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Connecting Summerland to the World: Economic Development Action Plan

September 2010



In association with:



Prepared for:



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1. INTRODUCTION

This document, called ***Connecting Summerland to the World: Economic Development Action Plan***, has been prepared to guide economic development initiatives in the District of Summerland.

The range of strategies and actions in the Plan are intended to expand local employment opportunities, help Summerland companies grow into new markets, deepen the pool of skilled workers, strengthen the local business climate, and much more. All of this is done within the framework of sustainability as no single aspect of economic development is pursued without regard for other aspects of community, the environment and social institutions.

The report was prepared by Jamie Vann Struth of Vann Struth Consulting Group Inc., in collaboration with Janey Cruise of MarketPulse Strategic Direction Inc. The consultants worked under the direction of the District of Summerland's Director of Economic Development.

CONNECTING SUMMERLAND TO THE WORLD

The title of this report – ***Connecting Summerland to the World*** – was chosen to reflect the increasing globalization of the world economy and the need for Summerland to more fully engage with the rest of the world to maximize economic opportunities.

In the context of this report globalization refers to the increasing ease with which individuals and companies can engage in economic relationships across vast distances, irrespective of international borders. Communications and transportation technology enable these trading relationships to occur with ever-lower costs, while public policy continues to lower barriers to trade.

These trends create great opportunity for Summerland businesses and residents who now have larger markets in which to sell their goods and services. As markets are opened all companies must focus on the factors that give them a competitive edge, which in most cases in British Columbia means either access to resources, value-added production) or intellectual capital. Whereas British Columbia communities and workers could previously rely on the extraction of resources to provide a prosperous future and world-leading standard of living, competitive forces and the long-term downward trend in most commodity prices over time means that human brainpower, ingenuity and entrepreneurship are increasingly the keys to improving prosperity.

The approach in this plan is to recognize that these global trends exist, and to recommend initiatives that help Summerland residents and businesses to best compete in this environment. This requires the creation and strengthening of partnerships both within and outside the community and the Okanagan region, with the provincial and federal governments, and private sector entities around the world. In addition to promoting Summerland as a location for businesses and for new residents, it is important to focus on improving workforce skills, enhancing the entrepreneurial capacity of the community's youth, and overall creating an environment that fosters creativity, innovation, and wealth creation.

PROCESS

The strategy process included the following elements:

- Two consultation sessions in November 2009 with members of the business community, together with District Councillors and staff. These were focused primarily on the “marketing readiness” of the community.
- Background statistical analysis of the community and regional economy.
- Creation of Economic Development Summerland fan and group pages on Facebook to disseminate information on the strategy process and to encourage a discussion and sharing of ideas on economic development topics.
- Online survey to collect feedback on top priorities and issues.
- Follow up marketing readiness workshops with a local business group and a group of community youth.
- Council and District staff workshop.

All told, the plan received input from approximately 225 individuals.

ACTION PLAN OVERVIEW

The rest of this document contains the following parts:

- Section 2 is called **Attracting People and Investment**. It includes strategies for developing the Summerland Economic Development brand and for attracting entrepreneurs and investment to Summerland.
- Section 3 is focused on **Retaining and Expanding Businesses**. It includes a variety of strategies intended to make local industries more competitive and innovative, and to enhance the overall conditions for business activity in Summerland.
- Section 4 sets out a prioritized **Implementation Plan** that pulls together the essential short-term and longer-term actions for each of the strategies in the report.
- The report concludes with a series of Appendices that provide additional information in support of the strategies.

2. ATTRACTING PEOPLE AND INVESTMENT

There are several key economic and social trends that combine with Summerland's characteristics to make "people attraction" a priority economic development strategy.

The first trend is an increasing number of people, often called *amenity migrants*, who choose where to live based on quality of life. Once they've settled on a place, they will make the best of the job and business opportunities that are available. Many retirees, who no longer need to worry about the local job market, fit into this category in the Okanagan.

The second key trend is the growth of what economic developers call *lone wolves*. These are the growing number of people, many of whom are highly educated, who work independently as self-employed consultants or tele-commuters. They are highly mobile and will seek out the best places to live, so long as they have a good internet connection and access to an airport.

The Okanagan is extremely well-positioned to attract both amenity migrants and lone wolves due to the exceptional natural beauty, recreational opportunities, pleasant climate (particularly compared to the rest of Canada) and welcoming, tolerant and low-crime society (compared to many other parts of the world).

From Summerland's point of view, it has a clear demographic need to attract younger, preferably skilled, residents. BC Stats estimates for the Summerland Local Health Area (which includes some of the rural area surrounding Summerland) show that in 2009 only 33% of Summerland's population was in the prime working-age years of 25-54, compared to 44% of BC's residents in this age group. The difference is even more pronounced for the youngest part of this range. Adults in the 25-34 age range are transitioning away from post-secondary education and starting to establish careers, start families, and think about where they want to settle for the next phase of their lives. Only 7% of Summerland's population is in this age range, just over half the 13% of BC residents of this age.

These are some of the things that these lifestyle-focused groups look for include:

- Quality schools
- Safety from crime
- Affordable and attractive range of housing options
- Arts, culture and recreational opportunities
- Excellent telecommunication and transportation connections

The 2006 Census showed that Summerland already attracts more new residents than the typical BC community (and far more than the typical Canadian community)¹. Undoubtedly many of these new residents are "lifestyle-focused", so the economic development challenge is simply to build on this existing flow of people by targeting younger, entrepreneurial adults. These types of new residents could work in any industry, start a wide range of new businesses, or purchase existing businesses from retiring small business owners. The key is making the

¹ See migration statistics on page 23 in Appendix A.

community’s advantages known to migrants who are looking for what Summerland has to offer, and after they arrive, fostering a welcoming and supportive attitude to new businesses and new ideas.

The following two strategies in this section of the report address the attraction of people and investment. Strategy 1 builds on the marketing readiness workshops (November 2009) undertaken in parallel with the development of this Economic Development Action Plan. Strategy 2 is a specific marketing campaign that is under development, also as a consequence of the marketing readiness work.

Strategy 1. Develop the brand of Summerland Economic Development.

The District of Summerland’s Economic Development Department is focusing on rejuvenation, both from a physical infrastructure and a brand image point of view, to enhance the attraction of business and a younger demographic to the area.

In order to support the goal of *Connecting Summerland to the World*, Summerland Economic Development requires a differentiation from other district departments so it appears to the outside world that achieving this goal is a genuine priority. Business investors like to feel they are “special” and in this highly mobile world where they can virtually move anywhere, making them feel they are being “handled” by a distinct department (or in some communities a separate corporation) will go a long way to achieving a differentiated business brand identity for Summerland. As such, *Business Summerland* is recommended as a more simplified, approachable name for the economic development department.

Short-Term Actions (2010-2011)	Longer-Term Actions (2011 & beyond)
<ul style="list-style-type: none"> Establish an Economic Development Advisory Committee to be comprised of business and community representatives and selected by Council. 	<ul style="list-style-type: none"> Review the relationship between the District of Summerland, the Summerland Chamber of Economic Development & Tourism and other possible partners in the delivery of economic development services to re-establish respective roles, responsibilities and funding
Lead Responsibility <ul style="list-style-type: none"> Economic Development 	Lead Responsibility <ul style="list-style-type: none"> Economic Development
Partnerships <ul style="list-style-type: none"> District Administration and City Council 	Partnerships <ul style="list-style-type: none"> Chamber

PLACE MARKETING

What we are trying to achieve is a distinct “place” in the mind of the investor or person/family that is considering a move. Through effective marketing techniques, our aim is to keep the following words foremost with all marketing programs going forward:

...There are certain places on earth with almost a mythic capacity to draw us in, to inspire in us, and evoke a quality of spirit and creativity that is somehow deeply a part of us. The sights, the sounds, the icons, the design, the traditions, the displays, spoken and unspoken, say - *This is a place like no other*. This *place* lends itself more easily to inspiration and learning than others - a *place* that creates within it that perfect, delicate mix of natural and created elements that people find so appealing. It is a *place* of supernatural beauty created by its natural setting and a strong creative human focus. This *place* has a rich cultural history - this *place* is called Summerland.

SUMMERLAND MARKETING READINESS ASSESSMENT – NOVEMBER 2009

To gather input from key stakeholders and to set a strategic direction for the Economic Development Action Plan, two marketing readiness “brainstorming and visioning” sessions were held in Summerland on November 24, 2009 at Sumac Ridge.² Some of the recommended actions generated during the workshops have already been fully or partly implemented (including the marketing campaign in Strategy 2). The status of each key action is summarized below.

Recommended Action	Status
<ul style="list-style-type: none"> ▪ Facilitate 2 additional marketing readiness workshops for “others” and one for “youth.” 	<ul style="list-style-type: none"> ▪ Completed
<ul style="list-style-type: none"> ▪ Announce and name a new umbrella marketing organization across economic development and tourism - a group within the District. 	<ul style="list-style-type: none"> ▪ In Progress
<ul style="list-style-type: none"> ▪ Clearly define the role differentiation between the Chamber and the Economic Development office once the new marketing organization is announced. 	<ul style="list-style-type: none"> ▪ In Progress
<ul style="list-style-type: none"> ▪ Write the entrepreneurial story for Summerland. 	<ul style="list-style-type: none"> ▪ Completed
<ul style="list-style-type: none"> ▪ Announce 3 key economic development initiatives (including tourism and downtown revitalization). 	<ul style="list-style-type: none"> ▪ In Progress
<ul style="list-style-type: none"> ▪ Develop visual identity and logo guidelines for all sectors to ensure consistency. 	<ul style="list-style-type: none"> ▪ Pending
<ul style="list-style-type: none"> ▪ Define key investment attraction messages. 	<ul style="list-style-type: none"> ▪ Completed
<ul style="list-style-type: none"> ▪ Develop an advertising campaign to attract a younger demographic that is vibrant, dynamic, invigorating and daring. 	<ul style="list-style-type: none"> ▪ Completed
Lead Responsibility	
<ul style="list-style-type: none"> ▪ Economic Development 	
Partnerships	
<ul style="list-style-type: none"> ▪ Chamber ▪ Community at large 	

² The workshops are summarized in the Market Readiness Report, prepared by MarketPulse Strategic Direction Inc. and available from the District office.

