can change over time as needs warrant.

Big Tile approach with summary intros and click-throughs to full stories:

e.g. Village of Canal Flats





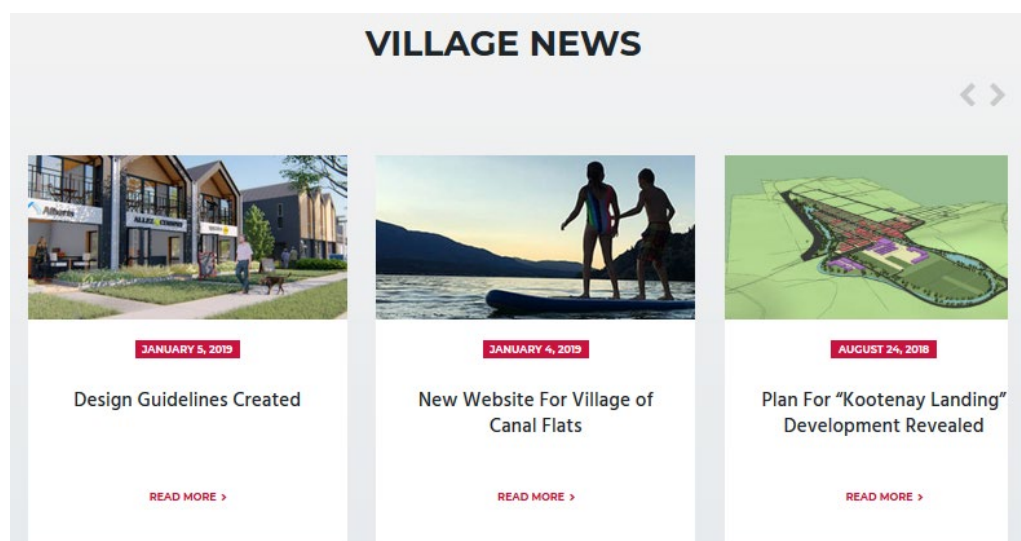
*Note: this repository can grow, and source the most recent X (3 works well in tile format) number on long page scroll.*

- **Success Stories** – profiles of CV business community success stories. People gravitate to and connect with stories to form deeper connection with value proposition. This content is fodder for economic development social media posts.

Big Tile approach with summary intros and click-throughs to full stories.

- **Video** – feature economic development video (general investment/value prop focused – 90 seconds, add sector-specific videos (30-60 seconds) when available).
- **News** - Big Tile approach with summary intros and click-throughs to full stories. News to pull (CRM) three most recent economic development news item summaries (photo and text) with "more news" link below.

e.g. Village of Canal Flats:



- **Calendar** – use the CVCC calendar api.

## RECOMMENDATION 2: RE-ORGANIZE NAVIGABLE CONTENT AROUND INVESTOR DECISION MAKING HIERARCHY

Given a website is a 24/7 tool and is a primary means by which site locators/enterprise filters communities of interest, making information dead easy to understand is paramount. For this reason, a modest re-organizing of content so as to “effect” initial relocation/investment decision making with intuitive navigation is suggested based on highly ranked site selection criteria. The bottom line is to maximize how quickly, easily, and effectively an investment/relocation focused target audience can acquire what they need from the site, and how the representation of the site can motivate a target audience to action (investment, relocation) and/or influence perception (image management).

A navigation architecture and content approach is recommended as follows (*note: dark blue is primary navigation in long form scroll, light blue is secondary navigation in top menu, and light grey is drop-down navigation in specific light blue items*):

