



**CENTRAL
OKANAGAN**
ECONOMIC
DEVELOPMENT
COMMISSION

Roadmap to Resiliency

**COEDC Strategy
2025 - 2030**

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Economic Reconciliation

The Regional District of Central Okanagan (RDCO) acknowledges our presence on the traditional, ancestral and unceded tmxwúla?xw (land) of the syilx/Okanagan people who have resided here since time immemorial. We recognize, honour and respect the syilx/Okanagan lands upon which we live, work and play.

The Central Okanagan Economic Development Commission is committed to fostering economic reconciliation. The COEDC Strategy 2025 to 2030 will be implemented in alignment with the Declaration on the Rights of Indigenous Peoples Act. The directions and actions outlined in this strategy are deeply rooted in collaboration with the syilx/Okanagan people and will be implemented collaboratively to support economic independence and reconciliation.



Central Okanagan Economic Development Commission

Service

The Central Okanagan Economic Development Commission (COEDC) is a function of the Regional District of Central Okanagan and provides economic development services to the following communities:

- District of Peachland
- City of West Kelowna
- Westbank First Nation (WFN)
- City of Kelowna
- District of Lake Country
- Central Okanagan East
- Central Okanagan West

With an Advisory Committee made up of 45+ influential industry leaders, community shapers and elected officials, the COEDC stays informed of challenges and opportunities facing the regional business community.

Mandate

The COEDC works to foster the development of a healthy, dynamic and resilient community economy by supporting existing businesses and encouraging new business investment in the Central Okanagan.



Executive Summary

The COEDC Strategy 2025 to 2030 outlines a comprehensive plan to leverage regional strengths, enhance partnerships, and build an innovative and resilient regional economy.

The COEDC Strategy 2025 to 2030 builds on regional strengths, addresses current challenges, and pursues the top opportunities for enhancing investment and supporting a thriving business environment. It provides a roadmap that builds on the current foundation of regional assets and existing economic development programming. Comprehensive community engagement and economic analysis established a regional vision, guiding the development of renewed strategic directions. The overall strategy and its associated actions have been developed in alignment with the projected resources outlined in the COEDC’s 5-year financial plan, as well as anticipated grant and partnership funding opportunities. The scope and breadth of these initiatives will be adjusted based on regional needs and available COEDC resources. Additional resources may be required to address changes in the economic needs of the region.

The strategy recognizes and builds on the extensive work and communication efforts of the COEDC. Research covered a variety of previous studies and reference material from local government, community partners as well as the federal and provincial governments. A comprehensive list of all documents and resources reviewed is available in the Background Review section of the Competitive Assessment Report attached to this strategy. Alongside extensive background analysis, the strategy was shaped through comprehensive engagements, including workshops, one-on-one interviews, and business and workforce surveys. This approach ensured that input from businesses, community partners, the regional workforce and other interested parties in the region was fully integrated into the strategy development. The results are captured in several background reports – the Regional Competitive Summary and the Community Engagement and Survey Summary Reports – that inform the strategic directions of the COEDC Strategy 2025 to 2030.

The directions and associated actions are designed to be adaptable, allowing for responses to economic uncertainties and opportunities that may arise over the next five years. While specific economic disruptors, such as pandemics, tariffs, or trade agreements, cannot be predicted, actions can be developed under each of the strategic directions to address regional needs consistent with the latest economic conditions.


These new strategic directions are:

Strategic Direction	Directional Statement
Strategic Direction 1: Drive Economic Resilience	Support businesses in adapting to a changing landscape.
Strategic Direction 2: Build a Skilled Workforce	Foster a skilled regional workforce by focusing on talent development, attraction, and retention.
Strategic Direction 3: Promote Innovation	Promote innovation to boost labour productivity and resource efficiency.

Strategic Direction 4: Grow Export- Focused Industries	Strengthen export base by attracting high-value companies, supporting market expansion, and building regional supply chains.
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The COEDC will implement Strategy 2025 to 2030 with the below actions that operationalize the strategic directions. The following table provides a summary of the actions under each strategic direction. These actions are further detailed in the Strategic Directions section, including COEDC’s role, potential partners, and key performance indicators.

Drive Economic Resilience	Build a Skilled Workforce	Promote Innovation	Grow Export- Focused Industries
<p>Action 1: Focus investment initiatives on attracting innovative businesses to bolster existing sectors and address local challenges.</p> <p>Action 2: Develop educational resources and tailored adaptation strategies to address challenges and promote resilience.</p> <p>Action 3: Establish a network of resilience champions to mentor businesses in enhancing their resilience.</p> <p>Action 4: Support resiliency and diversification initiatives by engaging with the innovation ecosystem.</p>	<p>Action 1: Conduct a labour market study to gather critical intelligence on workforce gaps.</p> <p>Action 2: Develop targeted talent attraction initiatives based on identified needs.</p> <p>Action 3: Continue to partner with post-secondary institutions to support program development that aligns with regional industry needs.</p> <p>Action 4: Support regional and municipal housing initiatives by providing a link to regional workforce intelligence and associated housing needs.</p>	<p>Action 1: Enhance existing business outreach programming by providing technology adoption tools and resources.</p> <p>Action 2: Showcase regional innovations through storytelling.</p> <p>Action 3: Facilitate industry and cross-industry roundtables to share innovation best practices.</p> <p>Action 4: Support post-secondary in connecting faculties with industry to foster research and innovation addressing community needs.</p>	<p>Action 1: Concentrate investment attraction initiatives on export-oriented sectors with growth potential that align with federal/provincial targets.</p> <p>Action 2: Conduct a regional supply chain study to enhance export industry integration with the regional economy.</p> <p>Action 3: Maintain high level of regional business intelligence by actively engaging with export-oriented industries.</p> <p>Action 4: Support businesses with export development by connecting to Federal and Provincial resources.</p>



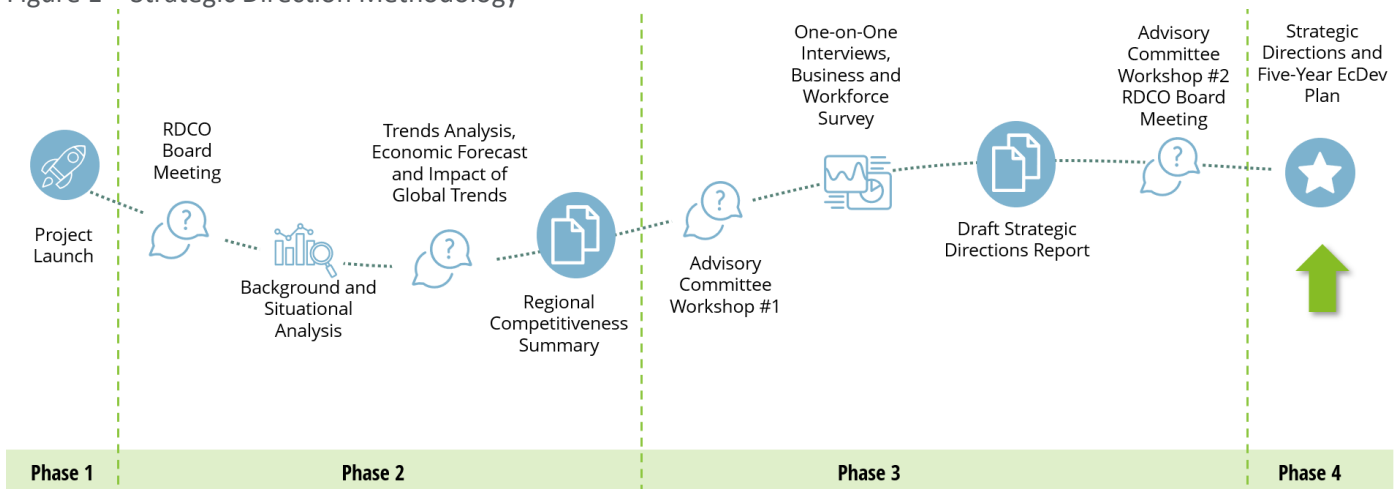
Study Process

Study Process

The strategic planning process included reviewing existing plans and studies, building on the competitive assessment, analyzing regional and global economic trends, and extensive community engagement.

This report reflects the valuable input of businesses and other interested parties. Engaging these community partners has provided diverse perspectives and insights, ensuring that the recommendations are practical, well-rounded, and address the needs of the regional community. This collaborative approach has fostered a sense of ownership and commitment among interested parties, which is crucial for the successful implementation of the COEDC Strategy 2025 to 2030. The process has strengthened the report's quality and credibility while building a foundation for ongoing collaboration with key regional players, likely leading to more sustainable and impactful outcomes.

Figure 1 – Strategic Direction Methodology



Regional Competitiveness Summary

The Regional Competitiveness Summary provides an overview of the **economic base analysis**, including an environmental scan of the region, comparing it to other comparable metropolitan areas in British Columbia and Canada. It also incorporates research from **trends analysis, economic forecast, and local impacts of global trends**. This comprehensive report and highlighted findings are presented as Appendix A.

Community Engagement

To gather input for the development of this Strategic Directions report, interested parties were engaged through various activities. These included two in-person **workshops with the COEDC's Advisory Committee**, **15 one-on-one virtual interviews with industry associations and partner organizations**, and **two surveys – one focused on regional businesses and the other on the regional workforce**.

This process took place at the same time as the Westbank First Nation EDC strategic planning process. To enhance representation and collaboration, information was shared between WFN and the COEDC. The COEDC also engaged with WFN Council, WFN EDC, and WFN Spring Salmon Committee through various sessions. This information and engagement highlights are included in the engagement summary.

Strategic Directions Report

This final report summarizes the findings from extensive research, data analysis, and community engagement conducted for the development of the COEDC Strategy 2025 to 2030. It introduces four strategic directions aimed at leveraging regional strengths, enhancing partnerships, and anticipating future economic trends.



Competitive Assessment Summary

Competitive Assessment Summary

Successful economic development plans align with the competitive nature of the local economy and the positive changes occurring in the broader economy. They also anticipate potential challenges and develop solutions and recommendations to mitigate any negative economic impacts. For the complete Competitive Assessment report see Appendix A.

The COEDC Strategy 2025 to 2030 builds on local strengths, supports the realization of local economic opportunities, and attempts to mitigate or remove local challenges. The assessment below is based on a review of previous studies and other relevant documents in the Central Okanagan, as well as a comprehensive analysis of statistical and economic data for the region and other comparable Census Metropolitan Areas (CMAs) such as St. Catharines-Niagara, Kitchener-Cambridge-Waterloo, Saskatoon, Victoria, Montréal, Toronto, Calgary, and Vancouver.

A Summary of findings from the Competitive Assessment include:

Net Migration is Driving Demographic Change

The Central Okanagan has experienced a remarkable surge in population growth, outpacing both provincial and national growth rates between 2019 and 2023. During this period, the region witnessed a 12% increase in its population, surpassing the growth rates of major urban areas such as Toronto (6%), Vancouver (9%), and Montréal (4%).¹ This growth can be attributed to a combination of factors, including intraprovincial migration and an influx of international migrants, such as international students and other temporary residents.²

Rapid population growth has not changed the Central Okanagan's position as one of the older populations amongst the comparators. However, there has been a notable shift in the demographic landscape, as evidenced by the decrease in the median age of residents from 44.6 years in 2016 to 42.3 years in 2023. This decline can be primarily attributed to the significant increase in the number of individuals in the prime working age group (25 to 54 years), which witnessed a growth of 15,324 people (18%) between 2019 and 2023. Among the comparator CMAs (not including larger cities), the Central Okanagan has experienced the second-largest growth in this age group.³

Housing Concerns Amid Strong Starts

Central Okanagan's housing stock is 49% single-detached dwellings. Apartments with less than five stories make up 23% of the housing stock. Among the comparator group of CMAs, the Central Okanagan has a lower

¹ Statistics Canada. Table 17-10-0148-01 Population estimates, July 1, by census metropolitan area and census agglomeration, 2021 boundaries

² Statistics Canada. Table 17-10-0149-01 Components of population change by census metropolitan area and census agglomeration, 2021 boundaries

³ Statistics Canada. Table 17-10-0148-01 Population estimates, July 1, by census metropolitan area and census agglomeration, 2021 boundaries

proportion of high-rise buildings, defined as those with more than five stories, at only 2.7%.⁴ Over the past five years, the region has seen 13,637 dwelling starts, with only 21% of these being low-density units, specifically single-detached houses. Most new starts have been higher density housing types, including apartments (60% of new starts), row houses (15% of new starts), and semi-detached houses (4% of new starts).⁵ This shift in the mix of housing starts is essential to accommodate the needs of various demographics, such as younger cohorts, newcomers, single households, and seniors. A diverse housing stock will provide more options for potential new residents and contribute to the region's attractiveness as a place to live and work.

The Central Okanagan has experienced a higher rate of housing starts compared to other regions. In fact, in 2023, it recorded the highest number of dwellings starts per 10,000 people (120 units per 10,000 people) among the comparator group of CMAs. Additionally, the median selling price in the Central Okanagan reached \$870,000 by June 2024, surpassing the median of all CMAs and exceeding prices in other major metropolitan areas like Calgary and Montréal.⁶ Despite the relatively high median price of dwellings, the housing market in the Kelowna CMA remains more affordable than in the two largest CMAs in British Columbia (Vancouver and Victoria). This affordability factor may be a driving force behind intraprovincial migration to the region.

The rapid increase in housing starts in the Central Okanagan has contributed to an improvement in the region's rental vacancy rates. In October 2023, the rental vacancy rate was 1.3%, the lowest among comparable regions.⁷ However, this trend has improved, and by October 2024, the rental vacancy rate had risen to 3.8%.⁸ Despite this progress, housing affordability remains a significant issue and will continue to pose challenges for the region's ability to attract and retain talent.

Central Okanagan's Labour Force is Changing Rapidly

In 2023, the Central Okanagan's labour force reached 119,800 people – 3% growth since 2020 and 4% growth since 2022. The unemployment situation in the Central Okanagan is also showing improvement, from 2021 to 2022, the unemployment rate in the Central Okanagan CMA decreased from 5.7% to 4.7%. In 2023, there was a further decrease to 3.4%.⁹ The growth in the labour force and declining unemployment rates indicate a healthy economy in the Central Okanagan.

The participation rate, which measures the proportion of the working-aged population actively seeking employment, experienced a slight increase from 61% in 2021 to 62% in 2023, suggesting that more individuals in the Central Okanagan are actively participating in the labour market.¹⁰ However, it is important to note that the region has one of the smaller participation and employment rates when compared to the comparator group of CMAs. This may be attributed to a larger share of older cohorts (65 years and over) in the region.

Note: Recent data released by Statistics Canada indicates that in 2024, the regional labor force decreased from 119,800 to 118,500 people, representing a 1% decline. Additionally, the unemployment rate increased

⁴ Statistics Canada. 2023. (table). Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released November 15, 2023.

⁵ Canada Mortgage and Housing Corporation (CMHC), Housing Market Information Portal, 2024

⁶ Statistics Canada. Table 17-10-0005-01 Population estimates on July 1, by age and gender | CMHC Starts and Completions Survey

⁷ Canada Mortgage and Housing Corporation (CMHC), Rental Market Survey (October 2023)

⁸ Canada Mortgage and Housing Corporation (CMHC), Rental Market Survey (October 2024)

⁹ Statistics Canada. Table 14-10-0385-01 Labour force characteristics, annual

¹⁰ Statistics Canada. Table 14-10-0385-01 Labour force characteristics, annual

by 1.04 percentage points, reaching 4.8%. The participation rate also declined by 2.6 percentage points during the same period, from 62% in 2023 to 59.4% in 2024. While recognizing that year-over-year changes from the Labour Force Survey can be influenced by random variation, these trends highlight the need for continued efforts in workforce development to ensure the region's labour demand is met.¹¹

Retention for Higher Education Remains a Challenge

Approximately 66% of the Central Okanagan population aged 25 to 64 years had a post-secondary diploma or degree, which is lower than those in the comparator group of CMAs. Nonetheless, the region stands out for its higher share of individuals holding particularly college, apprenticeship, and trades diplomas or degrees compared to similar and other major metropolitan areas.¹² This is particularly beneficial for sectors such as construction, manufacturing and aerospace that rely on skilled labour.

The region produces a significant number of high-skilled graduates, with an average of 3,279 people completing their post-secondary education annually between 2016 and 2020. Many of these graduates earn credentials in business, management, marketing, health professions, and related programs.¹³ However, there is a limited rate of advanced education in the Central Okanagan, with fewer residents holding university degrees (bachelor's or higher) compared to other CMAs across Canada. This suggests the region could improve in the retention of students attending post-secondary education in the region. This is particularly important as the region struggles to attract and retain the right workforce, especially in technology and trades.¹⁴

To ensure the Central Okanagan can effectively adapt to the rapidly changing economic and geopolitical landscape, educational institutions should prioritize critical global trends. This landscape is characterized by advancements in artificial intelligence (AI), increasing severity of climate events, and unpredictable international geopolitics.¹⁵ To become more responsive to these externalities, the economy would benefit from a focus on activities that upskill the talent pool to meet the growing demand for high-tech skills. By equipping individuals with the necessary knowledge and abilities, the region can position itself to thrive in an evolving and competitive global market.

Opportunities to Leverage Existing Sectors and Expand Supply Chains

While the Central Okanagan may have a limited number of large employers compared to similar metropolitan areas (only 4%)¹⁶, it is crucial to address any constraints that may be hindering business expansion in the area and create an environment that fosters business growth. This is particularly important considering the latest Labour Force Survey numbers showing a recent drop in labour force participation. Additionally, the region would benefit from aligning its investment attraction efforts with provincial and federal targets including aerospace, agriculture/agri-food, and clean technology. By developing innovative and high-value products and services within these sectors and improving access to existing and potential customers, the region can increase the number of final products processed and services offered locally to enhance its competitive

¹¹ Statistics Canada. Table 14-10-0385-01 Labour force characteristics, annual

¹² Statistics Canada. 2023. (table). Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released November 15, 2023.

¹³ Government of British Columbia, Student Transitions Project - Fall 2022 Data Submission

¹⁴ From feedback received from one-one-one interview and other engagement activities.

¹⁵ Deloitte Canada, Future of Canada Centre – Global Disruption in 4D: Exploring Intersecting Forces Impacting Canada's Future

¹⁶ Lightcast, Datarun 2024.1 | Canadian Business Counts, December 2023



Engagement Activities Summary

Engagement Activities Summary

The development of the Strategic Directions relied on input from interested parties in the region. Outreach included conducting one-on-one interviews with industry associations and partner organizations, in addition to business and workforce surveys. For complete community engagement results see Appendix B.

