



# Five-Year Action Plan

**2021-2025**

**Prepared by:**  
 **RESONANCE**

**Salmon Arm is a small city with big ideas - a magnet for highly skilled, diverse talent, investment, and dynamic enterprise.**

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# Executive Summary

A fast-growing British Columbia community, Salmon Arm is a “Small City with Big Ideas” – an emerging innovation hub with unmatched quality of place. The City of Salmon Arm requires a deliberate, collaborative strategy for business expansion, start-up and enterprise development, talent attraction/retention and destination development.

Key insights include:

- Salmon Arm’s population grew by 8% since 2014; the largest increases are between 2015 and 2017.
- The City’s median age is 50, compared to 40.9 for Canada. Fourteen percent of the city’s residents are millennials.
- Salmon Arm has a significant aboriginal population (7%), largely Métis.
- Five in ten Salmon Arm residents hold a certificate, bachelors or graduate degree.
- Rental housing availability and affordability present a significant challenge to workforce attraction and retention.
- The value of construction in Salmon Arm has almost quadrupled in the last 2 decades; commercial and industrial construction led the growth in 2017 and 2018.
- Fourteen percent of residents are low-income status; this rate dropped by 27% in the last 5 years.
- Salmon Arm offers many destination assets; however, this is not reflected in social media and peer-generated reviews.

Five target industries offer a strong foundation for Salmon Arm’s Economic Development Strategic Plan:

1. **High-Tech [Advanced Manufacturing and Tech].** Salmon Arm’s high-tech cluster boasts a competitive advantage that is 60% higher than the national average.
2. **Food, Beverage, and Cannabis Processing/ Agriculture.** Salmon’s Arm’s employment share for food and beverage manufacturing and processing is three times the Canadian average. A Cannabis extraction lab is set to open in Salmon Arm Industrial Park.
3. **Tourism.** Tourism accounts for 12% of Salmon Arm’s employment. Nearly 15 of the jobs in this sector were added in the past five years.
4. **Business Services.** Accounting for 10% of Salmon workforce, a growing business services is critical to Salmon Arm’s reputation as a regional center.
5. **Wood Products.** Salmon Arm’s employment in Wood Products is 11 times the national average; this sector also presents an opportunity for the future of forestry management/ reforestation and wood product machinery.

Guided by [Resonance Consultancy](#) and supported by leading edge research and analysis, the [Salmon Arm Economic Development Society](#) (SAEDS) has engaged a wide array of resident, business executives,

community leaders, and elected officials on how to ensure continues to grow as a “small city, with big ideas” – a magnet for highly skilled, diverse talent, investment and dynamic enterprise.

Key engagement takeaways include:

- For a small community, Salmon Arm’s economy is quite diverse.
- Salmon Arm’s entrepreneurial ecosystem is viewed as welcoming to those starting a business.
- With COVID-19, there’s been an emphasis on purchasing locally.
- Salmon Arm boasts a geographical and transportation advantage.
- The industrial park offers high-tech businesses the opportunity to scale faster than anywhere else.
- Local businesses see the promise of the food hub, helping them to manufacture more economically.
- Salmon Arm has to be more effective in helping enterprises scale.
- Through policies and investment, Salmon Arm must address the real estate and infrastructure needs that support business expansion and retention.
- There’s enormous opportunity for remote work in Salmon Arm.

To advance economic prosperity and opportunity, the Salmon Arm Economic Development Society’s Five-Year Strategy and Action Plan will focus on 5 goals:

1. Expand Salmon Arm’s existing clusters and enterprises.
2. Bolster the City’s entrepreneurial ecosystem.
3. Support Salmon Arm’s creative economy and arts-led development
4. Build the premier destination for diverse talent in British Columbia.
5. Leverage the Salmon Arm brand for business, capital, and talent.

The following report describes the Salmon Arm Economic Development Society’s Five-Year Strategy and Action Plan and includes the competitive market assessment (Appendix A), engagement summary (Appendix B) and key industries analysis (Appendix C) that serve as the foundation for the plan.

# Small City, Bigger Ideas

Salmon Arm comes by its Small City Big Ideas positioning honestly: it's been punching above its economic development weight for some time. Not satisfied with its considerable merit as a tourism destination, it has sought to understand its strengths in technology and industry and purposefully invested in those sectors while competitive cities were content to grow organically. The Innovation Centre, community branding and positioning work, and now the new Food Hub—as well as the recent public and B2B communication around Ag on SAEDS' social media channels—are positive ongoing efforts to give Salmon Arm a leadership role amongst cities of its scale.

Clearly, the work being done is bearing fruit, and bigger centres are not only noticing but being outranked by Salmon Arm: BC Business ranked Salmon Arm the 6th most resilient city in the province, and in 2020, it was the 7th best city for work in BC.

Now, Salmon Arm must further embrace the Big Ideas part of its positioning in order to create opportunity and sustainable growth that will build on its strengths, reinforce its positioning and attract the investment it requires to create a vibrant community that will retain its young people as it attracts dynamic new residents and visitors. On some levels, our Small City needs to think like a Somewhat Bigger City.

The foundations are strong: among them, a growing population; a welcoming, mentorship-minded business community; a maturing and diversified economy; a growing expertise in digital communication between merchants, locals and visitors, and—a positive side effect of COVID—the recognition that remote workers could find Salmon Arm attractive. On top, of course, of the natural gifts of agricultural richness, natural beauty and a strategic location.

The stakeholders we engaged during the process were decidedly thinking big—they see Salmon Arm needing to push export sectors like high tech, food processing and wood technologies, facilitate innovation and creative entrepreneurship to build wealth, and enhance and amplify our tourism assets.

We see five industries that would best feed into that strategy: **Tech and Advanced Manufacturing** is a strong cluster that employs more than 1,000 people, 8% of the city's workers and a remarkable 60% higher than the national average. Partnerships have resulted in the Innovation Centre, which attracts and guides a nascent startup ecosystem and reinforces the idea of Salmon Arm as a place of innovation. Agriculture—now in the form of **Food, Beverage and Cannabis Processing**—is a rich resource for Salmon Arm, which has more than 100 farms within city limits. The growing cluster employs 5% of city workers, twice the national average and three times the national average for Food Manufacturing. The opening of the Zest Commercial Food Hub, with its shared processing equipment, will encourage potential entrepreneurs to try various methods as they seek to bring products to market. A cannabis extraction lab as well as indoor grow facilities and retail stores have been established in the community, giving the city a toehold in a key growth area. **Wood Products** employs 3% of workers, a share of employment in this sector 141 times—and the share of businesses 53 times—the national average. Wood is part of High Tech and Agriculture and Natural Resources. Salmon Arm's most competitive subset of this cluster is in softwood veneer and plywood mills, with structural wood product manufacturing also creating new jobs. Forestry management is an additional opportunity. **Tourism** continues to attract; the pandemic did little to discourage visitors from the Shuswap's more than 400 kilometers of shoreline. The cluster employs 1,528 workers (12% of Salmon Arm's workforce) and almost 15% of these jobs have been added in the last 5 years. **Business Services** are critical to Salmon

Arm's reputation as a regional center, employing 10% of the workforce. The cluster gained some 370 workers in the last five years.

So what are the Big Ideas needed to fuel our Small City and keep it forging ahead? Without mincing words (the appendices tell the whole story), this input stands out as both challenges and opportunities:

- Protect our housing affordability by ensuring there's enough housing to be had.
- Accord the industrial park the importance and the infrastructure it deserves, given its role in economic development, and provide the space for businesses to grow in the city.
- Tell the tourism story and provide the downtown assets that will attract visitors from farther and wider.
- Tell the opportunity story and put it on an equal footing with tourism.
- Make diversity and inclusion a real goal—for different cultures, for indigenous residents, and for the singles and young couples you hope to attract.
- Make Ag innovation a 21st-century story of what "local" really means.

Big, for Salmon Arm, means strategically continuing to embrace the next big idea, protecting and enriching the experience of the gifts it enjoys, and providing opportunity for the people who call it home now, and those who'll be lucky enough to capitalize on it in the future.

# Small City, Big Strategy

## BIG IDEAS

The Salmon Arm Economic Development Society (SAEDS) will advance an economic development strategy consisting of **5 Big Ideas**.

### **BIG IDEA 1: FUTURE-PROOF**

**Expand Salmon Arm's existing clusters and enterprises.**

Salmon Arm's clusters are the ecosystem in which businesses thrive, innovate, and grow, creating new jobs and wealth in the community.

### **BIG IDEA 2: CULTIVATE ENTREPRENEURSHIP**

**Bolster Salmon Arm's entrepreneurial ecosystem.**

Salmon Arm boasts a big appetite for entrepreneurship, from the small start-ups in the city's growing food and beverage processing cluster to the more mature firms in the Salmon Arm Industrial Park.

### **BIG IDEA 3: VIBRANT CREATIVE ECONOMY**

**Support Salmon Arm's creative economy and arts-led development.**

Salmon Arm boasts "big culture," from engaged artists to the rich cultural heritage of the Secwepemc First Nation.

### **BIG IDEA 4: BRAIN-GAIN CITY**

**Build the premier destination for talent in British Columbia.**

Salmon Arm's economic development success hinges on talent attraction and retention.

### **BIG IDEA 5: SMALL CITY, BIG IDEAS**

**Leverage the Salmon Arm brand for business, capital, and talent.**

Salmon Arm is a desirable place to live, work, and visit—telling that story is key.

## VALUES

Strategies evolve as economic situations change, objectives are accomplished, and new opportunities arise. But certain values and principles remain constant and will guide SAEDS' decision-making over the next five years.

SAEDS' five-year Economic Development Strategy and Action Plan is built around the following values:

- **PROSPEROUS SALMON ARM FOR ALL.** SAEDS will advance economic prosperity for all Salmon Arm residents by creating equitable opportunities. Economic development is essential for ensuring residents can aspire to a more prosperous future.
- **CULTURE OF CREATIVITY AND INNOVATION.** SAEDS will invest in a creative and entrepreneurial ecosystem that generates big ideas that shape the future. Human creativity and innovation are the drivers of economic development. Enterprise creation not only helps to generate wealth in a community, it ensures long-term resiliency for the community.



- **RESILIENT TOMORROW.** SAEDS will foster a resilient future through sustainable planning and development and the protection of the natural environment. The balance of prosperity and livability is an essential foundation for all economic development efforts in Salmon Arm.
- **SHUSWAP WAY OF LIVING.** SAEDS promotes Shuswap living: a welcoming community, vibrant arts, diverse culture, and spectacular recreation. Simply put, Salmon Arm’s arts, culture and recreation community sells Salmon Arm to the outside world.

## GUIDING PRINCIPLES

In addition to the aforementioned values, the following six guiding principles serve as a guide to the implementation of SAEDS’ economic development strategy.

- **CLUSTER-DRIVEN**  
SAEDS will pursue an equitable cluster approach to drive job creation, economic diversification, and investment. A cluster-based approach builds off the community’s competitive advantages, while working to improve the ecosystem for a specific sector.
- **SUPPORT ENTREPRENEURSHIP**  
SAEDS will grow an entrepreneurial ecosystem in Salmon Arm as a means of wealth creation for residents. Entrepreneurship is inherently tied to Salmon Arm’s brand positioning as a “Small City, with Big Ideas.”
- **ENGAGE BUSINESS COMMUNITY AND POLICY LEADERS**  
As an independent organization, SAEDS is ideally positioned to engage Salmon Arm’s business community and policy leaders to advance the city’s economic development priorities.
- **CIVIC INNOVATION**  
SAEDS will continue to test and experiment with “big ideas” that accelerate civic and community innovation. The organization will also explore when it is necessary to hand off effective initiatives and programs to government and private sector partners.
- **BALANCED DEVELOPMENT**  
SAEDS will only advance economic development initiatives that balance prosperity, livability, affordability, and environmental protection.
- **COMMUNITY CULTURE**  
SAEDS will embrace Salmon Arm’s ethos as a welcoming community and celebrate its cultural diversity, leveraging those characteristics to create a more inclusive city.

## GOALS

The 2021-2025 Salmon Arm Economic Development Strategy and Action Plan has five goals:

### GOAL 1: FUTURE-PROOF

Expand Salmon Arm's existing clusters and enterprises.

Clusters comprise the ecosystem that enables businesses to thrive, innovate, and grow. They are also where big ideas are sparked, new jobs are created, and careers are built.

Salmon Arm's economic development foundation is built upon five promising export industry sectors: High-Tech (Technology and Advanced Manufacturing); Food, Beverage, and Cannabis Production; Business Services; Wood Products; and Tourism. [See Appendix C]

Leveraging Salmon Arm's strengths in each of these sectors is essential for building a more resilient and shock-resistant economy. Research suggests that 70% of all new jobs created come from existing businesses that scale and grow. Supporting growth within the target clusters will require SAEDS to develop relationships with Salmon Arm enterprises to understand their needs and support their short- and long-term growth needs.

**Evaluation Metrics:** SAEDS will track the following metrics for goal 1:

- **Businesses reached.** The number of enterprises served and reached by SEADS-supported programs, initiatives, and campaigns.
- **Jobs created.** New jobs created through business expansions and new locations.
- **Policies supported.** A count of the economic development related policies supported by SAEDS and approved by City Council.

- **Priority 1.1: Implement a cluster-focused business expansion program, guided by engaged working groups and supply chain needs.** To grow and expand an economic cluster, it isn't enough just to promote it. The community has to support it. To build that support, SAEDS must understand what makes the cluster function effectively—what its synergies are, who fits in and who doesn't, and what its constituents need. Through the development of a systematic, tailored business retention and expansion program, SAEDS can support existing businesses, better communicate Salmon Arm's economic competitiveness and create a value proposition that is appealing to prospective enterprises. Likewise, SAEDS can better articulate to policy-makers the needs of businesses that can be addressed through policy-making.

Action	YR 1	YR 2	YR 3	YR 4	YR 5	Possible Partners
<ul style="list-style-type: none"> <li>• Create and implement a cluster-based business retention and expansion program, including formation of quarterly roundtable discussions. (Phasing clusters)</li> </ul>	X	X	X	X	X	Industry business leaders
<ul style="list-style-type: none"> <li>• Map/survey clusters to understand relationships and ecosystem.</li> </ul>		X			X	
<ul style="list-style-type: none"> <li>• Advance the "Provincial Nominee Program" in Salmon Arm.</li> </ul>	X	X	X	X	X	Shuswap Settlement
<ul style="list-style-type: none"> <li>• Continue "Coffee with Council," helping elected officials better understand economic development "wins" and challenges.</li> </ul>	X	X	X	X	X	City Council

- **Priority 1.2: Explore the feasibility and creation of a land bank to guide future land use including: industrial, commercial, housing investments, and public spaces.** Like many desirable and growing destinations, Salmon Arm faces affordability, land-use and infrastructure challenges. Many of these similar communities are turning to land banking initiatives to help guide future land use decisions. SAEDS will embrace a systematic and engaged process for exploring a local land bank, including the development of an advisory committee, exploring best practices and fully developing a strategic plan for the initiative.

Action	YR 1	YR 2	YR 3	YR 4	YR 5	Possible Partners
<ul style="list-style-type: none"> <li>• Identify and convene an advisory working group to support the exploration of a land bank in Salmon Arm.</li> </ul>	X	X	X			
<ul style="list-style-type: none"> <li>• Explore land bank initiatives and best practices across Canada and the U.S., utilizing them as the foundation for Salmon Arm's initiative.</li> </ul>	X					
<ul style="list-style-type: none"> <li>• Partner with an advising firm to develop a strategic plan and governance model for the land bank initiative.</li> </ul>	X	X				
<ul style="list-style-type: none"> <li>• Present the plan to garner support from elected officials, business and community stakeholders.</li> </ul>		X	X			City Council

- **Priority 1.3: Create an “Industrial Park 2.0” strategy, centered on scaling high-tech enterprises, addressing skill gaps, and solving infrastructure challenges.** The Salmon Arm Industrial Park is a competitive advantage for the City of Salmon Arm. It is home to many of the city’s high-tech and advanced manufacturing businesses. While many smaller communities invested in “local service businesses,” Salmon Arm embraced the Industrial Park as a means for supporting scalable, opportunity-supporting enterprise. Now it is time to build on the success of the Park by creating a plan to address future cluster needs, skill gaps and infrastructure obstacles. Salmon Arm will always be a community that makes things, and a future thriving industrial park will be key to those efforts.

Action	YR 1	YR 2	YR 3	YR 4	YR 5	Possible Partners
• Convene quarterly working group of industrial park stakeholders to discuss needs (built and workforce).		X	X	X	X	Okanagan College
• Advocate for the park’s infrastructure needs, especially cell service and hydro needs.	X					City Council
• Continue to partner with Okanagan College to understand the workforce and talent needs for Salmon Arm’s target clusters.			X	X	X	Okanagan College
• Advocate for the addition of a Mechatronics Diploma program to support high-tech workforce needs.	X	X				Okanagan College
• Create long-term vision for the Salmon Arm Industrial Park, aligning talent, capital, land, and infrastructure assets.				X	X	

- **Priority 1.4: Execute a site selector engagement strategy, raising outside awareness of investment opportunities in Salmon Arm.** A site selection strategy is a necessary element of any effective economic development plan. Salmon Arm's site selection strategy will include ensuring marketing and promotional materials are up-to-date and communicating directly with site selectors to build awareness about Salmon Arm.

Action	YR 1	YR 2	YR 3	YR 4	YR 5	Possible Partners
• Prepare cluster-based investment portfolios.	X	X				
• Update SAEDS' website to communicate the City's export clusters and value proposition.	X	X	X	X	X	
• Create, launch and leverage promotional cluster videos (starting with Food Processing and High Tech).	X		X			
• Establish semi-annual check-in meetings with Salmon Arm real estate firms for information sharing/relationship building purposes.		X				
• Build a target site-selection list and develop quarterly communication efforts.			X	X	X	

- **Priority 1.5: Advance the transportation and infrastructure policy needs to support cluster development.** Industrial development requires more than business promotion/attraction efforts. Appropriate transportation and infrastructure policy must be advanced to help support expansion. SAEDS will play an important role in advising the City about the needs of Salmon Arm's business community.

Action	YR 1	YR 2	YR 3	YR 4	YR 5	Possible Partners
• Partner and collaborate across city departments, community organizations, and provincial agencies to maintain and assess infrastructure assets and needs.	X	X	X	X	X	Various city departments
• Support Council's policy advancements for infrastructure improvement and investments.	X	X	X	X	X	City Council

## GOAL 2: CULTIVATE ENTREPRENEURSHIP

Bolster Salmon Arm's entrepreneurial ecosystem.

A small city with big ideas, Salmon Arm boasts a thriving entrepreneurial environment. There is an appetite for entrepreneurship in Salmon Arm, from the small start-ups in the city's growing food and beverage processing cluster to the more mature firms in the Salmon Arm Industrial Park.

To support entrepreneurs, SAEDS has tested and scaled many support programs and initiatives: the Salmon Arm Innovation Centre, Zest Commercial Food Hub, the Shuswap Business Support Hub and more. At the heart of each of these initiatives is connecting local businesses with the technical resources, mentoring, and training needed to grow, scale, and create new jobs and offerings for the community.

SAEDS will continue to offer these programs while addressing gaps in the ecosystem: succession planning training, a buy-local campaign and increased awareness and the promotion of entrepreneurial successes in the community.

**Evaluation Metrics:** SAEDS will track the following metrics for goal 2:

- **Participating entrepreneurs.** The number of entrepreneurs participating in various SEADS-supported programs and initiatives (reported by initiative).
- **Priority 2.1: Leverage the Salmon Arm Innovation Centre, as a hub for Salmon Arm entrepreneurs, including programming, networking and coaching.** The Salmon Arm Innovation Centre is the hub of all things innovation and entrepreneurship in Salmon Arm. SAEDS will continue to offer an array of programming, including the Shuswap Launch-a-preneur Program and networking opportunities for small business owners at the Centre. SAEDS will also promote the successes of Salmon Arm's enterprises to showcase the impact of the Innovation Centre.