Page Name	Description / Purpose
<b>Main Page Scroll</b>	Top bar social media icon links Second bar secondary navigation menu (see light blue boxes below with mouse-over grey sub-menu boxes). Main page scroll In order: branded image with new investment tagline, key information bar with downloads (e.g. Investment Guide), vision, value proposition, opportunities highlights (can use one or more bars...focus on target sectors), success stories, news, calendar of events (CVCC API), video (general investment, sector-specific – when available). Content focus in this scroll is content that builds from target sectors. Footer – office address, CVCED social media links, CVCC/DMO links, eNewsletter sign-up button
<b>About CVCED</b>	Focus on CVCED mandate, office location, strategic priorities, and service offering to investment community Link to Strategic Plan.
<b>Invest</b>	<u>Purpose</u> : Describe the Columbia Valley vision and value proposition for investors <u>Primary Content</u> : Indicate (quantifiable) 3-5 value propositions
Advantage BC	<u>Purpose</u> : Describe the BC value proposition for investors <u>Primary Content</u> : Indicate (quantifiable) 5-7 value propositions <u>Secondary Content</u> : News, Success Stories
Relocate/Expand Your Business	<u>Purpose</u> : Facilitate investment decision making <u>Primary Content</u> : Summary introduction to investment/relocation resources. Primary big link to downloadable, branded Investment Guide that includes: Transportation and Access (describe transportation modes, distance to key centres), Finance (links to key banking/loan companies that serve the Valley), Real Estate (company name, web address, and community locations incl. realtor.ca link), Permits & Licensing (summarize development approval process, ability to concierge approval navigation), Tax and Utilities (cost tables, links to utility companies), Labour Costs (labour cost link – provincial info, establish comparisons – e.g. Calgary), Cost of Living (focus on housing incl. trends and link to income-housing



		comparison to Calgary/Vancouver, summary of BC cost of living index compared to other geography), Major Projects, Business Resources (links to key organizations and services offered – provincial, community futures, local).
Land/Leasing		<u>Purpose:</u> Provide availability/pricing info. <u>Primary Content:</u> Describe nature of commercial/industrial developments with relevant links. Keep land purchase/leasing cost and comparative (e.g. City of Vancouver/Calgary) updated. Key link to interactive RDI ArcGIS product.
<b>Key Industries</b>		<u>Purpose:</u> Entry page for target industries <u>Primary Content:</u> Industry overview with image/title button link to each subsection – reinforce targeted economic development vision.
Forestry		<u>Purpose:</u> Describe key sector opportunities. Identify Radium, Brisco, Skookumchuck anchors. <u>Primary Content:</u> Summary description of opportunities. Work to identify an innovation stream via anchors, opportunities to link (vertical or horizontal) to existing anchors, and craft opportunities for small scale business/ <u>Sidebar:</u> Link to Sector Profile
Agrifood		<u>Purpose:</u> Describe key sector opportunities <u>Primary Content:</u> Summary description of opportunities. Include CV Grown and Made branding. <u>Sidebar:</u> Link to Sector Profile
Tech		<u>Purpose:</u> Describe key sector opportunities <u>Primary Content:</u> Summary description of opportunities <u>Sidebar:</u> Link to Sector Profile
Seeking Migrants	Amenity	<u>Purpose:</u> Communicate a Resident Attraction Strategy via marketing value proposition. Describe the entrepreneurial/creative spirit being sought “artfully” in words and image. <u>Primary Content:</u> Speak directly to each of: Digital Nomads, Remote Workers, Creators, Professional, Scientific and Technical Services, Independent Entrepreneurs/Lone Eagles, Recreational Property Owners. <u>Sidebar:</u> Link to Creative Industries, Professional, Scientific and Technical Services Profiles.
<b>Lifestyle Living</b>		<u>Purpose:</u> Describe the lifestyle value proposition <u>Primary Content:</u> Speak directly/concisely to key differentiated lifestyle elements: outdoor recreation, “connected” community (social), health and wellness (hot springs, practitioners, fitness, recreation), and cost of living (incl. a table showing comparative costs of living in Calgary region vs Columbia Valley).
<b>Strategic Initiatives</b>		<u>Purpose:</u> Describe specific CVCED/Valley strategic initiatives that support and enable sector development and investment attraction. <u>Primary Content:</u> Provide summary descriptions of a small number of initiatives (including links to any reports), which may change over time.