The engagement activities uncovered findings that highlight the region's strengths and opportunities for growth, as well as challenges that need to be addressed. The engagement findings provide important context to the priority strategic directions over the next five years. These findings are organized by key themes related to investment attraction, workforce development, innovation and technology, and sustainability and resiliency.

A Summary of findings from the Engagement Activities include:

One-on-One Interviews

Investment Attraction

The Central Okanagan has developed into a robust metropolitan area that is appealing to high-income individuals and business owners. This critical mass is characterized by a comprehensive range of services, institutions, and diverse economic base capable of drawing external investment. The region's agricultural heritage, particularly in the food and beverage sector including wine, remains a foundational economic pillar, that offers a blend of traditional practices and innovative, technology-infused agricultural methods.

Despite its strengths, the Central Okanagan faces significant challenges, particularly in its traditional core sectors like tourism and agriculture. These sectors are currently experiencing difficulties exacerbated by climate change, impacting their stability and growth. The pressing need to adapt to these changing conditions presents a considerable challenge for the region. However, these challenges create new opportunities for growth and diversification in innovative and value-added sectors. By enhancing the local supply chain and processing local production, the region can strengthen its economy.

Leveraging local educational assets such as UBC Okanagan and Okanagan College could spur more consistent development in high-value industries including clean tech, digital media, and AI. There is also potential to expand the aerospace sector, which could attract major players to the region. Furthermore, the film and animation industry present a unique opportunity for the Central Okanagan to become a recognized hub for digital content.

Workforce Development

The region boasts several strengths that make it an attractive destination for talent. The area's appealing lifestyle continues to draw a diverse population, bolstering sectors such as tourism, agriculture, and technology. This diversity is further supported by educational institutions that serve as talent generators and

provide opportunities for continued talent retention. UBC Okanagan and Okanagan College are instrumental in creating this pipeline of skilled workers in diverse areas of knowledge, which is crucial for sustained economic growth and innovation. The presence of other educational entities also enriches the talent pool, ensuring a continuous influx of fresh ideas and skills into the region.

Despite this pipeline of new talent, the Central Okanagan faces significant challenges that could hinder talent attraction and retention efforts. One of them is housing affordability and the high cost of living, which remain major concerns among interested parties. This impacts the ability to attract and retain a skilled workforce as it is becoming increasingly difficult for individuals to afford living in the region. These issues are intensified by inadequate infrastructure and transportation systems that create additional hurdles for people and could detract from the region's overall quality of life.

Addressing these challenges presents numerous opportunities. Initiatives to enhance quality of life, such as creating affordable housing and improving sustainable living conditions, could make the region more appealing to skilled professionals and young families. There is also a pressing need to invest in infrastructure, particularly in transportation. This, in turn, would support emerging industries in accessing the region's talent while improving community connectivity.

Strategies to address these challenges could include communicating the different housing needs and promoting the development of non-market housing. Additionally, strengthening ties with educational institutions for tailored industry-specific programs could help meet the immediate needs of regional employers. Furthermore, addressing the cost of living through compensation studies and implementing support programs or grants could help retain talent. Upskilling initiatives and mental health support for newcomers are also vital in building a resilient and diverse workforce.

Innovation and Technology

The Central Okanagan has a strong economic foundation in its food and beverage sector, which is deeply rooted in its agricultural heritage. This sector, including the renowned wine industry, has not only sustained the region but also provided ground for technological innovation. Integrating technology into agricultural practices presents an opportunity to improve the sector's growth and adaptability. By promoting innovation and the use of technology, the Central Okanagan can become a hub for advanced food and beverage manufacturing in B.C. and Canada.

However, the region also faces the challenge of increasing its economic diversification. While the reliance on traditional industries has been beneficial to create a regional brand, there is a pressing need to broaden the economic landscape. This includes attracting investment in technology-driven sectors that create higher valued products such as clean-tech, digital media, and aerospace. Additionally, it is worth exploring opportunities for the use of AI to improve traditional sectors like agriculture.

The potential for economic diversification and growth through innovation and technology in the Central Okanagan is immense. To realize this potential, it is crucial to prioritize collaboration across educational institutions, training facilities, and the private sector. By working together, the region can establish itself as a leader in clean-tech, digital animation, virtual reality, and digital post-production. Creating opportunities for interaction between the tech and traditional industries can lead to innovative solutions that increase productivity, reduce costs, and improve resiliency.

Increasing awareness and education about the capabilities of the local tech sector is vital in building a knowledgeable community that actively participates in and supports technological advancements. This can be achieved through initiatives such as industry showcases, technology-focused events, and partnerships between educational institutions and regional businesses.

Sustainability and Resiliency

Sustainable tourism and agriculture have the potential to serve as pillars of regional economic growth in the Central Okanagan. Adopting innovation and technology, particularly in agri-tech, is critical for the advancement of these sectors. This would not only open new avenues for addressing the impact of a changing climate and natural disasters but also contribute to the region's overall sustainability.

In the tourism sector, expanding opportunities throughout the year is a strategic move to leverage the year-round opportunities of the region and reduce any negative impact of peak crowds. By diversifying tourism activities and attractions, the region also diversifies its year-round market, minimizing the economic vulnerability of relying on a single peak season. This requires a focus on sustainability, ensuring that tourism practices are environmentally responsible and socially inclusive.

The region's dependency on natural resources for tourism and agriculture highlights the urgency of addressing these challenges. Transitioning towards sustainability is a complex task that requires more than just discussions. It necessitates the actual implementation of sustainable practices in the daily operations of businesses. There are many opportunities in the green economy to diversify into cleaner sectors and use technology to boost productivity. The community has expressed a strong desire to support growth in these areas and to attract companies that prioritize environmental, social, and governance (ESG) practices. This approach not only fosters a sustainable cluster but also positions the region as a leader in sustainability and resiliency.

Economic Development Vision

Common visions for the region from engagement activities included:

- Be a leader in sustainable practices.
- Diversify industries, specifically in high-tech sectors and health care.
- Fostering community pride and attracting new residents and investors.
- Positioning the Central Okanagan as a place for productivity and market expansion.

Business Survey

The survey was conducted using Qualtrics, a state-of-the-art Computer Aided Web-Interview system, and it was available from September 2nd to September 30th. A total of 167 business surveys were completed. The results of this survey were designed to approximate the perceptions of the business community as a whole, but sample sizes within each industry do not provide enough statistical accuracy to perform an industry-by-industry analysis.

Summary of Findings

- 80% of business owners reported their revenues at their business to remain the same, or increase, further indicating a number of growing businesses existing in the region.
- 63% of respondents believed their revenues will be increasing over the next 12 months, indicating a positive perception of financial performance from business owners.

- 70% of all respondents felt somewhat or very satisfied with the Central Okanagan as a place to do business.
- When asked to rate their level of satisfaction with various factors of doing business within the region, the availability of post-secondary programming (75%), technology and productivity resources (73%), and business-related training (69%) were factors with the highest level of satisfaction.
- When asked which skill level is the most challenging to recruit candidates, 40% of respondents indicated the intermediate skill level of to be the most challenging to recruit.
- 50% of respondents reported to maintain their business operations over the next 24 months, with 36% with plans for expansion.
- 69% of respondents somewhat or strongly agreed they would recommend the Central Okanagan to another business looking to expand or relocate.
- Opportunities to improve regional communication arises, with only 56% of business owners being aware of the various business supports/resources.
- When asked about the types of business supports that would be helpful in achieving their business goals, respondents indicated marketing and business development (42%), professional services (40%), and financing services (35%) to be the top supports.
- During the analysis of Deloitte's and WFN's survey, there were some similarities in the business challenges that were identified. The WFN survey¹⁷ highlighted two top challenges, namely 'Access to Labour' and 'Market Access'. These challenges were also reflected in Deloitte's business survey, where the factors of 'Availability of Labour' and 'Existing Road Network' were identified as having one of the lowest levels of satisfaction, with both being at 34%.

Workforce Survey

The survey was conducted using Qualtrics, a state-of-the-art Computer Aided Web-Interview system, and it was available from September 2nd to September 30th. A total of 227 surveys were completed.

Summary of Findings

- Individuals who reported to live in the Central Okanagan for 1-4 years were asked what inspired their recent move into the region. Quality of life (50%) and the number of job opportunities (43%) were deemed the most influential factors, followed by having friends/family in the region (43%).
- 26% of the current workforce mentioned they are currently searching for work. These individuals highlighted challenges in their job search: limited opportunities in their particular occupations, lack of recognition for credentials, challenges with finding a work-life balance, and inadequate salary options.
- Respondents were typically seen being employed within the Central Okanagan for about 1-5 years (34%), involving the business, finance and administrative service (25%), followed by education, law and social services (16%).
- Respondents displayed an 85% overall satisfaction level with Central Okanagan as a place to work.
- Respondents showed high satisfaction with the safety of the work environments (85%), job security (82%) and understanding while being open-minded towards employers/workplaces (79%).
- Calculations from the priority matrix indicate improvements needed towards commuting times, adequate pay, and suitable job opportunities within each sector.

¹⁷ The WFN survey was conducted among business located within the WFN boundaries.

- When asked about the types of regional assistance that be most helpful towards achieving their employment goals, skills training (31%), housing accessibility (30%) and networking opportunities (27%) were deemed top supports.



Strategic Directions

Strategic Directions

The Strategic Directions provide an overall framework for the detailed action plan, summarizing key themes from the competitive assessment and engagement summary.

The Strategic Directions for the COEDC have been carefully crafted to build upon the previous strategy (Moving Forward to 2025 Strategy) while considering new local realities. This approach is informed by regional economic analysis, competitive assessments, and engagement with partners and industry representatives. Four economic strategic directions emerged through this process. They were selected based on their potential to drive sustainable growth and prosperity in the region and to position the Central Okanagan as one of Western Canada's emerging metropolitan economies.

The COEDC Strategy 2025 to 2030 and its associated actions have been developed in alignment with the projected resources outlined in the COEDC's 5-year financial plan, as well as anticipated grant and partnership funding opportunities. The scope and breadth of these initiatives will be adjusted based on regional needs and available COEDC resources. Additional resources may be required to address changes in the economic needs of the region.

For each action, a series of potential key performance indicators (KPIs) is suggested along with potential partners. Additionally, each action includes a recommended role for the COEDC. These recommended roles are:

- **Lead:** The COEDC team leads the action and coordinates activities with potential partners.
- **Support:** The COEDC team supports the activities undertaken for this action with in-kind or financial resources or by fostering connections but is not the lead.

Key Sectors for Central Okanagan

The economic baseline analysis indicates that several sectors in the Central Okanagan align with both provincial and federal targets for workforce and investment attraction. These sectors are also similar to key areas of focus for other major CMAs in Canada, highlighting the competitive landscape for attracting and retaining workforce and business investment.

To maximize benefits and efficiencies, the research suggests that investment attraction efforts should prioritize agriculture and viticulture, aerospace, and cleantech. By focusing on these sectors, the COEDC can leverage existing resources. For instance, workforce and investment attraction initiatives will be aligned with Provincial and Federal priorities to increase capacity.

However, this does not mean that other relevant industries should be neglected. As regional demographics continue to shift, attention will also be needed for sectors such as healthcare, which is projected to experience the largest employment growth in the region over the next couple of decades. Film and television are also growing sectors in the province with significant potential economic impact. This sector's importance

is underscored by the reinstatement of the film and television tax credit program, which benefits eligible corporations producing qualifying film or video productions in British Columbia.¹⁸

Additionally, population-based industries like retail trade will continue to grow and the construction sector will continue to play a crucial role in the region’s economic development. Increasing regional housing stock is essential for expanding choice, moderating prices and accommodating a fast-growing population.

Figure 2: Target Sectors, Central Okanagan, Major Canadian CMAs, British Columbia and Canada

Central Okanagan	British Columbia	Canada
<ul style="list-style-type: none"> • Agriculture/ Viticulture • Health • Digital tech • Manufacturing • Aerospace • Cleantech 	<ul style="list-style-type: none"> • Agribusinesses • Aerospace • Cleantech • Life sciences • Critical minerals • Clean energy • Digital media/entertainment • Forestry • Natural gas • ICT 	<ul style="list-style-type: none"> • Agribusinesses • Aerospace • Cleantech • Manufacturing • Automotive • Technology • Natural resources • EV supply chain • Life sciences • Critical minerals

Source: Central Okanagan Economic Development Commission, Invest and Trade BC, Invest in Canada

Strategic Direction #1 – Drive Economic Resilience

The economy of the Central Okanagan has been negatively impacted by multiple climate-related and natural phenomena in recent years, ranging from wildfires that curtailed tourism and destroyed property, to water shortages that impacted agriculture and other water-intensive industries. Programs and policies for climate adaptation and resilience are fundamental to many government functions and far broader than economic development, but there is a role for focused support for regional industries to become more resilient to major events, to adapt to new conditions, and to ensure business continuity if challenging events occur.

Building Economic Resilience is closely linked to the previous strategy’s "Growing Sustainably" pillar, which prioritizes economic intelligence for regional growth and best practices. This strategic direction was ranked the most important for the Advisory Committee through the 2024 engagement sessions, underscoring its significance and urgency. Sustainability was also a consistent theme in industry engagement, provided there is a clear definition of the ways in which the COEDC can make a meaningful difference.

Making the regional economy more resilient can be viewed through a short-term and a long-term perspective. The short-term view is concerned with urgent situations, such as fires, closures of transportation corridors, or severe droughts. The focus is on business continuity and ensuring that local industries have access to resources to help manage through a short-term crisis period without long-term impact on their viability. This can be accomplished by helping businesses prepare for potential disruptions through the provision of educational resources, including online courses, webinars, workshops, and downloadable guides.

¹⁸ Government of British Columbia – Tax Credits, Film and Television Tax Credit

As part of ongoing industry interactions, the issue of resiliency and how to encourage preparedness should be emphasized and available resources reviewed with industry experts, local business organizations, and educational institutions to ensure they are relevant, practical, and up to date. A network of “resilience champions” can be encouraged with leaders from each of the major industries in the region to provide mentorship and informal guidance to industry members. If an emergency does arise, information is communicated about supports that may be available regionally or provincially.

From a longer-term perspective, the focus is how to make the regional economy more fundamentally resilient. This goal cannot be viewed in isolation as it overlaps with the other strategic directions in this five-year strategy, particularly Direction #3 relating to innovation and Direction #4 relating to export-focused industries. An innovative economy adapts to changing conditions, such as agriculture adopting less water-intensive practices or tourism diversifying services and target markets. These types of changes naturally support collaboration with the region’s innovation ecosystem, including local post-secondary institutions and clean tech/agri-tech companies that can develop solutions to enhance industry resilience and regional economic diversification.

Resiliency initiatives ensure that businesses can operate continuously and make smart investments in opportunities that align with the changing landscape. By growing adaptive capabilities in the region and showcasing successful initiatives, it also becomes more attractive to companies with a strong innovation profile. This includes both homegrown companies who find a supportive environment for growth as well as external companies who are attracted by the innovation ecosystem and regional commitment to supporting resiliency initiatives. By collaborating with business support organizations and other business associations, the COEDC can ensure effective sharing and dissemination of knowledge, facilitating the adoption of resiliency and diversification best practices, and creating an attractive environment for external investment from inventive businesses.

Drive Economic Resilience – Potential Initiatives	Role/Partners
<p>Action 1: Focus investment initiatives on attracting innovative businesses to bolster existing sectors and address local challenges.</p> <p>Potential KPIs:</p> <ul style="list-style-type: none"> • Number of investment attraction events. • Number of inquiries from potential investors or partners. • Storytelling of successful investments. • Growth in number of large companies (50+ employees) in the region (Canadian Business Counts). 	<p>Role:</p> <p>Lead</p> <p>Potential Partners:</p> <ul style="list-style-type: none"> • Government • Post-Secondary • Business Support Organizations • Industry

Drive Economic Resilience – Potential Initiatives	Role/Partners
<p>Action 2: Develop educational resources and tailored adaptation strategies to address challenges and promote resilience.</p> <p>Potential KPIs:</p> <ul style="list-style-type: none"> • Number of engagement activities (e.g., webinars, online courses). • Number of Site visits & one-on-one support. • Number of resources downloaded. • Number of webpage visits. 	<p>Role:</p> <p>Lead and Support</p> <p>Potential Partners:</p> <ul style="list-style-type: none"> • Government • Post-Secondary • Business Support Organizations • Industry
<p>Action 3: Establish a network of resilience champions to mentor businesses in enhancing their resilience.</p> <p>Potential KPIs:</p> <ul style="list-style-type: none"> • Number of mentorship linkages. • Number of events (presentations, workshops, roundtables, etc.). • Number of attendees. 	<p>Role:</p> <p>Support</p> <p>Potential Partners:</p> <ul style="list-style-type: none"> • Government • Post-Secondary • Business Support Organizations • Industry
<p>Action 4: Support resiliency and diversification initiatives by engaging with the innovation ecosystem.</p> <p>Potential KPIs:</p> <ul style="list-style-type: none"> • Number of events & engagements. • Case studies identified (examples of collaborations, resiliency innovations, and diversification initiatives). • Resiliency and diversification storytelling. 	<p>Role:</p> <p>Support</p> <p>Potential Partners:</p> <ul style="list-style-type: none"> • Government • Post-Secondary • Business Support Organizations • Industry

Strategic Direction #2 – Build a Skilled Workforce

Workforce issues remain a significant challenge for the Central Okanagan. Despite a 12% population growth since 2019 and a decrease in the median age since 2016, the region still has one of the highest median ages among comparable and larger CMAs in Canada. Additionally, the region faces negative natural growth, with more deaths than births each year, and has experienced a 15% increase in the number of young seniors (ages 65 to 74) over the past five years, which is typically considered retirement age. Consequently, the Central

Okanagan has relied heavily on migration, primarily intraprovincial, to meet labour demand.¹⁹ Regional businesses have also expressed dissatisfaction with the availability of the labour force, identifying it as one of the areas with the least satisfaction.²⁰ Therefore, attracting the necessary workers is crucial for the region's continued growth and the performance of its businesses.

Fostering a skilled workforce is a strategic priority of great relevance across the regional economy. It directly aligns with the previous strategy's pillar of "Inviting Top Talent," which encompasses recommendations for workforce development, attraction, and retention, as well as labour market intelligence and linkages between post-secondary institutions and industries.

The importance of this pillar consistently emerged through the background research and community engagement, where workforce issues remain a top priority within most business sectors. This recognition from industry leaders and other interested parties underscores the significance of investing in workforce development and creating an environment conducive to attracting and retaining skilled workers.