Strategy 2. Execute entrepreneurial marketing campaign – “Brilliant Choice”.

The campaign theme “*Brilliant Choice*” is recommended to support attracting both *amenity migrants* and *lone wolves*, as well as their families. Summerland is positioned as a *brilliant choice* for relocation!

To support the marketing campaign, the following “story” was prepared to verify Summerland’s history of attracting and fostering entrepreneurs.

THE STORY OF SUMMERLAND’S ENTREPRENEURS – THEN AND NOW

Bold souls and forward thinkers have always been attracted to this place. Its history, a paradoxical tapestry embracing opposites; dynamic railroad tycoons and innovative fruit growers, avaricious gold miners and gentle naturalists. All woven together into a community that celebrates the world’s favorite season.

As far back as 1812, Summerland was popular with entrepreneurs. The traders of the Hudson’s Bay Fur Brigade would pause here on their southern trek, bewitched by the area’s natural alchemy of sparkling water, brilliant sun and fertile land.

The first to stay were pioneering orchardists, planting their dream of a fruitful future. One we’re still harvesting successfully today.

“Heaven on earth, with summer weather forever,” the first settlers were promised. Meteorological improbabilities aside, Summerland has delivered. Its unique microclimate has enriched winemakers, inspired artists and attracted original thinkers from all over the world.

Today it is home to an exclusive and intriguing mix of individuals. Who participate in one of the oldest community theatre groups in the province. Who support BC’s oldest continuously running trout hatchery. Who cheer on the gnarliest long boarders in North America’s longest running free riding competition. And welcome countless visitors to the historic Kettle Valley Railway and the brilliant wineries along Bottleneck Drive.

It’s a place where Okanagan architecture co-exists with geodesic domes. Where freethinking inventors and hardworking ancestors of industrial barons sit in the sand and chat while their children swim and splash in the 100 kilometre long Okanagan Lake. It’s what happens here.

A place where two British ex-pats are quietly driving the creation of their electric car. And a sound engineer is making plenty of noise internationally with his special microphones. Where delicious new varieties of fruit are being researched constantly and a fresh, idyllic lifestyle is being delivered daily. Where opposites interact and become friends. Where the outlook is always sunny.

Summerland. It’s not just a place. It’s a state of mind.

ADVERTISEMENTS

Following are examples of two ads to begin the Brilliant Choice campaign rollout:

- Brilliant Idea - to attract entrepreneurs
- Brilliant Potential - to attract families

Both the copy and design of the ads were inspired by the top five key words identified in the series of marketing readiness workshops. Vibrant, dynamic, invigorating, daring and experiential Summerland is clearly represented.



Brilliant idea.

Summerland has always attracted enterprising, creative individuals. Farmers, artists, craftsmen and inventors have been making their home here since well before the turn of the century. Perhaps it's the fresh, unspoiled charm of living in a small Lake-side town, surrounded by orchards and vineyards that inspires them? They've created multiple varieties of fruits and started BC's first estate winery (now there are 27). Today they're patenting one-man vertical take-off and landing aircraft, perfecting electric car designs and retrofitting microphones for rockstars. All in a little paradise called Summerland.

This is a unique place - close to the amenities of larger urban centers, but without all the hassles. The perfect environment to grow your business and bring up a family. So make an inspired choice.

www.summerland.ca

SUMMERLAND business

A brilliant choice for business and family.



Brilliant potential.

Summerland boasts all the natural ingredients you need to grow fresh, strong minds. Blue skies, bright sunshine. Green vineyards and lush orchards. And of course, beautiful unspoiled Lake Okanagan right at your doorstep. It's the perfect environment to grow your business and bring up a family. A small town lifestyle very close to big city amenities.

This family-oriented town is filled with entrepreneurs creating a brighter future for their families. They're doing everything from designing electric cars and personal flying machines to making handcrafted jams and preserves. While the 27 estate wineries in the immediate area continue winning international awards.

Fresh ideas. Unfettered creativity. Summerland is an amazingly fertile place. So get inspired. And choose a brilliant future for your children and your business.

www.summerland.ca

SUMMERLAND business

A brilliant choice for family and business.

These ads are designed to support Summerland's participation with the Okanagan regional economic development group at selected immigration attraction events in the United Kingdom and perhaps continental Europe. Ad placement could be in the specific trade show magazine, delegate bags or in various "Emigrate" publications and websites. As well, general business attraction publications within BC and across Canada could be considered for ad placements to capture the intra-provincial entrepreneurial migrant.

A Summerland Brilliant Idea trade show booth, free standing banners, tradeshow handouts and PowerPoint templates are a natural expansion of the campaign – all reflecting the new "Business Summerland" identity.

With the reworking of the copy and basic design elements, the ads can be adapted to a targeted sector, or to an interactive posting on the district website or social networking sites.

Short-Term Actions (2010-2011)	Longer-Term Actions (2011 & beyond)
<ul style="list-style-type: none"> ▪ Participate with other Okanagan communities at selected immigration attraction events in the United Kingdom. ▪ Place ads in trade show magazines for the targeted events, as well as delegate bags, “Emigrate” publications and websites, and other targeted advertising opportunities that may emerge. ▪ Produce associated promotional materials including trade show booth, free standing banners, tradeshow handouts, PowerPoint templates, etc. ▪ Produce material that can be utilized in social media outlets and the economic development web site 	<ul style="list-style-type: none"> ▪ Adjust or extend the campaign depending on the response and the ongoing identification of new target groups.
Lead Responsibility	Lead Responsibility
<ul style="list-style-type: none"> ▪ Economic Development 	<ul style="list-style-type: none"> ▪ Economic Development
Partnerships	Partnerships
<ul style="list-style-type: none"> ▪ Central Okanagan Regional District and Vernon immigrant attraction programs ▪ WelcomeBC and other Provincial immigration initiatives 	<ul style="list-style-type: none"> ▪ Chamber ▪ Okanagan and other BC communities engaged in immigrant attraction programs ▪ WelcomeBC and other Provincial immigration initiatives

3. RETAINING AND EXPANDING BUSINESSES

Strategy 3. Initiate a business retention and expansion (BRE) program.

In most communities, the majority of job growth is created by the expansion of established companies. It is therefore important to ensure that issues affecting Summerland’s businesses are identified and addressed on an ongoing basis.

A business retention and expansion (BRE) program is designed to fit this purpose. The typical BRE program is based on a regular schedule of in-depth interviews with business owners and operators, with the purpose of continually monitoring business conditions, providing assistance to companies looking to expand and advance notice of companies in distress and allowing for meaningful reporting of local economic conditions on a regular basis. Aggregating company responses across a variety of industries and company sizes provides insight into common competitive issues and important trends in the local economy, and generally allows the local economic development office to better assist the retention and growth of established companies. It also enhances the business climate within the community increasing the responsiveness of local government to economic development issues.

Many BC communities have adopted BRE programs in recent years, but the most challenging aspect of the program is the considerable time commitment. BRE programs include a regular schedule of in-depth interviews with local companies with additional time required for designing the program, arranging interviews, conducting “pre-research” on the target companies, recording the results, organizing follow-up programs and activities, and reporting. Some of the larger municipalities in the province have sufficient internal resources to manage the program independently while others engage community organizations in a partnership to operate the program. The latter approach is recommended for Summerland given the relatively limited District resources.

The economic development offices in the South Okanagan are in the initial stages of a regional BRE program in which Summerland will be participating. There is also a potential for an Okanagan wide BRE, the Central Okanagan has an established a program for companies in priority sectors and could be expanded from Penticton to Vernon.

In addition to program design, the implementation and follow-up on the information generated by the BRE program must also be considered. The City of Nanaimo’s BusinessBEST program is an example of how a community took its BRE program a step further. They created a “response team” of City staff and business leaders who are responsible for acting upon issues raised through the BRE interview process. The team members have expertise in specific business topics such as finance, real estate, human resources, and technology and are asked to volunteer their time to help address issues as they are raised. Such a program in Summerland would also provide a way for the community to tap into the knowledge and expertise of retired executives and business owners who may no longer work, but still want to be involved in the community and make a contribution to economic development. The terms of reference for Nanaimo’s BusinessBEST Response Team are provided for information as Appendix D.

Short-Term Actions (2010-2011)	Longer-Term Actions (2011 & beyond)
<ul style="list-style-type: none"> ▪ Determine the structure and process to establish a joint BRE program. <ul style="list-style-type: none"> ○ Organize meeting of the economic development offices and chambers and community futures. ○ Support funding with partnership to the Rural Economic Diversification Initiative-BC ○ Draft regional BRE program and apply to Western Diversification for 50% funding ▪ Meet with other economic development offices to determine feasibility of implementing an Okanagan-wide BRE program. 	<ul style="list-style-type: none"> ▪ Establish BRE program according to parameters determined in partner discussions and consultations (see Short-Term Actions). <ul style="list-style-type: none"> ○ Meet with OVEDS to coordinate standardization of BRE data collection
Lead Responsibility	Lead Responsibility
<ul style="list-style-type: none"> ▪ Economic Development 	<ul style="list-style-type: none"> ▪ Economic Development
Partnerships	Partnerships
<ul style="list-style-type: none"> ▪ Chamber ▪ OVEDS ▪ Community Futures ▪ Western Diversification Canada 	<ul style="list-style-type: none"> ▪ Chamber ▪ OVEDS ▪ Community Futures

Strategy 4. Develop community competitiveness program.