Action	YR 1	YR 2	YR 3	YR 4	YR 5	Possible Partners
• Develop and activate an annual action plan for the Innovation Centre, creating an array of programming and networking opportunities.	X	X	X	X	X	
• Administer an annual survey of Innovation Centre participants to understand impact and satisfaction with programs.		X	X	X	X	
• Continue to host the Shuswap Launch-a-Preneur Program.	X		X		X	
• Communicate annual impact of the Innovation Center through web profiles, social media, and communication materials.		X	X	X	X	

- **Priority 2.2: Create a succession planning training and matching initiative for sunseting enterprises, helping to maintain and possibly expand those businesses in Salmon Arm.** Many small and midsize businesses in Salmon Arm have no succession plan in place, even as a number of these establishments will "sunset" in the near term. In an effort to support existing businesses, as well as to expand opportunity in the community, SAEDS and its potential partner in Community

Futures will explore the creation of a succession planning, training and matching initiative in Salmon Arm.

Action	YR 1	YR 2	YR 3	YR 4	YR 5	Possible Partners
<ul style="list-style-type: none"> <li>Convene, in potential partnership with Community Futures, a taskforce of small business advisors to help shape Salmon Arm's succession planning program.</li> </ul>		X	X	X		Community Futures
<ul style="list-style-type: none"> <li>Examine best practices from other succession planning initiatives.</li> </ul>		X				
<ul style="list-style-type: none"> <li>Develop and deliver a pilot program, including training curriculum and matching efforts for prospective new owners.</li> </ul>			X			
<ul style="list-style-type: none"> <li>Assess the program's success and scale efforts.</li> </ul>				X	X	

- Priority 2.3: Activate the Food Hub action plan and cannabis enterprise development, supporting budding food and beverage entrepreneurs.** Salmon Arm's agri-food sector has experienced significant growth over the last several years. The food and beverage processing cluster is three times larger than the Canadian average; the community's agriculture sector is two times greater than the national average. With an activated action plan, Salmon Arm's food hub will help to catalyze this growth even further by providing a shared commercial production space to help entrepreneurs launch new ventures or expand existing production. A cannabis extraction lab in the Salmon Arm Industrial Park opens opportunities for expanded cannabis enterprise development.

Action	YR 1	YR 2	YR 3	YR 4	YR 5	Possible Partners
<ul style="list-style-type: none"> <li>Implement the Food Hub Action Plan.</li> </ul>	X	X	X	X	X	
<ul style="list-style-type: none"> <li>Explore provincial pilot for cannabis legalization programming.</li> </ul>	X					Community Futures

- Priority 2.4: Scale and sustain a "Buy Local" initiative in possible partnership with Downtown Salmon Arm and the Salmon Arm Chamber of Commerce.** Throughout the COVID-19 pandemic, many Salmon Arm businesses, especially those in the downtown, benefited from a community effort "to buy local," as more residents and consumers made deliberate choices about where they purchased goods and services. In an effort to sustain this impact, SAEDS will collaborate with possible partners to formalize and sustain a long-term "Buy Local" initiative.

Action	YR 1	YR 2	YR 3	YR 4	YR 5	Possible Partners
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<ul style="list-style-type: none"> <li>Convene a task force of downtown businesses to evaluate the promotional efforts for buying locally.</li> </ul>	X	X	Downtown Salmon Arm, Salmon Arm Chamber of Commerce
<ul style="list-style-type: none"> <li>Evaluate buy local campaigns from other communities, taking lessons learnt and applying them to Salmon Arm.</li> </ul>	X		
<ul style="list-style-type: none"> <li>Develop a systematic, measurable approach/plan that can be sustained over time.</li> </ul>		X	
<ul style="list-style-type: none"> <li>Create survey mechanism to evaluate impact of program over time.</li> </ul>		X	X

- **Priority 2.5: Build out a sustainability plan for the Shuswap Business Support Hub.** The Shuswap Business Support Hub is a one-stop shop for small businesses seeking support and technical services, including advice on how to register a new business, develop a business plan, secure financing and craft an effective market plan. To ensure the viability and sustainability of the Hub, SAEDS and its partners will develop a five-year action plan that outlines programming offerings, a development plan and a marketing strategy.

Action	YR 1	YR 2	YR 3	YR 4	YR 5	Possible Partners
<ul style="list-style-type: none"> <li>• Evaluate the current efforts of the Shuswap Business Hub, assessing the assets and challenges.</li> </ul>		X				Shuswap Business Hub Partners
<ul style="list-style-type: none"> <li>• Create a 5-year action plan for the Hub, outlining programming, funding sources, and measurable outcomes.</li> </ul>		X				
<ul style="list-style-type: none"> <li>• Market the Hub's offerings and programs.</li> </ul>	X	X	X	X	X	

### GOAL 3: VIBRANT CREATIVE ECONOMY

Support Salmon Arm's creative economy and arts-led development.

More than 50% of Salmon Arm residents are part of the creative class. As a "small city with big ideas," Salmon Arm is also a community that boasts a "big culture" thanks to an engaged artist community and the rich cultural heritage represented by the Secwepemc First Nation.

In 2020, the city of Salmon Arm created "Alive with the Arts," a cultural plan for the community that outlines a strategy for embracing arts and culture to drive community and economic development. While we fall in love with our communities through the creative economy – visual arts, performing arts, culinary and more – it is also an important economic development driver.

With a coordinated, strategic effort, Salmon Arm can utilize its creative assets and enterprises to drive investment, attract skilled residents, and reimagine underutilized spaces.

**Evaluation Metrics:** SAEDS will track the following metrics for goal 3:

- **Creative businesses supported.** The number of creative enterprises served and reached by SEADS-supported programs, initiatives, and campaigns.
- **Placemaking Installations.** New placemaking installations supported throughout the city.
- **Destination reviews.** The number of new destination reviews posted to TripAdvisor, Google, Yelp and other sites.
- **Priority 3.1: Formulate a partnership with the Shuswap District Arts Council and City of Salmon Arm to execute Salmon Arm's cultural plan.** A collaborative effort among the Shuswap District Arts Council, City of Salmon Arm and SAEDS will be required to execute the cultural plan. All parties will come together to identify specific organizational tasks, resources needed, and an appropriate timeline.

Action	YR 1	YR 2	YR 3	YR 4	YR 5	Possible Partners
<ul style="list-style-type: none"><li>• Enter into an agreement with Shuswap District Council and City of Salmon Arm for the implementation of the Cultural Master Planning, including roles, resources, and next steps.</li></ul>	X					Shuswap District Arts Council, City of Salmon Arm (with other community partners supporting implementation)

- **Priority 3.2: Deliver technical training resources to Salmon Arm’s creative and arts-focused enterprises.** Supporting entrepreneurship in Salmon Arm is an essential economic development goal for the community; it is a lynchpin for creating new jobs and wealth for local residents. In an effort to support a broader group of entrepreneurs, SAEDS will extend its technical and networking support programs to creative and arts-focused enterprises.

Action	YR 1	YR 2	YR 3	YR 4	YR 5	Possible Partners
• Make available the networking, programming, and technical resources of the Salmon Arm Innovation Centre to creative businesses.	X	X	X	X	X	
• Develop a plan to execute a “Rotating Digital Arts Space” in the Innovation Centre, as a means of demonstrating support for creative enterprises.		X	X	X	X	
• Host an annual business development conference for creative entrepreneurs.			X	X	X	Shuswap District Arts Council, Salmon Arm Chamber of Commerce, and Community Futures

- **Priority 3.3: Devise a creative and arts-focused placemaking strategy for downtown in potential collaboration with Downtown Salmon Arm, helping to activate underleveraged spaces and advance the cultural masterplan.** Salmon Arm boasts a Shuswap way of life: a welcoming community, vibrant arts, diverse culture, and spectacular recreation. Creative placemaking, as noted in the cultural plan and community marketing strategy prepared in 2018, is an effective storytelling mechanism and community-building platform for Salmon Arm. With an aligned, systematic creative placemaking plan, SAEDS and its possible partner, Downtown Salmon Arm, can transform underutilized downtown space into a platform for authentic engagement and community building.

Action	YR 1	YR 2	YR 3	YR 4	YR 5	Possible Partners
<ul style="list-style-type: none"> <li>• Catalogue underutilized spaces throughout downtown understanding ownership, potential uses and limitations.</li> </ul>	X		X		X	Downtown Salmon Arm
<ul style="list-style-type: none"> <li>• Develop a systematic placemaking program that includes selection criteria, funding plans, and marketing approaches.</li> </ul>		X				
<ul style="list-style-type: none"> <li>• Support Downtown Salmon Arm's efforts to develop/expand the pedestrian mall on Alexander Street including related programming/activities.</li> </ul>	X					
<ul style="list-style-type: none"> <li>• Pilot placemaking program, evaluate impact, and scale.</li> </ul>			X	X	X	
<ul style="list-style-type: none"> <li>• Activate additional placemaking strategies outlined in the Salmon Arm Marketing Strategy, including wayfinding and street banners.</li> </ul>	X	X				

- **Priority 3.4: Curate and promote destination experiences in possible partnership with Shuswap Tourism to feature Salmon Arm's arts, culture, heritage assets, and tourism businesses.** Salmon Arm has an array of destination assets: unique restaurants, organic farms and wineries, unparalleled recreational assets and more. The days of old-school tourism marketing tactics are gone; today's visitors want authentic, curated experiences. They are also highly reliant on peer-generated reviews and advice. By developing a strategy for building curated experiences and a stronger presence for the region on social platforms that rely on user generated content, SAEDS and its partner, Shuswap Tourism, can drive tourism and economic development in the city and region.

Action	YR 1	YR 2	YR 3	YR 4	YR 5	Possible Partners
<ul style="list-style-type: none"> <li>• Commission tourism and destination development features for blog posts, social media, and direct communications.</li> </ul>	X	X	X	X	X	Shuswap Tourism
<ul style="list-style-type: none"> <li>• Activate plan to engage community to update destination review sites and social media: TripAdvisor, Yelp, Instagram, and Facebook.</li> </ul>	X					
<ul style="list-style-type: none"> <li>• Attract events, activities and experiences that support downtown vibrancy, placemaking and visitor attraction, and resident attraction/retention.</li> </ul>	X					
<ul style="list-style-type: none"> <li>• Commission updated photography and video of Salmon Arm's destination assets for promotional use.</li> </ul>	X		X		X	

## **GOAL 4: BRAIN-GAIN CITY**

Build the premier destination for talent in British Columbia.

Economic development success today hinges on talent attraction and retention; it is the number one factor for company locations and expansions. Salmon Arm is a skilled community: 52% of residents hold a certificate, bachelors or graduate degree. However, the city also is an older community: Salmon Arm's median age is 50.8 compared to the 41.2 for Canada as a whole.

Salmon Arm's ample quality of place offerings and welcoming community should be used to attract and retain a new generation of workers—young professionals, boomerang (those looking to return back to Salmon Arm) and highly skilled remote workers that have the flexibility to make personalized location decisions.

In addition to attracting and retaining talent, SAEDS must also collaborate with its workforce partners to build training pipelines that connect residents' upskilling opportunities to Salmon Arm's growth industries.

**Evaluation Metrics:** SAEDS will track the following metrics for goal 4:

- **Credential residents.** The share of residents that hold a credential: certificate, bachelors, or graduate degree.
- **Rental housing units built.** New rental housing units built in the city.
- **New restaurants.** New restaurants opened in the city through the support of SAEDS initiatives and outreach.

- **Priority 4.1: Collaborate with the Salmon Arm Chamber of Commerce to develop a “newcomers/ young professionals” initiative.** One of the most important methods of attracting and retaining young professional talent is to develop local initiatives that connect young residents to one another. While young professionals in Salmon Arm appreciate the advantages of the local community once they “break in,” SAEDS and its partner, the Salmon Arm Chamber of Commerce, should explore opportunities to grow and scale an initiative that would make it easier and more seamless to arrive, connect and plug into the community.

Action	YR 1	YR 2	YR 3	YR 4	YR 5	Possible Partners
• Design and implement Top 20 under 40 program initiative.	X	X	X	X	X	Salmon Arm Chamber of Commerce
• Assemble working group of Young Professionals to scale Young Professionals Network		X	X			Salmon Arm Chamber of Commerce
• Design a “Newcomers” tab on the SAEDS website			X			

- **Priority 4.2: Activate a remote worker campaign to draw creative, tech-savvy, and skilled talent to Salmon Arm.** More than half of remote workers across the U.S. and Canada are highly educated, boasting at least a graduate degree. This is a highly desirable workforce pool for any city, including Salmon Arm. With its reputation as an amenity-rich destination, the remote work phenomenon provides an opportunity to leverage Salmon Arm’s quality of place. Additionally, for a city its size, Salmon Arm has digital fiber, which is a highly advantageous commodity for remote tech workers. Salmon Arm must create campaigns and mechanisms to communicate the city’s potential to workers.

Action	YR 1	YR 2	YR 3	YR 4	YR 5	Possible Partners
• Evaluate various remote worker campaigns across North America for best practices.	X					
• Implement a digital remote worker campaign aimed at skilled and creative workers.		X	X	X		City of Salmon Arm, Shuswap District Arts Council



- **Priority 4.3: Collaborate with workforce partners to build a talent pipeline (entry-level industrial trades, IT, healthcare) through flexible certificate programs and on-the-job training initiatives.** SAEDS should collaborate with its educational partners in Okanagan College, SCIP, School District 83, and others to establish workforce pipelines tied to the city's export sectors, especially those sectors tied to high-technology and advanced manufacturing (helping to meet the needs of the enterprises in the Salmon Arm Industrial Park). Economic development and workforce development go together; any efforts to drive them must be carefully coordinated and industry driven. SAEDS role is to build bridges between private employers and workforce providers (e.g. schools, training programs).

Action	YR 1	YR 2	YR 3	YR 4	YR 5	Possible Partners
<ul style="list-style-type: none"> <li>• Establish workforce development and talent attraction working groups (including target clusters and trades).</li> </ul>	X					Okanagan College, SCIP
<ul style="list-style-type: none"> <li>• Develop and administer a process to assess training and skills gaps in Salmon Arm. Utilize findings to inform program development/offerings.</li> </ul>		X			X	Okanagan College
<ul style="list-style-type: none"> <li>• Reimagine the Tech Meetup event and hold annually.</li> </ul>		X	X	X		School District 83, Okanagan College
<ul style="list-style-type: none"> <li>• Explore the creation of a job bank and matching site.</li> </ul>	X					

- **Priority 4.4: Address housing priorities outlined in the “Salmon Arm Community Housing Strategy,” especially those focused on rental housing supply and demand (i.e. short-term rentals).** In 2020, the City of Salmon Arm created the “Salmon Arm Community Housing Strategy,” a document that outlined priorities for addressing the housing challenges in the community. As a community partner, SAEDS will explore best practices and case studies around short-term rentals and mechanisms for increasing rental housing; from that research and engagement, SAEDS will offer policy recommendations to City Council.

Action	YR 1	YR 2	YR 3	YR 4	YR 5	Possible Partners
• Explore best practices and case studies for governing short-term rental policies.		X				City of Salmon Arm
• Utilize research to inform short-term policy recommendations to Salmon Arm City Council.			X			City of Salmon Arm
• Gather and share best practices to support purpose built rental housing			X			Shuswap Construction Industry Professionals

- **Priority 4.5: Prioritize the attraction and creation of new restaurants and destination experiences, in an effort to attract and retain talent.** Studies show that talented people are drawn to locations for lifestyle reasons, and then businesses follow. While Salmon Arm boasts a number of quality-of-place assets, it needs more restaurants and destination experiences that are appealing to the community’s talent base. SAEDS can play a role here by cataloguing available space and providing a guide on how to open a business in the community.

Action	YR 1	YR 2	YR 3	YR 4	YR 5	Possible Partners
• Catalogue and market available downtown commercial space for food service and retail establishments.	X	X	X	X	X	Downtown Salmon Arm
• Develop (and update) a “How to Open a Business” Guide for restaurants and food and beverage producers.		X			X	
• Launch an attraction campaign promoting expansion and/or relocation opportunities for targeted restaurants, food & beverage producers and tourism experiences.			X			

## GOAL 5: SMALL CITY, BIG IDEAS

Leverage the Salmon Arm brand for business, capital, and talent.

Salmon Arm's "Small City, Big Ideas" brand serves as a marketing platform for tourism, economic development, industry and community stakeholders to represent the community's key characteristics and assets with a united voice. It is the foundation for a marketing strategy to build awareness of Salmon Arm as a desirable place to live, work, and visit.

**Evaluation Metrics:** SAEDS will track the following metrics for goal 5:

- **Social media impression.** The number of social media impressions (across all platforms) for Salmon Arm and SAEDS.
- **Entrepreneurs and business profiles.** A count of the entrepreneur and business profiles promoted by SAEDS.
- **SAEDS website visitors.** The number of the unique visitors to the SAEDS website.
- **Priority 5.1: Execute the strategies prioritized in Salmon Arm's "Small City, Big Ideas" marketing initiative.** Since 2018, SAEDS has been executing the community's marketing initiative; that work will continue with the updated five-year economic development strategy.

Action	YR 1	YR 2	YR 3	YR 4	YR 5	Possible Partners
<ul style="list-style-type: none"><li>• Refresh SAEDS website and community platform reflecting messaging in the city's brand platform.</li></ul>	X	X	X	X	X	
<ul style="list-style-type: none"><li>• Advance placemaking efforts outlined in marketing strategy.</li></ul>	X	X	X	X	X	Downtown Salmon Arm
<ul style="list-style-type: none"><li>• Initiate talent campaigns: remote workers and urban families.</li></ul>			X	X	X	

- **Priority 5.2: Celebrate the entrepreneur and business success stories in Salmon Arm.** At the heart of a vibrant business community is the celebration of a city's businesses and entrepreneurs. In an effort to tell Salmon Arm's story to the world, the city should promote a variety of diverse business successes, demonstrating Salmon Arm is open to an array of enterprises and business owners.

Action	YR 1	YR 2	YR 3	YR 4	YR 5	Possible Partners
<ul style="list-style-type: none"> <li>• Leverage promotional cluster videos (starting with Food Processing and High Tech) (Priority 1.4)</li> </ul>	X		X			
<ul style="list-style-type: none"> <li>• Create a systematic means for communicating business successes: website, blogs, social media, and direct emails.</li> </ul>	X	X	X	X	X	

- **Priority 5.3: Communicate annually Salmon Arm's economic development successes and impact.** SAEDS is the catalyst for the city's economic development efforts. As an organization that brings public and private sector decision makers together, it has been a leader in civic innovation. That said, storytelling and marketing are critical elements of economic development, so SAEDS will need to ensure that it is communicating its impact and Salmon Arm's economic development wins.

Action	YR 1	YR 2	YR 3	YR 4	YR 5	Possible Partners
<ul style="list-style-type: none"> <li>• Host annual meeting.</li> </ul>	X	X	X	X	X	
<ul style="list-style-type: none"> <li>• Design, publish and promote annual report.</li> </ul>	X	X	X	X	X	

# Appendix A: Community Competitive Assessment

The following information provides a current snapshot of community and economic conditions in Salmon Arm that provide direction regarding strategic actions. These data points can serve as a point of reference to gauge the City's competitive advantages or weaknesses.

For context and comparison, this analysis compares Salmon Arm to 14 Canadian communities, whose size, demographics, and economics are similar to the City or offer policies and practices that the community can look to for best practices: Kelowna, BC; Kamloops, BC; Penticton, BC; Vernon, BC; Squamish, BC; Revelstoke, BC; Cranbrook, BC; Nelson, BC; Spallumcheen, BC; Williams Lake, BC; Camrose, AB; Canmore, AB; Yorkton, SK; Picton, ON.

Over 40 metrics were collected for the City of Salmon Arm and the benchmarking cities. The metrics fall into the following five categories: People and Diversity, Talent, Economic Vitality, and Equity.

The methodology for the benchmarking analysis revolves around the use of three main fundamental tools: the calculation of shares, growth rates, and location quotients. The calculation of shares/ratios helps us view the figures as part of the whole and creates a common basis for comparison between benchmark communities. Growth rates allow us to assess the change in a certain value over time. By definition, they express the recession or expansion of a particular variable. In most cases, a five-year time span is chosen.