Despite the attractiveness of the Central Okanagan quality of life, housing costs and the overall high cost of living pose significant constraints. These challenges can hinder the retention of new graduates, the attraction of skilled workers, the retention of skilled trades and mid to lower-paid workers, as well as the attraction and retention of immigrants. Supporting regional housing initiatives with industry and economic data and insights is vital. By providing decision-makers with accurate and comprehensive information, they can make informed choices regarding housing policies and initiatives. This support ensures that the region can create an environment where the workforce can thrive, leading to increased retention and attraction of skilled workers.

The business and workforce surveys and industry engagement for this study revealed many insights on workforce issues, but a comprehensive labour market study would enable a higher degree of precision in specific workforce challenges and would enable focused program development to address them. Ongoing workforce monitoring should be a priority using workforce tools like Vicinity Jobs.

Furthermore, it is essential to have a focused workforce attraction strategy for relevant occupations and skills. Major institutions and growing companies often require mid-career and senior managers, as well as specialists, to drive their operations and growth. By identifying these specific occupations and skills, the region can tailor its attraction efforts and implement targeted strategies to attract and retain the necessary talent. This approach ensures that the workforce is aligned with the needs of local industries and can contribute effectively to their development. Based on established migration trends, priority markets for workforce attraction include Vancouver, smaller urban centres in British Columbia, and the metropolitan areas of Calgary, Edmonton, and Toronto.

To support the development of a skilled workforce, it is crucial to continue building post-secondary programs that meet industry skill needs. Collaborating with industry partners allows educational institutions to design programs that equip students with the relevant skills and knowledge required by the local job market. This alignment between post-secondary education and industry needs fosters a skilled workforce that is well-prepared to contribute to the region's specific industries and drive economic growth. Programming should be

¹⁹ Source: Statistics Canada. Table 17-10-0148-01 Population estimates, July 1, by census metropolitan area and census agglomeration, 2021 boundaries

²⁰ Business and Workforce Survey, Central Okanagan, 2024

wide-ranging and include initiatives targeted at immigrants and other newcomers to the region to help accelerate recertification and adaptation to the Central Okanagan workforce.

Build a Skilled Workforce – Potential Initiatives	Role/Partners
<p>Action 1: Conduct a labour market study to gather critical intelligence on workforce gaps.</p> <p>Potential KPIs:</p> <ul style="list-style-type: none"> • Number of partners. • Partner/grant funding. • Labour market study completion. • Labour market study distribution analytics (website, social, press release, partner channels, etc). • Number of presentations. • Labour marketing analytics based on final study gaps/recommendations. 	<p>Role:</p> <p>Lead</p> <p>Potential Partners:</p> <ul style="list-style-type: none"> • Government • Post-Secondary • Business Support Organizations • Industry • Employment Associations
<p>Action 2: Develop targeted talent attraction initiatives based on identified needs.</p> <p>Potential KPIs:</p> <ul style="list-style-type: none"> • Number of targeted initiatives and programs developed. • Number of partners. • Partner/grant funding. • Number of inquiries/leads. • Number of presentations. 	<p>Role:</p> <p>Lead</p> <p>Potential Partners:</p> <ul style="list-style-type: none"> • Government • Post-Secondary • Business Support Organizations • Industry
<p>Action 3: Continue to partner with post-secondary institutions to support program development that aligns with regional industry needs.</p> <p>Potential KPIs:</p> <ul style="list-style-type: none"> • Connections/ referrals between industry & institutions. • Number of new educational programs developed in collaboration with post-secondary institutions to meet regional industry needs. • Post-secondary retention rates. 	<p>Role:</p> <p>Support</p> <p>Potential Partners:</p> <ul style="list-style-type: none"> • Post-Secondary • Business Support Organizations • Employment Associations

Build a Skilled Workforce – Potential Initiatives	Role/Partners
<p>Action 4: Support regional and municipal housing initiatives by providing a link to regional workforce intelligence and associated housing needs.</p> <p>Potential KPIs:</p> <ul style="list-style-type: none"> • Number of communications and engagements. • Housing data (housing starts, vacancy rates, average rent, etc.). • Number of presentations. 	<p>Role:</p> <p>Support</p> <p>Potential Partners:</p> <ul style="list-style-type: none"> • Government • Post-Secondary • Business Support Organizations • Industry • Housing & Construction Associations

Strategic Direction #3 – Promote Innovation

Innovation in economic development is often associated with industries on the cutting edge of technology that are creating innovative new products and services in the software, advanced manufacturing, new media, and other “high technology” industries.

While those sectors are a crucial part of the regional economy, the focus of this strategic direction is the promotion and support for innovation across all industries. This aligns with the "Building Business" strategic pillar from the previous strategy that focuses on business retention and expansion activities, market intelligence, and connecting local businesses to resources. By spreading innovation widely, the region can further enhance efforts to raise labour productivity, make more efficient use of resources, and ultimately lay the foundation for more profitable businesses and higher-paying jobs.

Businesses across all industries face challenges that would benefit from innovations in technology or business processes, but engagement highlighted the acute challenges facing traditional industries in the region, including tourism and agriculture. These challenges, which include environmental constraints, necessitate the evolution of these industries toward different ways of operating and higher-value markets. For instance, implementing sustainable farming practices or offering technology-driven tourism experiences can help to diversify revenue streams and create value-added products.

While many businesses may be aware of the potential benefits of adopting new technologies and innovative processes, they often lack the necessary knowledge or resources to implement them effectively. The COEDC can address this by establishing an education and awareness program focused on providing accessible information about available resources, such as AI, funding/grants, and assistance with applications and reporting, to support innovation in small businesses. Part of the program can be a storytelling initiative that highlights innovation in different sectors in the regional economy. This initiative should include showcasing innovative businesses and the steps they have taken to incorporate new technologies or business practices, as well as highlighting the creation of intellectual property and new technologies within the Central Okanagan.

One of the most critical strengths of the Central Okanagan is its robust education sector. Central Okanagan Public Schools, Okanagan College, University of British Columbia Okanagan, alongside other private institutions, play a vital role in providing a steady supply of skilled workers. Moreover, these educational institutions are actively integrating research and innovation programs with local industries. UBCO's Industry Partnership and Entrepreneurship office connects university faculties with industry partners, focusing on research and innovation opportunities. The future establishment of the Downtown UBCO campus will build closer industry partnerships and create intentional conversations around community needs.

Another opportunity to foster a more innovative regional economy lies in strengthening connections between 'tech' and 'non-tech' businesses. While some innovations are industry-specific, many can be applied across sectors. Encouraging collaboration and knowledge-sharing between diverse businesses will drive cross-sector innovation and new opportunities. This is facilitated when businesses build relationships and freely exchange ideas.

Promote Innovation – Potential Initiatives	Role/Partners
<p>Action 1: Enhance existing business outreach programming by providing technology adoption tools and resources.</p> <p>Potential KPIs:</p> <ul style="list-style-type: none"> • Number of presentations. • Number of businesses accessing resources. <ul style="list-style-type: none"> ○ Site visits and one-on-one support. ○ Business resource distribution analytics. ○ Number of program/workshop attendees. • Tech sector economic impact reports. • Identify/story tell successful technology or process improvements by a local business. 	<p>Role:</p> <p>Lead</p> <p>Potential Partners:</p> <ul style="list-style-type: none"> • Government • Post-Secondary • Industry • Business Support Organizations
<p>Action 2: Showcase regional innovations through storytelling.</p> <p>Potential KPIs:</p> <ul style="list-style-type: none"> • Number of publications, social media posts, etc. • Number of businesses participating in the storytelling initiative. • Storytelling content analytics (website visits, social media shares, comments, likes). • Number of website inquiries. 	<p>Role:</p> <p>Lead</p> <p>Potential Partners:</p> <ul style="list-style-type: none"> • Government • Post-Secondary • Industry • Business Support Organizations

Promote Innovation – Potential Initiatives	Role/Partners
<p>Action 3: Facilitate industry and cross-industry roundtables to share innovation best practices.</p> <p>Potential KPIs:</p> <ul style="list-style-type: none"> • Number of partnerships/collaborations. • Number of events (roundtables, networking etc.) • Number of event participants. • Identify/story tell case studies of successful collaborations. 	<p>Role:</p> <p>Lead and Support</p> <p>Potential Partners:</p> <ul style="list-style-type: none"> • Post-Secondary • Industry • Business Support Organizations
<p>Action 4: Support post-secondary in connecting faculties with industry to foster research and innovation addressing community needs.</p> <p>Potential KPIs:</p> <ul style="list-style-type: none"> • Number of referrals/introductions. • Number of events. • Education institution impact from partnerships (e.g., amount of research funding, number of research projects, economic impact). • Distribute/story tell case studies of successful collaborations. 	<p>Role:</p> <p>Support</p> <p>Potential Partners:</p> <ul style="list-style-type: none"> • Post-Secondary • Industry • Business Support Organizations

Strategic Direction #4 – Grow Export-Focused Industries

According to Lightcast Labour Market Analytics Data estimates, the Central Okanagan exported over \$13 billion in 2022, with the majority of exports coming from sectors such as residential building construction, farms, and beverage manufacturing (such as wine). Regional exports experienced significant growth, increasing by 14% compared to 2021. Notable growth was observed in farm exports, traveler accommodations, non-scheduled air transportation, support activities for air transportation, and scheduled air transportation. This underscores the growing potential of sectors related to agri-businesses and aerospace, and the further integration of clean technology into these industries in the region.²¹

Export-focused industries are primarily oriented toward selling goods and services outside the region. They can be viewed as the main drivers of the regional economy as they are not constrained by the size of the local market. By competing on a national or global scale, they are typically forced to invest more in research and development, in labour-enhancing machinery and equipment, and in the adoption of innovative management practices. They are often the first adopters of new technologies and business practices that diffuse through the local economy through engagement with other local businesses, through the movement of staff between companies, and by demanding high standards of local suppliers and service providers.

Some barriers to growth are specific to each industry, while others are shared across most of the regional economy. Workforce issues are common to most industries (and addressed under Strategic Direction #2) but

²¹ Lightcast, Datarun 2024.3

the specific need in high-potential sectors is focused on mid-tier management and technical staff. Access to affordable industrial and commercial land was one of the top shared issues in the business survey. In the tech sector, access to capital is a challenge, especially for start-ups transitioning to established companies. Agriculture and food/wine production have challenges relating to evolving growing conditions and regulatory barriers to trade within Canada. By overcoming these and other barriers, the region can create an environment supportive of export growth that leads to outsized economic spinoffs across the regional economy.

Investment attraction programs should focus on high-potential sectors that can drive growth in related parts of the regional economy, including aerospace, agriculture and viticulture, and clean technology. To maximize efficiencies, research suggests that COEDC should align investment attraction efforts with provincial and federal priority sectors and target markets. By leveraging existing resources, the region can optimize benefits and capacity.

Regional/national investment attraction should focus on existing regions with strong Okanagan linkages, including major metropolitans like the B.C. Lower Mainland, Edmonton, Calgary, and Toronto, by highlighting the Central Okanagan's advantages in lifestyle, lower costs (compared to metro areas), post-secondary institutions, proximity to natural resources, or whatever is most relevant for each sector. For example, Kelowna International Airport and related aerospace industries are a fast-growing, export-focused cluster. The region plays a vital role in Canadian aerospace, offering services ranging from aircraft maintenance and engineering to cargo delivery, high-tech flight tracking, and aviation communications. Aerospace companies in the region have access to a direct pipeline of graduates, including those from Okanagan College's Aircraft Maintenance Engineering program, which ensures a steady supply of local talent. Additional regional specialties are in avionics, pilot training, and fixed-wing and rotary aircraft manufacturing and maintenance, supported by innovative research through UBCO's Composite Research Network. By highlighting these strengths, the region can attract additional investment and drive growth in all related industries. Additionally, the agriculture and agri-business industries will continue to play an important role for the Central Okanagan economy, as the region still benefits from favorable soil, topography, and climate.²²

For industries to maximize their potential and to encourage market diversification and greater resilience, local companies should be supported in expanding their exporting activities (whether internationally or to other parts of Canada). Organizations like Export Development Canada are a valuable resource in providing market intelligence, financing, and insurance for export growth. Central Okanagan companies who wish to participate in foreign trade shows or other international sales initiatives can be supported with regional information and promotional material or by coordination services that bring companies in related sectors together to venture abroad.

To maximize regional benefit from export-oriented sectors, encourage tighter integration of existing exporters with the regional business community through networking, information sharing, and enhanced supplier relationships. Exporters, often outward-focused, may not be aware of local suppliers and service providers they could utilize regionally.

²² COEDC. 2023 Economic Profile.

<p align="center">Grow Export-Focused Industries – Potential Initiatives</p>	<p align="center">Role/Partners</p>
<p>Action 1: Concentrate investment attraction initiatives on export-oriented sectors with growth potential that align with federal/provincial targets.</p> <p>Potential KPIs:</p> <ul style="list-style-type: none"> • Number of investment attraction events. • Number of inquiries from potential investors or partners. • Storytelling of successful investments. • Growth in number of large companies (50+ employees) in the region (Canadian Business Counts). 	<p>Role:</p> <p>Lead</p> <p>Potential Partners:</p> <ul style="list-style-type: none"> • Government • Post-Secondary • Industry • Other BC regions with common investment attraction goals
<p>Action 2: Conduct a regional supply chain study to enhance export industry integration with the regional economy.</p> <p>Potential KPIs:</p> <ul style="list-style-type: none"> • Completion of regional supply chain study. • Opportunities for cooperation or investment attraction identified through study. • Storytelling of successful “import substitution” examples of regional exporters switching to local suppliers and service providers. 	<p>Role:</p> <p>Lead</p> <p>Potential Partners:</p> <ul style="list-style-type: none"> • Government • Industry • Business Support Organizations
<p>Action 3: Maintain high level of regional business intelligence by actively engaging with export-oriented industries.</p> <p>Potential KPIs:</p> <ul style="list-style-type: none"> • Number of presentations. • Number of businesses connected with. • Number of export-oriented events. • Number of attendees. 	<p>Role:</p> <p>Lead & Support</p> <p>Potential Partners:</p> <ul style="list-style-type: none"> • Government • Industry • Business Support Organizations

<p align="center">Grow Export-Focused Industries – Potential Initiatives</p>	<p align="center">Role/Partners</p>
<p>Action 4: Support businesses with export development by connecting to Federal and Provincial resources.</p> <p>Potential KPIs:</p> <ul style="list-style-type: none"> • Number of engagements on export focused support. • Number of businesses supported. • Resources & communications distributed. • Storytelling of successful export growth. • Growth in number of large companies (50+ employees) in the region (Canadian Business Counts). 	<p>Role:</p> <p>Lead & Support</p> <p>Potential Partners:</p> <ul style="list-style-type: none"> • Government • Industry • Business Support Organizations • Industry associations

Appendix A - Competitive Assessment Summary Report



Central Okanagan Economic Development Commission

Competitive Assessment Summary Report

February 2025



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Glossary of Terms

- **Apprenticeship:** An apprenticeship is a combination of on-the-job training and classroom learning. This form of training results in a skilled certification qualification. An apprenticeship is usually administered by an employer. Employees are hired and trained through in-house on-the-job learning that is traditionally specific to a skilled trade, with periods of in-class training held throughout the apprenticeship.
- **Artificial intelligence (AI): Technology** that enables computers and machines to simulate human intelligence and problem-solving capabilities.
- **Census Agglomeration (CA):** As per Statistics Canada, Census of Population, 2021, A CA is formed by one or more adjacent municipalities centred on a population centre (known as the core). A CA must have a core population of at least 10,000 also based on data from the previous Census of Population Program.
- **Census Metropolitan Area (CMA):** As per Statistics Canada, Census of Population, 2021, a CMA is formed by one or more adjacent municipalities centred on a population centre (known as the core). A CMA must have a total population of at least 100,000, based on data from the current Census of Population Program, of which 50,000 or more must live in the core based on adjusted data from the previous Census of Population Program. The Kelowna CMA closely aligns with the Central Okanagan, which is comprised of six distinct but closely related communities: District of Peachland, City of West Kelowna, Westbank First Nation, City of Kelowna, District of Lake Country, Okanagan Indian Band, Central Okanagan West and Central Okanagan East Electoral Areas.
- **Classification of Instructional Program (CIP):** This standard is used for classifying instructional programs according to field of study.
- **Comparators:** Communities used as comparators for this report include the following Census Metropolitan Areas (CMAs): Kelowna, St. Catharines-Niagara, Kitchener-Cambridge-Waterloo, Saskatoon, Victoria, Montréal, Toronto, Calgary and Vancouver
- **GenAI (Generative AI):** Programming that creates unique content based on prompts. GenAI has the ability to learn patterns based on input data.
- **Labour Force:** Civilian non-institutional population 15 years of age and over who, during the survey reference week, were employed or unemployed. For this report, labour force and workforce are used interchangeably.
- **Labour Market Information (LMI):** Labour Market Information helps inform about the current job market in a geographic region, province, or nationally. It informs decisions by sharing information about jobs, companies, industries/sectors, wages, etc.
- **North American Industry Classification System (NAICS):** The standard used by federal statistical agencies in classifying business establishments for the purpose of collecting, analyzing and publishing statistical data related to the Canadian business economy.
- **National Occupational Classification (NOC):** The standard used by federal statistical agencies in classifying occupations establishments for the purpose of collecting, analyzing and publishing statistical data related to the Canadian business economy.

Introduction

This document provides the findings of Phase Two of the Central Okanagan Economic Development (COEDC) Strategy 2025 to 2030. It includes results from document and background reviews, analysis of trends and economic forecasts and an assessment of the impact on the local economy. Additionally, it presents an initial statistical profile of the region, comparing it to similar regions and other major cities in Canada.

The **Economic Baseline Analysis** is the first of three reports. It begins with a summary of the key findings, followed by the detail document reviews conducted as part of the strategy building process and a macroeconomic and trend analysis to set up the global context and its impact on the Central Okanagan. The remaining sections offer a detailed breakdown of relevant data and analysis to inform on Central Okanagan's situational analysis. This report aligns with Phase 2 outlined in the project's methodology.