Technology Sector Strategy	<p><u>Purpose:</u> Summarize the Tech Sector development initiative.</p> <p><u>Primary Content:</u> A branded link to a portal focused on a cornerstone element of Tech Strategy: documenting the ecosystem – with a focus on a short question set that collects resident/recreation property owner contact information, identifies current engagement in the Tech sector in CV or elsewhere (by sub-sector), and identifies any interest in pursuing tech sector opportunities in CV.</p>
Makers	<p><u>Purpose:</u> Summarize the Markers initiative.</p> <p><u>Primary Content:</u> A summary of Makers initiatives – including makers spaces, and alignment with creative industries economic highlights in CV. Feature Makers profiles (see Village of Canal Flats website) as demonstrated success stories.</p>
Value of Tourism	<p><u>Purpose:</u> Summarize the value of tourism in Columbia Valley.</p> <p><u>Primary Content:</u> Presentation/updating of value of tourism messaging (already completed – incl. quantitative sector highlights). Highlight tourism infrastructure/product development opportunities. Highlight housing policy innovation that enables workforce.</p>
Doctor Recruitment	<p><u>Purpose:</u> Summarize the doctor recruitment initiative.</p> <p><u>Primary Content:</u> Highlight purpose of doctor recruitment and availability of healthcare services. Highlight a Calgary comparative (e.g. doctor availability per capita). Place a value proposition for doctors looking at this section (relocation opportunity).</p>
Immigration	<p><u>Purpose:</u> Summarize the PnP initiative.</p> <p><u>Primary Content:</u> Highlight immigration investor value prop and success stories.</p>
Workforce Development	<p><u>Purpose:</u> Summarize the workforce development initiative.</p> <p><u>Primary Content:</u> Highlight progress, link to reports.</p>
<b>Contact Us</b>	A large graphic button with link to “concierge” investment quarterback contact information.

### RECOMMENDATION 3: CREATE NEW COLUMBIA VALLEY INVESTMENT GUIDE

Two existing Columbia Valley Investment Guides/Community Profiles are out-dated and should be presented as a single Guide.

This is a key downloadable link of pertinent information in one place. Add branding, value proposition, sector profile highlights, and description of any specific opportunities. No advertising to shorten/focus the output. Carefully select data and represent it in a visually appealing way. Generate in MS Publisher (vs. Adobe InDesign that is more typical but not readily used by EDOs) to enable it to be readily updated by anyone. Create a short-form Guide of approx. 10-15 pages that emphasize Valley-aggregate value proposition/brand vs extensive Community Profiling. Focus on the top of the hierarchy of value proposition and sales pitch. Place in sidebar widget for all pages.

Examples:

- Village of Canal Flats - <https://www.canalflats.ca/wp-content/uploads/2022/08/Canal-Flats-Investment-Guide-Updated-Dec-2021.pdf>

- District of Squamish - <https://investsquamish.ca/assets/Why-Squamish-2023.pdf> (well-branded with up-front value proposition, graphically well laid out with good use of iconography to simplify message)

#### **RECOMMENDATION 4: CREATE INDUSTRY SECTOR PROFILES**

Use Tech sector ecosystem documentation/economic base analysis as a first templated approach for others to follow. Short-form sector profiles should be downloadable, and form content for summary information provided in each sector in the navigation.

See also Alberta Southwest as a region-based example - [www.albertasouthwest.com](http://www.albertasouthwest.com) with an aggregate web-only regional profile (*note: which could use some enhancement*) - [www.albertasouthwest.com/invest-here/regional-profile/](http://www.albertasouthwest.com/invest-here/regional-profile/), and region-based sector profiles (3) – e.g. <https://www.albertasouthwest.com/assets/Uploads/2018-Invest-in-Southwest-Alberta-Agriculture3.pdf>

#### **RECOMMENDATION 5: CREATE A QUANTITATIVE VALUE PROPOSITION**

Quantitative value proposition comparative to locations investment that moves to Columbia Valley is currently located in is critical to investment attraction efficacy. “Motherhood and apple pie” statements won’t do for corporate investment that bases location decisions on site selection factors. And while emotion sells best to amenity migrants, quantitative information must be available to support the emotion-based decision-making process.

The Columbia Valley does not currently have a value proposition of this nature, and needs to create one at the core of an investment attraction website.

## **II. BRAND**

### **Photography**

The CVCED EDO has a significant photography library (<https://www.instagram.com/livecolumbiavalley/>). A website refresh should focus on two key themes: 1) target sectors; 2) lifestyle living. The bridge – and a feature that would distinguish the CVCED website from so many dry investment attraction websites – is to focus on people in photography. Tight framing. Focused, more singular content. Animated expression/activity. Some additional target sector imagery is required, focused on people in industrial context.