In order to assess the concentration or dominance of a certain community characteristic (e.g., share of millennial population, share of immigrants, etc.) or industry competitiveness, location quotients are calculated. The location quotients use the Canadian national value as a benchmark. In this sense, a value higher than one demonstrates a concentration/specialization relative to the Canadian norm, while a value lower than one indicates that the particular characteristic is under-represented in Salmon Arm. The assessment also provides comparisons to the provincial averages when appropriate. Benchmarks and metrics were selected in partnership with the SAEDS staff and Board of Directors.

## KEY INSIGHTS

### Fast population growth in the last 4 years.

Population grew by 7.6% from 2014 to 2019, growing at the same pace as the province. The largest increases have been between 2015 and 2017, where Salmon Arm grew by 2.1 and 2.4%, respectively. The population growth in both years was higher than the provincial average.

**Population skews older.**

Salmon Arm has a 13.7% share of millennials (between 20 and 34 years of age). This share is 30% smaller than the national average. The median age in Salmon Arm is 50, compared to 40.9 for Canada.

**Less-diverse population.**

Nearly 2,000 immigrants are residents of Salmon Arm. They represent 10.9% of Salmon Arm's population, a share that is 50% less than the Canadian average. More than half (56.5%) of these immigrants arrived in Salmon Arm before 1981.

**Aboriginal identity.**

Salmon Arm has a significant Aboriginal population (7%), largely Métis. This share is 40% larger than the Canadian average.

**Low labor participation.**

Four in 10 Salmon Arm residents are not actively working. The labour force participation rate in Salmon Arm is 57.5%, which is lower than both the national (65.2%) and provincial (63.9%) labour force participation rates.

**Potential for movers from within BC.**

House prices are among the lowest in BC. Most movers in Salmon Arm (65.7%) have actually moved from other cities in BC. However, housing availability is becoming a challenge with growing demand.

**Rental housing availability and affordability.**

Rental housing availability and affordability presents a significant challenge to workforce attraction/retention.

**Rising value of construction.**

The value of construction in Salmon Arm has almost quadrupled in the last two decades, with commercial and industrial construction leading growth in 2017 and 2018.

**Gender wage disparity.**

Men earn, on average, \$15,000 more than women; this is larger than the national (\$12,000) and provincial (\$13,000) gender wage differences.

**Poverty, equity, and community.**

Only 13.7% of residents are low-income status. This rate dropped by 27.3% in the last 5 years.

**Promoting Salmon Arm as a tourist destination.**

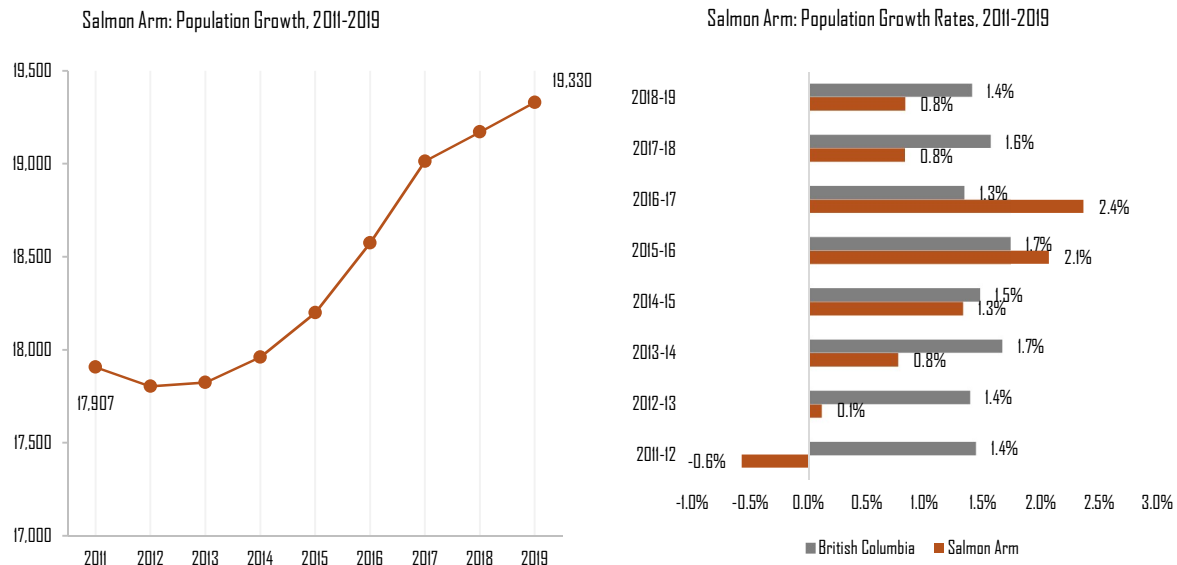
Salmon Arm is competitive in arts, entertainment, recreation, accommodation, and food services as reflected in its employment figures, but this is not reflected in social media and peer-generated reviews.

## PEOPLE AND DIVERSITY

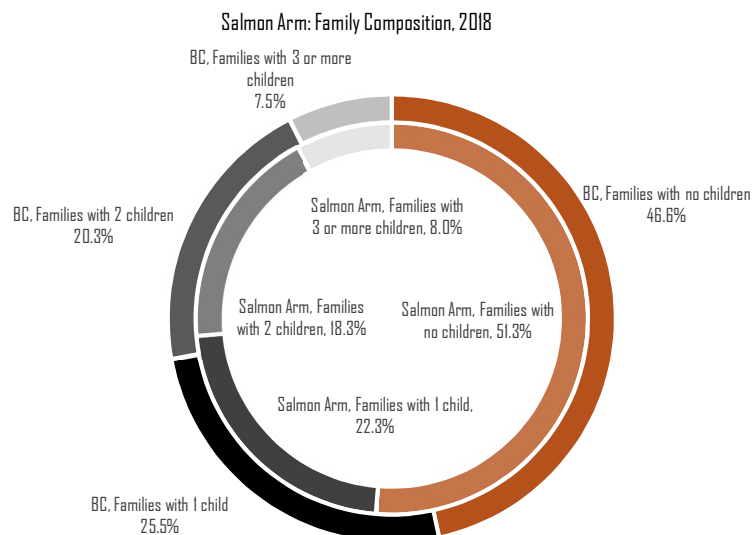
The Census Agglomeration (CA) of Salmon Arm is home to approximately 19,330 residents. The following outlines the key takeaways from the analysis of Salmon Arm's population and demographics:

### Fast-growing population

Over the past five years, Salmon Arm's population has increased by 7.6%. The highest growth rates were recorded in 2015-16 and 2016-17, where the numbers grew by 2.1 and 2.4%. The growth rates in both these years surpassed the provincial average growth rate.



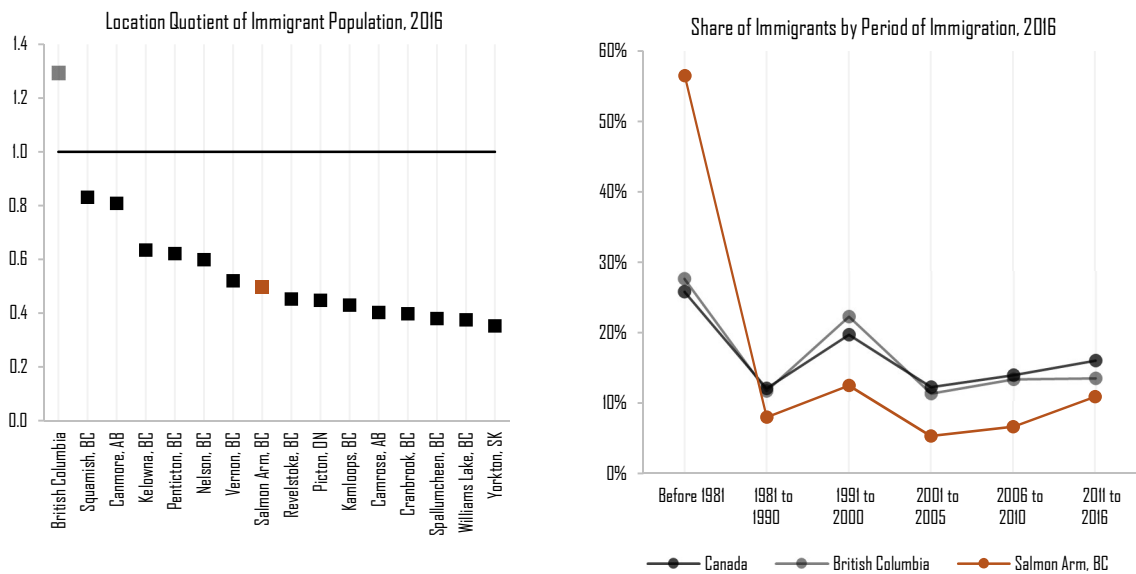
Half of Salmon Arm families have no children (51.3%), a share that is 10% larger than the provincial share.



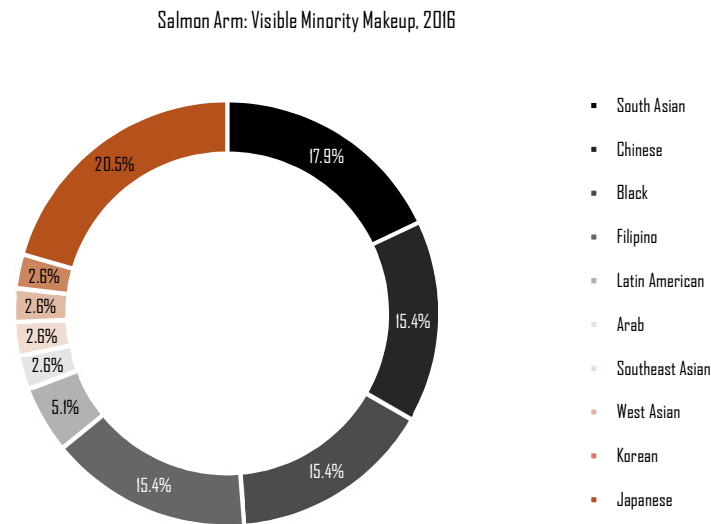


Small immigrant population

Immigrants make up nearly 10.9% of Salmon Arm’s population — a share that is 50% smaller than the national average. The share of immigrants at the provincial level (28.3%) is 30% greater than the national average. Most immigrants (56.5%) arrived before 1981.



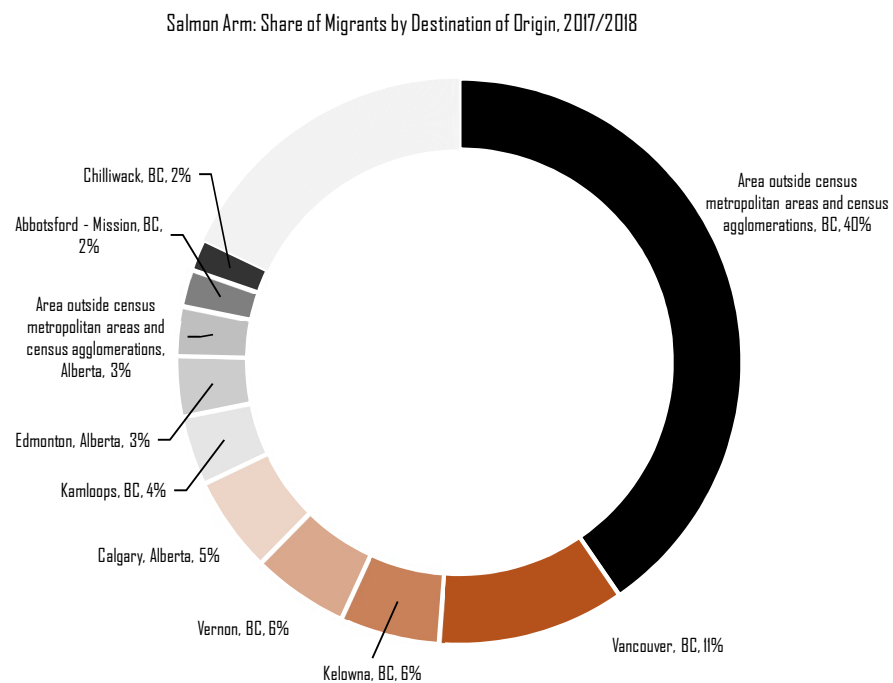
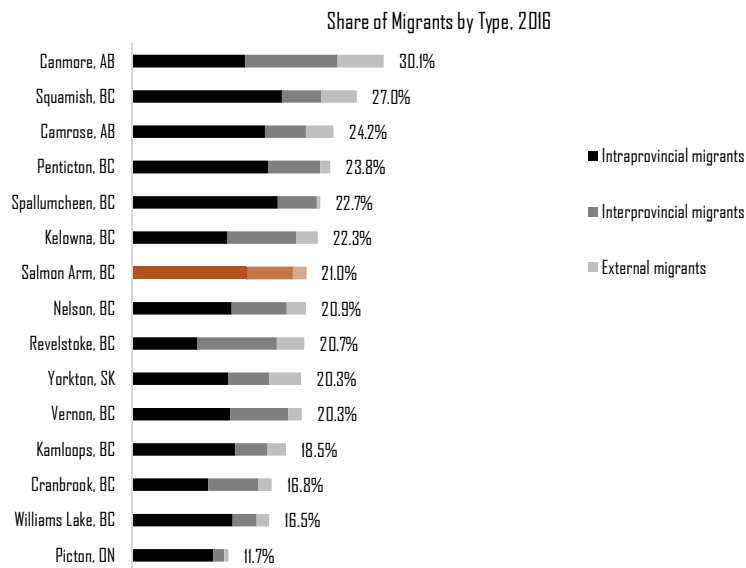
Almost 3.8% of Salmon Arm residents are visible minorities (660 residents), the majority being Asian



(76.9%).

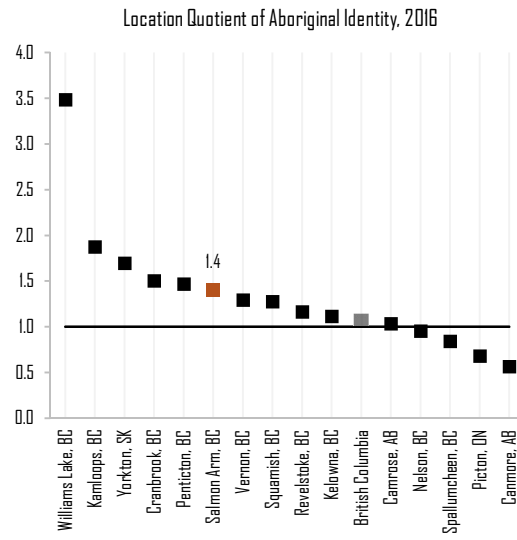
## Sizeable Intra-provincial migration

Most migrants/new residents to Salmon Arm are intra-provincial migrants, with the largest share (11%) coming from Vancouver.



## Significant Aboriginal identity

The share of Aboriginal residents (7%) in Salmon Arm is 40% larger than the national average and is largely comprised of Métis people.

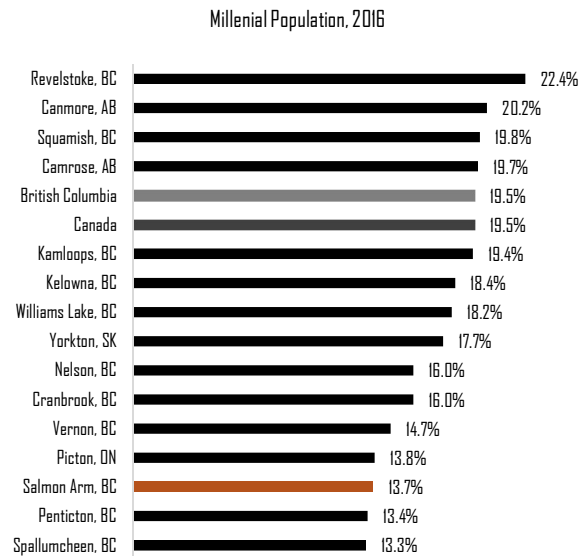


## TALENT

Salmon Arm talent is generally centered on natural resources and relevant occupations. The population tends to skew older, and a significant share of the population have an apprenticeship/trade certificate/diploma. The following are key takeaways about Salmon Arm's various talent metrics:

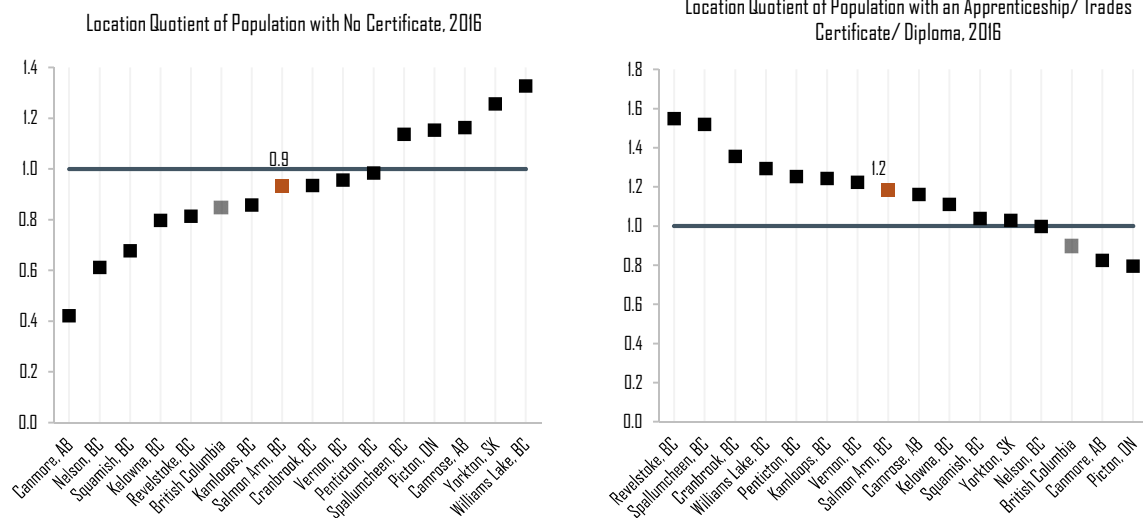
### Population skews older

Salmon Arm has a 13.7% share of millennials (between 20 and 34 years of age). This share is 30% smaller than the national average.

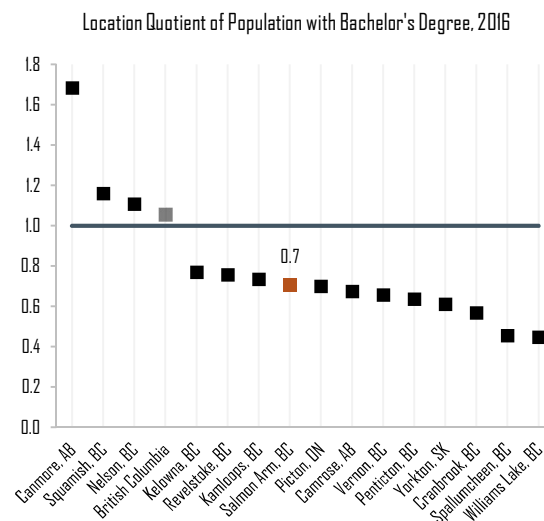


## Educational attainment in Salmon Arm

The share of Salmon Arm residents with no certificate is 17.1%. This share is 10% lower than the national share. The share of residents with an apprenticeship/trade certificate/diploma is 29.7%; a share that is 20% higher than the national average.