Notes on data:

- Please note that the data presented in this report corresponds to the latest set of information available as of August 2024. While every effort has been made to ensure accuracy, it is important to note that sources may not correspond to any more recent update.
- The December 2023 Canadian Business Counts were used to determine the total number of registered businesses in the Kelowna CMA. Statistics Canada's Canadian Business Counts Data provides a record of business establishments by industry and size. This data is collected from the Canada Revenue Agency (CRA). The business data collected for the Kelowna CMA includes all local businesses that met at least one of the three following criteria: Have an employee workforce for which they submit payroll remittances to CRA, or have a minimum of \$30,000 in annual sales revenue, or are incorporated under a federal or provincial act and have filed a federal corporate income tax form within the past three years.
- The 2021 Census of Population is the latest and most widely available data product offered by Statistics Canada; however, recent population-related updates were used at the CMA level to provide a more recent picture of the region.
- The report utilizes Lightcast Economic Modeling to provide estimates for post-secondary completions based on instructional program (CIP). It also includes estimates of exports categorized by industry sector and regional supply chains.

Summary and Situational Analysis

This section provides a brief summary of the competitive implications of the statistical analysis presented in this report for the Central Okanagan.

Advantages to Build On

- **Rapid population growth:** Population in the region is increasing at a rapid pace, surpassing both provincial and national growth rates. The reasons behind this growth are diverse, with a mix of new residents coming from within British Columbia (intra-provincial migration) and from outside Canada, such as international students and other temporary residents.¹
- **Growing younger population and labour force:** Despite having one of the older populations among comparators, the Kelowna CMA has experienced a decrease in the median age of its residents since 2016. This is primarily due to an increase in the number of individuals within the prime working age range of 25 to 54 years old. In fact, among similar CMAs, the Kelowna CMA has seen the second-largest growth in this age group.²
- **Housing starts at a higher rate than in other regions:** The Kelowna CMA has witnessed a higher rate of housing starts compared to other regions. In fact, it has recorded the highest number of housing starts per 10,000 people among similar CMAs. This rate is significantly higher than even rapidly growing regions in Canada, such as Kitchener-Cambridge-Waterloo.³
- **The Kelowna CMA has a higher proportion of individuals holding college, non-university, apprenticeship and trades degrees compared to similar and other major CMAs:** This is particularly valuable for sectors like construction and manufacturing that rely on this type of skilled labour.⁴
- **The region produces high-skilled talent, opportunities exist to increase retention of skilled workers:** Between 2020 and 2023, an average of 29,580 individuals a year were enrolled in post-secondary education in the region.⁵ Most of these in programs related to arts and sciences (27% of the enrollment in the region), followed by business and management at 17%, and engineering & applied sciences at 15%.⁶

Challenges to Overcome

- **The region should adapt to a rapidly changing economic and geopolitical landscape:** Given recent advancements in AI, the increasing severity of climate events like wildfires and storms, and the unpredictable international geopolitical landscape, it is important for the regional economy to adapt and become more responsive to externalities. This can be achieved by attracting technology and innovation organizations with specific technologies to meet regional needs (e.g., agri-tech). Additionally, improving natural disaster response and strengthening local supply chains to withstand broader economic disruptions will boost the Central Okanagan's economy and enhance business resilience and diversification.⁷

¹ [Statistics Canada. Table 17-10-0148-01 Population estimates, July 1, by census metropolitan area and census agglomeration, 2021 boundaries](#)

² [Ibid.](#)

³ [Canada Mortgage and Housing Corporation, Housing Market Information Portal, 2024](#)

⁴ [Statistics Canada, 2021 Census, Kelowna CMA](#)

⁵ Based on program area breakdown for Okanagan College and UBCO.

⁶ [Government of British Columbia, Student Transitions Project](#)

⁷ [Deloitte Canada, Future of Canada Centre – Global Disruption in 4D: Exploring Intersecting Forces Impacting Canada's Future](#)

- **Housing affordability:** In June 2024, the Kelowna CMA recorded a lower dwelling price than other major urban areas such as Vancouver and Toronto, but it was still higher than the median CMA total (all CMAs in Canada) and above the median price of larger cities such as Calgary and Montreal. There is currently a metric to measure housing affordability — the 30% shelter cost-income ratio (STIR). This metric indicates that households spending more than 30% of their income on housing are likely to experience housing affordability challenges.⁸ The Kelowna CMA ranked fourth among comparable and other larger CMAs when it comes to the percentage of owners and renters spending 30% or more of income on shelter costs.⁹
- **Despite rapid housing starts, the region continues to face housing challenges:** According to the Canadian Mortgage and Housing Corporation (CMHC), as of October 2023, the region had a rental vacancy rate of 1.3%, the lowest among comparable regions. The shortage of housing availability will directly impact the region’s ability to attract and retain key talent.¹⁰
- **The region has one of the smaller participation and employment rates compared to similar and other major CMAs across the country:** The region recorded the second lowest employment rate and participation rate, just above St. Catharines-Niagara, which is one of the fastest ageing regions in Canada.¹¹
- **Limited rate of advanced education:** The region’s residents have a lower rate of university degrees, particularly for advanced degrees (bachelor’s degree or higher) compared to similar and other major CMAs in Canada.¹²
- **Limited number of larger companies:** The region shows a smaller number of businesses with over 50 employees compared to similar and other large CMAs. This should be investigated with local employers to determine if there are constraints preventing business expansion within the region. Working to increase the number of large-scale employers in the region is an opportunity to diversify the regional economy.¹³

Opportunities for Future Development

- **Building on established sectors:** Some of the industry sectors that show the strongest competitive position in the region (based on employee base size and export values) are manufacturing (e.g., beverage manufacturing); construction (e.g., residential building construction); and transportation (e.g., support activities for air transportation). Building on these established sectors with more innovative and high-value products and services and enhancing access to existing and potential customers, may be more fruitful than focusing on less-established sectors.¹⁴
- **Increase and expand local supply chain:** Approximately 49% of purchases¹⁵ made by regional industries are imported from other jurisdictions, the Kelowna CMA had the second largest share of imported purchases among comparators, behind Victoria with 57% of imported purchases. Opportunities exist to attract and expand sectors with a presence in the region and retain some of the dollars leaving the Kelowna CMA. Some of these sectors include architectural, engineering and related services (46% of imported purchases), architectural and structural metals manufacturing (62% of imported purchases), general freight trucking (51% of imported purchases), and computer systems design and related services (33% of imported purchases).¹⁶
- **Aligning with provincial and federal target sectors to maximize opportunities and benefits:** To drive innovation and increase value-added production in the Central Okanagan, it is advisable to align with provincial and federal priority sectors where the region has a competitive advantage. These include agriculture/agri-business, aerospace, and clean technology. The federal/provincial targets can relate to international investment attraction, in which case the Central Okanagan can leverage promotional opportunities internationally, or sectors that senior levels of government prioritize for targeted supports or incentives.

⁸ [Canada Mortgage and Housing Corporation \(CMHC\). New Affordability Metric Assesses Household Ability to Afford Basic Goods.](#)

⁹ [Canada Mortgage and Housing Corporation \(CMHC\). Market Absorption Statistics \(Canada, Provincial, CMA\). June 2024](#)

¹⁰ [Ibid.](#)

¹¹ [Statistics Canada. Table 14-10-0385-01 Labour force characteristics, annual](#)

¹² [Statistics Canada, 2021 Census, Kelowna CMA](#)

¹³ Lightcast Economic Modeling, using Canadian Business Counts, December 2023

¹⁴ Lightcast Economic Modeling, Input-Output Model

¹⁵ Purchases refer to any good or service acquired by an industry or individual outside of the defined region, in this case the Kelowna CMA.

¹⁶ Lightcast Economic Modeling, Input-Output Model

- **Exports are growing the fastest among health care related industries:** Among regional companies, manufacturing, health care and construction¹⁷ are the sectors with the largest estimated exports in the Kelowna CMA. In terms of export growth, between 2021 and 2022, transportation (e.g., scheduled and non-scheduled air transportation; and support activities for air transportation) and manufacturing (e.g., beverage manufacturing and fruit and vegetable preserving and specialty food manufacturing) had the largest growth compared to other sectors.¹⁸
- **Workforce development continues to be a priority for the province and the Kelowna CMA:** The B.C. labour market outlook report presents several opportunities to enhance workforce development, support, and talent attraction in the Kelowna CMA. By leveraging the recommendations outlined in the report, such as maintaining a human resource advisory group, attracting migration, and fostering partnerships between employers and training providers, the region can address projected worker shortages and establish a sustainable and skilled workforce for the future.¹⁹ Additionally, implementing a regional workforce strategy, establishing a formal group to address human resource issues, and creating a communication channel between employers and training bodies can further enhance collaboration and facilitate the development of economic development strategies. Expanding apprenticeship programs and implementing initiatives to attract and retain skilled workers are also crucial strategies to alleviate the worker shortage. Through these proactive measures, the Okanagan region can effectively tackle current labour market challenges and seize opportunities for growth and development.

¹⁷ Exports are determined based on the origin of revenues for regional industries. For example, health care, which primarily serves the local population, is considered an export sector because it is largely funded by senior governments.

¹⁸ Lightcast Economic Modeling, Input-Output Model

¹⁹ [Government of British Columbia. B.C.'s Labour Market Outlook: 2023 Edition](#)

Background Review

Background documents have been reviewed relating to Central Okanagan’s current policy context and economic positioning. This section highlights the major themes and topics that the policy documents discuss and grounds them within Central Okanagan’s current context.

The analysis of documents is structured according to the main engagement themes provided by COEDC (Central Okanagan Economic Development Commission), which also align with its four existing strategic pillars. This background review is a starting point for the analysis, to be supplemented by the engagement phases and potentially additional focused analysis on priority issues in the strategy development process.

The table below is a common threads matrix, showing which themes are contained in each of the reviewed documents. A single check mark (✓) indicates the document has some content relating to the theme, but it is not a primary focus, while a double check mark (✓✓) indicates that it is a primary focus. Only documents with relevant content for this analysis were selected for review.

Figure 1 – Common Threads Matrix

Document Title	Document Themes			
	Sustainability and Resiliency	Workforce Development	Innovation and Technology	Investment Attraction
COEDC Reference Materials				
COEDC Economic Development Strategy – Moving Forward to 2025	✓	✓✓	✓✓	✓✓
COEDC 2023 Annual Report	✓✓	✓✓	✓	✓✓
Central Okanagan Economic Profile 2023 Edition	✓✓	✓✓	✓✓	✓✓
Growing in the Okanagan 2020 Labour Market Outlook	✓	✓✓	✓	✓
Central Okanagan Economic Development Commission 2019 Operational Plan	✓	✓✓	✓✓	✓✓
Strategic Development and Engagement Results Report 2019	✓✓	✓✓	✓	✓✓
RDCO Reference Materials				
Regional District of Central Okanagan Official Community Plans	✓			
Regional District of Central Okanagan 2023 Annual Report	✓✓			
Regional District of Central Okanagan – Regional Growth Strategy	✓✓	✓	✓✓	✓
Regional Board Strategic Priorities 2023-2026	✓✓	✓	✓	✓

Document Title	Document Themes			
	Sustainability and Resiliency	Workforce Development	Innovation and Technology	Investment Attraction
Regional District of Central Okanagan Regional Housing Strategy 2022	✓	✓	✓	
Local Government Reference Materials				
City of Kelowna Council Priorities	✓✓	✓	✓	✓✓
City of Kelowna 2040 Official Community Plan	✓✓	✓	✓	✓
City of Kelowna Climate Resilient Strategy	✓✓		✓✓	
City of West Kelowna Official Community Plan	✓✓		✓	✓
City of West Kelowna Strategic Priorities, 2022-2026	✓	✓	✓	✓✓
District of Peachland Official Community Plan	✓	✓		✓
Lake Country Official Community Plan 2018-2038	✓			
Okanagan Indian Band Strategic Plan 2020-2025	✓	✓		
District of Peachland Strategic Plan, 2022-2026	✓	✓	✓	
District of Lake Country Economic Development and Tourism Strategic	✓✓		✓	✓✓
Westbank First Nation Comprehensive Community Plan	✓	✓		
Westbank First Nation Strategic Plan 2022-2025	✓			
Westbank First Nation Economic Development Strategic Plan 2016-2019	✓	✓		✓✓
Federal and Provincial Reference Materials				
Stronger B.C.: B.C.'s Economic Plan	✓✓	✓✓	✓✓	✓✓
Rural Opportunity, National Prosperity: An Economic Development Strategy for Rural Canada	✓✓	✓✓	✓✓	✓✓
B.C. Trade and Investment – Key Sectors			✓✓	✓✓
Invest in Canada - Industries			✓✓	✓✓
Additional Reference Materials				
YLW – Master Plan 2045	✓✓	✓	✓	✓✓
Tourism Kelowna Strategic Plan, 2022-2025	✓	✓		
B.C. Labour Market Outlook: 2023 Edition	✓	✓✓	✓	
UBCO Strategic Plan	✓	✓✓	✓	
Okanagan College Strategic Plan	✓	✓✓		

Document Title	Document Themes			
	Sustainability and Resiliency	Workforce Development	Innovation and Technology	Investment Attraction
Tourism Kelowna Destination Development Plan	✓			✓
Tourism Kelowna Economic Impact Report and Surveys		✓		
Okanagan College Centre for Food, Wine and Tourism	✓	✓✓	✓	✓
Accelerate Okanagan Tech Sector Report 2023	✓	✓✓	✓✓	✓✓
Canadian Manufacturers & Exporters Reports		✓		✓✓

Sustainability and Resiliency

Sustainability and resiliency have been integrated into various COEDC documents for over a decade and continues to be a top priority. The COEDC Advisory Committee has identified "Growing Sustainability" as their primary focus for the economic development strategy, based on a survey conducted at a committee workshop conducted as part of the strategy update process. This theme is seamlessly integrated into COEDC's key planning documents, serving as a crucial component of the *Regional Board Strategic Priorities* and the *Regional Growth Strategy*.²⁰

The *Regional District of Central Okanagan's 2023 Annual Report* presents a set of values that guide the work completed in the region. Resiliency has been highlighted as a key value: anticipating, preparing for and adapting to challenges and changing circumstances. This value underscores the importance of being proactive and adaptable to ensure long-term success.²¹ The previous COEDC *Moving Forward to 2025 Strategic Plan*, provides a roadmap for building upon past achievements, effectively leveraging the region's strengths and fostering a strong and sustainable regional economy for the future. A central pillar of this strategy is "Growing Sustainably," which utilizes best practices in economic development to support an economy that benefits the people, businesses and environment of the Central Okanagan.²²

Specific initiatives aimed at reducing greenhouse gas emissions, improving waste management and planning labs that inform land use policies are highlighted under the Regional District of Central Okanagan's strategic priority "environment and climate" within their *2023 Annual Report*.²³ These actions exemplify a strong commitment to environmental sustainability by addressing both the mitigation of and adaptation to climate change impacts. Given the global climate challenges we face, the focus on environmental sustainability is crucial for ensuring the long-term viability of natural resources and ecosystems.

In addition, the City of Kelowna identifies climate and the environment as a key Council priority. In May 2024, the City of Kelowna released the *Climate Resilient Kelowna Strategy*, which outlines actions to put the community on track to reduce greenhouse gas emissions by 40% below 2007 levels by 2030 and reach net zero by 2050.²⁴ The City of Kelowna's 2040 Official Community Plan identifies climate action and protecting and restoring the natural environment as key pillars, as well as prioritizing sustainable transportation and shared mobility.²⁵ In addition, the City of Kelowna is currently developing a *Sustainable Urban Forest Strategy* that will help to manage the community's urban forests, now

²⁰ Regional District of Central Okanagan. *Regional Growth Strategy*. 2013.

²¹ Regional District of Central Okanagan. *Annual Report*. 2023.

²² Central Okanagan Economic Development Commission. *Moving Forward to 2025*. 2019.

²³ Regional District of Central Okanagan. *Annual Report*. 2023.

²⁴ City of Kelowna. *Climate Resilient Kelowna Strategy*. May 2024.

²⁵ City of Kelowna. *2040 Official Community Plan*. 2022.

and into the future, and support ongoing commitments related to climate resilience, livability, and biodiversity.²⁶ Tourism Kelowna also identifies sustainability as a key priority for ensuring a high-quality visitor experience, emphasizing the need to protect natural assets and implement sustainable practices through the *Tourism Kelowna Strategic Plan, 2022-2025* and the *Destination Development Plan*.^{27 28}

Sustainability is a main objective for British Columbia and Canada, as it is stated in the B.C.'s Economic Plan and Canada's Rural Economic Development Strategy.^{29 30} Many smaller communities in the Central Okanagan also emphasize sustainability and resiliency practices. The City of West Kelowna identifies climate action as a key focus area in the community's *Strategic Priorities, 2022-2026* as well as the *Official Community Plan*, including the need to protect natural assets, reduce greenhouse gas emissions, and adapt to the impacts of climate change.^{31 32} A primary objective in the *District of Lake Country Economic Development and Tourism Strategy* includes fostering environmental and sustainability initiatives, with a view to improving the quality of life for those living and working in the community and honours commitments and targets related to environmental stewardship.³³ Meanwhile, the *Peachland Strategic Plan, 2022-2026* emphasizes the need to plan for climate change and recognize the community's responsibility to future generations.³⁴ In addition, one of the community's guiding principles in the *Official Community Plan* includes preserving agricultural, resource, and natural habitats.³⁵ Sustainability is also a priority for other regional communities including the Westbank First Nation as presented in their Government Strategic Plan 2022-2025, which aims to revitalize ecological knowledge studies and prepare and protect WFN land and people from natural disasters.³⁶

Workforce Development

Given that the Central Okanagan is a major visitor destination and an attractive community for residents, it comes as no surprise that it ranks as the fastest-growing region in Canada. As a result, workforce development becomes a crucial priority to support economic growth. The COEDC *Moving Forward to 2025 Strategic Plan* identified the strategic pillar "Inviting Top Talent" as a regional priority, a need that has been evidenced by businesses struggling to attract and retain skilled individuals. The priority of Inviting Top Talent remains at the forefront for the Advisory Committee, regional businesses and other interested parties in the region, as demonstrated through recent engagement efforts.³⁷ Workforce development opportunities are also regularly appearing in the region; the Centre for Food, Wine and Tourism on the campus of Okanagan College Kelowna, for instance, will focus on address labour shortages in food and tourism sectors through new education opportunities related to culinary arts, food and beverage production, and hospitality services. It is also important to highlight the important role that UBCO and Okanagan College play in the region's workforce development landscape, as well as numerous other education institutions and their breadth of educational programs. These institutions offer a wide range of programs including co-op options, career development, upskilling and connection with regional employers to understand regional labour needs.