Selected CVCED EDO images that fit this approach are as follows:









## Web URL

A new URL is recommended: **investcolumbiavalley**. This URL is better tuned to an investor target audience. Both the .ca and .com domains are available.

Domain Available

Call 1-866-938-1119 for buying assistance

investcolumbiavalley.ca is available

Restrictions apply. ⓘ

C\$2.99/yr C\$19.99 ⓘ

for the first year with a 2 year registration

☐ investcolumbiavalley.com Add this: C\$2.99/yr  
when you register for 2 years or more, 1st year price C\$2.99 Additional years C\$24.99

ⓘ How to choose a great domain name?

Add to Cart

Why it's great.

- ✓ "Invest" is a high value keyword that has an average sale price of C\$2,492.00.
- ✓ "Valley" and "Invest" are widely used keywords.
- ✓ Includes Basic Privacy Protection.

Note: livecolumbiavalley can be retained and point to the primary investcolumbiavalley domain.

## Website Campaign Tag

"Time to unwind" is a tagline that is better aligned with tourism and an R&R campaign targeted at the Calgary region. To better align with an investor target audience and the intent of the website, a tagline is proposed as follows:

**Work. Elevated.**

This tagline speaks to the call to action of the site itself, while also serving as a call to action for amenity migrants, and a better place to do business (assuming a quantitative value proposition is established).

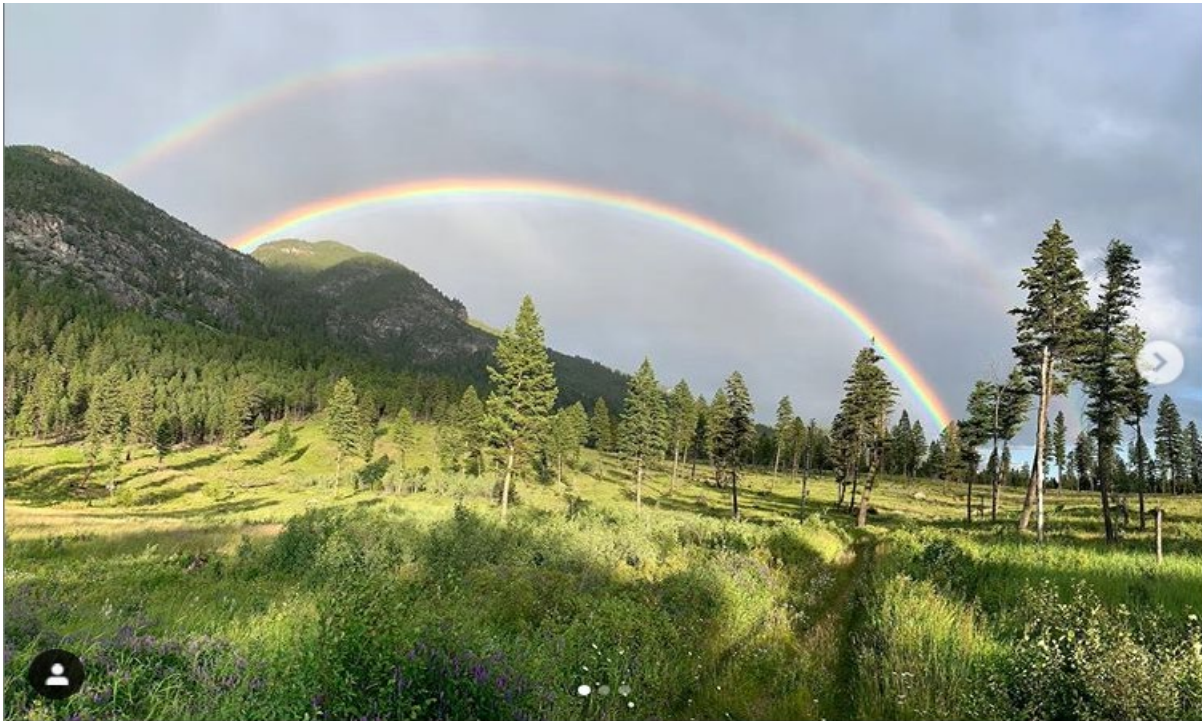
## Website Masthead Image

Masthead images can be tough. They are the most immediate sales pitch. They need to try to speak many things in a single image. A geographic image is the easiest introduction, but brand should be



careful to do more than present a mountain/water/tree image that doesn't distinguish from anywhere else in BC.