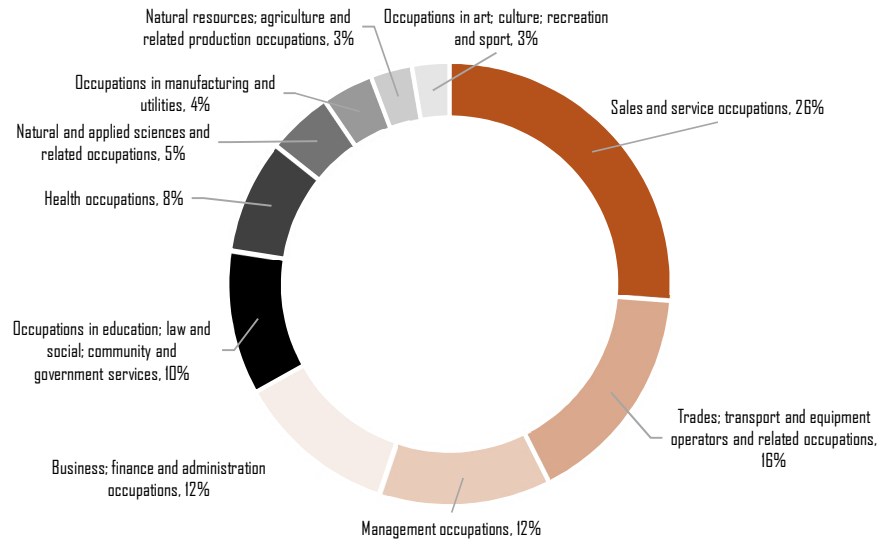


Almost 16.4% of Salmon Arm residents have a Bachelor's degree or higher; a share that is 30% lower than the national average.

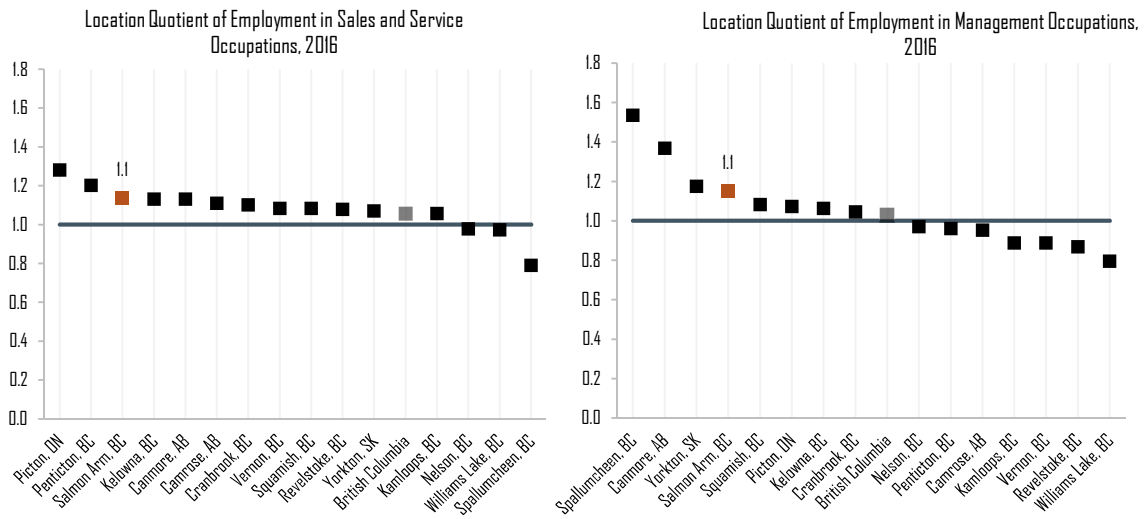


## Major occupations in Salmon Arm

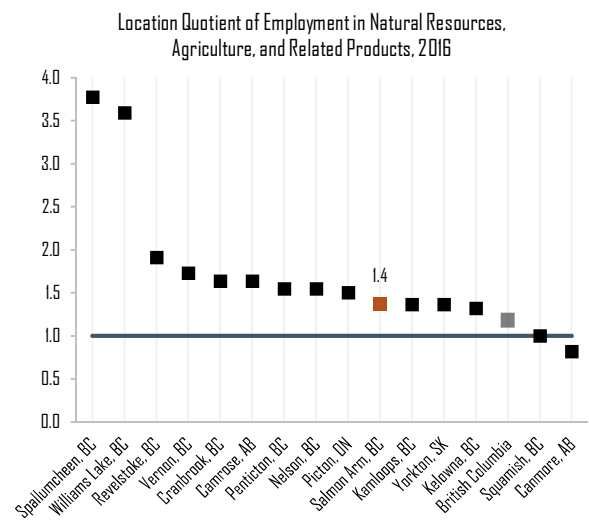
Sales and service occupations employ 1 in 4 residents of Salmon Arm. Other major occupations include trades, management, and business occupations.



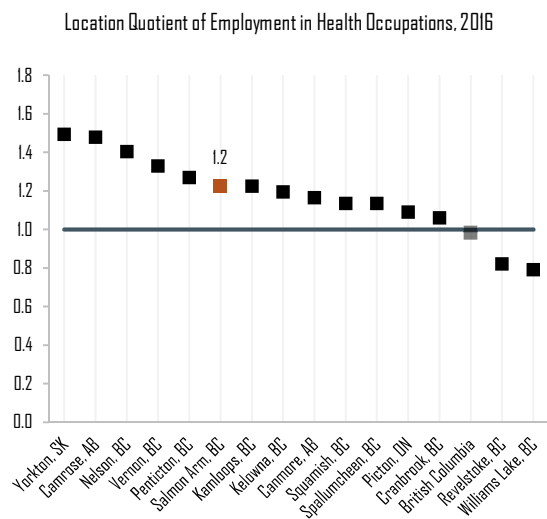
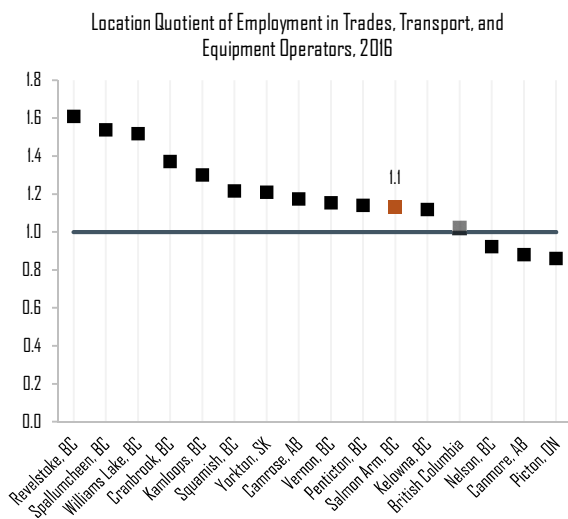
Employment in sales and service, and management occupations is 10% higher than the national average.



Employment in natural resources, agriculture, and related products is 40% higher than the national average.



Employment in trades, transport, and equipment operators is 10% higher than the national average.  
Employment in health occupations is 20% higher.



## ECONOMIC VITALITY

Research has found that it is the clusters of talent and skills that drive long-run growth and prosperity. There are three broad skill sets that drive today's economy: knowledge, service, and working sector. For Salmon Arm, a competitive advantage lies in the city's service and working sectors. A detailed analysis is presented below:

### Low Labour Force Participation Rate

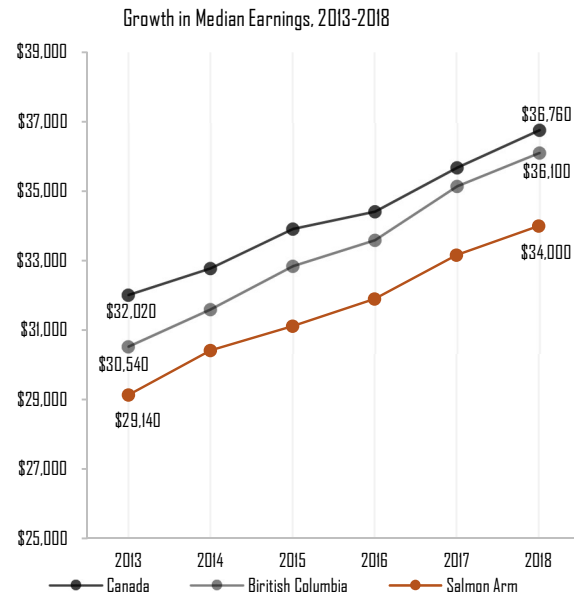
Approximately 8,380 individuals comprise Salmon Arm's labour force. That's a participation rate of 57.5%, below the national average (65.2%), the provincial average (63.9%) and ranking 13th among peer cities.





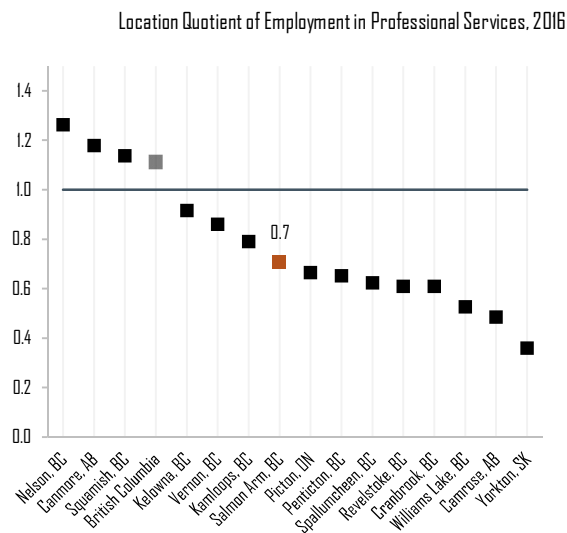
## Fast-Increasing Median Earnings

Over the last 5 years, median earnings grew by 16.7% from \$29,140 in 2013 to \$34,000 in 2018. On the national level, median earnings grew by 14.8%, compared to 18.2% on the provincial level.



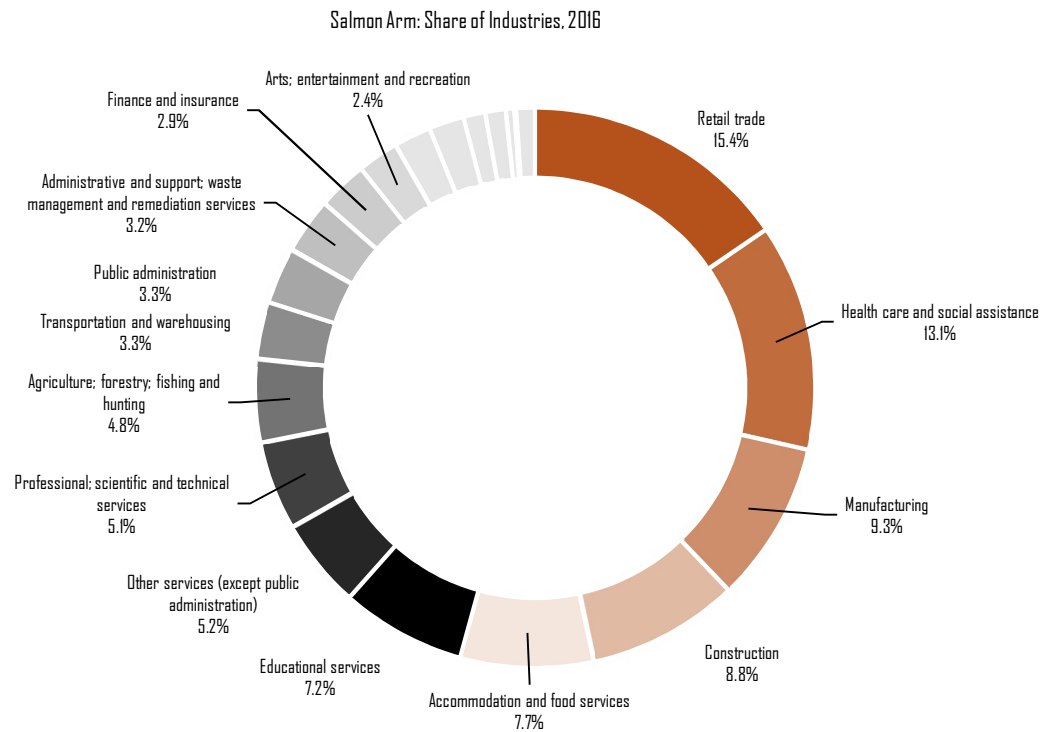
## Professional Services in Salmon Arm

Approximately 5.1% of Salmon Arm residents (430 workers) are employed in professional services. This share is 30% lower than the national average and has increased by only 2% between 2011 and 2016.

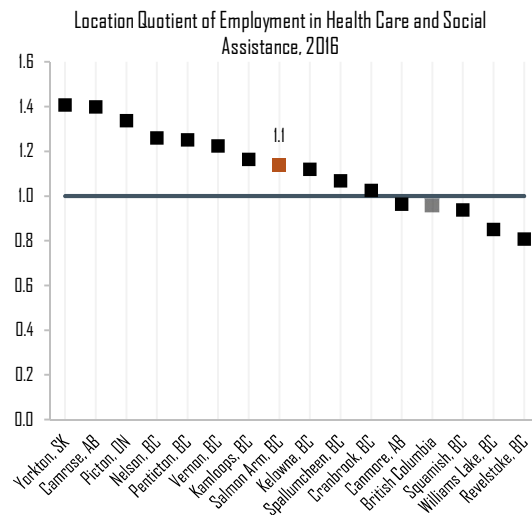
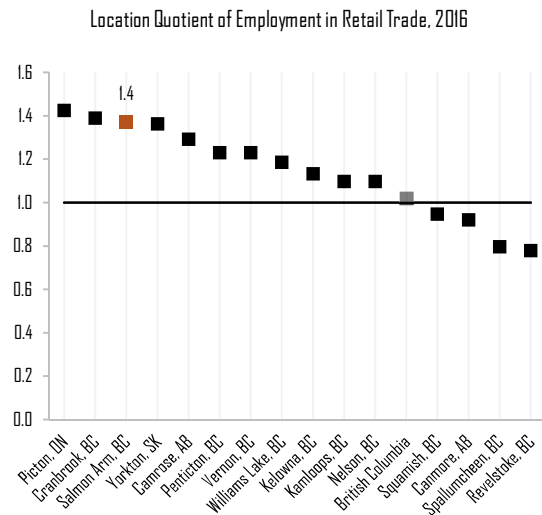


## Major Industries in Salmon Arm

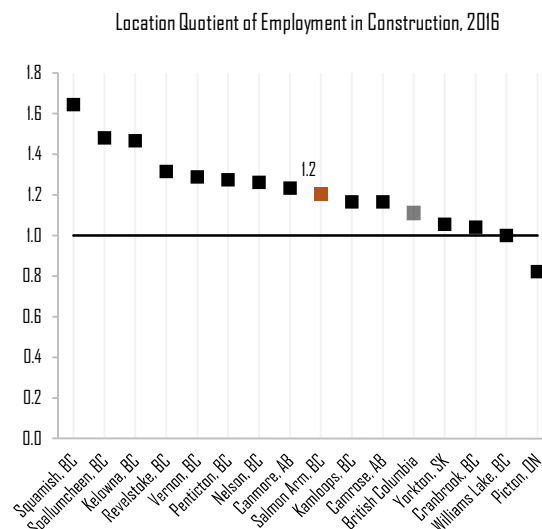
The four major industries in Salmon Arm are retail trade, health care and social assistance, manufacturing, and construction. Together, these four industries employ almost half (46.6%) of Salmon Arm residents.



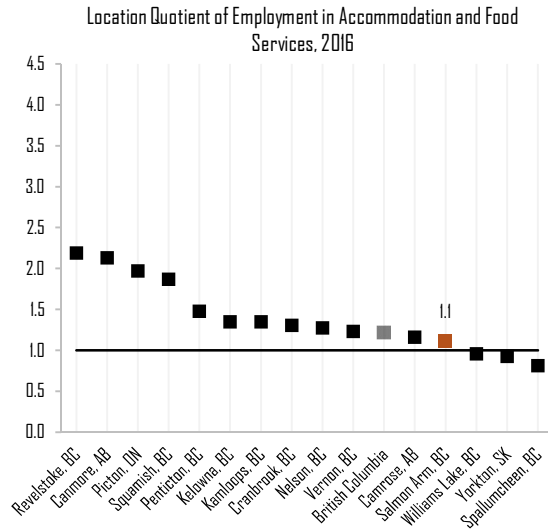
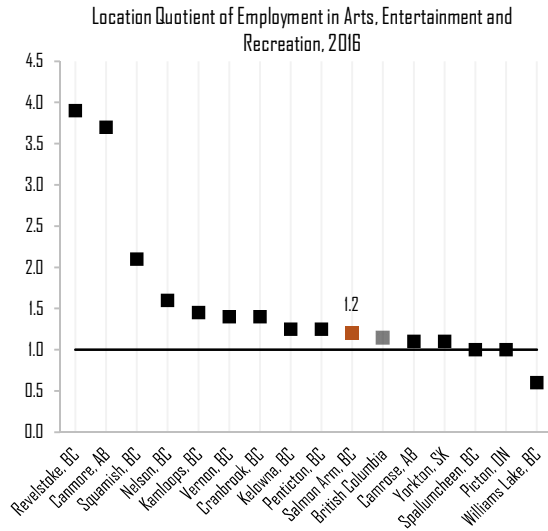
Approximately 15.4% of Salmon residents (1,295 workers) are employed in retail. This share is 40% higher than the national average. Employment in this sector has grown by 21.6% from 2011 to 2016. Health care and social assistance employs 1,100 Salmon residents (13.1%). This share is 10% higher than the national average and employment in this sector has grown by 4.1% for the same time period.



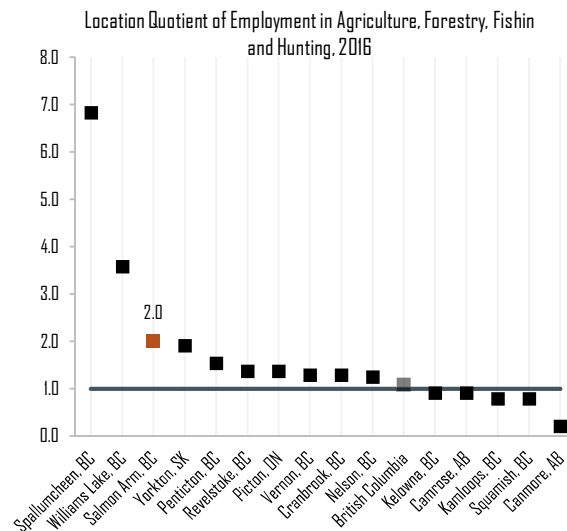
The share of employment in manufacturing is 10% higher than the national average (9.3%), and that in construction is 20% higher (8.8%). Employment in these sectors has grown by 32.1 and 10.9%, respectively, over the period from 2011 to 2016.



Salmon Arm is competitive in tourism related industries. The share of employment in arts, entertainment, and recreation is 20% higher (2.4%) than the national average, and the share of employment in accommodation and food services is 10% higher (7.7%).



Salmon Arm's employment in agriculture, forestry, fishing and hunting is two times higher than the national average. This sector employs 4.8% of Salmon Arm residents (405 workers).