A community competitiveness program is a suite of tools and resources to help Summerland businesses, entrepreneurs and workers achieve greater success. It builds on the same logic as the business retention and expansion (BRE) program – namely that the majority of employment and income growth in a community is created by people and businesses who are already here. Evidence from the U.S. suggests that the companies with the greatest growth potential (often referred to as “gazelles”) are established companies with employees, a track record of sales, and a demonstrated market niche that allows them to sell into non-local markets. Helping these companies expand in their existing markets and grow into new markets may require assistance in one or more of the areas listed below.

The following types of tools and resources could be included in the program:

- **Entrepreneurial counseling.** Organizations are already in place that provide counseling for aspiring entrepreneurs. Direct one-on-one business assistance is typically beyond the scope of most local economic development offices, simply due to the time involved. The role of the economic development office is therefore to help link entrepreneurs to services that can help them.
- **Business training and assistance.** Local businesses striving to become more competitive may require assistance in a variety of areas, including marketing, market research, adopting new technology, succession planning, identifying and acquiring capital, and managing of diverse workforce of different generations (Generation X, Generation Y) and cultures.
- **Export assistance.** The long-term opening of international markets and the spread of growth into emerging markets creates new opportunities for Canadian companies. The United States remains by far the strongest and easiest export for most Canadian companies to access and there is the potential for a much stronger trading relationship with our other NAFTA partner, Mexico. Summerland businesses with the capability to supply goods and services to customers outside the community may need assistance and could attain a greater awareness of exporting regulations, finding customers and selling abroad, financing business or export activities, and protecting their businesses in foreign markets.
- **Business training and assistance.** Local businesses striving to become more competitive may require assistance in a variety of areas, including marketing, market research, adopting new technology, succession planning, identifying and acquiring capital, and managing of diverse workforce of different generations (Generation X, Generation Y) and cultures.
- **Labour development.** Summerland has a well-educated population (see Appendix A for comparative statistics on educational attainment), but maximizing future economic development opportunities requires a continual focus on education and skills training. A comprehensive approach to labour force development is required that aligns the suppliers of education and training in the region with the future needs of the business community. Like many initiatives in this Action Plan, it may be optimal for a labour force development strategy to be a collaborative exercise involving other communities in the region. This approach recognizes that many key economic issues that shared between Summerland and other

Okanagan communities and developing collaborative solutions is both more cost-effective and ultimately more successful.

For most of these topics, the key role of the local economic development office and partner organizations is to facilitate linkages between companies and individuals and the information and resources that they need. It may be possible in many cases to also collaborate regionally so that specific training courses or workshops are made available to companies throughout the Okanagan.

The community competitiveness program should evolve over time in response to the community's needs. It is a natural extension of the BRE program, which reveals common issues that are affecting local businesses, solutions to which then become part of the community competitiveness program.

Short-Term Actions (2010-2011)	Longer-Term Actions (2011 & beyond)
<ul style="list-style-type: none"> ▪ Host workshops on exporting; export regulations, finding customers and selling abroad, financing export activities, and protecting your businesses. ▪ Collaborate with local and regional partners to compile a guide to available resources for businesses and entrepreneurs, including local/regional resources and provincial/federal resources that can be accessed online. ▪ Coordinate meetings with industry leaders and Okanagan College to continue to push forward the Summerland Center of Excellence in hospitality and culinary arts, which will allow skills development in Summerland and therefore attract people and business. ▪ Organize succession planning workshop. ▪ Organize workshop on managing a diverse workforce. 	<ul style="list-style-type: none"> ▪ Incorporate resource information into all future economic development information sources, including website, printed/online community profiles, etc. ▪ Collaborate with local and regional partners to enhance the range and quality of resources available to assist entrepreneurs, including sources of capital. ▪ Design Summerland “Dragons Den” program to support young entrepreneurs. ▪ Establish relationships with provincial and federal investment offices and consulates to keep them regularly informed of Summerland investment and trade opportunities. ▪ Investigate the feasibility of a mentoring program linking businesses with qualified local business owners and retirees who possess management and operations experience from their working careers. ▪ Create a comprehensive labour force development strategy (ideally at a regional level) to meet current and future labour force needs and addressing issues such as lifelong learning, retraining, formal education, accreditation, immigration, apprentice programs and career counseling
Lead Responsibility	Lead Responsibility
<ul style="list-style-type: none"> ▪ Economic Development 	<ul style="list-style-type: none"> ▪ Economic Development
Partnerships	Partnerships
<ul style="list-style-type: none"> ▪ Chamber ▪ OVEDS ▪ UBC-Okanagan and Okanagan College 	<ul style="list-style-type: none"> ▪ Chamber ▪ OVEDS ▪ UBC-Okanagan and Okanagan College

- Industry Canada
 - Foreign Affairs Canada
- Canadian consulates and BC Trade offices
 - Various business assistance organizations and government agencies
 - Trade Commissioners

Strategy 5. Support arts and culture development to enhance quality of life.

Given that one of the recommended economic development strategies in this plan is the attraction of new residents (focusing on entrepreneurs and young families), the quality of life in Summerland is a vital part of the community’s business climate. Arts and culture activities, events, and products help to define what makes a community unique and contribute greatly to a community’s attractiveness as a place to live. Summerland Singers and Players and artists such as writer/playwright George Ryga and painter Irvine Adams are examples of Summerland’s rich artistic heritage.

Arts and culture is also an employment sector and creator of economic activity in its own right. Public support for arts and culture, whether through the provision of public facilities, direct financial support for events or organizations, or some other method have the potential to stimulate additional arts and culture employment and value creation. The question of whether or not to lend public support in each case should therefore be evaluated in part for its direct economic impacts (including tourism) as well as the indirect benefits to quality of life.

Short-Term Actions (2010-2011)	Longer-Term Actions (2011 & beyond)
<ul style="list-style-type: none"> ▪ Work with the Community Cultural Development Committee on arts and culture projects that will continue to enhance the artistic and cultural mosaic of Summerland. ▪ Secure adequate land and/or building space for performing and visual arts facilities. 	<ul style="list-style-type: none"> ▪ Determine feasibility of a Public Art Fund
<p>Lead Responsibility</p>	<p>Lead Responsibility</p>
<ul style="list-style-type: none"> ▪ Economic Development ▪ Administration 	<ul style="list-style-type: none"> ▪ Development Services
<p>Partnerships</p>	<p>Partnerships</p>
<ul style="list-style-type: none"> ▪ Economic Development ▪ Chamber & Business Community ▪ Cultural Development Committee 	<ul style="list-style-type: none"> ▪ Community Cultural Development Committee ▪ Economic Development ▪ Chamber

Strategy 6. Improve the natural and built environment and support quality infrastructure.

Another important element in the attractiveness of a community is its physical environment, both natural and built. Physical beauty, clean water and air, outdoor recreational opportunities, urban spaces, architectural excellence and public amenities are all important influences on quality of life.

Throughout the consultation process, stakeholders expressed strong opinions as to the need for the District to commit to developing high quality public spaces, innovative neighbourhood design and excellent architecture. They also expressed a desire to increase, upgrade and build arts and culture spaces as a way to make Summerland more attractive and appealing to residents as well as visitors.

Quality water, sewer and telecommunications infrastructure needs to be in place to accommodate business and residential development. Telecommunications infrastructure is not the responsibility of the District but it can play a key role in working with utility companies and owners of fibre optic cable, including the School District, to leverage existing assets and encourage the development of new services. (Local transportation infrastructure is also vitally important but is addressed through Strategy 9).

Rising interest and concern for environmental issues in recent decades has led to strong public support for various sustainability initiatives. These are also a signal to current and potential new residents that a community is concerned for the long-term health and welfare of both the environment and the human population.

<p>Short-Term Actions (2010-2011)</p> <ul style="list-style-type: none"> ▪ Create a façade enhancement program. ▪ Explore with the School District and telecommunications utilities the best way to capitalize on the existing fibre optic capacity in the community. ▪ Review Downtown Design Plan and related sign and design guidelines in the downtown area to address visual quality concerns. ▪ Continue to approve higher density housing developments, particularly in the downtown. ▪ Ensure the District pursues sustainable land development and livable communities through all land use decisions and the updated Zoning Bylaw. 	<p>Longer-Term Actions (2011 & beyond)</p> <ul style="list-style-type: none"> ▪ Make a strong commitment to the quality of the community’s architecture and environmental stewardship ▪ Host workshop to promote new Community Design Guidelines. ▪ Investigate the feasibility of a community wireless network.
<p>Lead Responsibility</p> <ul style="list-style-type: none"> ▪ Development Services 	<p>Lead Responsibility</p> <ul style="list-style-type: none"> ▪ Economic Development ▪ Development Services
<p>Partnerships</p> <ul style="list-style-type: none"> ▪ Economic Development ▪ Chamber 	<p>Partnerships</p> <ul style="list-style-type: none"> ▪ Engineering & Public Works ▪ Economic Development ▪ School District

Strategy 7. Ensure efficient and competitive local taxation and regulatory environment.

Taxes and regulations affect the cost of doing business, both directly and indirectly. Taxes are a direct cost, while regulations require administrative time and may affect the ease with which a business can respond to changing conditions (how quickly a new development can proceed, for example).

While the majority of the taxes and regulations facing a business are determined by senior levels of government, those taxes and regulations that are under local government control are often viewed by the business community as an indication of business-friendliness. Communities that wish to be regarded as “open for business” should reflect this principle in their tax and regulatory policies.