This particular image taken by the CVCED EDO is a good example of a geographic image that stands out from the crowd. It creates a secondary "gut" narrative to the viewer....the pot of gold at the end of the rainbow...which makes direct connection with an investment attraction value proposition/sales pitch:



### III. SITE PLATFORM

The CVCED website currently uses WordPress – the world's most popular web platform.

A refreshed template is recommended to be used: Avada - #1 selling WordPress template of all time (600K, 24000 reviews, \$60 US): <https://avada.theme-fusion.com/website-builder-features/>. The template employs big block, long scroll, mobile-friendly features that generates a visually attractive site that works on all screen sizes.

The Avada template offers an easy to use visual editor – Fusion Builder (<https://www.youtube.com/watch?v=569TlvRLn90>) – that makes CVCED internal updating (including visual modification) simple and time efficient.

## APPENDIX 4: INVESTMENT GUIDE STRATEGIC FRAMEWORK

There are three fundamental approaches to this type of publication: 1) a more lengthy Community Profile approach – full of facts and figures and appealing to our analytical brain; 2) a Marketing Package approach that mixes analytic and branded softer sell (feeling/intuition); and 3) an Investment and Relocation Guide that converges investment and residential relocation information and mixes analytic and branded content.

Option 2 is recommended for a SEDS Investment Guide. Option 2 permits marketing material to be “lighter,” driving people to channels like a website for details while providing highlight data/information that incorporates information efficiency and a stronger brand sell. Information developed for the Investment Guide can be used as core content in a SEDS website, including provision of more detailed information.

Other principles that influence content/approach contained in this document, and broader web content approach:

- Simplicity is power.
- Dynamic linking – one stop resource (make sure use https vs http in links to maintain SSL secure connection).
- Use singular, large imagery vs multiple vignette imagery that distracts.
- Use authentic/energetic/youthful imagery vs stiff suit and tie imagery to align with the Calmar brand.
- Less text-heavy.
- Harder-edged investment value proposition with proof points that are quantitatively proven.
- Insert – and update annually – “newsy” items that directly reflect broader strategic vision/actions.
- Less extraneous community information in favour of direct investment-attraction and retention focused material.

The use of a Guide as an investment lead tool is common. However, most can be made more effective by:

**Selling Regional Context** – the SEDS investment opportunity needs to be linked to broader context such as the greater Shuswap region and its economic activity. Tourism attractions have regional context. On a regional basis, where population size can be aggregated (which is good for investment) and economic context can be conveyed more broadly, there’s a stronger and more persuasive story to tell. Reality is that investors (and tourists) care less about political boundaries than individual communities do. What they do care about is value proposition. And value proposition for communities and regions with smaller populations tend to be common not different.

**Differentiated Value Proposition** - the Guide needs to leave the impression of one voice, one story, and one set of compelling key messages that convey reasons to invest, visit, and relocate.

**Conveying Brand** – the word “home” is powerful and community identity is important to residents. The marketplace – particularly independent entrepreneurs and the creative economy (and tourists) – also make locational decisions based on what makes a community different, not same.

**Articulating Primary Independent Resident Relocation/Entrepreneur Value Proposition with a Secondary Corporate Value Proposition**



**Telling A Story** – front and back covers are critical real estate, and should be treated like branded advertisements.

**Being Simple** – the “art” of Guide building is to convey complex information in a readily understandable format. Effective techniques include use of a two-page community fact sheet, and use of infographics where possible.

**Having Clarity** – from target sectors to specific investment opportunities, it’s better to convey specificity vs generality.

**Communicating Vision** – investors (de-risking) and residents (pride, source of investment) want to understand what direction their community is headed in. Perspective on the future and positioning of a dynamic community via words – supported by action - helps investors de-risk their decision, and serves as a pride builder and motivator for residents. Residents are an often over-looked but important investment target; economic development research indicates 80% of investment is local.