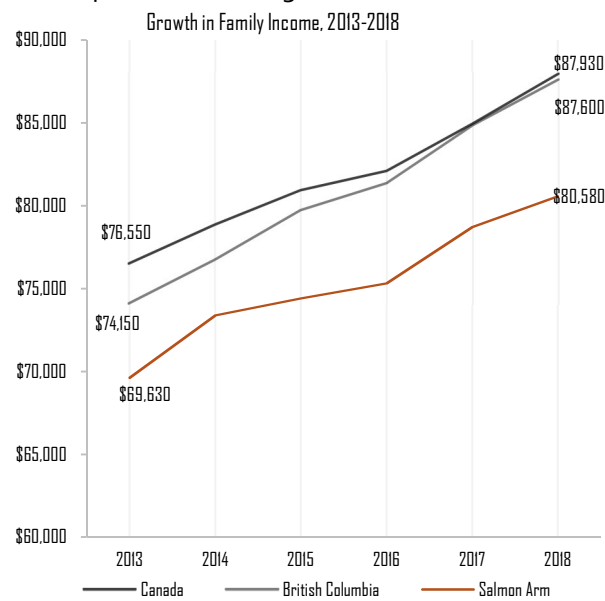


## EQUITY

Equity evaluates who benefits from growth within a city. Research has found that greater economic equity enables more people to engage at a higher level and add value in ways that help the economy perform better overall. A closer look at equity in Salmon Arm is presented in the analysis below:

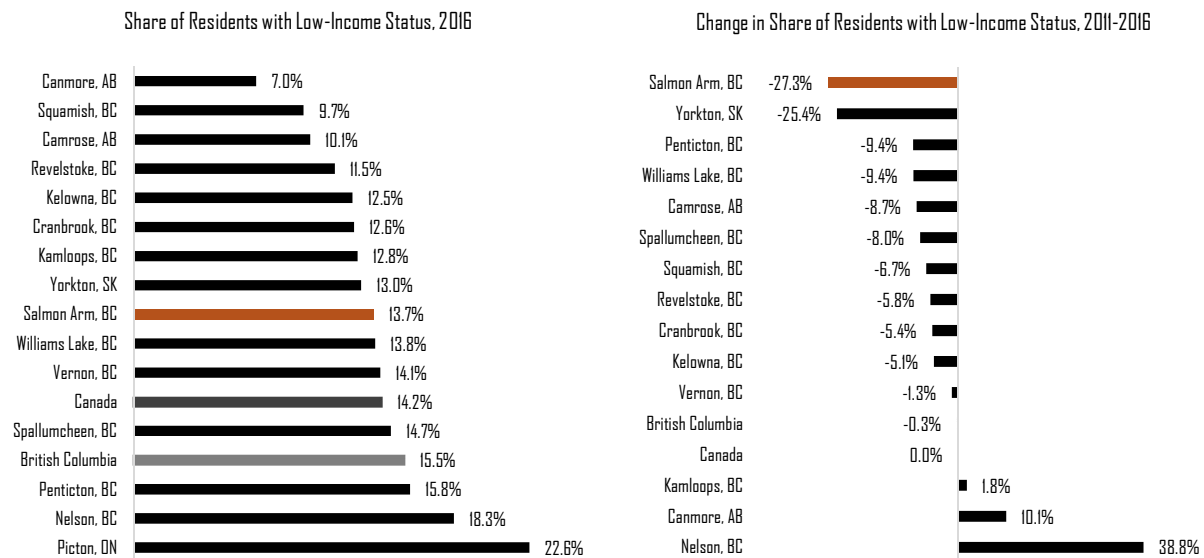
### Fast-increasing family income

Family income has increased by 15.7% from 2013 to 2018; a growth rate which is higher than the national average (14.9%), but lower than the provincial average (18.1%).

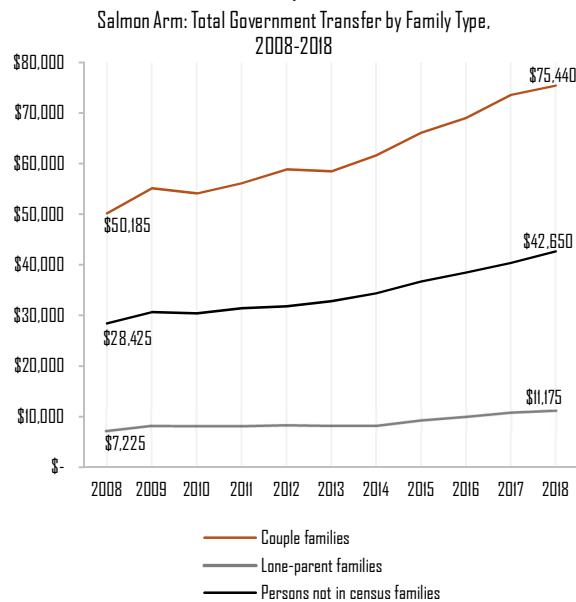


## Successful poverty reduction measures

Only 13.7% of residents are low-income status. This rate dropped by 27.3% in the last 5 years.

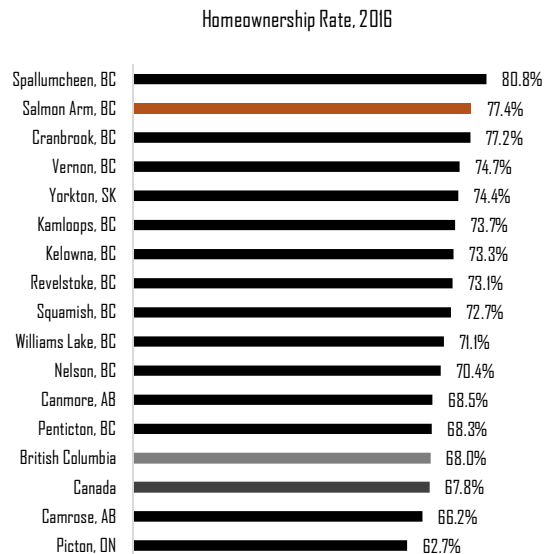


Government transfers in Salmon Arm have increased by 50.0% or more in the last 10 years.

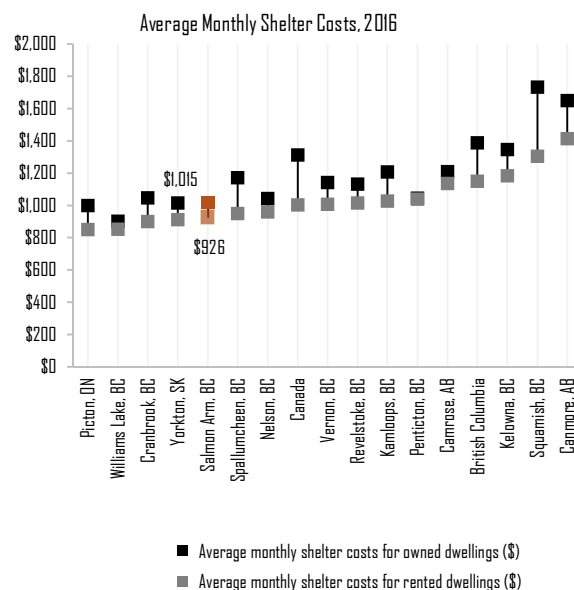
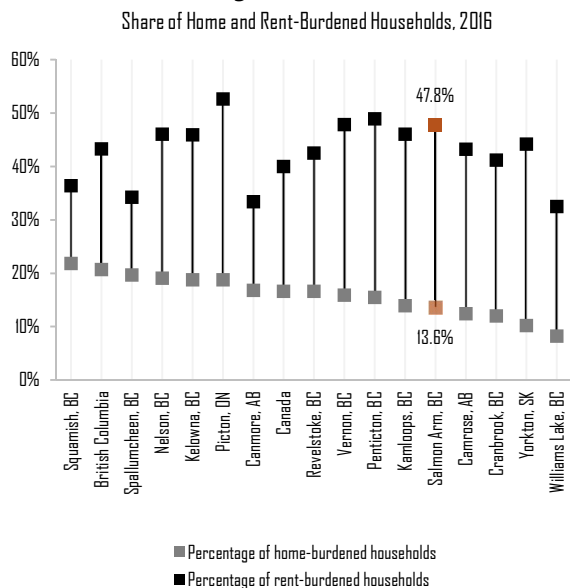


Strong Affordability Advantage

Salmon Arm boasts a high rate of home ownership at 77.4%, ranking second among the benchmarking cities.

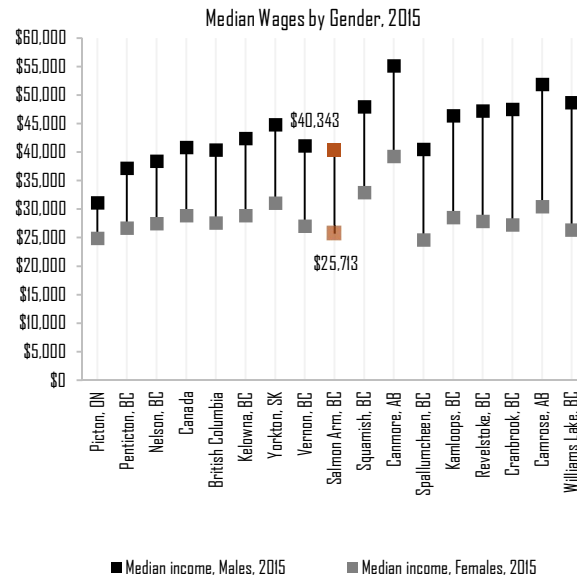


In addition, only 13.6% of owners are home-burdened (paying more than 30% of their income on housing costs), and the average shelter costs in Salmon Arm are among the lowest compared to the benchmarking communities (ranking fourth).



## Gender Wage Gap

Men in Salmon Arm earn, on average, \$15,000 more than women. This is a rather large wage gap, where the gap on the national level is around \$12,000 and on the provincial level is around \$13,000. Salmon Arm ranks seventh among the benchmarking cities for this metric.





# Appendix B: Engagement

While a data assessment helps determine a city's competitive advantages, opportunities, and challenges, an economic development strategy must be co-authored by the community it intends to serve.

By providing a platform for community members to share their expertise and new ideas, we hope to generate a universal understanding of economic opportunity among public, private, and governmental partners. This process of convening local stakeholders is reflective of SAEDS' mission to build meaningful relationships between industry players, service providers, residents, non-profit organizations, and economic development partners.

The roundtable discussions with the following groups represent the beginning of a long-term effort to foster community engagement. To arrive at a firm understanding of Salmon Arm's many assets and challenges, SAEDS, in partnership with Resonance Consultancy, hosted a series of discussions on a detailed list of topics; more than fifty business, community and government representatives participated in the conversation. Likewise, we conducted 1-1 interviews with representatives from the Salmon Arm Chamber of Commerce, Downtown Salmon Arm Association, Workforce BC Salmon Arm, and the Neskonlith Indian Band.

## ROUNDTABLE DISCUSSIONS

### Young Professionals

Talent is the driving factor in economic development today. This roundtable discussion gathered young professionals, workforce development professionals, and business representatives to discuss Salmon Arm's appeal to the growing creative class in the region, as well as the challenges that talent experiences in the city.

### Downtown Businesses and Advocates

This discussion brought together downtown Salmon Arm businesses, tourist officials and advocates to discuss the state of Salmon Arm's downtown and the impact of COVID-19. The dialogue outlined how merchants would like to see the downtown core activated and promoted in the future.

### Arts and Culture

This session convened an array of arts representatives to discuss the importance of arts and culture in enhancing quality of place with regards to Salmon Arm's economic development efforts. The discussion acknowledged the significant value that Salmon Arm's arts community brings to the city, as well as the challenges it faces as the city grows.

## **Business Services**

This discussion included local entrepreneurs, small business support organizations and service providers to consider what makes Salmon Arm a unique environment for business growth. In addition to identifying certain action steps and gaps in the city's business ecosystem, the conversation discussed the sectors offering the greatest opportunity for growth and expansion.

## **Food Processing/ Agriculture**

While Agriculture is essential to Salmon Arm's identity, there's a lot of excitement in the city about the forthcoming food hub in Salmon Arm. This roundtable convened local growers, merchants and food developers to discuss the future of the city's food processing cluster.

## **High-Tech and Industrial**

Salmon Arm's high tech and manufacturing cluster is a key employment sector and competitive advantage. This discussion brought together industry professionals (from large anchor and mid-sized companies) and entrepreneurs to discuss the city's growth opportunities within this cluster and what's needed to improve.

## **City Council**

The conversation included members of the City of Salmon Arm and identified community competitive advantages, shared priorities, as well as the opportunity for future collaboration. It also addressed what Salmon Arm's leaders hope to see included as part of the five-year economic development strategy and identified community competitive advantages, shared priorities, and the opportunity for future collaboration.

# **KEY THEMES AND TAKEAWAYS**

Roundtable participants and community stakeholders identified the following themes. Their takeaways, cross-cutting several sessions, have helped to shape Salmon Arm's Economic Development Strategy.

## **A Maturing Economy**

- **DIVERSIFIED ECONOMY**

"For a small town, Salmon Arm is diversified. We have a lot of different businesses and activities going on all the time."

- **GROWING PROFESSIONALISM AMONG SMALL BUSINESSES**

"Salmon Arm's small businesses are becoming more professional, moving in the right direction. We're seeing our small businesses take themselves more seriously."

## **A Supportive, Cooperative Business Community**

- **SUPPORTIVE COMMUNITY**

"Our community is really supportive for anyone wanting to set up shop. There are so many local resources for businesses; when you look at the work that's being done for entrepreneurs, it is incredible. You don't see that in big cities."

- **WELCOMING COMMUNITY**

"We're a welcoming community. If you're going to start a business, there's real support for local industry and that is growing. There's a network and ecosystem here for support."

- **ENGAGED ENTREPRENEURSHIP PROGRAM**

"The entrepreneurship program is a really great program; I am surprised by how many people were willing to support it by mentoring and being involved."

- **COOPERATION AMONG BUSINESSES**

"The co-operative nature of Salmon Arm is a huge thing. We are all well served for a small town with a really good heart, and that helps business come together. We're fortunate that when we go out and do things, we interact with a lot of the people that we also interact with for business, so we get to know them."

## **Impact of COVID-19**

- **SHOPPING LOCALLY**

"COVID-19 has made people think about what they can do more locally; there's been an emphasis on how they [residents] can buy local."

- **NEW TYPE OF VISITOR**

"We saw a big demographic switch; we didn't have the weddings, and we didn't have bus group sales. But the leisure traveler was out in droves this summer."

- **INCREASED SOCIAL MEDIA ENGAGEMENT**

"We've noticed more social media engagement from our merchants. They've had to rethink their marketing and how they are connecting with their customers."

## **A Geographical Advantage**

- **GEOGRAPHIC ADVANTAGES**

"Being the halfway point between Vancouver and Calgary has been a huge benefit for us during this pandemic."

- **ADVANTAGE OF THE TRANS-CANADA**

"We have transportation coming through here all the time; our stuff is going to a wide variety of places; we never feel like we're at the end of the road. It is super easy."

## **Industrial Park Asset**

- **IMPORTANCE OF THE INDUSTRIAL PARK**

"The environment around us gives us the opportunity to scale a bit faster than anywhere else. Nearby, we have the technology, talent of other manufacturers that we use. We're pretty lucky in that way."

- **UNDERSTATED VALUE**

"The industrial park is really important. But I don't think it gets the value and recognition that it deserves some time. For many of us, it is the reason we are here."

## **Opportunity of Food Hub**

- **CHALLENGES OF WINTER**

"Our biggest disadvantage is winter; every farm marketer closes up shop in October and is not back in operation until April. Winter is an obstacle that we have to chip away at it."

- **PROMISE OF THE FOOD HUB**

"We're excited about the food hub; it will help us manufacture in a more economical way until we get off the ground and have revenue."

- **EQUIPMENT SHARING**

The sharing of equipment will be key; it will help with our efficiency and costs; we don't need a lot of days in the kitchen. This helps us tackle our equipment challenge."

- **OPPORTUNITY FOR FOOD INNOVATION**

If we're able to process and have more innovation in product development, we can nick away at the challenges of the shoulder season. There's a lot of opportunity here."

- **SALMON ARM BRAND**

"We're hoping that the food hub can help us promote a stronger united brand for products. The problem with 'local' is that it is just so diluted now."

## **Supporting Economic Development**

- **ECONOMIC DEVELOPMENT MODEL**

"An independent private-sector and community-driven economic development organization is the right model for Salmon Arm."

- **HELPING BUSINESSES SCALE**

"The question now for Salmon Arm is how do we help scale the enterprises that we currently have; how can we look to supply chains to create additional employment opportunities."

- **BUILDING A CULTURE OF INNOVATION**

"If I looked to 2030, I'd want Salmon Arm to be a healthy, entrepreneurial ecosystem with a culture of innovation where businesses are able to quickly pivot and build collaborative relationships."

- **TELLING A BROADER STORY**

"We have to tell more of a story beyond quality of place. Quality of employment and opportunity are also important to me. We have a story that will resonate."

## **Succession Planning Needs**

- **PLANNING FOR BUSINESS SUCCESSION**

"Downtown businesses are closing; but it is not just because of COVID. These small businesses are often run by the owners; they are tired and want an exit."

- **SUCCESSION PLANNING FOR INDUSTRIAL ENTERPRISES**

"Among Salmon Arm businesses, especially within our industrial sector, succession planning is not happening; we're actually seeing closures versus succession."

## **Space Challenges and Needed Improvements**

- **EXPENSIVE AND LIMITED SPACE**

"Office space and facilities for manufacturing are not easy to find; they are expensive. How do we attract larger businesses if we don't have space for them?"

- **MORE DEMAND THAN SPACE**

"There's more demand for space than we have. It [space] is absolutely scarce; we're exceeding the supply of lease space in the industrial park."

- **UNDEVELOPED LAND**

"There's an inventory of available land but it isn't developed yet. That adds an extra layer to establishing a business case. There's also the cost of having to service those new parcels."

- **A LONG-TERM POLICY CHALLENGES**

"We have to address our space and real estate needs that support business expansion and retention. The city may need to play a role in solving that long-term policy issue."

- **LAND BANKING**

"The discussion of a land bank/trust is important, but we need to make sure that we have multi-housing capacity for the initiative/organization."

- **IMPROVING THE INDUSTRIAL PARK**

"We need to think about how we improve the industrial park. It's really grown. We didn't really have an overall plan for what it would look like when it grew up. We've inherited some problems."

- **IMPROVEMENTS IN CELL SERVICE**

"The lack of cell service in the industrial park is a big challenge. Poor public lighting on our buildings and streets is also an issue. These are common needs that we all have."

- **MORE RENTAL HOUSING**

"When we were hiring a year or two back, we lost out on two really good welders because they couldn't find a place to live. Even with the strong construction in recent years, we are still extremely low in our vacancy rate for rental housing."

## **Supporting Downtown**

- **YEAR-AROUND VISITOR SUPPORT**

"This summer, we still had the tourism information center, and now, we do not. Going forward, it would be nice to have a year-round service like this; even if it is just maps."

- **LAUNCHING AMBASSADOR PROGRAM**

"This spring we're launching an Ambassador Program, helping to train local businesses about the experiences that are available for leisure travelers and local residents alike."

- **REGULATING PARKING DOWNTOWN**

"We have three hours and it should be free, but we need to be aggressive about enforcement."

- **MORE PATIOS**

"We need more gathering spaces; I'd love to see more patios downtown for people to hang out."

- **ACTIVATING DOWNTOWN**

- "We must continue with placemaking initiatives; we need to encourage and support efforts to bring people downtown."

- **NEED FOR WAYFINDING**

"In the past, we haven't had consistent signage. It provides that cohesion and that feel that you want in a downtown, it's like packaging the product."

## **Strong Quality of Place**

- **LIFESTYLE WITH OPPORTUNITY**

"I love living where people travel for 15 hours to get to. We have sledding, hiking and all kinds of recreational assets. Salmon Arm has lifestyle with opportunity."

- **A WELL-ROUNDED OPPORTUNITY**

"It's a great place to raise a family; you can have that balance of having a career and a personal life. You're able to enjoy the outdoors. It's a well-rounded opportunity here."

- **REGIONAL SERVICES CENTER**

"We have the access that people want, including great medical services, central location, recreational activities, and good schools. We have everything."

- **COMMUNITIES TO CONNECT**

"There are so many different types of communities: there's a music community, and there's a sports community and others. We have a lot of things to connect people together. That's a really big strength of this area."

- **ABSORBING TOURISTS**

"The summertime can be busy, even though most of the people are not from here, but our region absorbs the tourists pretty well. We don't get a lot of tourists staying right in our town."

### **Affordability Advantage**

- **AFFORDABILITY ADVANTAGE**

"Affordability is a big draw here. We were able to build a beautiful house here for the same price as our townhouse in Squamish. You can come here, and you don't have to be a slave to your mortgage here."

- **RELATIVE HOUSING PRICES**

"People are talking about housing prices, but prices are relative to where the people are coming from; our housing prices are very competitive and comparable to most communities. Some people come here and think that Salmon Arm is an absolute deal."

### **Opportunity for Remote Work**

- **REMOTE POTENTIAL**

"There's enormous opportunity here, as talent is able to work away from their primary workplace. A lot of young families will be looking for quality of life, safer and less dense places."

- **REMOTE TALENT NEEDS**

"If you're looking to attract remote talent, you have to have quality internet connection and access to an airport. We have fiber, a central location and airport access that is door-to-door in about an hour."

### **Building Community for All**

- **TOUGH PLACE FOR SINGLES**

"When we first moved here (and we didn't have kids), there wasn't a social scene, and it was really hard to meet people and get involved. When we had kids, that all changed. This can be a hard place for a young, single professional."