The ratio of business (Class 6) tax rates to residential rates in Summerland is currently higher than the larger Okanagan communities of Kelowna, Vernon, Penticton and West Kelowna (see page 29 in Appendix A). Like nearly every municipality in BC, the difference between residential and business tax rates has increased substantially over the 20 years. Maintaining this ratio at a comparable (or better) level compared to other communities would not only enhance business competitiveness but also signal Summerland’s willingness to embrace an “open for business” attitude.

District regulations and bylaws and their associated fees and charges should be regularly reviewed to ensure they continue to fulfill their intended purpose while not imposing unnecessary costs or delays. This is best accomplished with input from the parties being regulated, such as the comprehensive “Red Tape Commission” in the City of Winnipeg in 2004-2005. This process was a highly public exercise that was chaired by a member of City Council and invited submissions from the public, the business community, and all other community stakeholders to identify inefficient, unnecessary, wasteful, excessively costly, or needlessly time-consuming regulations and City processes. A 30-point plan was then created to guide improvements in City processes, with firm deadlines for completion.

The point of such an exercise is not to compromise necessary regulation, but to ensure that regulation is efficient and the District is providing the highest possible quality of service. This type of endeavour also attracts significant publicity and would cause outsiders to associate Summerland with business-friendliness, efficiency and responsiveness. The adoption of BizPaL is a positive step in this direction and further efforts to increase the access and transparency of regulatory processes should be encouraged.

Short-Term Actions (2010-2011)	Longer-Term Actions (2011 & beyond)
<ul style="list-style-type: none"> ▪ Host workshops with businesses and District departments to determine efficient way to streamline information services, such as permitting, licensing and approvals, and streamline application processes. ▪ Re-affirm commitment to efficient and timely service standards in all aspects of the District's operations. ▪ Ensure that business tax rates and the ratio of business to residential tax rates are competitive with other Okanagan and BC communities. ▪ Structure District GIS system for public use. ▪ Promote the awareness and use of the online BizPaL program. 	<ul style="list-style-type: none"> ▪ Undertake comprehensive review of District regulations. ▪ Undertake review of Development Cost Charges (DCCs) through extensive public process.
Lead Responsibility	Lead Responsibility
<ul style="list-style-type: none"> ▪ All District departments 	<ul style="list-style-type: none"> ▪ All District departments
Partnerships	Partnerships
<ul style="list-style-type: none"> ▪ Business and community stakeholders 	<ul style="list-style-type: none"> ▪ Chamber ▪ Community at large, including all groups and individuals affected by District regulation (not just business-related regulation)

Strategy 8. Ensure supply of employment land, including District land development opportunities.

The availability of land for new businesses and business expansions is important in attracting and retaining investment to Summerland. Having an adequate supply of employment lands also signals to investors that the community is ready for investment by having key infrastructure in place for business.

The need for more employment land was cited by several participants in the business community workshops and it was identified as an important issue throughout the Okanagan industrial land inventory 2008.³ The Okanagan-wide study suggested that the current supply of industrial land is insufficient to accommodate the projected growth in goods-producing industries in the region and without more land being made available, future growth in these industries would be threatened.

Ensuring that sufficient employment land is available is an important challenge for the economic future of both Summerland and the Okanagan region. Any prevailing uncertainty over the future use of Agricultural Land Reserve (ALR) land within and surrounding the community should be addressed both to assist the viability of agriculture and to focus development interest on lands that will be available. Another important route to effectively expanding the supply of available land is to use existing land more efficiently – this can be done by increasing development densities and by being flexible in the allowable land uses, thereby giving each possible use a wider range of possible locations within the community.

The District of Summerland has significant land holdings that can support future economic development opportunities through strategic development. These lands can be viewed as part of the long-term solution to future land constraints.

Short-Term Actions (2010-2011)	Longer-Term Actions (2011 & beyond)
<ul style="list-style-type: none"> ▪ Identify lands within the community that can support business growth. Ensure that planned update of Summerland Zoning Bylaw (scheduled to occur in 2010) maximizes flexibility of land uses. ▪ Investigate possibility of creating new industrial zones focused on employment lands. ▪ Make recommendations to update the industrial section of the OCP to reflect the importance of employment lands and business growth. 	<ul style="list-style-type: none"> ▪ Continue to work with the agriculture and food sector to expand agri-industrial uses on the Agricultural Land Reserve. ▪ Identify District land development opportunity and market District lands. ▪ Make recommendations on the medium and long term development opportunities for District lands.
Lead Responsibility	Lead Responsibility
<ul style="list-style-type: none"> ▪ Development Services 	<ul style="list-style-type: none"> ▪ Economic Development ▪ Development Services
Partnerships	Partnerships
<ul style="list-style-type: none"> ▪ Economic Development ▪ Chamber & Business Community 	<ul style="list-style-type: none"> ▪ Chamber

³ Millier, Dickinson, Blais Inc. (September 2008), *Okanagan Valley Industrial Land Strategy*, prepared for Okanagan Valley Economic Development Society (OVEDS).

Strategy 9. Improve transportation connections

The timely and cost-effective movement of goods and people is a key ingredient for economic prosperity. This includes local roads within Summerland that can accommodate personal vehicles, goods-transporting trucks, bicycles and pedestrians, as well as external highway linkages and rail and air transportation. The desire for improved public transit service has also been identified for Summerland, partly for the elderly population but also for students, for youth working outside the community and for other residents who lack alternative means of transportation.

It is also important for Summerland to collaborate with regional partners, the provincial government and the private sector to maintain and improve the community’s transportation linkages within the Okanagan and with the wider world. This includes highway, rail and air travel. Air travel is particularly important for high-value industries and knowledge workers so continued service enhancements at both the Kelowna and Penticton airports should be enthusiastically supported by Summerland.

Short-Term Actions (2010-2011)	Longer-Term Actions (2011 & beyond)
<ul style="list-style-type: none"> ▪ Assist in establishing a regional committee to support and promote an eastern air travel route from the Penticton regional airport. ▪ Promote business development on airport lands. ▪ Form local stakeholder group to lobby for public transit in Summerland. 	<ul style="list-style-type: none"> ▪ Increase the capacity, frequency and distribution of public transit in Summerland to encourage and support increased ridership in the region, including increased routes into new residential and employment/industrial areas, educational institutions and airports. ▪ Support enhancement of international transportation linkages through the Corridor 97 initiative. ▪ Assist in designing marketing material to promote the use of public transit.
Lead Responsibility	Lead Responsibility
<ul style="list-style-type: none"> ▪ Economic Development ▪ Administration ▪ Chamber of Commerce 	<ul style="list-style-type: none"> ▪ Administration ▪ Development Services ▪ Economic Development
Partnerships	Partnerships
<ul style="list-style-type: none"> ▪ BC Transit ▪ Penticton Airport ▪ Penticton Economic Development ▪ Penticton Indian Band ▪ OVEDS 	<ul style="list-style-type: none"> ▪ BC Transit

Strategy 10. Support the growth of the tourism sector.

Tourism has long been a key component of the Okanagan’s economy due to climate, the lakes, and the proximity to wilderness. This has translated into more than one million visitors each year. The region is striving towards a year round tourism industry comprised of ski resorts, wine festivals, diverse restaurants, growing heritage and cultural attractions, sporting teams and events, specialty retail, and access to outdoor activities such as golf, water sports, mountain biking and hiking.

Ideally many of the businesses that benefit from other initiatives in this Action Plan will be tourism-oriented businesses, but apart from that there are additional local initiatives that can benefit the tourism industry. Various ideas were raised in the consultation for this project (some of which are listed under “Longer-Term Actions” in the table below).

Short-Term Actions (2010-2011)	Longer-Term Actions (2011 & beyond)
<ul style="list-style-type: none"> ▪ Host meeting with Chamber and industry sectors to support the continued growth and diversification of Summerland’s tourism products that build the community’s reputation as a centre for wine and the culinary arts, outdoor leisure activities ▪ Support Visitor Information Centres as strategic gateways to Summerland. ▪ Increase and improve tourism signage throughout the community to help visitors identify and locate local tourist attractions. <ul style="list-style-type: none"> ○ Tourism directional signage ○ Community Amenity signage 	<ul style="list-style-type: none"> ▪ Through the Economic Development Advisory Committee (recommended in Strategy 1). Conduct feasibility for: <ul style="list-style-type: none"> ▪ 300 + Convention facilities ▪ Expansion of the Kettle Valley Steam Railway ▪ First Nations cultural attractions ▪ A public dock for touring boats to more easily visit Summerland
<p>Lead Responsibility</p> <ul style="list-style-type: none"> ▪ Economic Development ▪ Chamber 	<p>Lead Responsibility</p> <ul style="list-style-type: none"> ▪ Economic Development
<p>Partnerships</p> <ul style="list-style-type: none"> ▪ Engineering & Public Works ▪ Thompson Okanagan Tourism Association 	<p>Partnerships</p> <ul style="list-style-type: none"> ▪ Chamber ▪ Penticton Indian Band ▪ Private sector tourism operators

Strategy 11. Create economic development communications tools to engage the local community and inform interested outsiders about activities and opportunities in Summerland.

Throughout the consultation process there was a strong belief that Summerland needs to improve its image and reputation from the local to the international level.

This can be partly achieved through effectively communicating the creation of this Economic Development Action Plan, which will assist in raising the visibility and credibility of the community, ensure an ongoing public debate as to the issues affecting the community, and help to increase the community's influence with key decision makers and opinion leaders both inside and outside the community. Many economic development initiatives require long-term focus and perseverance and therefore must be well understood and supported by the community. Regular communication and reporting of activities and results is integral to sustaining this support.