The *Okanagan Labour Market Outlook to 2020* report, released in 2014, highlighted the need for action to address worker shortages in the region. The report recommended maintaining a human resource advisory group, attracting migration, and fostering partnerships between employers and training providers. It emphasized the importance of a

²⁶ City of Kelowna. *2024 Sustainable Urban Forest Strategy*. 2024.

²⁷ Tourism Kelowna. *Strategic Plan 2022-2025*.

²⁸ Tourism Kelowna. *Destination Development Plan*. June 2022.

²⁹ Government of British Columbia. Stronger B.C.: *B.C.'s Economic Plan* 2022.

³⁰ Government of Canada. Rural Economic Development. *Rural Opportunity, National Prosperity: An Economic Development Strategy for rural Canada* 2024.

³¹ City of West Kelowna. *2022-2026 Strategic Priorities*. April 2023.

³² City of Kelowna. *2040 Official Community Plan*. 2022.

³³ District of Lake Country. *Economic Development and Tourism Strategy*. February 2023.

³⁴ District of Peachland. *Strategic Plan, 2022-2026*. 2023.

³⁵ District of Peachland. *Official Community Plan*. 2018.

³⁶ Westbank First Nation. *WFN Government Strategic Plan 2022-2025*.

³⁷ Central Okanagan Economic Development Commission. *Moving Forward to 2025*. 2019.

regional workforce strategy and collaboration among government, education providers, employers, and community leaders. The report also suggested creating a communication channel between employers and training bodies and developing economic development strategies. Strategies to alleviate the worker shortage include enhancing collaboration, expanding apprenticeship programs, and attracting skilled workers.³⁸ By implementing these recommendations, the Okanagan region can tackle labour market challenges and develop a sustainable workforce. These objectives align with the *B.C. Labour Market Outlook: 2023 Edition* report, which also emphasizes maintaining a human resource advisory group, attracting migration, and fostering partnerships to address worker shortages and establish a skilled workforce.³⁹

Significant research has been conducted within the region on the labour force, including the 2020 Labour Market Outlook and the interactive labour force data showcased on the COEDC website. This platform provides up-to-date data from the most recent Census Data, along with labour market outlook forecasts up to 2033. It serves as a valuable resource for potential investors, offering easy access to workforce data.⁴⁰

Innovation and Technology

The Central Okanagan boasts a thriving entrepreneurial culture and a robust business support system, as evidenced by the high number of registered businesses in the region. With its entrepreneurial spirit, access to educational resources and strong support networks, the Central Okanagan is an ideal location for starting and growing a business.

The *COEDC Moving Forward to 2025 Strategic Plan* includes a focus on “Building Business” which centered around retaining and building businesses through continual improvement and partner-driven mindset along with the use of digital innovations to maximize impact.⁴¹ The Business Retention and Enhancement program, offered through COEDC, aims to strengthen the local business environment through direct engagement and support. By efficiently creating jobs through the support of existing businesses, this program enhances economic stability. The COEDC's Advisory Committee still identifies "Building Businesses" as a top priority. By focusing on business retention and expansion, as well as advancing technology adoption and innovation across various sectors, the region can diversify its business base and enhance the resilience of its businesses.

The Central Okanagan plays a crucial role in the Cascadia Innovation Corridor, connecting innovators in British Columbia with those in Washington State and even Silicon Valley. The area's digital tech boom is impressive, with a diverse range of businesses such as animation studios, game developers, Canada's leading medical record platform, AI-powered online content filtering systems, and aviation satellite data tracking systems. With the support of Accelerate Okanagan and a \$35 million dollar innovation center, it's no surprise that tech-focused businesses and entrepreneurs are attracted to the region. According to the *Accelerate Okanagan Tech Sector Report, 2023*, the technology sector presents significant opportunities in the Central Okanagan, with an estimated total economic impact of \$3.01 billion and over 19,747 jobs supported.⁴² Furthermore, recent announcements of new daily flights between Kelowna and Los Angeles, along with increased capacity for Seattle-bound flights, will enhance the region's connectivity to some of the largest city in the Pacific coast.⁴³

Investment Attraction

Investment attraction will be crucial for stimulating the Central Okanagan's economy. *The Canadian Manufacturers & Exporters 2022-2023 Economic Outlook*, for instance, notes that weak business investment is dragging on overall economic performance across the country. This document review suggests the COEDC should continue building the region's investment readiness through investment readiness tools, with a priority in larger scale businesses in key

³⁸ Central Okanagan Economic Development Commission. *Growing in the Okanagan 2020 Labour Market Outlook*. 2014.

³⁹ Government of B.C. *B.C. Labour Market Outlook: 2023 Edition*. November 2023.

⁴⁰ Central Okanagan Economic Development Commission. *Growing in the Okanagan 2020 Labour Market Outlook*. 2014.

⁴¹ Central Okanagan Economic Development Commission. *Moving Forward to 2025*. 2019.

⁴² *Accelerate Okanagan. Okanagan Tech Sector Report, Economic Impact Study 2023 Edition*. 2023.

⁴³ Global News. *Kelowna to Offer Direct Flights to Los Angeles*. July 2024

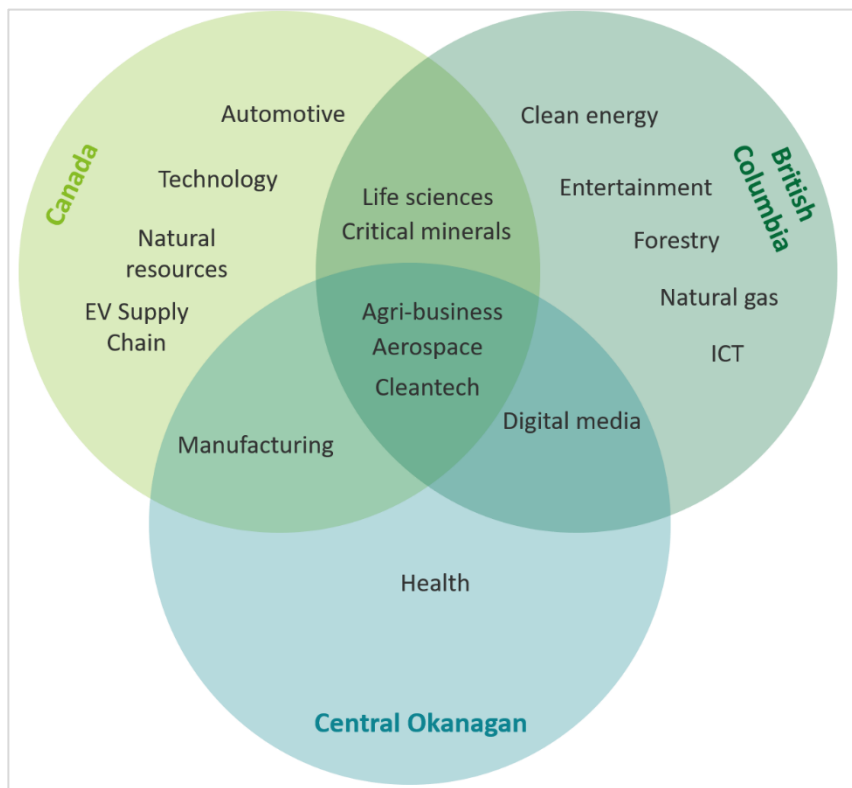
sectors.⁴⁴ Documents such as the *Regional Growth Strategy*, the *Economic Profile*, and the *Labour Market Outlook* all provide enabling strategic direction to establish the region’s investment readiness.^{45 46 47}

The *COEDC’s Moving Forward to 2025 Strategy* provided direction to support business growth and attract investment to the region. The strategy focuses on promoting the region as an attractive place to live, work and invest, supporting economic diversification and resilience and fostering entrepreneurship and innovation. The document highlights the importance of collaboration with businesses and community leaders, as well as research and assessments of the region's economic base and growth opportunities. The document also discusses the results of engagement activities, including business surveys and community partners interviews and outlines an action plan to operationalize these priorities.⁴⁸ The work done to date on investment attraction initiatives has yielded several positive outcomes. For instance, the relationships established with BC Trade and Investment Representatives and the Federal Trade Commissioners have proven valuable in promoting economic growth. Additionally, the award-winning OKGo Campaign has effectively showcased the region's sector success stories and economic opportunities, further enhancing its appeal to potential investors. Furthermore, the digital marketing campaign, conducted in partnership with Tourism Kelowna, Accelerate Okanagan, UBCO, and OC-FDI Assets, has successfully generated interest and awareness among the target audience. These examples demonstrate the effectiveness of the overall investment attraction strategy.

Several smaller communities have also emphasized the importance of investment attraction. The *District of Peachland Official Community Plan* identifies the creation of an attractive investment climate as a priority and notes the need to work with regional partners as well as economic development agencies.⁴⁹ Local

investment attraction efforts are also being supported by expansions to terminal infrastructure at the Kelowna International Airport, which will improve the airport’s passenger capacity. Furthermore, this expansion is creating 53 full-time equivalent direct jobs, \$3.9 million direct labour income and an estimated \$4.39 million direct GDP impact.⁵⁰

Figure 1 – Federal, Provincial and Regional Target Sectors



Source: Invest in Kelowna, Invest in Canada, Trade and Invest British Columbia

⁴⁴ Canadian Manufacturing and Plant. **2023 Advanced Manufacturing Outlook Report.**

⁴⁵ Regional District of Central Okanagan. **Regional Growth Strategy.** 2013.

⁴⁶ Central Okanagan Economic Development Commission. **Economic Profile.** 2024.

⁴⁷ Central Okanagan Economic Development Commission. **Growing in the Okanagan 2020 Labour Market Outlook.** 2014.

⁴⁸ Central Okanagan Economic Development Commission. **Moving Forward to 2025.** 2019.

⁴⁹ District of Peachland. **Official Community Plan.** 2018.

⁵⁰ YLW – 2045 Master Plan

While understanding past investment attraction efforts is important to contextualize the strengths of the region, understanding provincial and federal investment attraction efforts can help identify new opportunities for the Central Okanagan. On a federal level, Invest in Canada focuses on agribusiness, advanced manufacturing (including automotive and aerospace), cleantech, EV supply chain, life sciences, natural resources, and technology⁵¹, while the province of B.C. focus sectors include aerospace, agri-businesses (including agriculture and food and beverage), clean energy, clean technology, critical minerals, digital media and entertainment, forestry, information and communications technology (ICT), life sciences and natural gas.⁵² The government of B.C. also highlights high growth sectors that include agri-technology, artificial intelligence, augmented reality/virtual reality, hydrogen, marine, and mass timber. Aligning the sector strengths within the Central Okanagan to the provincial and federal priorities can help support successful and impactful investment attraction efforts.

COEDC is Committed to Excellence

Aside from reviewing key documents, it should be noted that the COEDC is committed to excellence and has been recognized on numerous occasions for their exemplary work in economic development:

2024 Economic Developers Association of Canada (EDAC) Marketing Canada Awards

- Community Collaboration Award – OKGo Marketing Campaign

2023 International Economic Development Council Excellence in Economic Development Awards

- A silver award was bestowed for the organization's work in the Talent Development & Retention Category for the Connector Program – a formalized community networking initiative designed to broaden a job seeker's network through one-on-one meetings with business leaders in the community.
- The organization was also awarded a bronze award in the Innovative Programs & Initiatives category for the Okanagan Young Professionals Collective – a group creating a dynamic and vibrant culture and community to attract and retain young professionals to the Central Okanagan.

2022 Economic Developers Association of Canada (EDAC) Marketing Canada Awards

- Advertising Campaign Category for the OKGo Campaign
- Single Publication – 5+ pages Category for the OKGo Magazine Vol. 2
- Website Category for OK-Go.ca
- Cup Contender for the OKGo Campaign

2021 IEDC Excellence in Economic Development Awards

- Magazine and Newsletter Award – Gold Rank for OKGo Magazine Vol. 1
- Special Purpose Website Award – Silver Rank for OK-Go.ca

⁵¹ Invest in Canada. Industries. Retrieved from <<https://www.investcanada.ca/industries>>

⁵² Trade and Invest British Columbia. Industries. Retrieved from <<https://www.britishcolumbia.ca/industries/>>

Economic Forecast and Local Impacts of Global Trends

This section provides a summary of global trends and their impact within Canada. This section includes key disruptors from *Deloitte's Global Disruption in 4D: Exploring Intersecting Forces Impacting Canada's Future*⁵³ as well as additional secondary research.

Canada's labour market is being reshaped by an aging population, evolving skill requirements and shifting worker preferences.

Canada is grappling with a talent transformation that significantly impacts its labour market dynamics. This transformation, driven by an aging population, evolving skill requirements and shifting worker preferences, has led to a noticeable shortage of both workers and skills. This disruption not only threatens Canada's business innovation and growth but also its overall competitiveness on the global stage.

Canada's workforce is aging rapidly, with baby boomers retiring in large numbers. This demographic shift is leaving a vacuum in the workforce, compounded by the fact that new skills required in the digital economy are not being met by the current and upcoming workforce. There is also an evolving worker preference, with a growing demand for flexibility and purpose-driven employment. This change necessitates a transformation in how companies structure work and engage with their employees.

The government plays a crucial role in facilitating talent transformation through supportive policies, incentives for education and skills development and frameworks that encourage the participation of underrepresented groups in the workforce.

Canada also faces competition from other countries in attracting and retaining top talent, especially in fields like technology and AI. This global demand for skilled labour is a double-edged sword, providing opportunities but also challenges in maintaining a competitive edge. To bridge the existing skill gaps, there is a critical need for substantial investment in education and continuous professional development. This includes both formal education and on-the-job training, aligning educational outcomes with market needs. Companies also need to adopt more innovative workforce strategies that not only attract but also retain talent. This could include more flexible working conditions, better integration of technology and creating a more inclusive work environment.

The way Canada navigates this talent transformation will significantly influence its future economic stability and growth. Successfully addressing these challenges through collaborative efforts between government, educational institutions and the private sector could secure Canada's position as a leader in the global economy, particularly in innovative and emerging sectors. The transformation, therefore, is not just a challenge but a pivotal opportunity for systemic and sustainable growth in the Canadian economy.

⁵³ Deloitte Canada, Future of Canada Centre – Global Disruption in 4D: Exploring Intersecting Forces Impacting Canada's Future

Canadian organizations risk missing economic and productivity opportunities due to challenges in hiring skilled talent and commercializing AI technologies.

Recent advancements in Generative AI (GenAI) have significantly impacted various fields, including coding, creative work and healthcare, revolutionizing human interaction with technology. While AI concepts have existed for decades, recent improvements in computing power, data availability and machine learning have made AI more effective and accessible. User-friendly AI tools are now available to a broader audience, including individuals and small businesses. However, Canadian organizations are falling behind in AI adoption due to challenges in hiring skilled talent and commercializing AI technologies. This lag could lead to missed economic and productivity opportunities. For instance, effectively utilizing GenAI could potentially boost global GDP by 7% (around US\$7 trillion) and increase productivity growth by 1.5 percentage points over the next decade.

Climate change inaction could cost Canada \$35 billion in GDP and \$5.5 trillion in the long-term.

Climate change is causing more extreme weather, rising sea levels and biodiversity loss, prompting urgent action to reduce greenhouse gas emissions. Transitioning to a low-carbon economy is gaining support due to the economic and social benefits, such as job creation and energy security and the affordability of renewable energy. Without coordinated action, the consequences could include severe natural disasters, resource scarcity and social unrest.

Strategic investments are crucial to develop a robust internal supply chain that spans extraction, processing and recycling of critical minerals. This reduces external dependencies and positions Canada as a pivotal player in the global net-zero market. In addition, implementing clear and consistent policies will attract investment and streamline the development of critical infrastructure, essential for advancing towards net-zero goals.

Business leaders emphasize the need for unified action and strategic foresight to navigate the complex landscape shaped by the race to net-zero and geopolitical shifts. Collaboration across sectors and with international partners is seen as vital to securing Canada's energy future and leveraging its resource-rich geography for sustainable development.

Geopolitical uncertainty threatens Canada's trade and supply chains, strategic investments are necessary to enhance economic stability.

Geopolitical uncertainty, identified as one of the four interconnected global disruptions impacting Canada, encompasses the shifting dynamics of global power, leading to escalated uncertainties affecting supply chains, trade and security. This disruption is exacerbated by increasing nationalism, protectionism and populist movements, which threaten the stability of international cooperation and global trade.

The flux in global power dynamics significantly affects Canada's trade and supply chains. For example, protectionist measures from the United States and trade tensions with nations like China and India pose substantial risks to Canadian exports and trade relationships. Canada's heavy reliance on global trade makes it particularly vulnerable to international supply chain disruptions. These disruptions can severely impact manufacturers, distributors and construction companies, highlighting the need for strategic adjustments in trade policies and practices.

Investing in and strengthening domestic industries can reduce Canada's vulnerability to international disruptions. Policies that support local production and manufacturing can enhance economic stability and create job opportunities within the country.

The Canadian economy is stabilizing with lower inflation and eased policies, but weak investment and productivity still threaten long-term growth.

As per Deloitte's Summer 2024 Economic Outlook⁵⁴, The Canadian economy is showing signs of stabilization after three years of turmoil, with inflation trending downwards and the Bank of Canada easing its policy stance. Despite this, challenges such as weak investment and productivity remain, posing risks to long-term economic prospects. Key elements of this Economic Outlook include:

- Interest rate cuts will continue over the next year. After rapid hikes from March 2022 to July 2023, rate cuts are expected to be gradual, continuing through 2025 until reaching a neutral rate of 2.75%.
- Inflation is predicted to decrease gradually, returning to the 2% target by Q2 of the next year.
- Business investment remains low, impacting productivity and living standards. Despite some recovery signs in business sentiment as per the Bank's Business Outlook Survey, overall investment growth is expected to be negative for 2024 but improve in 2025 with new projects like EV battery plants. High unit labour costs and low productivity growth could keep inflation above target, requiring a focus on productivity improvements to sustain long-term growth and inflation targets.
- Employment has not kept pace with population growth, leading to a rise in the unemployment rate to 6.2%. It is expected to remain elevated through the current year before declining in 2025. Furthermore, wage growth has slowed significantly and is expected to continue at a lower rate as inflationary pressures ease.
- Consumer spending and residential investment have been impacted by high interest rates, with real consumer spending per person falling in recent quarters. The downturn in home-building has been particularly sharp.
- Growth in British Columbia will be weak in 2024 as its highly indebted households pare back their spending in the face of rising debt servicing cost. Further, non-residential investment is in for a tough year, with work being completed on several major infrastructure projects. As interest rates fall over the next 18 months, a boost in consumer spending and housing construction will help lift provincial GDP growth to 2.9% next year after growth of just 0.7% in 2024.