- **EVENTS ALL FAMILY-FOCUSED**

“There’s a lot of community events, but all of them seem to be family-friendly and not for singles. This is not the easiest place to make friends.”

- **BUILDING SOCIAL CAPITAL**

“Once you’re able to connect and build community, you’re in, and that bleeds into business and networking, too. In Salmon Arm, personal relationships are business relationships. How can we help people clear that initial hurdle? That is the question.”

- **INCLUSION CHALLENGES**

“There’s more diversity here than in other communities. But there’s still some issues of inclusion in our community that we’re trying to tackle. For some (especially for those from overseas), it can be tough because they don’t have a culture here.”

## Appendix C: Key Industry Clusters

### WHAT IS AN INDUSTRY CLUSTER?

The term “industry cluster” refers to a group of similar and related traded sector businesses in a defined geographic area. Businesses in the same cluster tend to share common markets, technologies and skill sets, and are often connected through buyer-seller relationships. For this reason, industry clusters tend to be highly specific. This allows a city to identify the cluster’s unique workforce and supply chain needs, while promoting the cluster more effectively.

On the most basic level, industry clusters promote two functions: collaboration and competition. Due to their shared resources and markets, businesses in the same industry cluster can collaborate to solve issues within their own industry or throughout the broader community, including infrastructure needs and regulations such as incentives or zoning. Industry clusters also help to distinguish a community from nearby areas, define its role in the regional or national landscape, and encourage the development of new business opportunities. At the same time, these clusters encourage competition among related businesses, thereby promoting innovation.

By highlighting a specific group of like-minded businesses, cities can better communicate their competitive strengths to outside talent and firms. Through data analysis, we examined the following 13 traded clusters for Salmon Arm:

1	Business Services
2	Tourism
3	Retail and Wholesale Trade



4	High Tech Cluster
5	Healthcare
6	Arts and Culture
7	Agriculture and Natural Resources
8	Knowledge
9	Metals and Machinery
10	Food Manufacturing and Processing
11	Chemicals and Plastics
12	Electronics Manufacturing
13	Wood Products

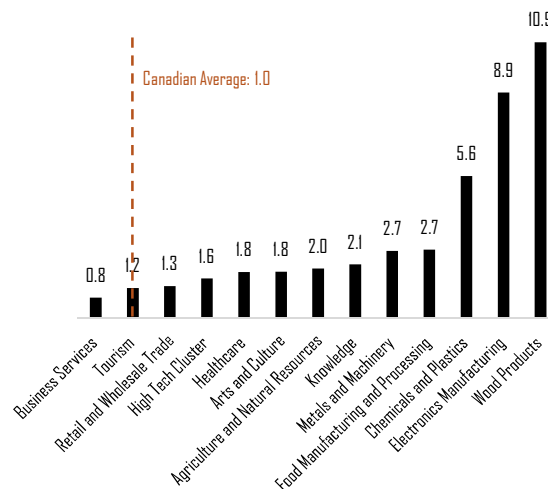
The following is an analysis of Salmon Arm's cluster advantages and associated workforce skills.

## TRADED CLUSTERS

### Cluster Specialization

Twelve of the traded sector clusters in Salmon Arm have a competitive advantage (cluster specialization greater than 1). The only cluster that does not have a competitive advantage is Business Services.

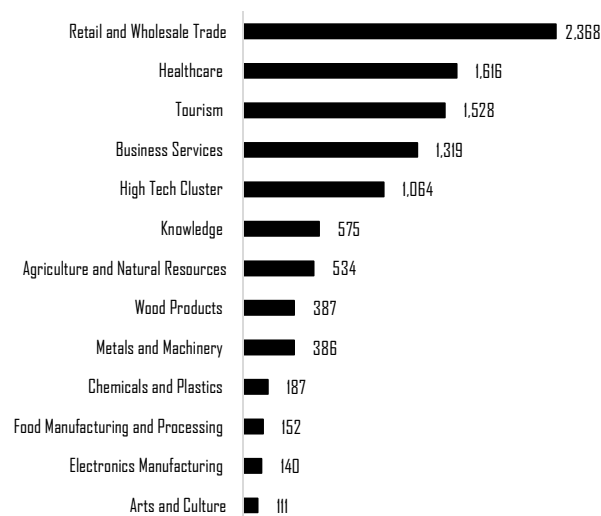
Salmon Arm: Cluster Specialization, 2020



### Cluster Employment

Salmon Arm's largest traded sector clusters are retail and wholesale trade, healthcare, and tourism. Together, they employ 5,512 employees.

Salmon Arm: Cluster Employment, 2020



## Cluster Job Creation

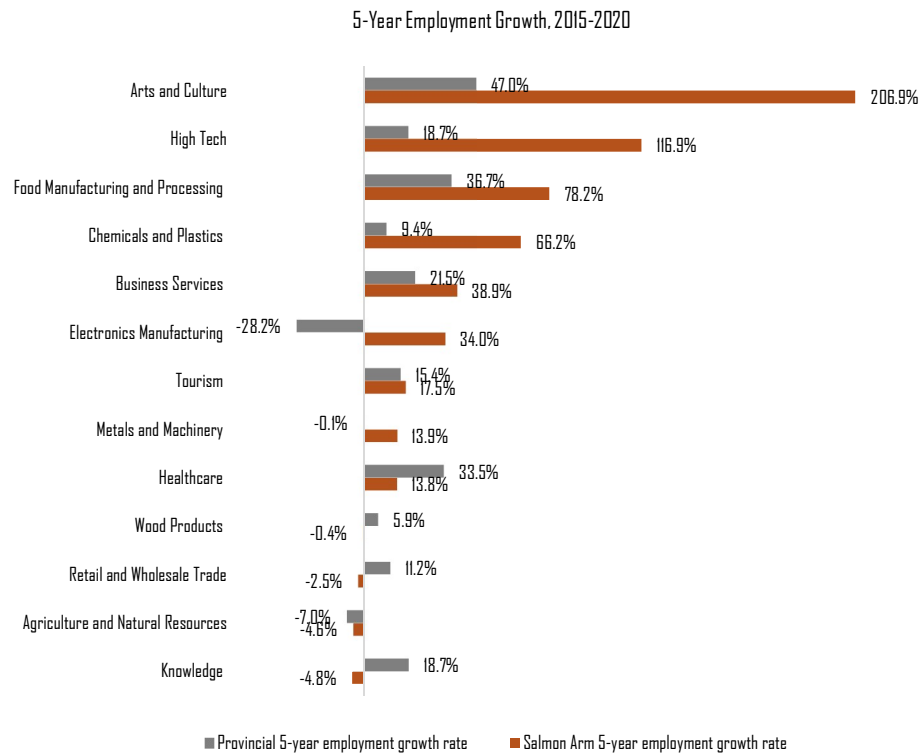
Salmon Arm's traded clusters added 1,549 jobs since 2015, a 17.6% increase. Nine of the clusters have a job growth that is faster than British Columbia.

	Employment estimate, June 2020	New jobs, 2015-2020	Job Growth Faster/Slower than BC, 2020	5-year employment growth rate
Wood Products	387	-2	-6.3%	-0.4%
Electronics Manufacturing	140	36	62.2%	34.0%
Chemicals and Plastics	187	75	56.8%	66.2%
Food Manufacturing and Processing	152	67	41.5%	78.2%
Metals and Machinery	386	47	13.9%	13.9%
Knowledge	575	-29	-23.5%	-4.8%
Agriculture and Natural Resources	534	-26	2.5%	-4.6%
Arts and Culture	111	75	159.9%	206.9%
Healthcare	1,616	196	-19.7%	13.8%
High Tech	1,064	574	98.2%	116.9%
Retail and Wholesale Trade	2,368	-60	-13.6%	-2.5%
Tourism	1,528	228	2.1%	17.5%
Business Services	1,319	370	17.4%	38.9%

\*Note: Brick shading represents an employment decline or slower growth than British Columbia.

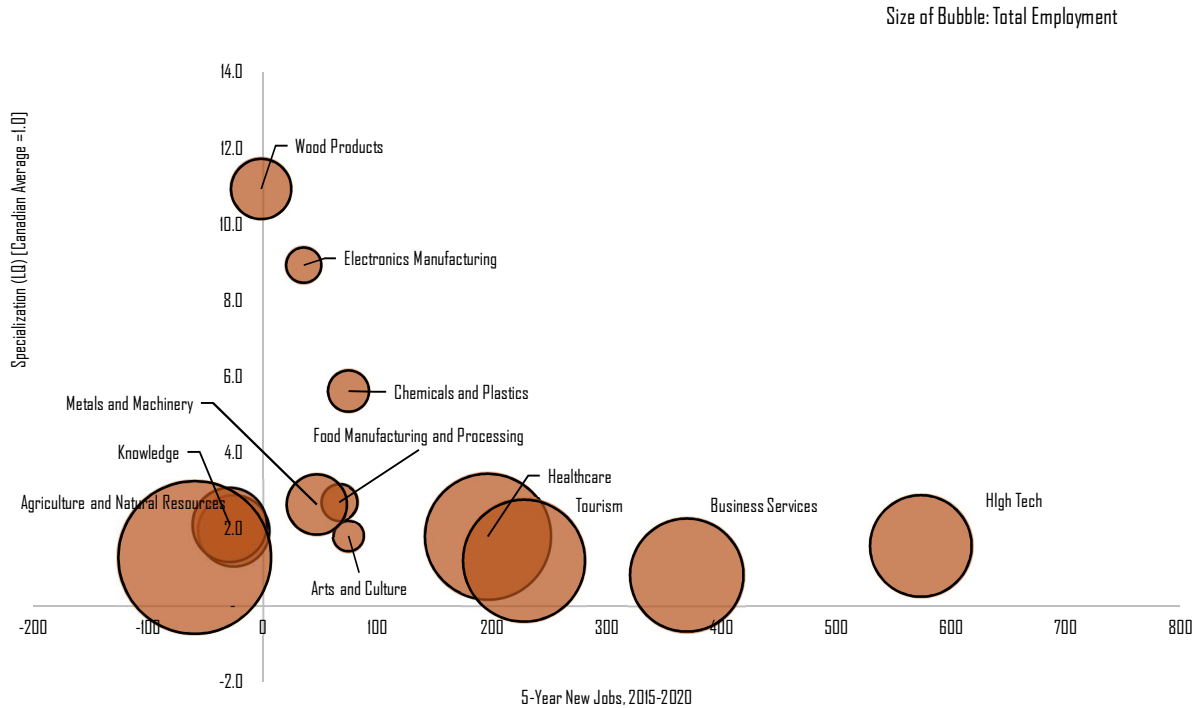
## 5-Year Employment Growth

Eight Salmon Arm clusters outpace British Columbia in job growth: Arts and Culture, High-Tech, Food Manufacturing and Processing, Chemicals and Plastics, Business Services, Electronics Manufacturing, Tourism, and Metals and Machinery.



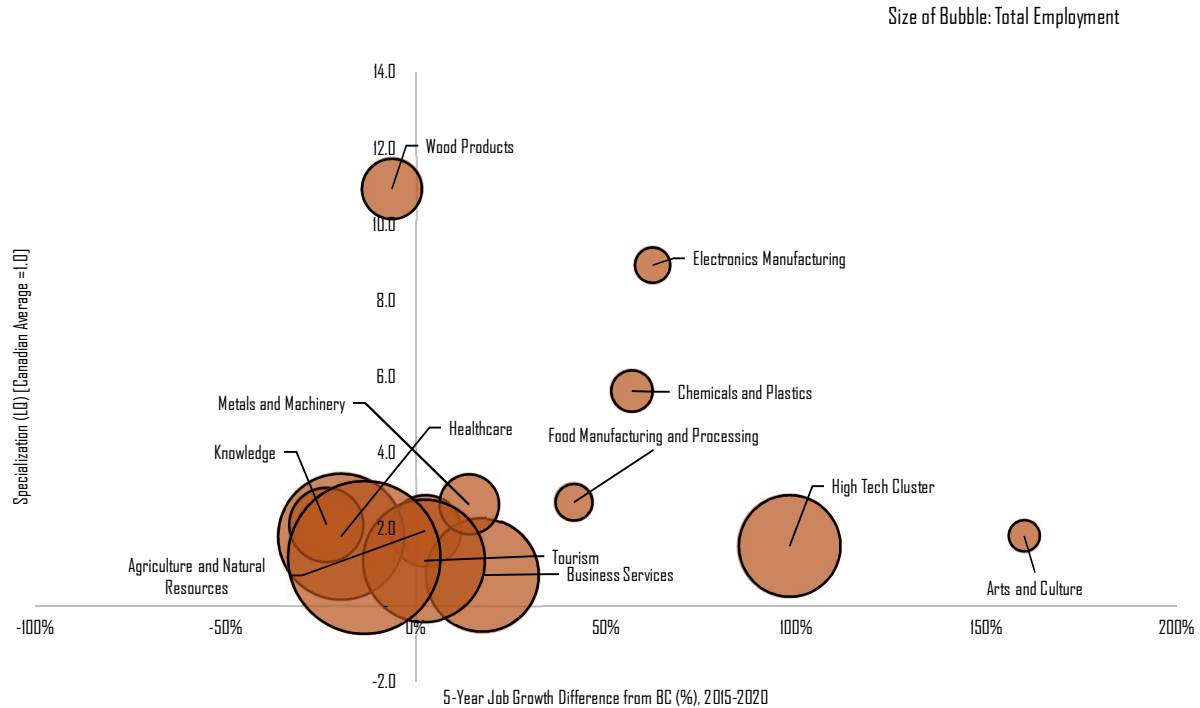
## Employment and Job Creation

The High-Tech cluster is first in terms of job creation; this sector added more than half its jobs in the last five years. It is followed by Business Services, which is the second biggest cluster in terms of job creation. Wood Products, while a relatively small cluster in terms of employment and quite stagnant in terms of adding new jobs, nonetheless, represents Salmon Arm's most competitive sector.



## Employment and Job Growth

The Arts and Culture cluster is small in terms of employment but has achieved the greatest growth – compared to the province – in the last five years. Salmon Arms also has growing High-Tech, Electronics Manufacturing, Chemicals and Plastics, and Food Manufacturing and Processing clusters. The city has a competitive advantage in all of these clusters.



## Cluster Summary

Salmon Arm is competitive in 12 of the 13 clusters included in the analysis. Out of those 12 competitive clusters, three clusters are experiencing job growth slower than British Columbia and have lost a number of jobs over the last five years (Wood Products, Knowledge, and Retail and Wholesale Trade); one cluster has lost jobs, though losses on the provincial level are greater (Agriculture); and one cluster has gained jobs, albeit at a rate slower than the provincial growth rate (Healthcare).

	Employment LQ - National, 2020	Employment estimate, June 2020	New jobs, 2015- 2020	Total number of businesses, 2020	Increase in number of businesses, 2015-2020	Share of BC Cluster Employment, 2020	Job Growth Faster/Slower than BC, 2020
Wood Products	10.9	387	-2	11	0	2.8%	-6.3%
Electronics Manufacturing	8.9	140	36	6	2	5.6%	62.2%
Chemicals and Plastics	5.6	187	75	7	3	3.3%	56.8%
Food Manufacturing and Processing	2.7	152	67	10	4	1.5%	41.5%
Metals and Machinery	2.7	386	47	31	3	1.8%	13.9%
Knowledge	2.1	575	-29	27	5	0.8%	-23.5%
Agriculture and Natural Resources	2.0	534	-26	149	2	0.8%	2.5%
Arts and Culture	1.8	111	75	15	9	0.7%	159.9%
Healthcare	1.8	1,616	196	177	23	0.8%	-19.7%
High Tech	1.6	1,064	574	131	12	0.7%	98.2%
Retail and Wholesale Trade	1.3	2,368	-60	262	6	0.6%	-13.6%
Tourism	1.2	1,528	228	109	11	0.4%	2.1%
Business Services	0.8	1,319	370	325	5	0.3%	17.4%

Note: Grey shading represents clusters with LQ's greater than the Canadian average; brick shading represents an employment decline or cluster growth slower than British Columbia.

## TARGET CLUSTER PROFILES

### High Tech Cluster

#### Overview

With over 80 technology businesses operating in the community and a further 60 in the broader Shuswap region, Salmon Arm has a strong tech cluster outside of the urban centres. The city has benefited from this rising sector through industry and community partnerships which led to the development of an Innovation Centre, intended to help a start-up environment and the development of an exceptional local, talented labor force.

NAICS	Sector	Employment LQ - National, 2020	Establishment LQ - National, 2020	Employment estimate, 2020	Total number of businesses, 2020	% of Cluster employment, 2020	New Jobs, 2015- 2020	New Businesses, 2015-2020
	<b>High Tech</b>	<b>1.6</b>	<b>0.7</b>	<b>1,064</b>	<b>131</b>		<b>574</b>	<b>12</b>
333245	Sawmill and woodworking machinery manufacturing	89.5	18.4	184	2	17.3%	75	0
335930	Wiring device manufacturing	58.6	68.5	138	4	13.0%	35	1
541380	Testing laboratories	16.5	1.1	351	2	32.9%	347	0
541370	Surveying and mapping (except geophysical) services	4.2	7.6	39	9	3.7%	16	2
519121	Libraries	1.7	2.9	17	2	1.6%	5	-1
512130	Motion picture and video exhibition	1.6	3.8	29	2	2.7%	0	0
541330	Engineering services	1.1	1.0	136	19	12.8%	54	0
517911	Telecommunications resellers	1.1	1.1	17	2	1.6%	17	2
541340	Drafting services	0.8	1.1	4	2	0.3%	0	0
541350	Building inspection services	0.8	1.6	3	3	0.3%	2	2
541620	Environmental consulting services	0.7	1.7	10	7	0.9%	4	2
517919	All other telecommunications	0.7	0.9	3	1	0.2%	3	1
541360	Geophysical surveying and mapping services	0.6	2.5	2	2	0.2%	-1	1
811210	Electronic and precision equipment repair and maintenance	0.6	1.1	6	3	0.6%	2	0
541690	Other scientific and technical consulting services	0.6	0.9	18	15	1.7%	-4	-2
541310	Architectural services	0.6	1.3	12	6	1.1%	10	5
541612	Human resources consulting services	0.6	0.8	9	3	0.8%	0	0



541320	Landscape architectural services	0.5	1.5	2	2	0.2%	-3	0
334110	Computer and peripheral equipment manufacturing	0.5	3.0	1	1	0.1%	0	0
541611	Administrative management and general management consulting services	0.3	0.5	17	15	1.6%	-1	-1
541514	Computer systems design and related services (except video game design and development)	0.2	0.3	57	19	5.3%	33	6
541619	Other management consulting services	0.2	0.3	8	6	0.7%	-20	-8
333310	Commercial and service industry machinery manufacturing	0.1	2.4	1	1	0.1%	0	0
334410	Semiconductor and other electronic component manufacturing	0.1	3.1	1	1	0.1%	1	1
512110	Motion picture and video production	0.1	0.2	2	2	0.2%	1	1

Note: Grey shading represents clusters with LQ's greater than the Canadian average; brick shading represents an employment decline or a decrease in number of businesses.

### Competitive Advantages and Key Takeaways:

Our analysis of Salmon Arm's High-Tech cluster yielded the following key takeaways:

- The cluster employs approximately 1,064 workers, adding more than half (54%) of these jobs in the last 5 years.
- Almost 8.2% of Salmon Arm's workers are employed in the High-Tech cluster, a share that is 60% higher than the national average.
- Salmon Arm is most competitive in sawmill and woodworking machinery manufacturing, employing a share that is almost 90 times the national average, owning a share of businesses in the sector which is more than 18 times that national average.
- Highest employment within the cluster is found in Testing Laboratories, a sector which employs 32.9% of the cluster's overall employment (2.7% of Salmon Arm labour force).

## Food Manufacturing and Processing

### Overview

The agri-food sector has been identified by the Government of British Columbia as a priority industry for job creation and further strengthening of the BC economy. The sector has been experiencing significant growth over the last several years. In addition to servicing the domestic market, BC-based companies also reap the benefits of a global demand for Canadian food and beverage products because of their reputation for being high quality and safe.