A communications plan would establish a regular pattern of sharing information through various possible channels, including an economic development website or blog, a newsletter, or social media (Facebook, Twitter, etc.). The plan should also include regular updates to community profile information, including current facts on the local economy, labour force, population and demographics, as well as specific business development opportunities that arise over time.

Short-Term Actions (2010-2011)	Longer-Term Actions (2011 & beyond)
<ul style="list-style-type: none"> ▪ Prepare communication plan to promote economic development, improve customer service and dialogue <ul style="list-style-type: none"> ○ Weekly drop-ins on business ○ Meet with Chamber monthly ○ Make a written presentation to council quarterly ○ Report to management team ▪ Update economic profile data on Economic Development page on District website. 	<ul style="list-style-type: none"> ▪ Determine, as part of Branding/Marketing Strategies, the best location, structure and management for a comprehensive economic development website and related marketing and communications activities.
Lead Responsibility	Lead Responsibility
<ul style="list-style-type: none"> ▪ Economic Development 	<ul style="list-style-type: none"> ▪ Economic Development
Partnerships	Partnerships
<ul style="list-style-type: none"> ▪ Chamber ▪ OVEDS 	<ul style="list-style-type: none"> ▪ Chamber

4. IMPLEMENTATION PLAN

The implementation plan focuses on the “short-term” actions to be completed in 2010-11. A similar plan should be prepared in future years to encompass longer-term actions, as well as priorities that will emerge over time.

In the table below, an “X” refers to a specific event or action in the indicated month, while shaded months without an “X” represent ongoing initiatives. The timeline starts in June 2010 and indicates some actions that have been completed while this Action Plan was being finalized. The designation “TBA” (To Be Announced) is used for actions where timing is uncertain.

Strategy/Action	Jun '10	Jul '10	Aug '10	Sep '10	Oct '10	Nov '10	Dec '10	Jan '11	Feb '11	Mar '11	Apr '11	May '11
Strategy 1. Develop the brand of Summerland Economic Development.												
➤ Establish Economic Development Advisory Committee						X	X					
Strategy 2. Execute entrepreneurial marketing campaign – “Brilliant Choice”.												
➤ Participate at selected immigration events in U.K. [TBA]												
➤ Place ads in trade show magazines and other targeted advertising opportunities [TBA]												
➤ Produce associated promotional materials								X	X	X	X	
➤ Produce material for social media and web					X	X	X					
Strategy 3. Initiate business retention and expansion (BRE) program.												
➤ Organize meeting of econ dev offices, chambers, Community Futures [Already completed – April 2010]												
➤ Support funding partnership to Rural Economic Diversification Initiative-BC	X											
➤ Draft regional BRE funding & apply to WED for 50% funding			X									
➤ Meet with econ dev offices on feasibility of regional BRE				X								
Strategy 4. Develop community competitiveness program.												
➤ Host workshops on exporting-related topics									X			
➤ Collaborate with partners to produce resource guide for business [TBA]												
➤ Coordinate meetings to push forward Centre of Excellence in hospital & culinary arts												
➤ Organize succession planning workshop										X		
➤ Organize workshop on managing diverse workforce											X	
Strategy 5. Support arts and culture development.												
➤ Work with Community Cultural Development Committee on arts and culture projects												
➤ Secure adequate land/building space for arts facilities												
Strategy 6. Improve natural & built environment and support quality infrastructure.												
➤ Create façade Improvement program				X	X	X	X	X	X			
➤ Explore with School District & telecom utilities capitalizing on existing fibre optic capacity												

Strategy/Action	Jun '10	Jul '10	Aug '10	Sep '10	Oct '10	Nov '10	Dec '10	Jan '11	Feb '11	Mar '11	Apr '11	May '11
➤ Review Downtown Design Plan & related sign/design guidelines			X	X	X							
➤ Continue approving higher density housing developments.												
➤ Ensure District pursues sustainable land development, including through updated Zoning Bylaw			X	X	X	X						
Strategy 7. Ensure efficient & competitive local taxation and regulatory environment.												
➤ Host workshops to find ways to streamline information service and application processes					X	X	X	X				
➤ Re-affirm commitment to efficient and timely service standards in all District operations					X	X	X	X				
➤ Ensure business tax rates and ratios to residential rates are competitive within Okanagan & BC						X	X	X				
➤ Structure District GIS system for public use [TBA]												
➤ Promote awareness and use of BizPaL program												
Strategy 8. Ensure sufficient supply of employment land.												
➤ Identify lands that can support business growth and ensure updated Zoning Bylaw maximizes land use flexibility.			X									
➤ Investigate creating new industrial zones focused on employment lands								X				
➤ Make recommendations to update OCP on importance of employment lands & business growth									X			
Strategy 9. Improve transportation connection.												
➤ Help establish regional committee to support eastern route from Penticton Airport						X						
➤ Promote business development on airport lands.												
➤ Form local stakeholder group to lobby for public transit in Summerland [TBA]												
Strategy 10. Support growth of tourism sector.												
➤ Host meeting with Chamber and industry to support continued growth of tourism products [TBA]												
➤ Support Visitor Information Centres as gateways to Summerland												
➤ Increase and improve tourism directional signage			X	X	X					X	X	X
➤ Increase and improve Community Amenity signage [TBA]												
Strategy 11. Create economic development communications tools.												
➤ Prepare communication plan to promote economic development & improve customer service, dialogue					X							
➤ Update economic development profile data on District website				X	X	X	X					

APPENDIX A: STATISTICAL ANALYSIS OF SUMMERLAND ECONOMY

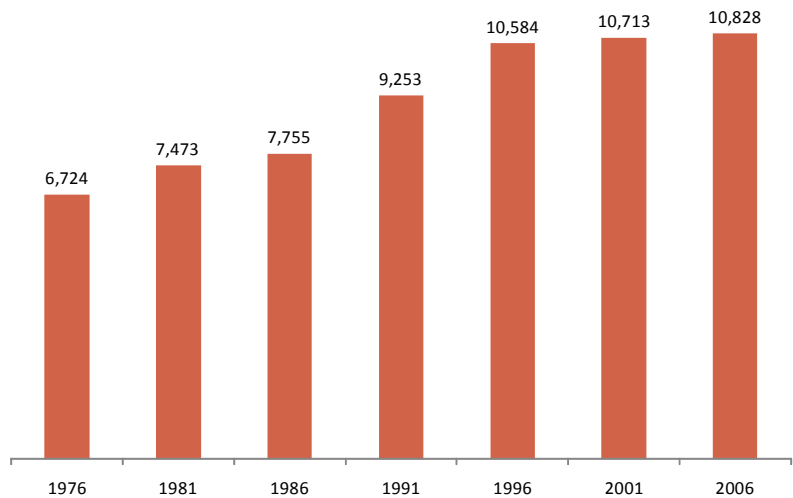
This section summarizes the background statistical analysis on the Summerland economy. Much of the research was completed in preparation for the first round of community workshops in November 2009, while some of the data was updated for subsequent blog posts and for a workshop with City Council.

POPULATION GROWTH

Population growth is a valuable indicator because it goes hand in hand with economic development. People are attracted to communities that offer employment and business opportunities, while growing populations also create more local demand for goods and services and enlarge the local labour pool.

According to the Census, Summerland's population grew fairly steadily from 1976 to 1996, adding an average of 193 people per year. From 1996 to 2006 growth slowed dramatically, averaging only 24 people per year.

Summerland Census Population, 1976-2006



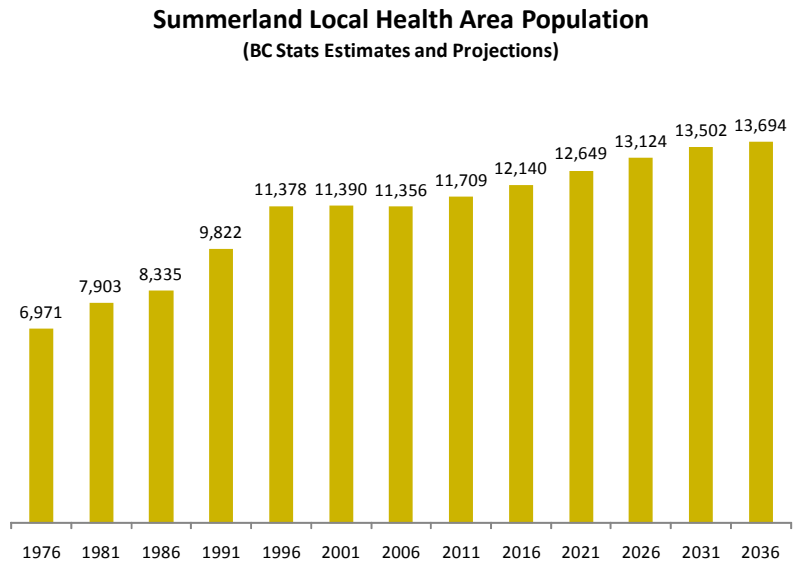
BC Stats produces annual population estimates which take account of the fact that the Census misses up to 5% of the population. The latest estimate for Summerland (for 2009) was a total population of 11,243. Estimated growth averaged 1.0% per year from 2006 to 2009, trailing the provincial average of 1.6% growth per year.

POPULATION PROJECTIONS

Looking at future growth, BC Stats produces population projections for Local Health Areas (but not for individual municipalities). Luckily the Summerland Local Health Area is only slightly larger than the municipality (it includes a few hundred people living in Faulder and Greata and other rural areas just outside the municipal boundaries).