**Daring To Be Different** – we are inundated with the noise of sales messages – 5000 per day according to research, contributing to a researched human attention span that has declined to 8 seconds. With an objective of generating a return on investment for marketing expenditure the challenge is to break through the noise barrier. To do this requires a creative step beyond norm, convention, or what other communities are doing. In a community context the paradox is that the more aggressive the creativity, the less consensus there is. The only way to leap the hurdle is to understand the paradox, and push through it.

**Appealing To Both The Emotional and Analytic Brain** – neuroscience research indicates the majority of our decision making is emotional, and we use fact to support our emotion-based decision making. It’s important to include both the emotional story and the analytical facts and figures in a balanced approach. Corporate investment site selection processes are highly analytical, though they do include a qualitative quality of life consideration. On the other hand, locational decision making for a growing portion of the labour force – creators, entrepreneurs, and knowledge workers – is primarily emotion-based. These folks want to love where they live on a lifestyle-living basis and evaluate communities using completely different criteria (see Richard Florida – [www.creativeclass.com](http://www.creativeclass.com)). This segment of investment interest can be supported by inclusion of information about lifestyle amenities (e.g. recreation), home-based business policy, entrepreneurial supports, business resources, and key enablers (e.g. broadband, access to international airport) in addition to storytelling elements like vision and well-chosen emotive imagery. Analytics are site selector criteria-based <https://www.areadevelopment.com/Corporate-Consultants-Survey-Results/Q1-2020/34th-annual-corporate-survey-16th-annual-consultants-survey.shtml>.

## **| PUBLICATION FRAMEWORK**

### **Branded Cover**

- Title: Rural Shuswap Investment Guide
- Include summary value prop statements

### **Welcome to Rural Shuswap**

Welcome message with value proposition (e.g. economic features, business costs, cost of living (housing affordability))

Include map – distance to Kamloops, Salmon Arm, Kelowna, Vancouver, Calgary, airports, etc.

### **Why Rural Shuswap?**

- More detail on each of the key value proposition statements on the cover

**Our Investment-Friendly Vision**

- Economic Development Vision

**Investment Opportunities****Development Incentives****Just The Facts**

- Rural Shuswap Fact Sheet (two pages)

**Quality of Life Amenities****Workforce Profile**

- Charts for each of workforce by industry and industry by occupation, compared to Alberta.

**Business Resources**

- Real Estate, Finance, Government, and Other resources

**Branded Ad – Back Page**

## **APPENDIX 5: INVESTMENT OPPORTUNITY SHEET**

E.g. City of Maple Ridge Hotel Investment Opportunity Sheet (Rynic-generated)

# Hotel

Maple Ridge, British Columbia

## OPPORTUNITY CONTACT:

Kathryn Baird  
City of Maple Ridge  
Economic Development  
t: 604.839.0107  
e: [invest@mapleridge.ca](mailto:invest@mapleridge.ca)

City Hall:  
11995 Haney Place



## MAPLE RIDGE

British Columbia

## INVESTMENT OPPORTUNITY HOTEL ACCOMMODATION

The City is seeking investment in fixed-roof accommodation. Market demand factors support industry-standard return on investment. Fixed-roof accommodation is the #1 strategic priority identified in the City's Economic Development Strategy, and Tourism Strategy. The City is currently under-served by accommodation units relative to adjacent communities.

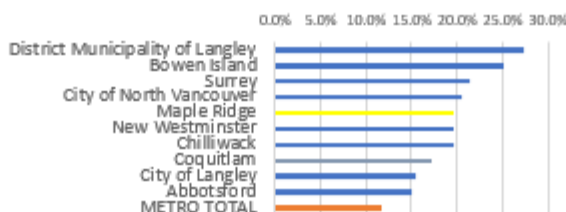
The market supports the following market segmentation:

- 1) **Business Hotel** – a 2021 CBRE Hotel Study supports a market-rate ROI for a 90 room select service hotel: <https://www.mapleridge.ca/DocumentCenter/View/27181/Accommodation-Market-Update-FINAL-Report-2021>. Anticipated Fall, 2022: HVS evaluation of Maple Ridge market for hotel development, including occupancy and average room rate performance, size/quality/type, and potential chain/branding options. Contact the City of Maple Ridge for more information.
- 2) **Experiential Accommodation** ("urban oasis / wellness & spa") – supported by core Adventure Hub tourism product development emphasis, immediate access to north Fraser mountain wilderness and growing market demand for health and wellness experiences.
  - e.g. Loon Lake Lodge, Maple Ridge (<http://loonlake.ubc.ca>), Cedarbrook Lodge, Seattle (<https://www.cedarbrooklodge.com/>).
- 3) **Boutique - Alternative Format Accommodation** – e.g. Pangea Pod Hotel, Whistler targeted at young adults and families (<https://www.pangeapod.com/>).
- 4) **Boutique - Downtown/Heritage District Hotel** – e.g. The Harbour House, PEI – (<https://www.hhhouse.net/>).

## DEMAND FACTORS

### Population

Fastest Growing Metro Vancouver Communities  
% Population Growth (2011-2021)



5<sup>th</sup> fastest growing population of 23 urban communities in Metro Vancouver between 2011 and 2021 by % at 19.6% and 9<sup>th</sup> fastest growing by total population at 15,000.

### Market Supply

While the North Fraser is under-served by accommodation, Maple Ridge has the lowest number of hotel rooms per capita of immediately adjacent communities. Maple Ridge currently has 5 Airbnb operations that can host 40 guests.

#### Per Capita Hotel Rooms

- Maple Ridge 1.6/1000
- Mission 1.9/1000
- Pitt Meadows, 4.4/1000
- City of Langley 7.5/1000
- Langley District 5.2/1000

## DEMAND FACTORS

### Recreation

**Parks** - 823,000 day use visitors – Golden Ears Provincial Park - 3<sup>rd</sup> highest day use visitation of 307 BC provincial parks. Src: [https://bcparks.ca/research/statistic\\_report/statistic-report-2017-2018.pdf?v=1858175890559](https://bcparks.ca/research/statistic_report/statistic-report-2017-2018.pdf?v=1858175890559), 2017-2018 latest statistics.

**Festivals and Events** - significant Festivals and Events hosting capacity and facilities, including 2024 BC Summer Games, sports tournaments, cultural events, and family events rentals (e.g. weddings, reunions) - <https://www.mapleridge.ca/1463/Festivals-Events>, <https://www.mapleridge.ca/1432/Book-a-Facility>

### Economic

<https://www.mapleridge.ca/1463/Festivals-Events>

### Education

**Ctrl+Click to follow link** Polytechnic University (KPU, [www.kpu.ca](http://www.kpu.ca)) are collaborating on business modelling for establishment of a KPU campus in the City of Maple Ridge. Needs assessment presently being completed: <https://news.gov.bc.ca/releases/2022AEST0038-000974>



#### Maple Ridge Annual Festivals and Events

- 88 community events
- 183,000 participants
- 7% increase in events since 2018

**Manufacturing Cluster** - Maple Ridge has a proportionately larger manufacturing sector by employment than Metro Vancouver. The sector is led by wood product, pharmaceuticals, and electronics but is diverse - including metal fabrication, boat-building, food products, and furniture. Manufacturing is a dynamic core of the Maple Ridge economy: **#1** export sector - \$1B/yr., 3x next largest sector, 1/3 total exports; **#1** job growth of Top 10 industries last 10 yrs; **#1** total sector sales by 250% over the next highest sector, **27%** higher average wages than average across all sectors, **11** manufacturing sectors (of 305 total sectors, 207 with indicated multipliers shown) in Top 50 Total Job Creation Multipliers. Src: EMSI Analyst, 2021. The City can be central to achievement of Metro Vancouver's investment attraction manufacturing opportunities that lie in identified target sectors: apparel, green economy, life sciences, digital media, ICT, trade and logistics, ag-tech. Cluster development requires land, private sector collaboration on common issues and opportunities, and technology adoption (advanced manufacturing) that generates globally competitive operational efficiencies.

**Industrial Land Supply** - City of Maple Ridge Economic Development Strategy identifies 1000-acre additional industrial land target, which would establish Maple Ridge as a premier employment node (with associated corporate meeting/event activity that generates accommodation demand). Subject of ongoing City initiative.