SAEDS is hoping to stimulate growth in the local food and beverage industry by creating a food hub. Zest Commercial Food Hub will provide a shared commercial production space to help entrepreneurs launch new ventures or expand existing production. The space is meant to help entrepreneurs who may not have the capital to create their own production space.

NAICS	Sector	Employment LQ - National	Establishment LQ - National	Employment estimate, June 2020	Total number of businesses	% of Cluster employment	Increase in number of jobs	Increase in number of businesses
	<b>Food Manufacturing and Processing</b>	<b>2.7</b>	<b>5.3</b>	<b>152</b>	<b>10</b>		<b>67</b>	<b>4</b>
413130	Poultry and egg merchant wholesalers	39.2	8.3	75	1	49.2%	40	0
312110	Soft drink and ice manufacturing	2.6	4.6	15	1	9.6%	8	0
312120	Breweries	2.6	1.5	35	1	22.8%	0	0
311515	Butter, cheese, and dry and condensed dairy product manufacturing	2.2	11.8	22	2	14.2%	15	1
311340	Non-chocolate confectionery manufacturing	1.3	12.9	3	1	1.7%	3	1
311940	Seasoning and dressing manufacturing	0.3	8.0	1	1	0.7%	1	1
311611	Animal (except poultry) slaughtering	0.3	12.0	2	2	1.3%	0	0
311614	Rendering and meat processing from carcasses	0.1	3.0	1	1	0.7%	1	1

Note: Grey shading represents clusters with LQ's greater than the Canadian average.

**Competitive Advantages and Key Takeaways:**

Our analysis of Salmon Arm's Food Manufacturing and Processing cluster yielded the following key takeaways:

- The cluster employs 152 workers, a share that is 2.7 times the national average.
- Almost half of the cluster's employment (49.2%) is in poultry and egg merchant wholesalers. The second biggest sector in terms of employment is in breweries.
- The sector gained 44.1% of its employment in the last 5 years. It gained 4 new business during the same period.

## Agriculture and Natural Resources

### Overview

Salmon Arm is home to rich, heavy soils of the Interior Cedar Hemlock bio-geo climatic zone, which supports a great diversity of crops, dairy and livestock. Agriculture continues to shape the character of this community that boasts over one hundred farms operating within city limits. With land price points much below larger urban centres, the city has been enjoying a recent in-flow of new agriculture businesses.

NAICS	Sector	Employment LQ - National	Establishment LQ - National	Employment estimate, June 2020	Total number of businesses	% of Cluster employment	Increase in number of jobs	Increase in number of businesses
<b>Agriculture</b>		<b>2.0</b>	<b>1.3</b>	<b>534</b>	<b>149</b>		<b>-26</b>	<b>2</b>
113110	Timber tract operations	13.4	4.6	19	4	3.6%	15	0
115310	Support activities for forestry	12.3	7.7	195	21	36.6%	-43	0
113312	Contract logging	4.7	6.4	76	23	14.2%	-22	1
113311	Logging (except contract)	4.0	2.9	44	9	8.2%	37	5
114210	Hunting and trapping	3.4	2.7	4	2	0.7%	2	0
111421	Nursery and tree production	3.2	5.9	28	7	5.2%	23	2
112310	Chicken egg production	2.9	2.5	10	2	1.8%	-19	-4
112920	Horse and other equine production	2.4	1.6	11	5	2.1%	-3	-4
111993	Fruit and vegetable combination farming	2.4	5.0	12	7	2.2%	1	-2
112999	All other miscellaneous animal production	2.2	1.8	4	2	0.7%	4	2
112120	Dairy cattle and milk production	1.9	1.1	42	9	7.9%	23	0
112930	Fur-bearing animal and rabbit production	1.9	6.4	1	1	0.2%	1	1
111940	Hay farming	1.9	2.3	11	11	2.1%	-9	-3
112399	All other poultry production	1.3	5.9	1	1	0.2%	1	1
112320	Broiler and other meat-type chicken production	1.1	1.9	5	3	0.8%	3	1
112110	Beef cattle ranching and farming, including feedlots	0.8	0.4	24	9	4.5%	1	-1
112340	Poultry hatcheries	0.8	15.0	1	1	0.2%	1	1
115210	Support activities for animal production	0.7	1.5	6	4	1.0%	-5	-2
111999	All other miscellaneous crop farming	0.7	0.5	11	5	2.1%	5	-1
112991	Animal combination farming	0.7	0.9	5	5	0.9%	3	3
111150	Corn farming	0.6	0.5	4	2	0.7%	4	2
111330	Non-citrus fruit and tree nut farming	0.6	1.5	12	4	2.2%	-37	-3
115110	Support activities for crop production	0.5	1.2	6	6	1.1%	4	4
111110	Soybean farming	0.2	0.3	1	1	0.2%	1	1

111140	Wheat farming	0.1	0.2	1	1	0.2%	1	1
112210	Hog and pig farming	0.1	0.4	1	1	0.2%	1	1
111422	Floriculture production	0.1	1.4	1	1	0.2%	-7	-1
111219	Other vegetable (except potato) and melon farming	0.1	0.6	1	1	0.2%	-12	-4
111190	Other grain farming	0.0	0.1	1	1	0.2%	1	1

Note: Grey shading represents clusters with LQ's greater than the Canadian average; brick shading represents an employment decline or a decrease in number of businesses.

### Competitive Advantages and Key Takeaways:

Our analysis of Salmon Arm's Agriculture and Natural Resources cluster yielded the following key takeaways:

- The cluster employs approximately 534 workers, where it has lost 2 businesses and approximately 26 workers over the past 5 years.
- Approximately 4.1% of Salmon Arm workers are employed in Agriculture and Natural Resources, a share that is twice the national average.
- Salmon Arm is most competitive in timber tract operations and support activities for forestry. The share of employment in both these sectors is more than 10 times the national average.
- Support activities for forestry employ the largest share of workers among all sectors in the cluster (36.6%). This sector has lost almost 43 workers over the last 5 years.

## Tourism

### Overview

In addition to the history and heritage of Salmon Arm, the city is a popular recreational destination in British Columbia. The 400-plus kilometers of shoreline contain more than 20 provincial parks and offer unlimited water-related recreational opportunities. The surrounding mountains provide beautiful trails for cross-country skiing, snowmobiling, mountain biking and hiking.

NAICS	Sector	Employment LQ - National	Establishment LQ - National	Employment estimate, June 2020	Total number of business es	% of Cluster employment	Increase in number of jobs	Increase in number of businesses
	<b>Tourism</b>	<b>1.2</b>	<b>1.1</b>	<b>1,528</b>	<b>109</b>		<b>228</b>	<b>11</b>
712120	Historic and heritage sites	14.5	4.3	35	1	2.3%	20	0
483213	Inland water transportation (except by ferries)	11.8	9.3	7	1	0.5%	7	1
713110	Amusement and theme parks	5.3	5.1	35	1	2.3%	35	1
721114	Motels	3.6	1.8	40	3	2.6%	-2	-3
722330	Mobile food services	2.3	1.9	11	3	0.7%	3	1
711217	Sports teams and clubs performing before a paying audience	2.2	6.6	15	1	0.9%	15	1
711311	Live theatres and other performing arts presenters with facilities	2.1	3.1	15	1	0.9%	-3	-1
561520	Tour operators	1.9	1.1	15	1	0.9%	12	0
713930	Marinas	1.8	1.7	7	1	0.5%	0	0
713950	Bowling centres	1.7	2.3	7	1	0.5%	-8	0
722512	Limited-service eating places	1.4	0.7	568	16	37.2%	56	-12
721211	Recreational vehicle (RV) parks and campgrounds	1.4	2.9	14	5	0.9%	7	1
713940	Fitness and recreational sports centres	1.4	1.7	83	10	5.4%	17	3
713991	Sports clubs, teams and leagues performing before a non-paying audience	1.2	2.0	14	5	0.9%	14	5
713910	Golf courses and country clubs	1.1	2.1	50	3	3.3%	-42	-2
721111	Hotels	1.1	1.8	99	6	6.4%	-20	0
721191	Bed and breakfast	1.0	1.7	3	3	0.2%	1	1
722511	Full-service restaurants	1.0	1.1	485	29	31.8%	98	5

487990	Scenic and sightseeing transportation, other	0.9	6.5	1	1	0.1%	0	0
713999	All other amusement and recreation industries	0.6	1.2	9	3	0.6%	9	3
711511	Independent visual artists and artisans	0.5	0.6	3	3	0.2%	3	3
713299	All other gambling industries	0.5	3.4	3	1	0.2%	0	0
721310	Rooming and boarding houses	0.3	1.3	3	1	0.2%	2	0
711322	Festivals without facilities	0.3	1.1	1	1	0.1%	1	1
711321	Performing arts promoters (presenters) without facilities	0.3	1.0	1	1	0.1%	1	1
721198	All other traveller accommodation	0.3	1.0	1	1	0.1%	-1	-1
711513	Independent writers and authors	0.3	0.3	1	1	0.1%	0	0
488990	Other support activities for transportation	0.2	0.5	1	1	0.1%	1	1
721113	Resorts	0.1	1.1	3	1	0.2%	0	0
711512	Independent actors, comedians and performers	0.1	0.2	1	1	0.1%	1	1
722310	Food service contractors	0.0	0.8	1	1	0.1%	1	1
722410	Drinking places (alcoholic beverages)	0.0	0.3	1	1	0.1%	0	0

Note: Grey shading represents clusters with LQ's greater than the Canadian average; brick shading represents an employment decline or a decrease in number of businesses.

### Competitive Advantages and Key Takeaways:

Our analysis of Salmon Arm's Tourism cluster yielded the following key takeaways:

- Approximately 11.7% Salmon Arm's workforce is employed in this sector – a total of 1,528 workers.
- The largest employing sector in the cluster are limited service eating places, employing 37.2% of the cluster's workforce (4.4% of Salmon Arm's workforce). This sector has also gained 56 new jobs in the last 5 years.
- The sector with the largest number of jobs created is full-service restaurants, creating 98 new jobs and gaining 5 new businesses in the last 5 years.
- Overall, the cluster gained 11 new businesses and 228 new jobs in the last 5 years.

### Business Services

#### Overview

Salmon Arm is the regional business and service centre of the Shuswap. Salmon Arm is not competitive in Business Services; however, it is competitive in 10 sectors within the cluster as shown in the table below.

NAICS	Sector	Employment LQ - National	Establishment LQ - National	Employment estimate, June 2020	Total number of businesses	% of Cluster employment	Increase in number of jobs	Increase in number of businesses
	<b>Business Services</b>	<b>0.8</b>	<b>0.8</b>	<b>1,319</b>	<b>325</b>		<b>370</b>	<b>5</b>
541380	Testing laboratories	16.5	1.1	351	2	26.6%	347	0
541120	Offices of notaries	4.9	1.3	22	2	1.6%	0	0
541370	Surveying and mapping (except geophysical) services	4.2	7.6	39	9	3.0%	16	2
562110	Waste collection	3.9	2.3	56	3	4.2%	54	2
561622	Locksmiths	2.9	1.7	7	1	0.5%	5	0
561740	Carpet and upholstery cleaning services	2.5	1.0	7	1	0.5%	-4	-2
541940	Veterinary services	2.2	3.4	63	13	4.8%	-23	5
541720	Research and development in the social sciences and humanities	2.0	1.3	7	1	0.5%	7	1
561520	Tour operators	1.9	1.1	15	1	1.1%	12	0
541215	Bookkeeping, payroll and related services	1.4	1.6	46	22	3.5%	-1	-1
541330	Engineering services	1.1	1.0	136	19	10.3%	54	0
561710	Exterminating and pest control services	0.9	2.5	4	2	0.3%	4	2
541430	Graphic design services	0.9	1.3	10	8	0.7%	4	4
561722	Janitorial services (except window cleaning)	0.8	0.7	85	14	6.4%	-41	-3
541340	Drafting services	0.8	1.1	4	2	0.3%	0	0
541213	Tax preparation services	0.8	0.8	10	2	0.7%	-5	1
541350	Building inspection services	0.8	1.6	3	3	0.2%	2	2



551113	Holding companies	0.8	1.0	34	20	2.5%	-77	-53
541920	Photographic services	0.7	1.0	8	6	0.6%	1	1
541190	Other legal services	0.7	0.7	10	4	0.8%	7	2
541620	Environmental consulting services	0.7	1.7	10	7	0.8%	4	2
541212	Offices of accountants	0.7	1.2	53	21	4.0%	53	21
561612	Security guard and patrol services	0.7	1.0	35	1	2.6%	21	-1
541360	Geophysical surveying and mapping services	0.6	2.5	2	2	0.2%	-1	1
561721	Window cleaning services	0.6	0.9	3	1	0.2%	3	1
541110	Offices of lawyers	0.6	0.6	50	14	3.8%	6	0
561791	Duct and chimney cleaning services	0.6	2.2	1	1	0.1%	-1	-1
541690	Other scientific and technical consulting services	0.6	0.9	18	15	1.4%	-4	-2
541310	Architectural services	0.6	1.3	12	6	0.9%	10	5
541612	Human resources consulting services	0.6	0.8	9	3	0.7%	0	0
561730	Landscaping services	0.5	1.4	41	21	3.1%	24	10
541990	All other professional, scientific and technical services	0.5	0.9	20	17	1.5%	-40	-2
541420	Industrial design services	0.5	1.0	1	1	0.1%	0	0
541320	Landscape architectural services	0.5	1.5	2	2	0.2%	-3	0
561990	All other support services	0.5	1.1	17	9	1.3%	-2	6
541899	All other services related to advertising	0.5	0.7	4	2	0.3%	2	0

562990	All other waste management services	0.4	1.2	3	1	0.2%	0	0
541870	Advertising material distribution services	0.4	1.5	1	1	0.1%	0	0
561110	Office administrative services	0.4	0.5	22	8	1.6%	2	2
541611	Administrative management and general management consulting services	0.3	0.5	17	15	1.3%	-1	-1
541490	Other specialized design services	0.3	0.5	1	1	0.1%	-2	0
561799	All other services to buildings and dwellings	0.3	1.1	3	3	0.2%	-2	0
561490	Other business support services	0.3	0.5	4	4	0.3%	-7	1
541514	Computer systems design and related services (except video game design and development)	0.2	0.3	57	19	4.3%	33	6
562210	Waste treatment and disposal	0.2	3.6	3	3	0.2%	-34	0
541619	Other management consulting services	0.2	0.3	8	6	0.6%	-20	-8
541820	Public relations services	0.2	0.6	1	1	0.1%	1	1
541930	Translation and interpretation services	0.2	0.4	1	1	0.1%	1	1
561621	Security systems services (except locksmiths)	0.2	0.5	3	1	0.2%	-1	-1

541810	Advertising agencies	0.0	0.2	1	1	0.1%	0	0
551114	Head offices	0.0	0.5	8	2	0.6%	-34	0
541710	Research and development in the physical, engineering and life sciences	0.0	0.3	1	0	0.1%	1	1

*Note: Grey shading represents clusters with LQ's greater than the Canadian average; brick shading represents an employment decline or a decrease in number of businesses.*

### Competitive Advantages and Key Takeaways:

Our analysis of Salmon Arm's Business Services cluster yielded the following key takeaways:

- The cluster is not competitive, employing 10.1% of Salmon Arm's workforce—a share that is 20% less than the national average.
- The cluster, however, is growing, where it has gained approximately 370 workers and 5 new businesses in the last 5 years.
- Within the cluster, however, Salmon Arm is competitive in 10 sectors, judging by both the employment and the business LQs.

## Wood Products

### Overview

The Wood Products cluster is a strong one in Salmon Arm. Employment in the cluster is 10.9 times and the share of businesses is 3.8 times the national average share. The cluster also has links to the High-Tech cluster through a strong sawmill and woodworking machinery manufacturing sector, and to the Agriculture and Natural Resources cluster through the logging and timber tract operations sectors.

NAICS	Sector	Employment LQ - National	Establishment LQ - National	Employment estimate, June 2020	Total number of businesses	% of Cluster employment	Increase in number of jobs	Increase in number of businesses
	<b>Wood Products</b>	<b>10.9</b>	<b>3.8</b>	<b>387</b>	<b>11</b>		<b>-2</b>	<b>0</b>
321212	Softwood veneer and plywood mills	141.4	53.1	350	1	90.4%	0	0
323114	Quick printing	5.4	3.6	7	1	1.8%	0	0
321215	Structural wood product manufacturing	2.3	8.5	16	2	4.0%	15	1
321911	Wood window and door manufacturing	1.4	3.9	7	1	1.8%	-3	-1
321999	All other miscellaneous wood product manufacturing	0.9	3.2	6	4	1.4%	2	2
321991	Manufactured (mobile) home manufacturing	0.5	22.1	1	1	0.3%	1	1
321919	Other millwork	0.1	1.3	1	1	0.3%	-17	-3

Note: Grey shading represents clusters with LQ's greater than the Canadian average; brick shading represents an employment decline or a decrease in number of businesses.

### Competitive Advantages and Key Takeaways:

Our analysis of Salmon Arm's Food Wood Products cluster yielded the following key takeaways:

- Almost 3% of Salmon Arm's workforce is employed in this cluster. This share is 11 times the national average. This sector also employs 90% of the cluster's workforce.
- Salmon Arm is most competitive in softwood veneer and plywood mills. The share of employment in this sector is 141 times, and the share of businesses is 53 times the national average.
- The largest number of jobs created has been in structural wood product manufacturing, where this sector gained 15 new jobs over the last years.

## ADDITIONAL CLUSTER PROFILES

### Healthcare

#### Overview

Salmon Arm offers a variety of health services to meet the needs of all residents. The city is home to over 60 general practitioners and specialists, which permits easy access to personal health care providers. In addition to walk-in clinics, doctors' offices, hospital care and lab services, Salmon Arm has a growing health cluster, including naturopaths, massage therapists, chiropractors, physiotherapists, acupuncturists, optometrists, and more.

Salmon Arm is competitive in healthcare services and provides quality healthcare as measured by the number of healthcare practitioners per resident, which is higher than both the national and provincial averages.

NAICS	Sector	Employment LQ - National	Establishment LQ - National	Employment estimate, June 2020	Total number of businesses	% of Cluster employment	Increase in number of jobs	Increase in number of businesses
	<b>Healthcare</b>	<b>1.8</b>	<b>1.3</b>	<b>1,616</b>	<b>177</b>		<b>196</b>	<b>23</b>
621410	Family planning centres	8.6	12.0	17	2	1.1%	0	0
621499	All other out-patient care centres	4.9	0.3	75	1	4.6%	-2	-2
621420	Out-patient mental health and substance abuse centres	4.6	4.3	49	2	3.0%	42	1
623310	Community care facilities for the elderly	3.6	3.1	373	9	23.1%	97	2
622111	General (except paediatric) hospitals	3.1	1.9	350	1	21.6%	-7	-1
621320	Offices of optometrists	2.4	1.7	29	6	1.8%	13	2
621310	Offices of chiropractors	2.2	1.4	24	6	1.5%	9	1
623110	Nursing care facilities	1.8	1.6	300	3	18.6%	1	1
623221	Residential substance abuse facilities	1.3	4.6	7	1	0.4%	7	1
621110	Offices of physicians	1.3	1.3	182	72	11.2%	13	10
621210	Offices of dentists	1.2	1.2	122	21	7.5%	9	0
621390	Offices of all other health practitioners	0.8	1.2	35	26	2.2%	-1	-1
621330	Offices of mental health practitioners (except physicians)	0.6	1.0	6	6	0.4%	5	5
623210	Residential developmental handicap facilities	0.6	1.7	23	3	1.4%	8	2
621340	Offices of physical, occupational, and speech therapists and audiologists	0.6	1.5	18	12	1.1%	6	4
621510	Medical and diagnostic laboratories	0.3	1.2	6	3	0.4%	-2	-2

621990	All other ambulatory health care services	0.2	0.8	1	1	0.1%	0	0
623222	Homes for the psychiatrically disabled	0.1	1.9	1	1	0.1%	0	0
621610	Home health care services	0.0	0.4	1	1	0.1%	0	0

*Note: Grey shading represents clusters with LQ's greater than the Canadian average; brick shading represents an employment decline or a decrease in number of businesses.*

### **Competitive Advantages and Key Takeaways:**

Our analysis of Salmon Arm's healthcare cluster yielded the following key takeaways:

- The healthcare cluster in Salmon is competitive, employing 12.4% of Salmon Arm's workforce – 80% higher than the national average.
- Almost 12.1% of the cluster's jobs were created in the last 5 years.
- The highest employing sector in the cluster are community care facilities for the elderly, employing 23.1% of the cluster's workforce and 2.9% of Salmon Arm's workforce.
- The most competitive sector in the cluster are family planning sectors, a sector which employs more than 8 times the average national share.