Based largely on the community's current demographics and historic patterns of growth, the Summerland Local Health Area is projected to grow

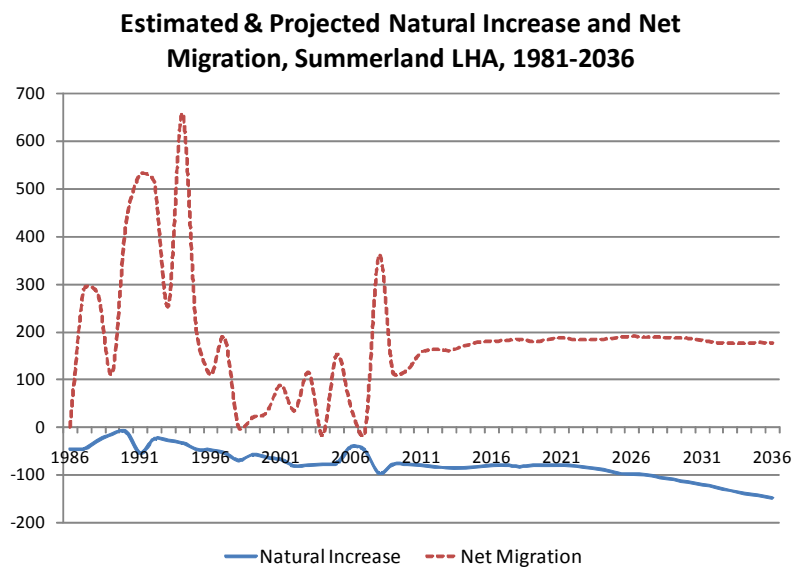
from an estimated 11,356 people in 2006 to 13,694 in 2036, which works out to 78 new residents per year. Summerland grew at a slower rate than BC from 1996 to 2006 and is projected to continue to grow more slowly through 2036, averaging 0.6% per year over the 30-year period.



IMPORTANCE OF MIGRATION

Throughout most of the developed world, birth rates are now significantly below the replacement level of 2.1 children per woman. Populations will eventually decline as not enough babies are born to replace their parents.

This effect takes hold only after an extended period with lower birth rates – in BC, the “natural increase” in the population is not projected to turn negative until about 2028. After that point, the only way the province’s population will grow is through positive net migration, meaning that more people move to BC than move away.



Summerland’s situation is different because its population is already considerably older than the provincial average. Whereas BC’s natural increase is expected to turn negative in 2028, Summerland’s natural increase is

already negative, and has been for more than 20 years (the latest data from BC Stats only goes back as far as 1986, at which point the community’s natural increase was already negative).

Every year for the last several decades, and every year for the foreseeable future, Summerland’s population grows only by having more people move into the community than move out. In fact, Summerland’s population only stays the same if more people move into the community than move out. Without those new residents, the population would shrink. BC Stats is projecting that nearly net migration to the Summerland Local Health Area (LHA) will be nearly 200 people per year on a consistent basis through 2036. This balances the natural decline in the population, which will hit a natural decline of 100 people per year around 2026 and continue to fall.

MIGRATION PATTERNS

As noted above, Summerland maintains and grows its population only by attracting more new residents to the community. Luckily, the community has been successful in this regard in the past.

As of the 2006 Census, 25% of Summerland’s residents had moved to the municipality in the previous five years. This is higher than the 23% rate for all of BC.

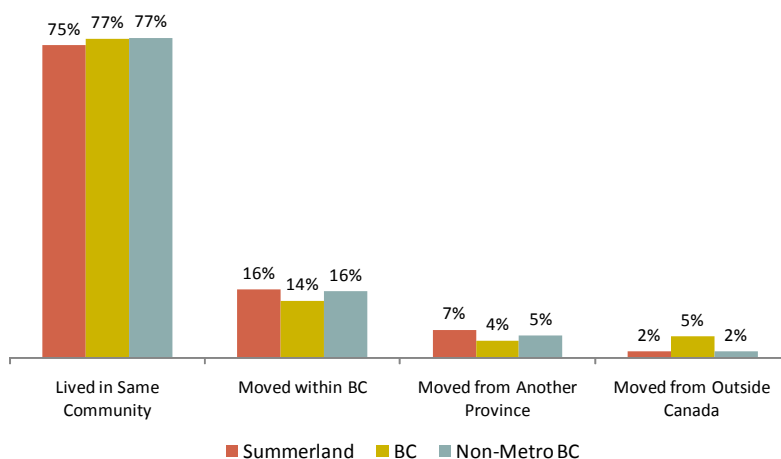
Where are they coming from? The largest share (16% of all residents) moved from elsewhere in BC, while 7% moved to Summerland from another province. The remaining 2% moved to Summerland from outside Canada.

The higher share of residents from elsewhere in BC is likely a reflection of people retiring from Metro Vancouver and elsewhere in BC to the south Okanagan. An even higher percentage of Okanagan-Similkameen Regional District residents (19%) had moved from elsewhere in BC in the previous five years.

Compared to the rest of the province, Summerland also attracts a larger share of new residents from other provinces. Only 3% of all Canadians changed provinces compared to 7% of Summerland residents.

Summerland attracts fewer new residents from the rest of the world (due to the fact that most international immigrants settle in the Metro Vancouver area).

Population (Age 5+) by Mobility Status in Previous Five Years, 2006

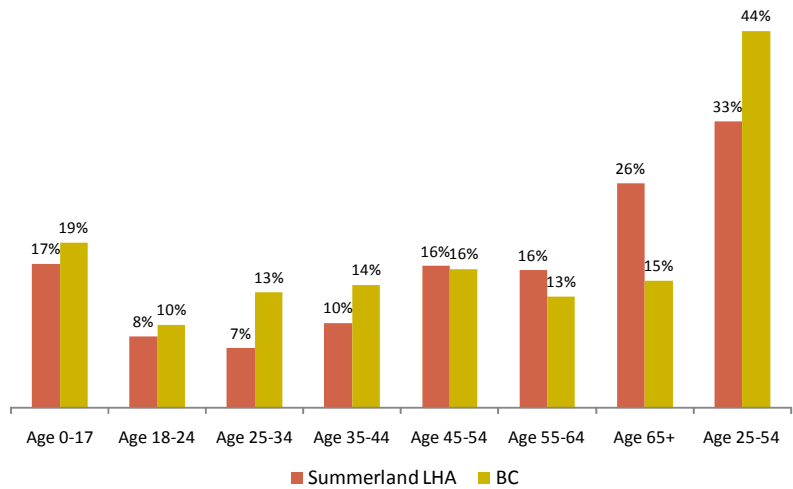


CURRENT POPULATION DEMOGRAPHICS

According to BC Stats population estimates for the Summerland Local Health Area (LHA) in 2009, the community had a higher percentage of residents in all age groups from age 45 and older. The younger age groups were all relatively less common in Summerland.

From an economic development perspective, the percentage of the population in the prime working-age years of 25 to 54 is important. Whereas 44% of BC's population is in this core working-age range, only 33% of Summerland's population is that age.

Population Estimates by Age Group, 2009

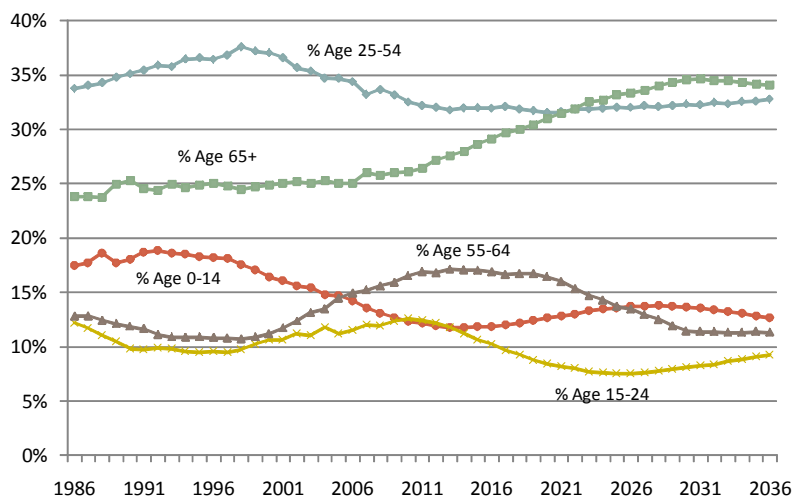


The labour force participation rate is the percentage of the population age 15+ that is in the labour force, meaning either employed or actively seeking work. Summerland's participation rate was 56% as of the 2006 Census compared to BC's 66%. This is entirely a consequence of Summerland having substantially more residents over age 55 that are much less likely to be in the labour force.

FUTURE POPULATION DEMOGRAPHICS

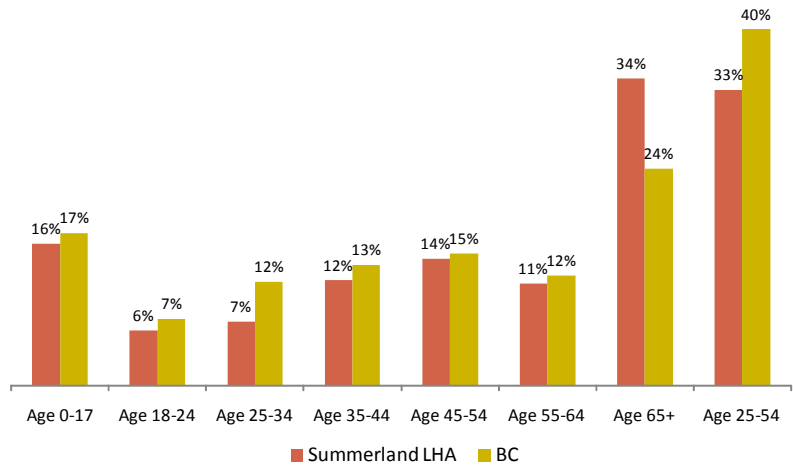
The BC Stats population projects show how the community's demographics are expected to evolve over the next several decades (at least based on current trends – there is no guarantee the future will unfold in this way, particularly if the community takes steps to change these patterns). The projections suggest that by 2036 Summerland will have more senior citizens than residents in the prime working-age range of 25-54.