**Commitment to Tourism** - the City of Maple Ridge generated a new product development-focused Tourism Strategy in 2022.



## → VISION

## Our Bold Future In the Making

The City of Maple Ridge is an entrepreneurial and manufacturing leader within Metro Vancouver. Nature and outdoor recreation are deeply valued. We will deepen connection to land and people in a re-energized mixed-use downtown, green spaces and recreation amenity development, farm-to-table living, and novel housing and commercial space solutions that are attainable for more people. We embrace the spirit of creators, innovators and solution seekers in our steps forward.



## MAPLE RIDGE OVERVIEW

### Location:

Metro Vancouver - Hwy 7 (Lougheed Hwy) north shore of Fraser River with Golden Ears Way bridge access to Langley / Metro Vancouver.

### Population (2021):

Maple Ridge: 90,990, 2016-2021 growth rate 10.6%.

Vancouver CMA: 2,642,825, 2016-2021 growth rate 7.3%.

### Airports:

Vancouver International 53 km (1 hr); Abbotsford International 44 km (45 min).

### Current Fixed Roof

**Accommodation:** Best Western Maple Ridge, 56 rooms.

### Quantitative

#### Investment Value

**Proposition:** 1. High Growth Manufacturing Cluster. 2. Low Vancouver Metro Business Costs. 3. Lower House Pricing - Vancouver Metro.

### Lifestyle Factors:

Community Survey Top 5: Natural environment, Mountain views, Outdoor recreation opportunities, Pathways and trails, Relative location.

## SITE LOCATION

Hotels are permitted in almost all City of Maple Ridge commercial zones including

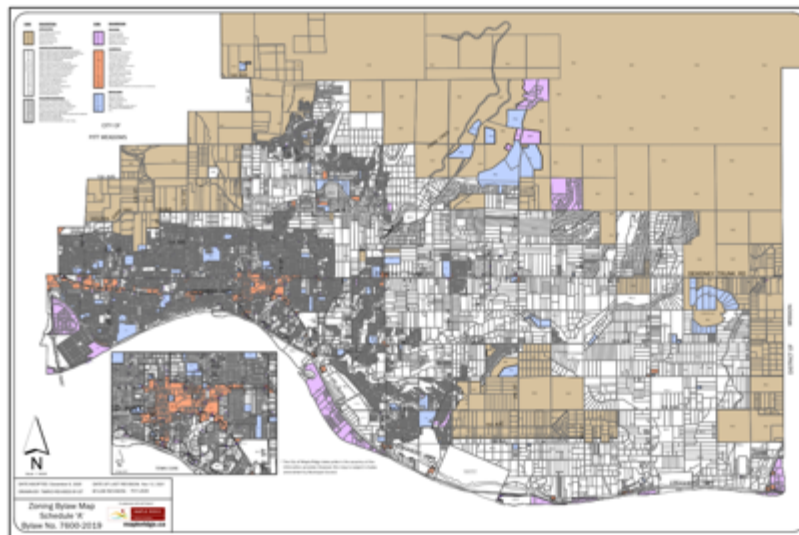
- C-S Town Centre Commercial (largest category of commercial properties).
- CRM Commercial/Apartment Port Haney.
- CS-1 Service Commercial (tend to be located along Lougheed Hwy and Dewdney Trunk Road).
- CS-S Recreational Commercial (rural properties located outside of Urban Containment Boundary).
- H-1 Heritage Commercial (tend to be located in rural areas outside of the Urban Containment Boundary).

*There are several vacant and under-utilized properties in C3 and C5-1 zones.*

There are a number of un-advertised properties amenable to hotel development. Please contact the City of Maple Ridge to explore opportunities confidentially.

See the City of Maple Ridge Zoning Map to explore site location opportunities:

<https://www.mapleridge.ca/DocumentCenter/View/22484/Zoning-Schedule-A>



## TRANSPORTATION CORRIDORS

Golden Ears Bridge – 67,000 vehicle movements per day across the Fraser River. Following toll removal in 2017, peak traffic volumes have increased by 20-35%.

Highway 7 (Lougheed Highway) transportation corridor through central Maple Ridge AADT approximately 71500 vehicles/day.