B.C.'s GDP growth has been driven mainly by service industries, with significant growth in professional, scientific and technical services.

According to Statistics Canada, as of 2023, B.C. had the fourth largest GDP among Canadian provinces at \$304 billion dollars. Between 2019 and 2023, the GDP rose 9%: the second largest among Canadian provinces, just behind Prince Edward Island at 11% and surpassing Nova Scotia at 6%. A deeper look at the GDP growth reveals the following:

- The service-producing industries represented 77% of the provincial GDP, while good-producing industries represented 23% of B.C.'s GDP.
- Real estate and rental and leasing; construction; and professional, scientific and technical services were the largest sectors by GDP in B.C. in 2023.
- Manufacturing recorded an estimated GPD of \$17.3 billion in 2023. Most of these GDP came from wood product manufacturing (\$2.4 billion) and food manufacturing (\$2 billion).
- Between 2019 and 2023, the industries sectors with the fastest GDP growth included professional, scientific and technical services (+28%); health care and social assistance (+21%); and construction (+19%).
- Between 2019 and 2023, the industry sectors with major GDP declines in B.C. included management of companies and enterprises (-73%); transportation and warehousing (-9%); and agriculture, forestry, fishing and hunting (-7%).

⁵⁴ Deloitte. Summer 2024. Economic Outlook: Hurdles Remain Amid Signs of Recovery

Figure 2 - Gross Domestic Product (GDP) at Basic Prices (x1,000,000), by Industry

Industry	2019	2023	2019-2023 % Change
All industries	277,848	304,127	9%
Goods-producing industries	64,966	70,182	8%
Agriculture, forestry, fishing and hunting	6,109	5,664	-7%
Mining, quarrying and oil and gas extraction	10,664	11,905	12%
Utilities	5,698	5,600	-2%
Construction	24,597	29,341	19%
Manufacturing	17,867	17,265	-3%
Service-producing industries	212,865	234,176	10%
Wholesale trade	10,767	10,803	0%
Retail trade	16,284	17,280	6%
Transportation and warehousing	16,050	14,674	-9%
Information and cultural industries	9,211	9,942	8%
Finance and insurance	15,528	17,169	11%
Real estate and rental and leasing	49,684	56,096	13%
Professional, scientific and technical services	19,148	24,529	28%
Management of companies and enterprises	610	163	-73%
Administrative and support, waste management and remediation services	7,059	7,161	1%
Educational services	14,425	15,901	10%
Health care and social assistance	20,309	24,485	21%
Arts, entertainment and recreation	2,780	2,851	3%
Accommodation and food services	9,151	9,018	-1%
Other services (except public administration)	6,203	6,735	9%
Public administration	15,672	17,548	12%

Source: Government of British Columbia

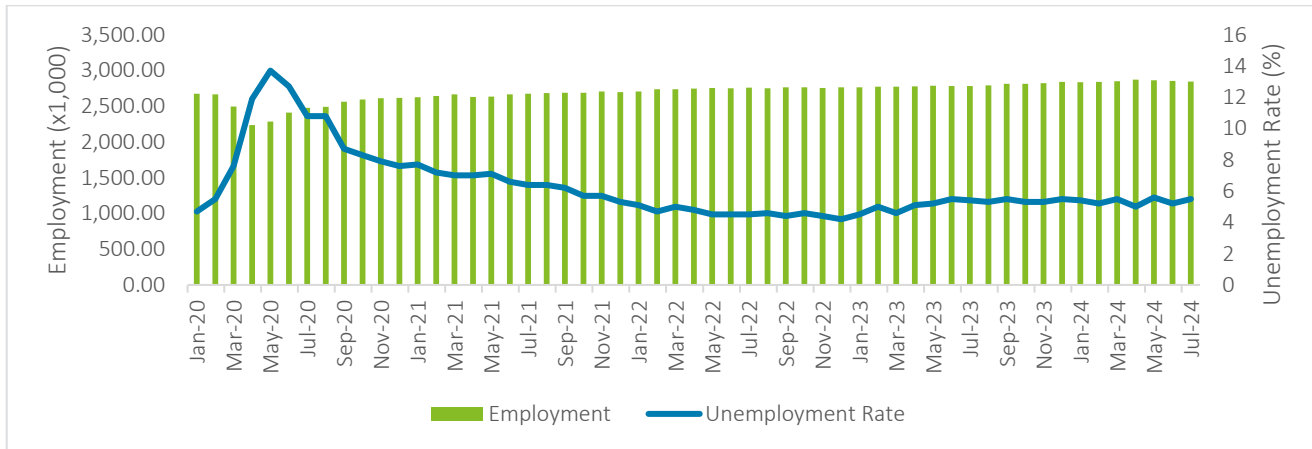
Provincial employment is significantly higher than pre-pandemic levels.

Following the peak of the pandemic job declines in May 2020, provincial unemployment rates started to recover on subsequent months. As of July 2024, the province recorded 2,843,300 jobs; this represents 170,000 additional people employed in the province, compared to pre-pandemic figures. The unemployment rate was 5.5%, down from a high of 13.7% in May 2020.

When considering industry sectors, both goods-producing and service industries saw employment increases.

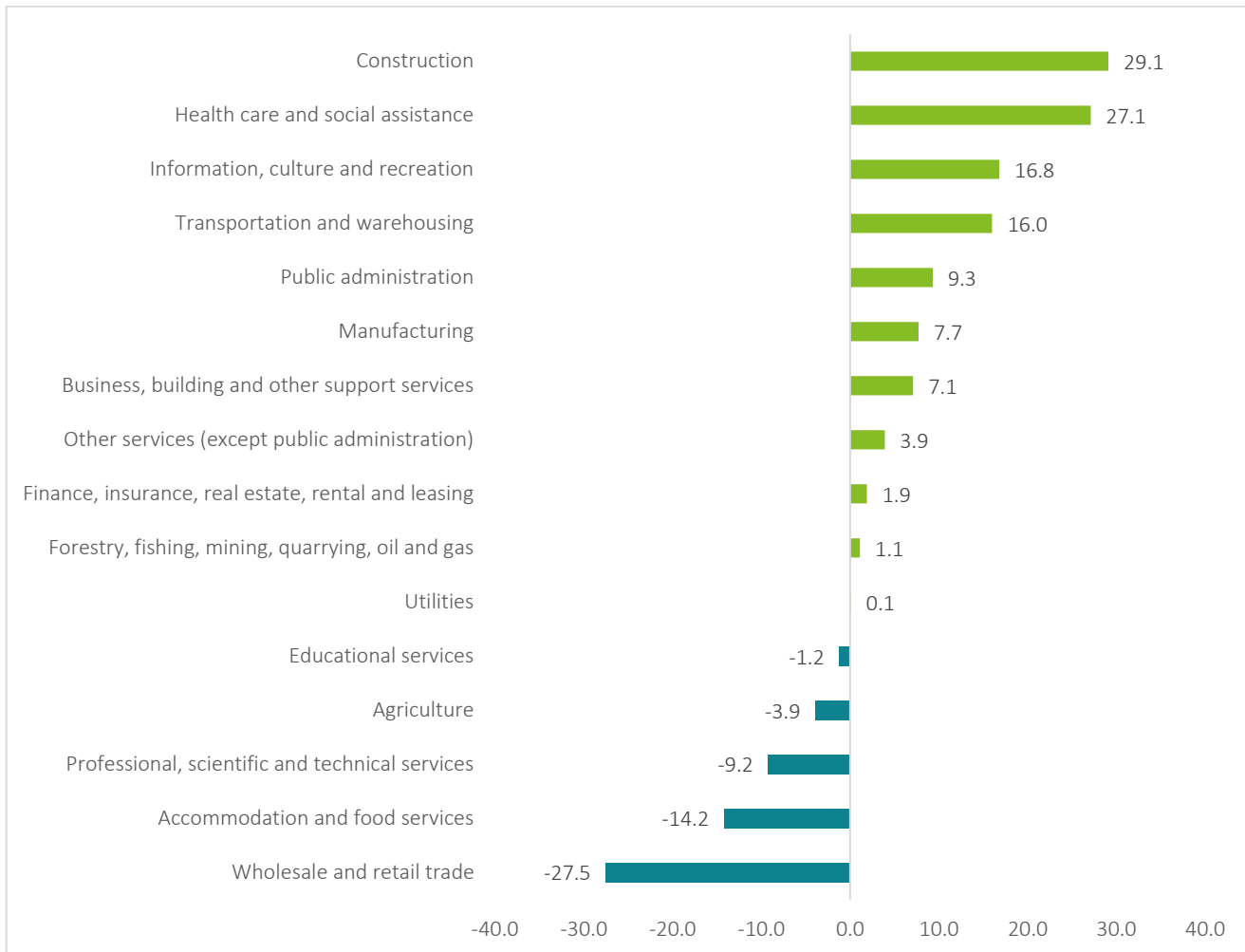
- In 2023, employment in goods-producing was led by construction and manufacturing.
- In 2023, the wholesale and retail trade sector recorded the largest employment for the service sector, followed by health care and social assistance.
- Largest employment growth during the last year (July 2023 to July 2024) was perceived in the construction sector (+29,100 jobs); health care and social assistance (+27,100 jobs); and information, culture and recreation (+16,800 jobs). The sectors that saw the largest growth were construction (+13.5%) and information, culture and recreation (+12.8%).
- Sectors that saw the largest employment decline during the last year included wholesale and retail trade (-27,500 jobs); following by accommodation and food services (-14,200 jobs); and professional, scientific and technical services (-9,200 jobs). Considering that the wholesale/retail trade is the largest sector in terms of employment, it is crucial to take action to address potential issues that may impact this sector. On the other hand, despite a decline in employment, the professional, scientific, and technical services sector experienced an increase in GDP. This could be attributed to the adoption of new technologies, which likely contributed to improved productivity.

Figure 3 – Employment and Unemployment Rate, British Columbia, January 2020 – July 2024



Source: Statistics Canada. Table 14-10-0287-01

Figure 4 – Employment Change by Industry, British Columbia, July 2023 – July 2024



Source: Statistics Canada. Table 14-10-0355-02

Economic and Community Profile

This section of the report provides an assessment of regional demographic and economic indicators, including population growth, labour force and business trends.

Economic Base Analysis

The economic base analysis examines the current socio-economic, labour force and business conditions for the Kelowna CMA. The indicators were studied in comparison to different regions, including comparable CMAs (based on population size and similar economic characteristics) and, for certain figures, major Canadian CMAs. The following data sources were used in developing this baseline analysis.

- Statistics Canada, Canadian Business Counts, December 2023
- Statistics Canada, Census 2021 and Census 2016
- Statistics Canada, Annual Demographic Estimates: Canada, Provinces and Territories
- Statistics Canada, Labour Force Survey
- Lightcast (formerly EMSI Economic Modeling), Datarun 2024.1
- Deloitte, Employment projections and related analysis prepared for the Regional District of Central Okanagan 2024

Population

As per Statistics Canada estimates, the Kelowna CMA (equivalent to the Regional District of Central Okanagan) was home to approximately 247,000 residents in 2023, representing 4% of B.C.'s population. Within the CMA, the city of Kelowna represented approximately 65% of the region's population. During the last five years, the Kelowna CMA has experienced steady population growth, increasing 12% since 2019 and 3% since 2022. Between 2019 and 2023, the Kelowna CMA recorded the second largest population growth rate among comparators, behind Kitchener-Cambridge-Waterloo at 14% and surpassing the percentage growth of both B.C. at 8% and Canada at 7%. The Kelowna CMA also grew at a faster pace than major Canadian CMAs including Toronto (6%), Montreal (4%) and Vancouver (9%).

Figure 5 – Population Change, Comparable CMAs (x1,000) 2019-2023

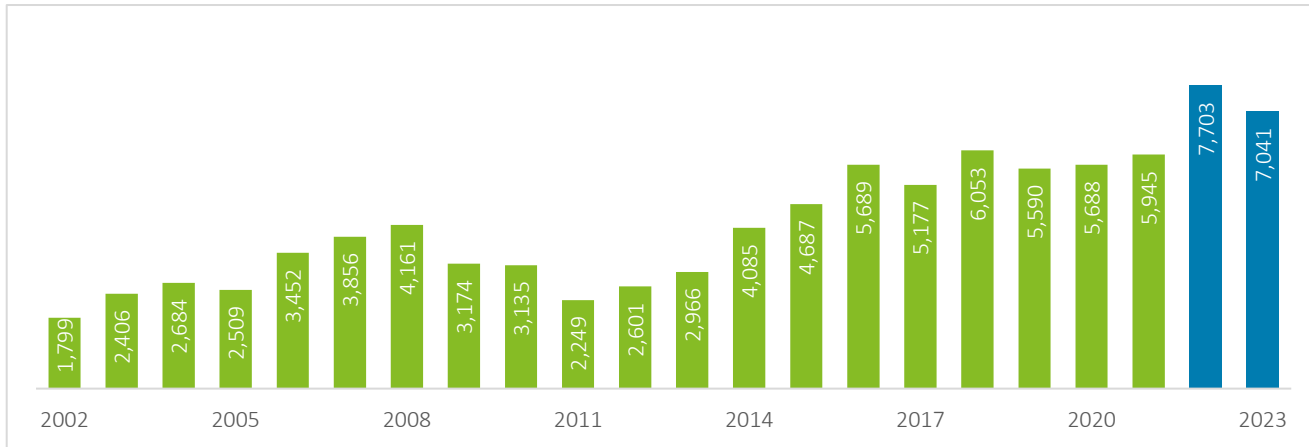
Geography	2019	2020	2021	2022	2023	Net Change 19-23	% Change 19-23
Kelowna	220.5	226.2	232.2	239.9	246.9	26.4	12%
St. Catharines-Niagara	440.0	445.1	450.9	462.0	478.3	38.3	9%
Kitchener-Cambridge-Waterloo	582.9	595.4	602.3	626.7	665.2	82.3	14%
Saskatoon	323.5	327.5	328.3	335.9	352.1	28.6	9%
Victoria	403.9	409.9	414.6	426.4	434.4	30.6	8%
Montréal	4,328.0	4,356.9	4,330.1	4,372.9	4,502.2	174.2	4%
Toronto	6,426.3	6,491.9	6,473.0	6,583.3	6,804.8	378.6	6%
Calgary	1,503.3	1,528.3	1,540.2	1,586.7	1,682.5	179.2	12%
Vancouver	2,715.5	2,751.0	2,771.4	2,852.2	2,971.9	256.4	9%
British Columbia	5,111.0	5,176.1	5,226.7	5,356.3	5,519.0	408.0	8%
Canada	37,618.5	38,028.6	38,239.9	38,939.1	40,097.8	2,479.3	7%

Source: Statistics Canada. Table 17-10-0148-01 Population estimates, July 1, by census metropolitan area and census agglomeration, 2021 boundaries

As illustrated in the figures below, the Kelowna CMA's population growth has increased significantly in the last two years. Most of this growth has been driven by recent increases in intra-provincial migration and non-permanent

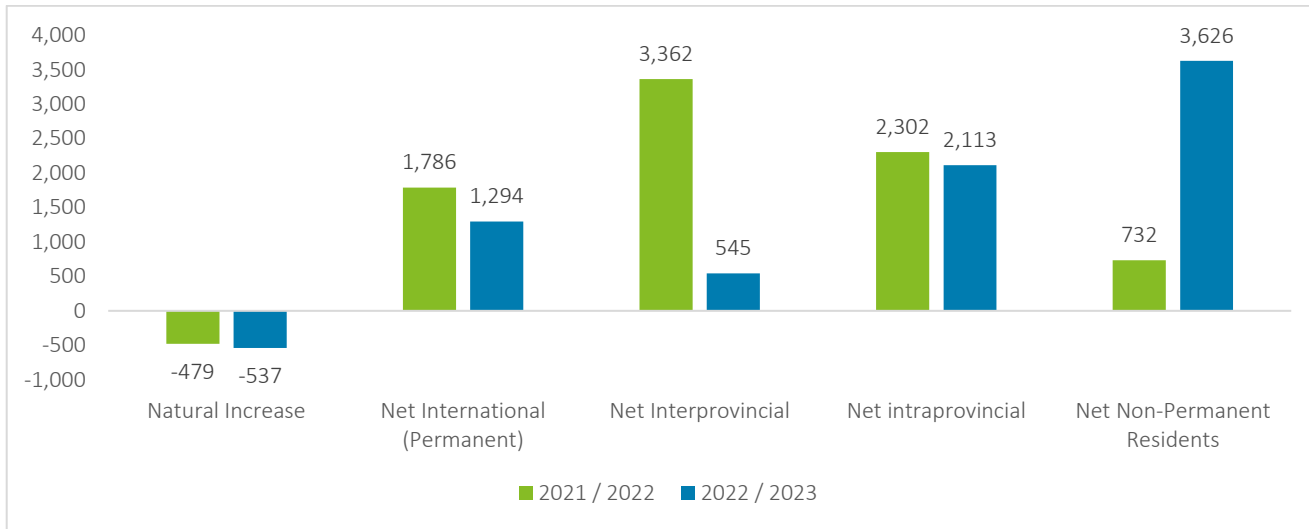
residents (including students and temporary workers). Unlike other major urban areas, immigration was not one of the main contributors to population growth in the Kelowna CMA, which ranked fifth among components of population growth. The rate of natural increase in the region is trending steadily down and turned negative between 2021 and 2023.

Figure 6 – Annual Change in Population, Kelowna CMA 2002-2023



Source: Statistics Canada. Table 17-10-0005-01 Population estimates on July 1, by age and gender

Figure 7 – Components of Population Growth, Kelowna CMA, 2021-2023



Source: Statistics Canada. Table 17-10-0149-01 Components of population change by census metropolitan area and census agglomeration, 2021 boundaries

Migration

Understanding migration patterns is crucial for identifying potential target markets to attract talent. By following migration trends, it becomes easier to tailor messaging and take advantage of existing groups living in the region that retain linkages to their places of origin (whether elsewhere in Canada or around the world). By analyzing the sources of migration, policymakers and interested parties can gain insights into the factors driving population movements and tailor strategies to address specific needs and opportunities.

When analyzing Canadian migration patterns to the Kelowna CMA over the last three available periods (2019 to 2022), it is evident that a significant portion of interprovincial and intraprovincial migrants originated from the Vancouver CMA, accounting for 22% of the total. Following this, 11% of migrants came from rural BC communities (defined as areas outside CMAs and CAs), while 9% originated from the Calgary CMA and 7% from Edmonton. It is worth noting that over 50% of the migrants relocated from within the province itself. An additional 23% came from Alberta and 12% originated from Ontario.