Summerland LHA Population by Age Group (BC Stats Estimates and Projections)



By 2036, more than one-third of the Summerland LHA population is projected to be a senior citizen, still substantially higher than the 24% provincial share. For every age group younger than 65, Summerland is projected to have relatively fewer residents.

Population Projections by Age Group, 2036
(BC Stats Projections)



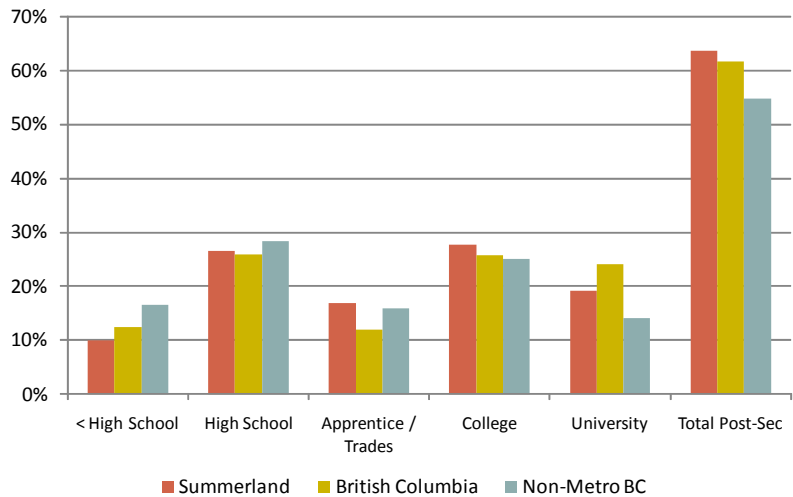
Other than the 25-34 age group, however, Summerland’s age profile will be similar to the BC profile with only slightly fewer residents at each age group. The key 25-54 age group of prime working-age residents will remain constant at 33% in Summerland, but will fall from 44% to 40% provincially.

In terms of absolute numbers, the projected population increase is just over 2,000 people in the Summerland LHA from 2010 to 2036, about 700 of whom will be in the prime working-age years. Even though Summerland’s share of prime working-age residents is smaller than the provincial average, it is positive that this share will remain constant and not fall (as it is projected to do in many parts of the province that currently have a younger age profile).

EDUCATIONAL ATTAINMENT

The education profile of Summerland’s adult population (age 25-64) is a key strength for the community. Compared to the BC average, Summerland has more residents with apprenticeship and trades training or a college diploma. There are somewhat fewer university graduates, but the total number of residents with post-secondary credentials is higher than the BC average.

Age 25-64 Population by Educational Attainment
(2006 Statistics Canada Census)



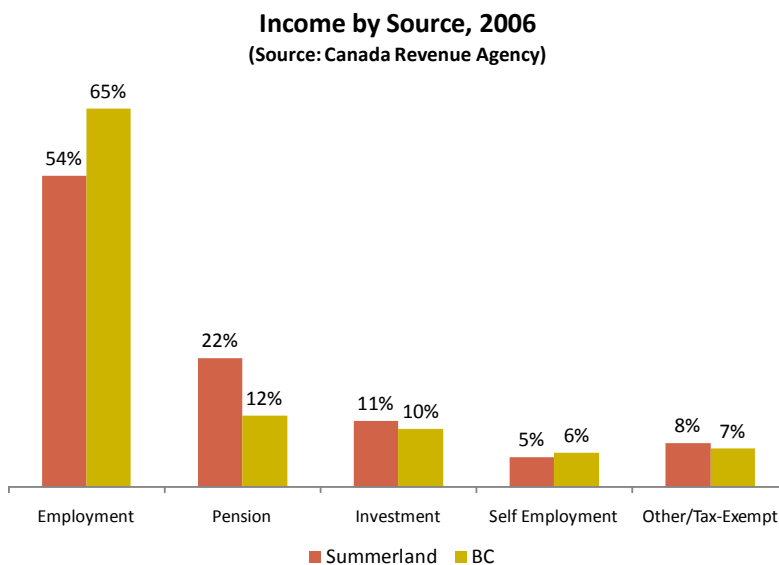
This high rate of educational attainment is quite rare for a non-

metropolitan community and is clearly influenced in part by the highly-trained scientists at PARC. Compared to the rest of “Non-Metro BC”, which includes the Vancouver and Victoria metropolitan areas, Summerland has more residents at all levels of post-secondary qualification.

SOURCES OF INCOME

The sources of personal income, as measured through income tax returns, are another reflection of Summerland’s demographic profile. Whereas 65% of personal income in BC is from employment, only 54% of the income of Summerland residents comes from income.

With more retired residents, Summerland has much more personal income from pensions (22%, compared to 12% provincially) and slightly more from investments (11%, compared to 10% provincially). The share of income from self-employment is also slightly lower in Summerland (5%, compared to 6% provincially).



PROPERTY TAX BURDEN

The municipal portion of the business property tax rate in Summerland was 3.35 times higher than the residential rate in 2009. This is a higher ratio than Penticton, Kelowna and Vernon and is a significant increase from the 1.82 ratio just 10 years earlier.

This does not necessarily mean that Summerland businesses pay more taxes than business in other communities, just that they pay relatively more than residential properties. The higher ratio in Summerland is due at least in part to the fact that only 6% of the total assessed value of Summerland properties is in non-residential categories. This



compares to 14% in both Kelowna and Vernon and 15% in Penticton, suggesting the importance of Summerland’s economic development efforts in expanding the non-residential tax base.

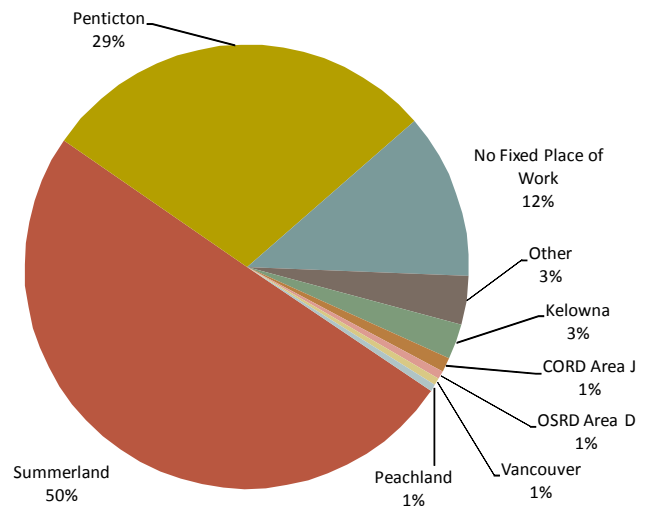
COMMUTING PATTERNS

It is important to remember that Summerland’s economy is part of the larger Okanagan economy and there are many economic linkages between residents and businesses in different communities. Commuting by people who live in one community but work in another is perhaps the best illustration of these linkages.

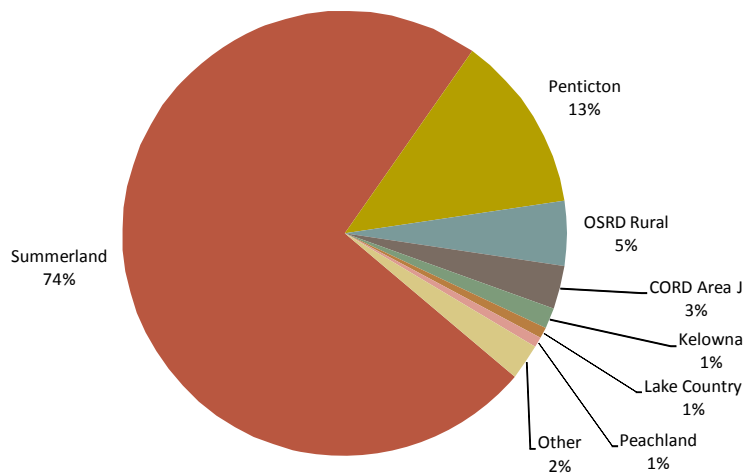
Of the 4,845 Summerland residents who were employed at the time of the 2006 Census, only half worked at a fixed place within Summerland. About 1,400 people (29%) traveled to Penticton to work, while 12% had no fixed place of work (which is common for sectors like construction where the job site is continually changing). The remaining 9% traveled to jobs in places like Kelowna, Peachland, some of the surrounding rural areas, and even Vancouver.

Looked at from the opposite perspective, there were 3,300 jobs with a fixed place of work in Summerland in 2006. Nearly three-quarters of these jobs (74%) were held by Summerland residents, while the remaining 26% traveled to Summerland from homes elsewhere.

Working Summerland Residents, 2006



People Who Work in Summerland, 2006



EMPLOYMENT BY SECTOR

The Statistics Canada Census is the only source of employment data available at a community level. Clearly the recession of the last few years has affected employment totals in Summerland and throughout BC, but 2006 data still provides a useful baseline on the structure of the local economy. The data in Table 1 is based on “place of work”, meaning it shows only those jobs with a fixed location within Summerland. It is NOT based on the jobs held by Summerland residents, many of whom commute to work outside their home community.