## Arts and Culture

### Overview

A unique characteristic of Salmon Arm is the vibrant arts and culture scene. Artists are inspired by the beauty of the Shuswap. For that reason, Salmon Arm has an abundance of creative painters, potters, writers, weavers, sculptors, carvers, photographers, and wood and glass artists.

Local artists are well supported by the Shuswap District Arts Council, the Salmon Arm Arts Centre, Salmon Arm Folk Music Society as well as the studios and shops that exhibit and sell local art.

In addition, there's also a lively music and theatre scene in the Shuswap. In the summer, there's Wednesdays on the Wharf for the community concert series, a live music scene that plays out at the Ross Street Plaza, local coffee shops, restaurants and pubs. From jazz to symphony and improv to opera, the arts and culture offerings cover the full creative spectrum.

NAICS	Sector	Employment LQ - National	Establishment LQ - National	Employment estimate, June 2020	Total number of businesses	% of Cluster employment	Increase in number of jobs	Increase in number of businesses
	<b>Arts and Culture</b>	<b>1.8</b>	<b>0.7</b>	<b>111</b>	<b>15</b>		<b>75</b>	<b>9</b>
712120	Historic and heritage sites	14.5	4.3	35	1	31.2%	20	0
713110	Amusement and theme parks	5.3	5.1	35	1	31.2%	35	1
711217	Sports teams and clubs performing before a paying audience	2.2	6.6	15	1	13.1%	15	1
711311	Live theatres and other performing arts presenters with facilities	2.1	3.1	15	1	13.1%	-3	-1
711511	Independent visual artists and artisans	0.5	0.6	3	3	2.7%	3	3
711190	Other performing arts companies	0.5	1.7	1	1	0.9%	1	1
713299	All other gambling industries	0.5	3.4	3	1	2.3%	0	0
711322	Festivals without facilities	0.3	1.1	1	1	0.9%	1	1
711321	Performing arts promoters (presenters) without facilities	0.3	1.0	1	1	0.9%	1	1
711513	Independent writers and authors	0.3	0.3	1	1	0.9%	0	0
711130	Musical groups and artists	0.3	0.4	2	2	1.8%	1	1
711512	Independent actors, comedians and performers	0.1	0.2	1	1	0.9%	1	1

Note: Grey shading represents clusters with LQ's greater than the Canadian average; brick shading represents an employment decline or a decrease in number of businesses.

### **Competitive Advantages and Key Takeaways:**

Our analysis of Salmon Arm's Arts and Culture cluster yielded the following key takeaways:

- The cluster employs 111 workers, a share that is 80% higher than the national average.
- The majority of the cluster's employment is in two sectors: historic and heritage sites, and amusement and theme parks.
- Salmon Arm is most competitive in historic and heritage sites, employing a share that is 14.5 times higher than the average national share, and having a share of establishments in the sector that is more than 4 times the average national share.



## Knowledge

### Overview

Vibrancy and dynamism are fueled by a community that is constantly learning. Salmon Arm is quickly growing its educated talent base. Because of its superb quality of life, the city has been able to attract some of the best teachers and professors. The City offers many learning options, including preschools, public schools, K-12 French immersion program, private schools and a postsecondary college offering a wide variety of college programs and continuing studies.

NAICS	Sector	Employment LQ - National	Establishment LQ - National	Employment estimate, June 2020	Total number of businesses	% of Cluster employment	Increase in number of jobs	Increase in number of businesses
	<b>Knowledge</b>	<b>2.1</b>	<b>1.0</b>	<b>575</b>	<b>27</b>		<b>-29</b>	<b>5</b>
611110	Elementary and secondary schools	3.0	0.6	500	1	87.0%	0	0
611690	All other schools and instruction	1.3	0.9	52	8	9.1%	-35	-2
611420	Computer training	1.1	1.8	3	1	0.4%	0	0
611710	Educational support services	0.4	1.6	6	6	1.0%	4	4
611610	Fine arts schools	0.4	2.0	5	5	0.9%	4	4
611620	Athletic instruction	0.3	0.8	7	4	1.2%	-2	0
611430	Professional and management development training	0.2	0.4	1	1	0.2%	-1	-1
611510	Technical and trade schools	0.1	0.9	1	1	0.2%	0	0

Note: Grey shading represents clusters with LQ's greater than the Canadian average; brick shading represents an employment decline or a decrease in number of businesses.

### Competitive Advantages and Key Takeaways:

Our analysis of Salmon Arm's knowledge cluster yielded the following key takeaways:

- The cluster employs 575 workers, a share that is more than 2 times the national average.
- The majority of the cluster's employment is elementary and secondary schools, and it's also the sector where Salmon Arm is most competitive, employing 3 times the national share.
- The cluster gained 5 businesses in the last 5 years and lost approximately 29 jobs.

## Chemicals and Plastics

### Overview

The Chemicals and Plastics cluster is a strong one in Salmon Arm. Employment in the cluster is 5.6 times, and the share of businesses is 4.6 times, the national average share. Salmon Arm is home to leading manufacturers and distributors of high-performance plastics and recycled rubber products for a wide range of applications and industries.

NAICS	Sector	Employment LQ - National	Establishment LQ - National	Employment estimate, June 2020	Total number of businesses	% of Cluster employment	Increase in number of jobs	Increase in number of businesses
	<b>Chemicals and Plastics</b>	<b>5.6</b>	<b>4.6</b>	<b>187</b>	<b>7</b>		<b>75</b>	<b>3</b>
326130	Laminated plastic plate, sheet (except packaging), and shape manufacturing	53.3	32.5	35	1	18.4%	-40	0
326290	Other rubber product manufacturing	13.8	7.7	75	1	39.8%	40	0
327320	Ready-mix concrete manufacturing	3.6	1.9	35	1	18.4%	32	0
327330	Concrete pipe, brick and block manufacturing	8.0	9.3	35	1	18.4%	35	1
327390	Other concrete product manufacturing	1.2	6.8	8	2	4.3%	7	1
327990	All other non-metallic mineral product manufacturing	0.1	2.3	1	1	0.5%	1	1

*Note: Grey shading represents clusters with LQ's greater than the Canadian average; brick shading represents an employment decline or a decrease in number of businesses.*

### Competitive Advantages and Key Takeaways:

Our analysis of Salmon Arm's Chemicals and Plastics cluster yielded the following key takeaways:

- Approximately 1.4% Salmon Arm's workforce is employed in this sector: 187 workers.
- Salmon is most competitive in laminated plastic plate, sheet (except packaging), and shape manufacturing. This sector, however, has lost 40 jobs in the last 5 years.
- The largest employing sector in the cluster is other rubber product manufacturing, employing 39.8% of Salmon Arm's workforce. This sector has also gained 40 new jobs in the last 5 years.

## Metals and Machinery

### Overview

Salmon Arm's Metals and Machinery cluster is competitive. It includes nine sectors, all of which are competitive, judging by the share of businesses. Employment and the share of businesses in the cluster is 2.7 times the national average share.

NAICS	Sector	Employment LQ - National	Establishment LQ - National	Employment estimate, June 2020	Total number of businesses	% of Cluster employment	Increase in number of jobs	Increase in number of businesses
	<b>Metals and Machinery</b>	<b>2.7</b>	<b>2.7</b>	<b>386</b>	<b>31</b>		<b>47</b>	<b>3</b>
33245	Sawmill and woodworking machinery manufacturing	89.5	18.4	184	2	47.7%	75	0
332999	All other miscellaneous fabricated metal product manufacturing	5.7	4.8	84	8	21.8%	-31	2
332210	Cutlery and hand tool manufacturing	3.1	5.9	7	1	1.8%	0	0
332329	Other ornamental and architectural metal product manufacturing	2.5	2.5	36	2	9.2%	0	0
332710	Machine shops	1.8	1.9	46	5	11.9%	37	0
332810	Coating, engraving, cold and heat treating and allied activities	0.8	2.0	7	1	1.8%	0	0
332319	Other plate work and fabricated structural product manufacturing	0.6	5.4	12	4	3.0%	-2	0
333511	Industrial mould manufacturing	0.5	4.6	3	1	0.6%	0	0
334110	Computer and peripheral equipment manufacturing	0.5	3.0	1	1	0.3%	0	0
417990	All other machinery, equipment and supplies merchant wholesalers	0.4	1.1	4	2	0.9%	3	1
333416	Heating equipment and commercial refrigeration equipment manufacturing	0.1	2.7	1	1	0.3%	1	1
333310	Commercial and service industry machinery manufacturing	0.1	2.4	1	1	0.3%	0	0
333990	All other general-purpose machinery manufacturing	0.1	1.3	1	1	0.3%	0	0
333519	Other metalworking machinery manufacturing	0.1	1.3	1	1	0.3%	-36	-1

Note: Grey shading represents clusters with LQ's greater than the Canadian average; brick shading represents an employment decline or a decrease in number of businesses.

### **Competitive Advantages and Key Takeaways:**

Our analysis of Salmon Arm's Metals and Machinery cluster yielded the following key takeaways:

- Approximately 3.0% Salmon Arm's workforce is employed in this sector: 386 workers.
- The largest employing sector in the cluster is sawmill and woodworking machinery manufacturing, employing 47.7% of Salmon Arm's workforce. This sector has also gained 75 new jobs in the last 5 years.

## Electronics Manufacturing

### Overview

Salmon Arm is competitive in Electronics Manufacturing. The cluster includes 3 sectors, all of which are competitive, judging by the share of businesses. Employment is 8.9 times and the share of businesses in the cluster is 8.4 times the national average share.

NAICS	Sector	Employment LQ - National	Establishment LQ - National	Employment estimate, June 2020	Total number of businesses	% of Cluster employment	Increase in number of jobs	Increase in number of businesses
	<b>Electronics Manufacturing</b>	<b>8.9</b>	<b>8.4</b>	<b>140</b>	<b>6</b>		<b>36</b>	<b>2</b>
335930	Wiring device manufacturing	58.6	68.5	138	4	98.6%	35	1
334110	Computer and peripheral equipment manufacturing	0.5	3.0	1	1	0.7%	0	0
334410	Semiconductor and other electronic component manufacturing	0.1	3.1	1	1	0.7%	1	1

Note: Grey shading represents clusters with LQ's greater than the Canadian average.

### Competitive Advantages and Key Takeaways:

Our analysis of Salmon Arm's Electronics Manufacturing cluster yielded the following key takeaways:

- Salmon Arm is competitive in wiring device manufacturing. This sector employs 1.1% of Salmon Arm's workforce and 98.6% of the cluster's workforce. It gained 1 new business and created 35 new jobs in the last 5 years.

## Retail and Wholesale Trade

### Overview

A major cluster in Salmon Arm, Retail and Wholesale Trade is the largest cluster in terms of employment, employing 2,368 Salmon Arm workers: 18.2% of Salmon Arm's workforce. Cluster employment is 30% higher and the share of businesses are 40% higher than the national average.

NAICS	Sector	Employment LQ - National	Establishment LQ - National	Employment estimate, June 2020	Total number of businesses	% of Cluster employment	Increase in number of jobs	Increase in number of businesses
	<b>Trades</b>	<b>1.3</b>	<b>1.4</b>	<b>2,368</b>	<b>262</b>		<b>-60</b>	<b>6</b>
413130	Poultry and egg merchant wholesalers	39.2	8.3	75	1	3.1%	40	0
453930	Mobile home dealers	8.9	10.3	3	1	0.1%	-35	-1
445230	Fruit and vegetable markets	5.9	3.2	49	2	2.1%	-1	-1
442210	Floor covering stores	5.8	1.9	37	2	1.6%	13	-1
445210	Meat markets	5.5	3.5	60	5	2.5%	42	2
444210	Outdoor power equipment stores	5.3	7.6	8	2	0.3%	5	0
441210	Recreational vehicle dealers	5.3	2.8	42	2	1.8%	7	1
453993	Cannabis stores	4.9	3.9	22	2	0.9%	22	2
453210	Office supplies and stationery stores	4.5	5.0	45	4	1.9%	20	0
444220	Nursery stores and garden centres	4.2	4.2	46	5	1.9%	-3	0
451113	Cycling equipment and supplies specialty stores	4.0	2.0	15	1	0.6%	-3	-1
441320	Tire dealers	3.5	1.3	49	2	2.1%	20	0
446191	Food (health) supplement stores	3.2	1.9	30	4	1.2%	1	1
441310	Automotive parts and accessories stores	2.7	1.6	58	5	2.4%	26	0
454312	Liquefied petroleum gas (bottled gas) dealers	2.7	4.2	7	1	0.3%	7	1
452991	Home and auto supplies stores	2.5	3.2	75	1	3.1%	-75	-1
451130	Sewing, needlework and piece goods stores	2.5	1.9	10	2	0.4%	-7	-2
453992	Beer and wine-making supplies stores	2.3	4.2	4	2	0.1%	1	1
445310	Beer, wine and liquor stores	2.3	2.1	93	6	3.9%	20	-1
453310	Used merchandise stores	2.2	3.0	42	5	1.8%	1	1
444190	Other building material dealers	2.2	2.4	35	6	1.5%	12	1
453110	Florists	2.1	2.6	13	5	0.5%	1	1
441220	Motorcycle, boat and other motor vehicle dealers	2.1	2.5	27	4	1.1%	-27	-1
452110	Department stores	2.1	3.2	150	1	6.3%	-200	0
444120	Paint and wallpaper stores	2.0	3.0	9	3	0.4%	5	0

448140	Family clothing stores	1.8	2.9	124	10	5.2%	76	2
448320	Luggage and leather goods stores	1.6	3.1	3	1	0.1%	-5	0
441110	New car dealers	1.6	2.1	183	6	7.7%	2	0
453910	Pet and pet supplies stores	1.4	2.2	19	4	0.8%	2	2
452999	All other miscellaneous general merchandise stores	1.3	1.4	64	8	2.7%	0	2
442110	Furniture stores	1.3	1.4	39	4	1.6%	14	-3
454390	Other direct selling establishments	1.3	1.8	22	17	0.9%	9	7
445110	Supermarkets and other grocery (except convenience) stores	1.3	1.1	381	7	16.1%	135	3
418320	Seed merchant wholesalers	1.3	10.5	2	2	0.1%	-2	0
453999	All other miscellaneous store retailers (except beer and wine-making supplies stores)	1.1	1.6	35	12	1.5%	31	10
446199	All other health and personal care stores	1.1	1.7	14	6	0.6%	-9	-1
447190	Other gasoline stations	1.0	1.7	17	8	0.7%	-94	-3
444110	Home centres	1.0	1.4	69	2	2.9%	0	0
446130	Optical goods stores	1.0	1.4	12	3	0.5%	0	0
451119	All other sporting goods stores	0.9	1.9	30	4	1.2%	8	0
451140	Musical instrument and supplies stores	0.9	2.5	4	2	0.1%	-1	-1
443144	Computer and software stores	0.9	1.1	8	2	0.3%	-6	-3
446110	Pharmacies and drug stores	0.9	1.0	108	8	4.6%	-33	1
412110	Petroleum and petroleum products merchant wholesalers	0.9	3.5	9	3	0.4%	6	0
448310	Jewellery stores	0.8	1.4	12	4	0.5%	6	1
454110	Electronic shopping and mail-order houses	0.8	1.7	17	8	0.7%	6	3
447110	Gasoline stations with convenience stores	0.8	0.9	46	5	1.9%	-22	-2
453220	Gift, novelty and souvenir stores	0.8	1.7	10	5	0.4%	-12	-3
448120	Women's clothing stores	0.8	1.2	26	5	1.1%	-8	-2
417320	Electronic components, navigational and communications equipment and supplies merchant wholesalers	0.7	1.6	10	2	0.4%	2	0
411130	Nursery stock and plant merchant wholesalers	0.7	3.9	3	1	0.1%	3	1
442291	Window treatment stores	0.6	1.9	1	1	0.0%	0	0
418990	All other merchant wholesalers	0.6	1.0	12	4	0.5%	6	1
453920	Art dealers	0.5	1.0	1	1	0.0%	0	0
448110	Men's clothing stores	0.5	2.1	4	2	0.1%	0	0
414210	Home entertainment equipment merchant wholesalers	0.5	4.7	1	1	0.0%	1	1

443143	Appliance, television and other electronics stores	0.5	1.1	11	3	0.4%	-27	-7
451310	Book stores and news dealers	0.5	2.1	5	2	0.2%	-5	0
442298	All other home furnishings stores	0.4	2.1	7	4	0.3%	-6	0
416110	Electrical wiring and construction supplies merchant wholesalers	0.4	1.3	8	2	0.3%	-2	0
417110	Farm, lawn and garden machinery and equipment merchant wholesalers	0.4	0.7	7	1	0.3%	7	1
416120	Plumbing, heating and air-conditioning equipment and supplies merchant wholesalers	0.4	0.6	7	1	0.3%	-15	-1
417990	All other machinery, equipment and supplies merchant wholesalers	0.4	1.1	4	2	0.1%	3	1
416330	Hardware merchant wholesalers	0.3	1.8	4	2	0.1%	-4	1
413190	Other specialty-line food merchant wholesalers	0.2	1.0	8	3	0.3%	5	2
445120	Convenience stores	0.2	0.1	7	1	0.3%	-7	-1
414470	Amusement and sporting goods merchant wholesalers	0.2	1.6	1	1	0.0%	0	0
451120	Hobby, toy and game stores	0.2	0.7	3	1	0.1%	-3	-3
441120	Used car dealers	0.2	0.2	3	1	0.1%	2	0
418190	Other recyclable material merchant wholesalers	0.2	2.0	1	1	0.0%	0	0
448199	All other clothing stores	0.1	0.4	3	1	0.1%	-1	-1
446120	Cosmetics, beauty supplies and perfume stores	0.1	0.8	2	2	0.1%	1	1
417220	Mining and oil and gas well machinery, equipment and supplies merchant wholesalers	0.1	1.6	1	1	0.0%	0	0
448210	Shoe stores	0.1	0.5	3	1	0.1%	-3	-1
415290	Other new motor vehicle parts and accessories merchant wholesalers	0.1	0.5	3	1	0.1%	2	0
416390	Other specialty-line building supplies merchant wholesalers	0.1	1.0	2	2	0.1%	0	0
419120	Wholesale trade agents and brokers	0.1	0.2	3	1	0.1%	-6	-4
444130	Hardware stores	0.1	0.8	1	1	0.0%	0	0
414520	Toiletries, cosmetics and sundries merchant wholesalers	0.1	0.7	1	1	0.0%	0	0
414510	Pharmaceuticals and pharmacy supplies merchant wholesalers	0.1	1.8	1	1	0.0%	1	1
414110	Clothing and clothing accessories merchant wholesalers	0.1	0.5	1	1	0.0%	-1	-1
417310	Computer, computer peripheral and pre-packaged software merchant wholesalers	0.1	0.8	1	1	0.0%	-6	0
445299	All other specialty food stores	0.0	0.3	1	1	0.0%	0	0



### **Competitive Advantages and Key Takeaways:**

Our analysis of Salmon Arm's Retail and Wholesale Trade cluster yielded the following key takeaways:

- The largest employing sector in the cluster is supermarkets and other grocery (except convenience) stores, employing 16.1% of the cluster's workforce; 2.9% of Salmon Arm's workforce. This sector has also gained 3 new business and gained 135 new jobs in the last 5 years. It is the sector with the largest number of jobs created.