More recent data is only available at the provincial level and showed a significant increase in net outflow of interprovincial migrants in 2023, mainly moving to Alberta. Whereas incoming migrant from Alberta have traditionally been a major supplement to the Okanagan workforce, that flow has temporarily reversed (a fact also mentioned in interviews).

To understand demographic characteristics of new residents, it is necessary to look at the Census. As of the 2021 Census, of the total population moving into the Kelowna CMA in the previous five years, two-thirds (67%) fell within the working-age prime range of 25 to 54 years old. On the other hand, only 3% of the migrants were above the age of 65, which counters the traditional narrative of the Okanagan as a major retirement destination.

Among those individuals within prime working age, the largest share (25%) belonged to the TEER 2 occupational level. TEER 2 occupations typically require a college diploma, apprenticeship training of two or more years, or supervisory roles. Following this, 22% of working-age migrants had TEER 1 professional occupations, which typically require a university degree.

Figure 8 – Top 10 CMA and CA of Origin, Interprovincial and Intraprovincial Migrants, Kelowna CMA, 2019-2022

Community	2019 / 2020	2020 / 2021	2021/2022	Total	Total Share
Total	11,655	11,601	15,731	38,987	100%
Vancouver (CMA), British Columbia	2,358	2,440	3,716	8,514	22%
Area outside CMAs and CAs, British Columbia	1,480	1,284	1,453	4,217	11%
Calgary (CMA), Alberta	944	1,084	1,505	3,533	9%
Edmonton (CMA), Alberta	784	780	1,140	2,704	7%
Vernon (CA), British Columbia	583	525	688	1,796	5%
Toronto (CMA), Ontario	461	493	698	1,652	4%
Penticton (CA), British Columbia	392	343	457	1,192	3%
Area outside CMAs and CAs, Alberta	315	359	402	1,076	3%
Kamloops (CMA), British Columbia	322	325	426	1,073	3%
Abbotsford - Mission (CMA), British Columbia	246	255	370	871	2%

Source: Statistics Canada. Table 17-10-0154-01 Interprovincial and intraprovincial migrants, by CMA and CA of origin and destination,

Proportionately, the Kelowna CMA has a lower immigrant population than all the comparator group of CMAs at 14%.⁵⁵ In terms of country of origin, 53% of recent immigrants⁵⁶ came from Asia, including the Philippines (14%) and India (13%). Outside of Asian countries, the United States (U.S.) accounted for 7% of recent immigrants to the Kelowna CMA, followed by the United Kingdom (U.K.), also at 7%.

Figure 9 - Place of Birth for the Recent Immigrant Population in Private Households, Kelowna CMA, 2021

Country of Origin	Percentage
Philippines	14%
India	13%
United States of America	7%

⁵⁵ Statistics Canada, 2021 Census

⁵⁶ Recent immigrants refer to those who first obtained their landed immigrant or permanent resident status between January 1, 2016 and May 11, 2021

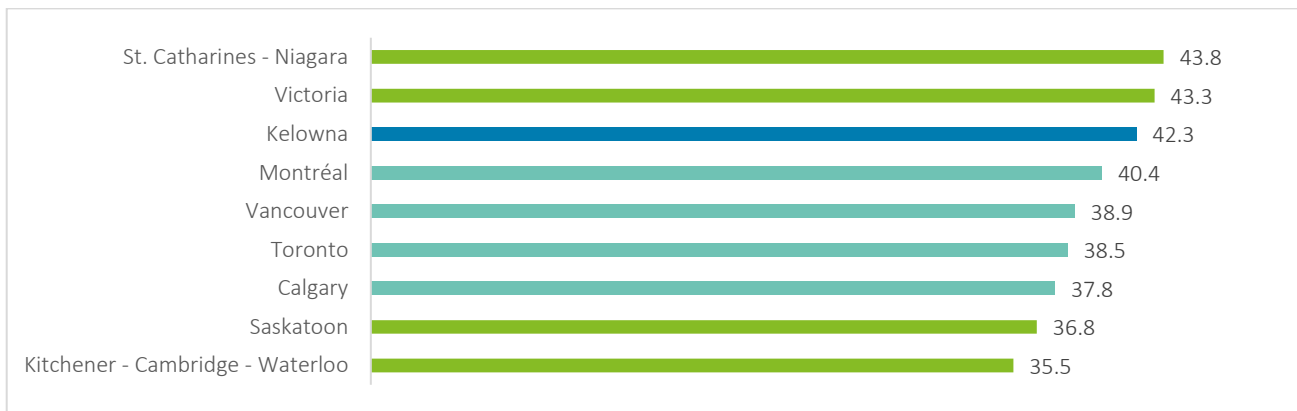
Country of Origin	Percentage
United Kingdom	7%
China	6%
Syria	6%
Jamaica	5%
Other places of birth in Europe	5%
Korea, South	3%
Australia	3%

Source: Statistics Canada. 2021 Census

Age of Population

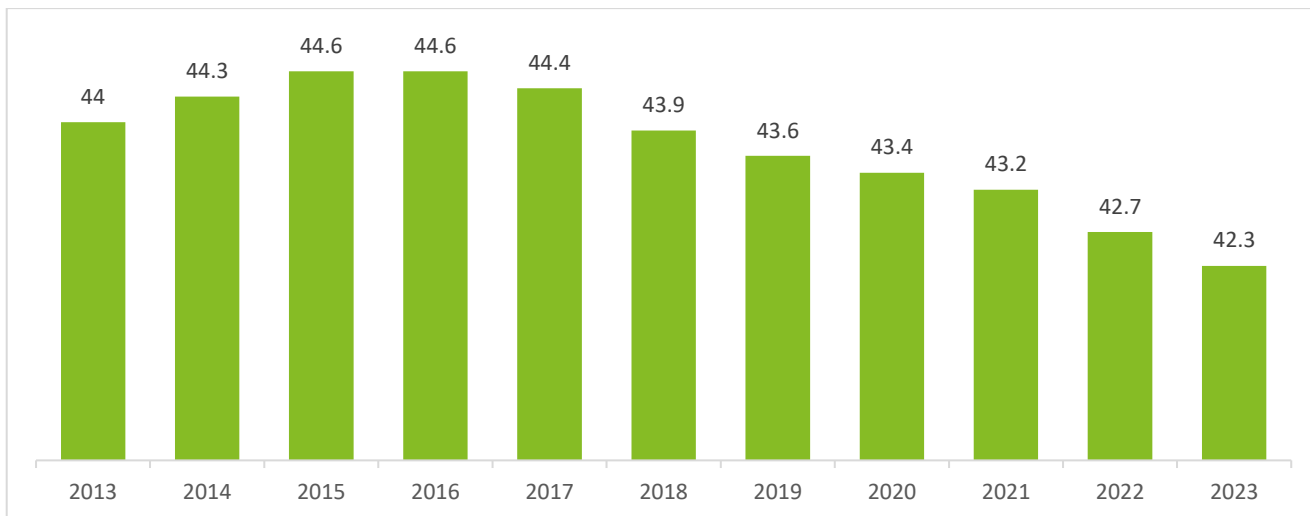
The Kelowna CMA houses one of the oldest populations among comparable and largest CMAs in Canada, ranking 3rd in terms of median age of population, behind St. Catharines-Niagara and Victoria. However, the Kelowna CMA has experienced a decrease in the median age of the population; in 2016, the median age in the region reached 44.6 years and by 2023, it had decreased to 42.3 years.

Figure 10 – Median Age of Population, Selected CMAs 2023



Source: Statistics Canada. Table 17-10-0148-01 Population estimates, July 1, by census metropolitan area and census agglomeration, 2021 boundaries

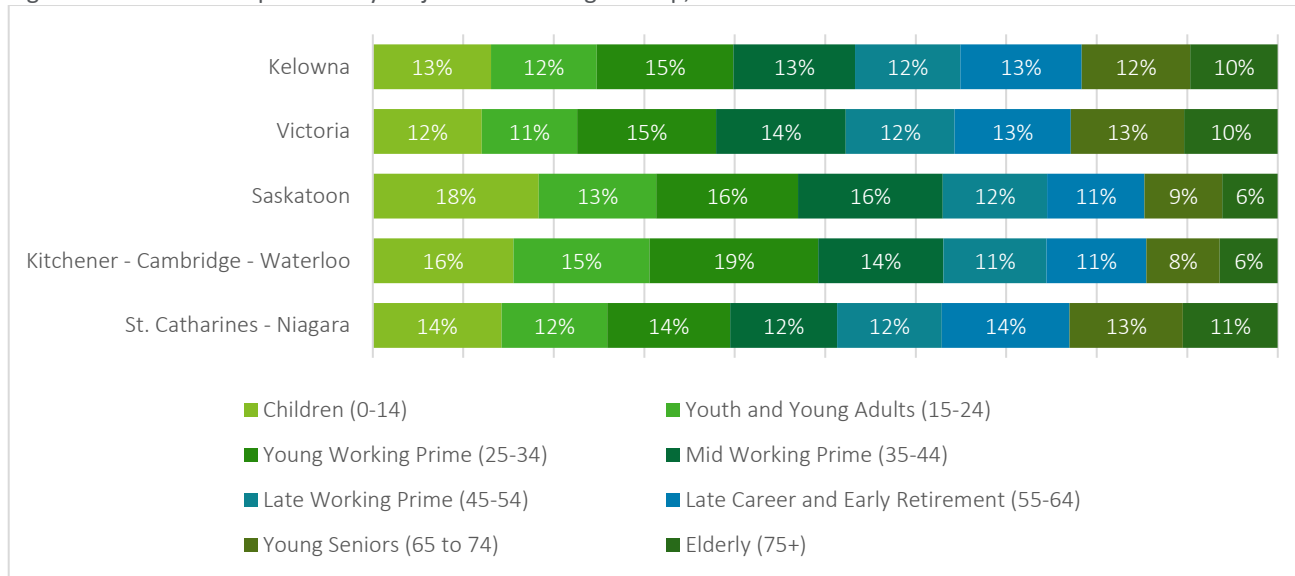
Figure 11 – Median Age of Population, Kelowna CMA, 2001-2023



Source: Statistics Canada. Table 17-10-0148-01 Population estimates, July 1, by census metropolitan area and census agglomeration, 2021 boundaries

Considering the population breakdown, 13% of the region’s population were children (0 to 14 years of age). The “working prime” groups together (25 to 54 years of age) were 40% of the population in 2023. Meanwhile, the percentage of people within the retirement age (65 years and over) represented 22% of the CMA’s population.

Figure 12 – Share of Population by Major Economic Age Group, 2021



Source: Statistics Canada. Table 17-10-0005-01 Population estimates on July 1, by age and gender

The Kelowna CMA has experienced strong growth in two key age groups: the young working prime (25 to 34 years) and the mid working prime (35 to 44 years). Between 2019 and 2023, these cohorts saw a 24% increase each. This growth may be due to younger individuals moving from other areas of the province in search of lower housing costs and job opportunities. Additionally, the older cohorts (65 years and over) have also shown significant growth. As these older residents retire, it is important to focus on attracting and retaining a younger population to replace the retiring workforce. Efforts should be made to provide job opportunities and create an appealing environment for younger individuals to settle in the region.

Furthermore, it is important to enhance the availability of services and amenities for the older population. This includes healthcare facilities, recreational activities and other support systems that cater to the needs of older residents. By addressing the needs of both the younger and older population, the Kelowna CMA can ensure a balanced and sustainable community for all age groups.

Figure 13 – Population Change by Major Economic Age Group, Kelowna CMA, 2019-2023

Age	Net Change 2019-2023	% Change
Total	26,377	12%
Children (0-14)	2,222	7%
Youth and Young Adults (15-24)	1,974	7%
Young Working Prime (25-34)	7,285	24%
Mid Working Prime (35-44)	6,368	24%
Late Working Prime (45-54)	1,671	6%
Late Career and Early Retirement (55-64)	-268	-1%
Young Seniors (65 to 74)	3,760	15%
Elderly (75+)	3,365	16%

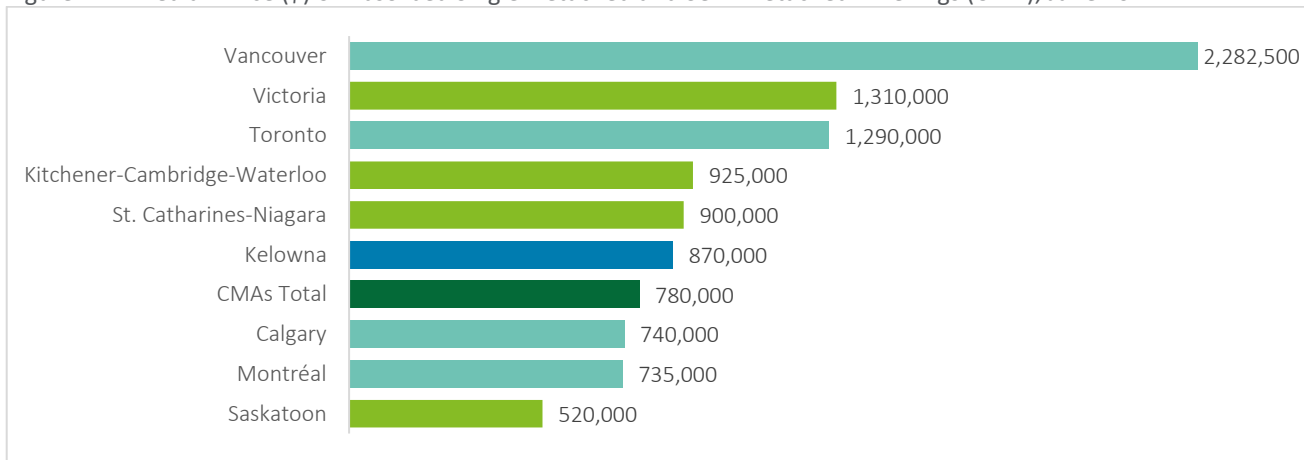
Source: Statistics Canada. Table 17-10-0148-01 Population estimates, July 1, by census metropolitan area and census agglomeration, 2021 boundaries

Dwelling and Affordability

As per the 2021 Census, the Kelowna CMA had approximately 94,335 occupied private dwellings. The region’s existing housing stock is mostly comprised of single-detached dwelling (i.e., low-density units) at 49% and apartments with less than five stories at 23%. The region has a lower share of high-rise buildings (greater than 5 storeys) compared to large metro regions. A wide variety of housing types is needed to support a younger cohort, newcomers, single households and seniors. This will, in turn, attract and encourage residents to live and work in the region.

With a median absorption price of \$870,000 in June 2024, the Kelowna CMA is slightly less affordable than some major Canadian CMAs including Saskatoon, Montreal and Calgary. In fact, the region median is above the median of all CMAs combined. Despite the high median price of dwellings, the Kelowna CMA’s housing market remains more affordable than in the two largest CMAs in B.C. and other large CMAs in Ontario.

Figure 14 – Median Price (\$) of Absorbed Single-Detached and Semi-Detached Dwellings (CMA), June 2024



Source: Canadian Mortgage and Housing Corporation. Market Absorption Statistics (Canada, Provincial, CMA). June 2024

According to the Canadian Mortgage and Housing Corporation, in 2023, a total of 2,970 dwelling starts were recorded in the region. Most of these new starts were apartment units (70%). Apartment units account for the largest number of dwellings starts in recent years (60% of all dwelling starts since 2019); this trend shows a movement towards residential intensification.⁵⁷

Housing starts in the region saw year-over-year declines as starting in 2019, after the pandemic rebound, housing starts increases substantially (+82%) in the region by 2021. However, in 2023, the region saw a slowdown in housing starts compared to 2022.

Figure 15 - Historical Starts by Dwelling Type, Kelowna CMA

Year	Single	Semi-detached	Row	Apartment	All	% Change from Previous Year
2019	494	116	381	1,234	2,225	-13%
2020	383	112	289	1,010	1,794	-19%
2021	926	130	392	1,818	3,266	82%
2022	657	66	620	2,039	3,382	4%
2023	453	98	350	2,069	2,970	-12%

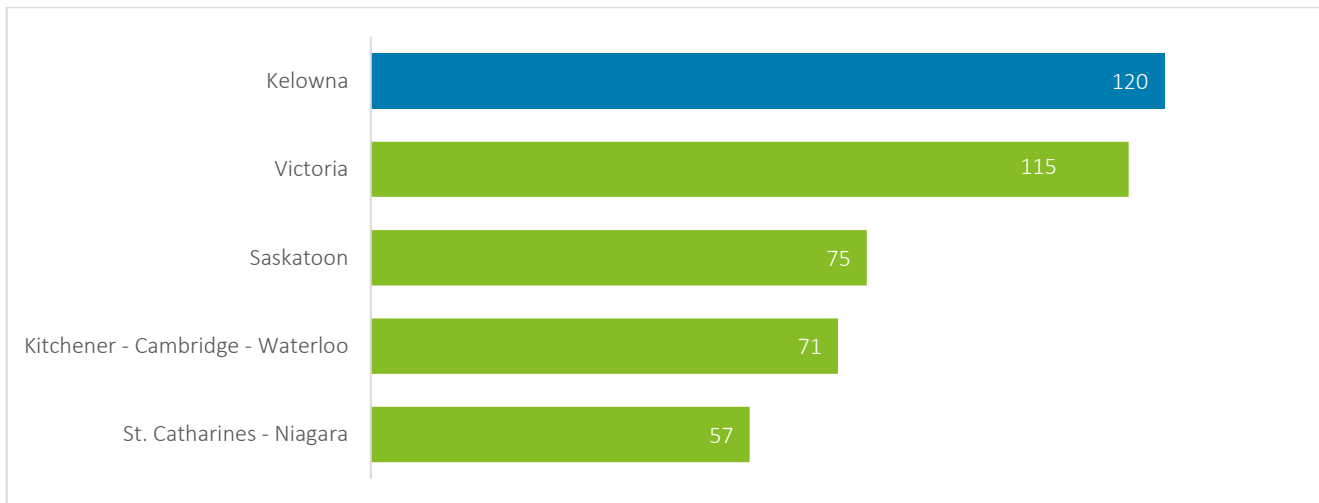
Source: Canada Mortgage and Housing Corporation, Housing Market Information Portal, 2024

⁵⁷ Intensification occurs when an existing building, site or area within the existing urban area is developed or redeveloped at a density higher than what currently exists.