Table 1. Employment by Sector (based on Place of Work), East Kootenay Rockies, 2001 - 2006

Sector	2001 Jobs	2006 Jobs	Growth, 01-06	BC Growth, 01-06	Job Concentration (BC = 1.00) ⁴
Manufacturing	275	325	18%	-1%	1.04
Agriculture, forestry, fishing and hunting	395	320	-19%	4%	3.39
Construction	65	115	77%	42%	0.91
Mining and oil and gas extraction	0	10	--	30%	0.40
Utilities	20	0	-100%	-9%	0.00
Goods-producing Sectors	755	770	2%	8%	1.34
Health care and social assistance	490	410	-16%	6%	1.16
Retail trade	350	390	11%	8%	0.94
Accommodation and food services	250	290	16%	9%	0.99
Public administration	200	280	40%	-1%	1.53
Other services (except public administration)	195	240	23%	12%	1.40
Educational services	235	195	-17%	9%	0.78
Professional, scientific and technical services	110	165	50%	20%	0.63
Real estate and rental and leasing	60	115	92%	22%	1.39
Arts, entertainment and recreation	60	110	83%	16%	1.42
Administrative and support, waste management and remediation services	75	110	47%	24%	0.99
Wholesale trade	65	105	62%	12%	0.72
Finance and insurance	110	60	-45%	5%	0.41
Transportation and warehousing	80	30	-63%	-1%	0.21
Information and cultural industries	35	20	-43%	-7%	0.23
Management of companies and enterprises	0	0	--	137%	0.00
Services-producing Sectors	2,315	2,520	9%	9%	0.92
Summerland Total	3,085	3,300	7%	9%	1.00

⁴ “Job Concentration” measures the relative size of each sector in Summerland compared to British Columbia. Values higher than 1 mean the sector has relatively more jobs in Summerland compared to BC, while values lower than 1 mean the sector has relatively fewer jobs in Summerland than in BC. For example, the 1.42 for arts, entertainment and recreation means that employment in this sector is 42% more common in Summerland than in BC is nearly 11 times as concentrated in this region compared to BC overall, while the wholesale trade value of 0.60 means it is 40% less concentrated.

Sector	2001 Jobs	2006 Jobs	Growth, 01-06	BC Growth, 01-06	Job Concentration (BC = 1.00) ⁴
Tourism (estimate) ⁵	150	177	18%	3%	0.83
High Technology (estimate) ⁶	57	66	16%	7%	0.40
Arts & Culture Creation and Production (estimate) ⁷	52	45	-13%	15%	0.52

Note: Shaded values are at least 1.25 times higher than the British Columbia figure.

Source: Statistics Canada Census

Summerland jobs are more weighted toward goods-producing sectors than services-producing sectors. The “job concentration” column on the far right of the table shows that goods-producing jobs were 34% more common in Summerland than BC overall, while services-producing jobs were 8% less common. Agriculture and manufacturing (including wineries and food manufacturing) are the key goods-producing sectors in Summerland.

Many of the fastest-growing sectors in Summerland from 2001 to 2006 were in services, which grew by 9% overall compared to just 2% growth in goods-producing jobs. This suggests that Summerland is undergoing the same transformation into a more services-oriented economy that is occurring through BC.

⁵ The tourism estimate is based on a formula developed by BC Stats that allocates a percentage of various industries to the “tourism sector” based on the percentage of revenue the sector derives from visitors. See BC Stats (January 2008), “Trends in BC’s tourism sector”, *Business Indicators: January 2008*.

⁶ The high technology estimate is based on a formula developed by BC Stats. It includes industries that produce goods and services with high technology content or use technology in the production of other goods and services. Examples include medical equipment manufacturing, film and video industries, computer and electronics manufacturing, telecommunications, and portions of advanced services like engineering and scientific and technical consulting. See BC Stats (December 2001), *Defining the British Columbia High Technology Sector Using NAICS*.

⁷ The “creation and production” component of the arts and culture sector is based on a definition developed by Statistics Canada. See Statistics Canada (2004), *Canadian Framework for Culture Statistics*.

APPENDIX B: COMPETITIVE ASSESSMENT

The assessment of Summerland's economic strengths and weaknesses is drawn from several sources:

- A high-level statistical examination of the community, presented in Appendix A. Much of this work was undertaken in November 2009 in preparation for a presentation to two community workshops.
- Discussion at community workshops held in November 2009.⁸
- Feedback from an online survey conducted in March and April, 2010.⁹
- Research and analysis undertaken by the consultant and District of Summerland throughout the study process.

What follows is a summary of the key issues, both positive and negative, that were used to inform the strategies and actions found in the rest of this document. In general, the strategies attempt to capitalize on Summerland's advantages and mitigate Summerland's weaknesses.

SUMMERLAND ADVANTAGES AND OPPORTUNITIES

- Residents are highly educated, creating an opportunity for more knowledge-based employment.
- Many retirees in the community have significant business knowledge and experience and can be viewed as a resource through mentorships or other involvement in community and business activities.
- Summerland and the Okanagan overall are already a popular destination for migrants from elsewhere in BC and Canada and around the world. Targeting immigrants that will help to re-balance Summerland's demographic balance is an opportunity.
- Development of the institute of wine and food is very positive - educational opportunities of all types bring youth to the community.
- Kettle Valley Railway was the most commonly identified specific tourism advantage for the community, while many other general tourism advantages include the natural beauty, the lake, golf courses and other recreational opportunities, festivals, arts and culture.
- Many of these attributes listed above for tourists also support an outstanding quality of life for families.

⁸ The workshops are summarized in the Market Readiness Report, prepared by MarketPulse Strategic Direction Inc. and available from the District office.

⁹ See Appendix C for a summary of the online survey results.

- There is great community involvement through volunteerism.
- Housing affordability better than other locations in the Okanagan
- Summerland is a small community but also close to the amenities of larger communities like Penticton and Kelowna.
- Pacific Agri-Food Research Centre (PARC) is a unique asset for Summerland.
- The fact that 50% of working Summerland residents travel outside the community for work suggests that new companies in Summerland might easily find staff that would prefer to work closer to home.
- Penticton Airport a key asset for tourism and for supporting “lone wolves” and knowledge-based businesses that may need to regularly travel long distances to meet clients or colleagues.
- The School District’s fibre optic assets could be leveraged to support individuals and businesses with large data transfer requirements.
- The “local food movement” creates greater demand for local consumption of the agricultural products from Summerland and the surrounding area.

SUMMERLAND WEAKNESSES AND BARRIERS

- Summerland’s population is significantly older than the BC average. This is not an absolute negative, but does indicate that there are fewer working-age people than younger communities of the same size, and the community is less appealing as a retail market because younger people are heavier spenders than retirees.
- There was a strong sentiment at the community workshops that Summerland lacks identity and needs re-energizing.
- The appearance of the downtown core needs improvement.
- Many people move to Summerland to retire and not to work so there is less community support for economic development.
- Housing is expensive (although this was also noted as a strength). Whether housing is viewed as an expensive barrier or an affordable advantage depends entirely on one’s perspective.
- Small businesses in Summerland cannot compete with large-format stores in the larger communities in the region.
- Higher business taxes were identified during the workshops as a barrier.

APPENDIX C: ONLINE SURVEY RESULTS

An online survey was distributed through the Chamber of Commerce in March and April, 2010. It received 65 completed responses, the results of which are summarized below.

Goals/Priorities

How important are the following Economic Development goals for Summerland? (where 1 is not important, 3 is somewhat important, and 5 is very important)

	Average Rating
Create more and better jobs	4.60
Expand property tax base	3.61
Improve range of goods and services	3.70
Raise local incomes	3.89
Revitalize commercial areas	4.27

Issues

How important are the following economic development issues in Summerland? (where 1 is not important, 3 is somewhat important, and 5 is very important)

	Average Rating
Visual appearance of downtown	3.97
Variety of housing choices	3.89
Public transit	3.82
Cultural amenities	3.66
Shortage of qualified workers	3.52
Red tape	3.50
Available industrial lands	3.44
Available commercial lands	3.43

Economic and Community Development Initiatives

How important are the following possible economic development initiatives? (where 1 is not important, 3 is somewhat important, and 5 is very important)

	Average Rating
Attract business investment	4.30
Tourism product development	4.08
Entrepreneurship programs	3.83
Community-wide high-speed internet	3.71
Community branding strategy	3.62
Attract new residents	3.59
Online District services	3.45
International trade assistance	3.20

The City of Nanaimo has generously shared the Terms of Reference for their BusinessBEST Response Team. This is a committee of community leaders in various strategic industries, as well as City of Nanaimo representatives, who are jointly tasked with addressing business issues raised through the City’s BusinessBEST program.

BusinessBEST Program
Response Team Terms of Reference & Confidentiality Agreement

The Response Team is the key to success for the BusinessBEST program. The team must be customer focused, proactive and responsive. The team members must follow through on all actions, or delegate the actions and ensure they are acted upon. Team members must be problem solvers who are committed to making resolution of business issues a priority.

Members of the Response Team have the following responsibilities:

1. Act as a BusinessBEST champion.

Response Team members will build recognition and support for the principles of the program within their organizations and beyond.

2. Maintain a broad perspective

Response Team members will maintain a broad perspective on issues.

3. Maintain Confidentiality

Response Team members will hold all information obtained through the BusinessBEST program confidential. Businesses will not share concerns with us unless we can offer 100% confidentiality.

4. Represent their sector

Response Team members will act as representatives of their sector (Finance, Real Estate, Human Resources, Technology, Market Access, Local Government) not just their own organization or their personal area of responsibility and expertise.

5. Make it happen

Response Team members are responsible for taking action or delegating responsibility within the organizations they represent and encouraging members of their network to take action. Action will be required in two main areas:

- Priority response to the “Red Flag” or “opportunity” issues which are immediate in nature and can be solved/addressed in the short term.
- More measured response to policy or strategic issues.

6. Report back

Business issues are emailed to Response Team members with a timeline. Members are responsible for reporting back to the interviewer with solutions which will be communicated to the respective businesses.

Time Commitment: It is expected that being an effective member of the BusinessBEST Response Team will represent a time commitment of one hour per week. This includes problem solving and follow-up on business issues and two luncheon meetings held each year to report on BusinessBEST findings & progress.