The Kelowna CMA recorded the largest housing starts per capita in 2023 compared to similar CMAs. Its 120 starts per 10,000 population surpassed the provincial rate (87) and the national rate (56). Its rate was well above fastest growing regions in Canada such as Kitchener-Cambridge-Waterloo.

Despite the significantly higher per capita housing starts, the Kelowna CMA continues to face housing challenges. According to the Canadian Mortgage and Housing Corporation (CMHC)⁵⁸, as of October 2023, the region had a rental vacancy rate of 1.3%, lowest among comparable regions. It is worth noting that the region's vacancy rate during this period was comparable to the provincial rate of 1.2%.

Figure 16 - Housing Starts Per 10,000 Population (2023), Kelowna and Comparable CMAs



Source: Statistics Canada. Table 17-10-0005-01 Population estimates on July 1, by age and gender | CMHC Starts and Completions Survey. Adapted by Deloitte LLP.

Income

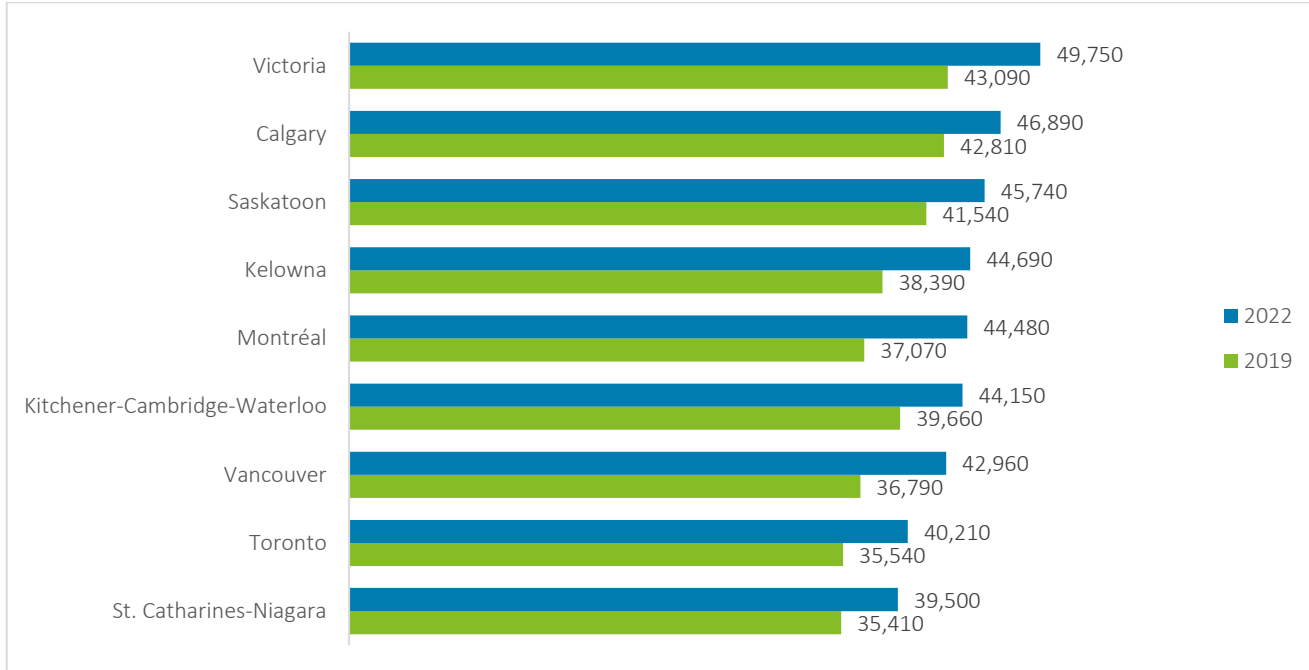
The Kelowna CMA recorded a median employment income of \$44,690 in 2022⁵⁹, 3% higher than the median employment income in B.C. and 2% higher than the median employment income in Canada during the same time. Compared to other major CMAs, the region recorded the fourth largest employment income behind Victoria, Calgary and Saskatoon.

Compared to 2019 (pre-pandemic levels), the median employment income in the region has a growth rate of 16%. This growth rate is comparable to the provincial growth rate at 16%, and higher than the federal growth rate at 14%. Among other major CMAs, the Kelowna CMA growth rate was the third largest behind Montreal and Vancouver.

⁵⁸ CMHC Rental Market Survey

⁵⁹ Based on tax filers and dependents.

Figure 17 – Median Total Income of Tax Filers and Dependants, Both Sexes, 2019-2022

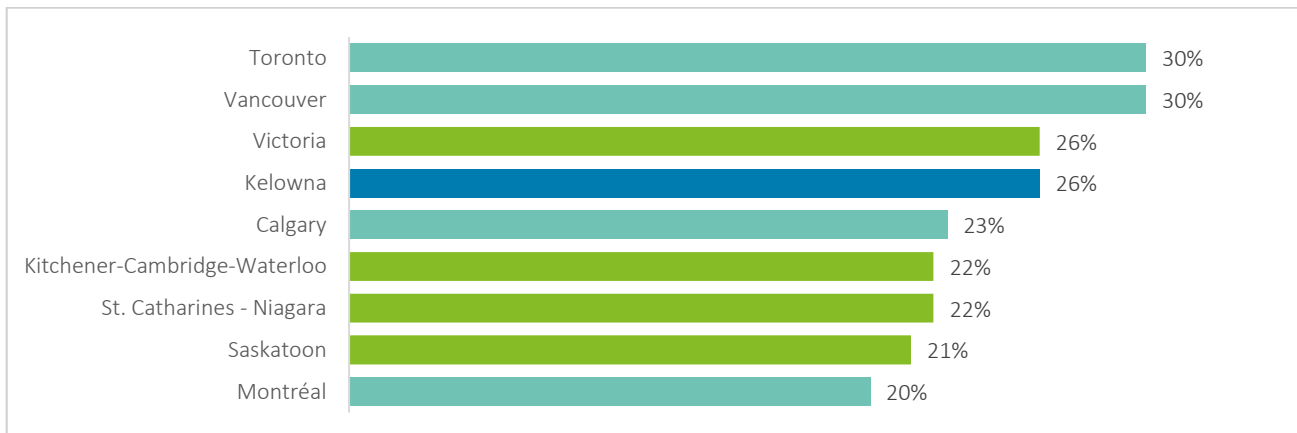


Source: Statistics Canada. Table 11-10-0004-01 Selected characteristics of tax filers and dependants, income and demographics (final T1 Family File)

One of the standard measures of housing affordability in the Census is the percentage of households spending 30% or more of their income on shelter costs. As of 2021, the Kelowna CMA had one of the higher rates of unaffordable housing among comparators at 26%, comparable to the Victoria CMA also at 26%.

Although the Kelowna CMA significantly trails behind large urban centres like Toronto and Vancouver, where 30% of dwelling owners and renters spend 30% or more of their income on shelter costs, the Kelowna CMA still exceeds other major urban centres in Canada, such as Calgary (23%) and Montreal (20%). There is a clear divide between B.C. communities and those in other metro areas across the country. It is acknowledged that these figures have likely worsened in the last few years given rapid increases in housing costs.

Figure 18 – Percentage of Owners and Renters Spending 30% or More of Income on Shelter Costs, 2021



Source: Statistics Canada, 2021 Census

Central Okanagan’s Talent and Workforce Analysis

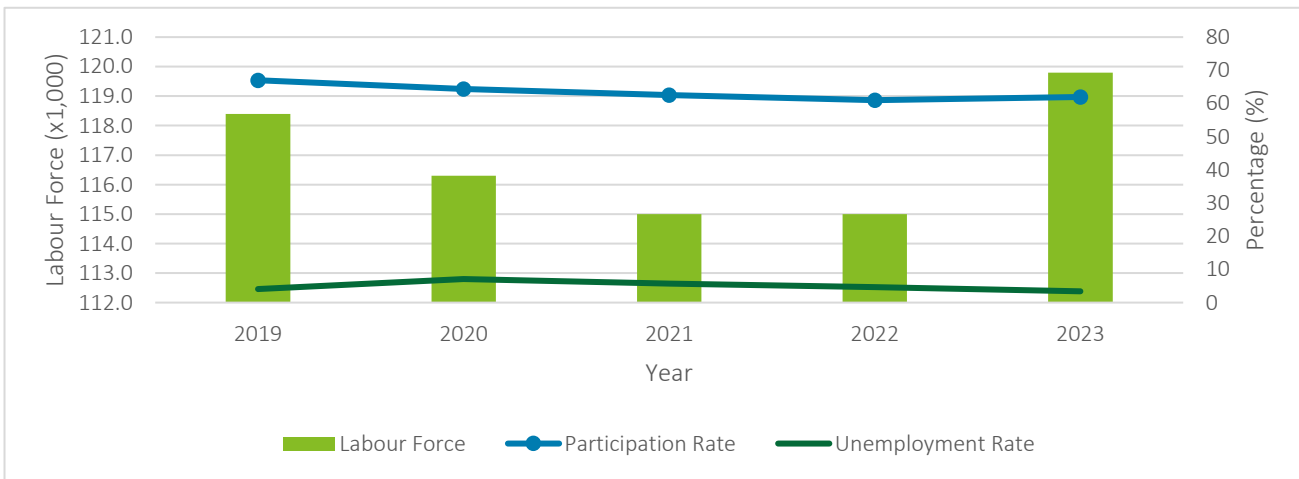
This section of the report provides an assessment of the local and regional labour force trends, including educational attainment and educational pipeline (post-secondary completions by instructional program).

Labour Force Characteristics

In 2023, the estimated labour force in the Kelowna CMA reached 119,800 people, indicating a growth of approximately 3% compared to 2020 and 4% compared to 2022. This suggests a positive trend in terms of labour force expansion and economic activity in the region.

According to the latest data from Statistics Canada's Labour Force Survey, the employment situation in the Kelowna CMA is showing signs of recovery following the COVID-19 pandemic. From 2021 to 2022, the unemployment rate in the CMA decreased from 5.7% to 4.7%. In 2023, there was a slight further decrease to 3.4%. These declining unemployment rates indicate improving employment opportunities in the CMA, which is a positive trend for the region. The participation rate, which measures the proportion of the working aged population actively seeking employment, experienced a slight increase from 61% in 2021 to 62% in 2023.

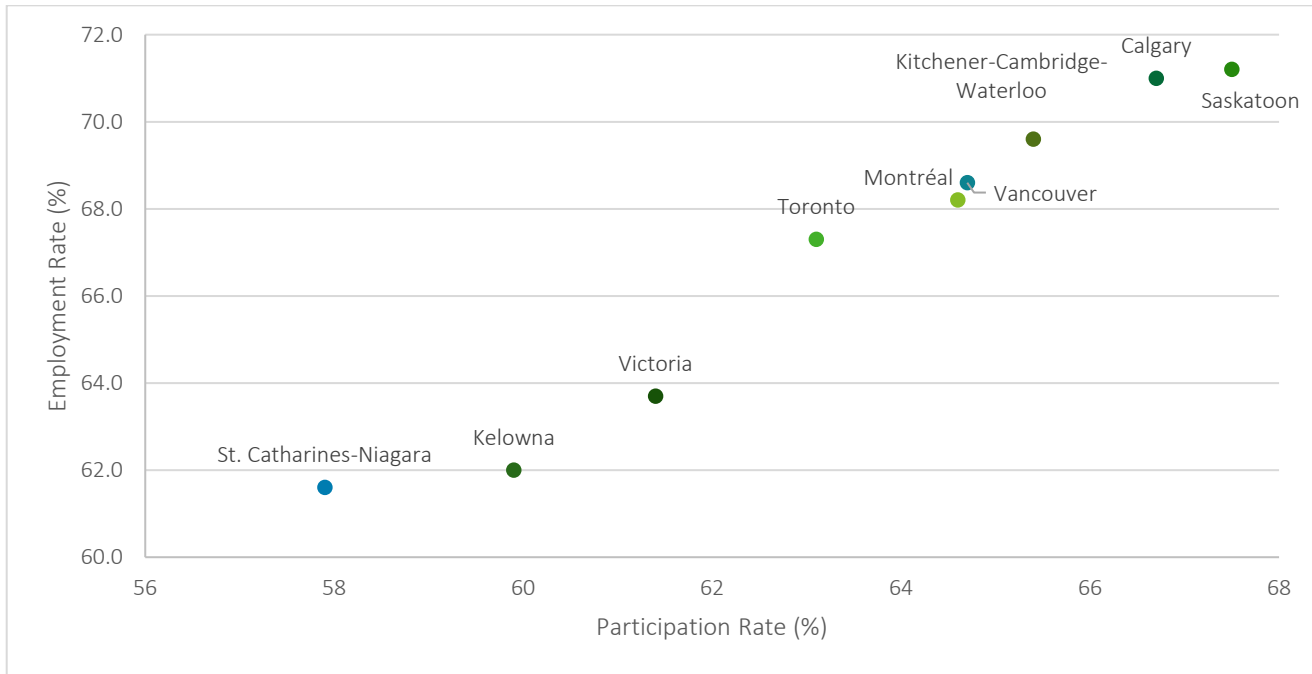
Figure 19 – Labour Force Characteristics, Kelowna CMA, 2019-2023



Source: Statistics Canada. Table 14-10-0385-01 Labour force characteristics, annual

The Kelowna CMA has one of the smaller participation and employment rates when compared to other comparable and major CMAs across the country. The region recorded the second to last employment rate and participation rate, just above St. Catharines-Niagara, which is one of the fastest ageing regions in Canada.

Figure 20 – Employment and Participation Rates, Major Canadian CMAs, 2023



Source: Statistics Canada. Table 14-10-0385-01 Labour force characteristics, annual

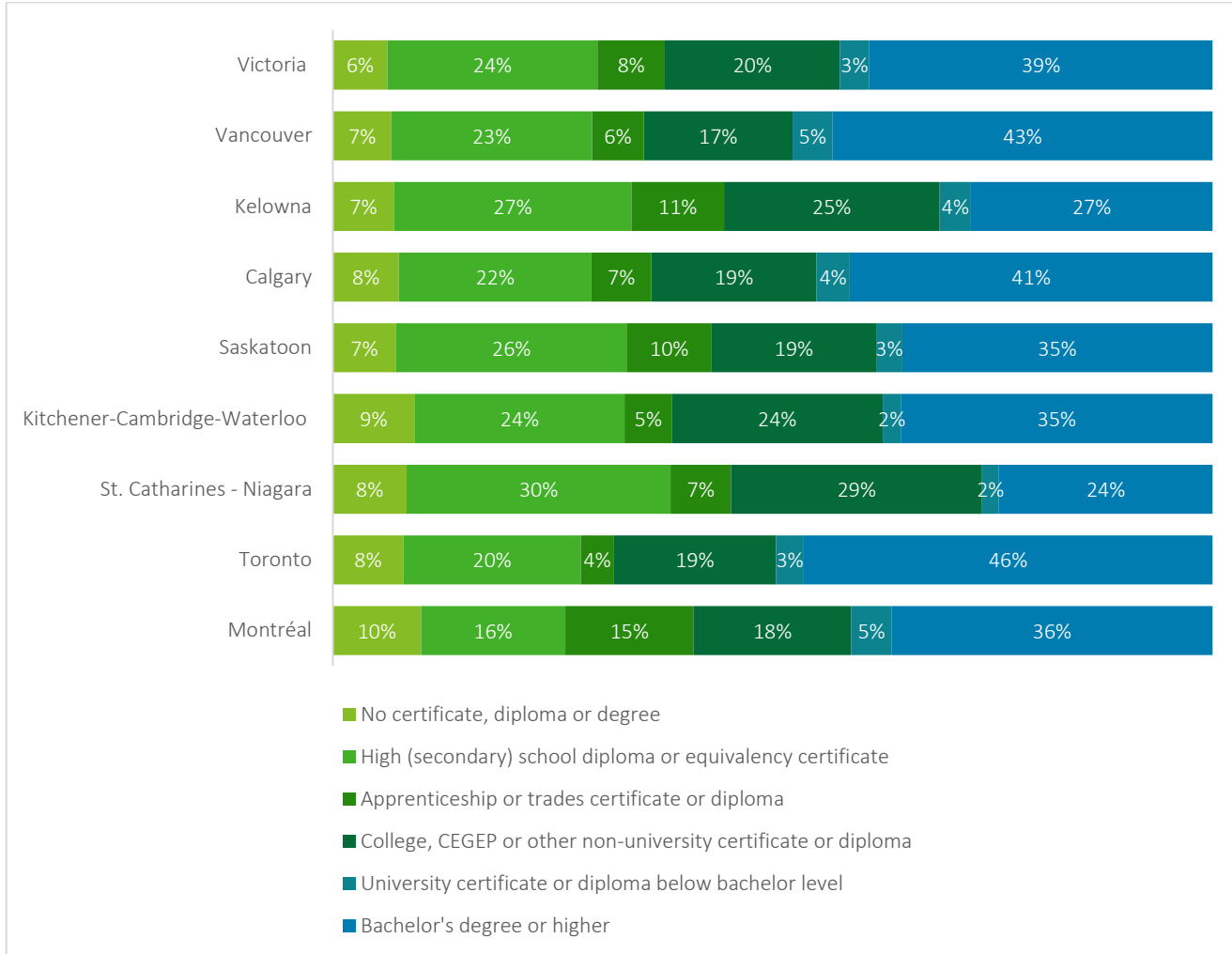
Educational Attainment

Education attainment can be looked at as an important descriptor of labour force capacity. The figure below summarizes skilled labour proportions for comparator areas, which is composed of people that have completed an apprenticeship, trade certificate, or college or university degree, diploma, or certificate. By 2021, the proportion of skilled labour aged 25 to 64 years was slightly lower in the Kelowna CMA at 66%, compared to other similar and major CMAs. For instance, Vancouver skilled labour reached 71%, Victoria reached 70% and Toronto reached 72% during the same period.

The Kelowna CMA has a larger share of people with a college or other non-university degree compared to most of comparable CMA and other major CMAs (except for St. Catharine-Niagara). This is similar for people with an apprenticeship or trades education, where the region ranked second just behind Montreal. Access to people with apprenticeships is important for good-producing sectors such as construction and manufacturing.

According to the latest census data, only 27% of individuals aged 25 to 64 in the Kelowna CMA possessed a university degree at the bachelor's level or above. This figure is significantly lower compared to other similar and major CMAs.

Figure 21 – Educational Attainment for the Population 25 to 64 Years, 2021



Source: Statistics Canada, 2021 Census

Post-Secondary Educational Pipeline

The educational pipeline in the Central Okanagan includes estimated completion numbers from public post-secondary institutions. Over the years, the region has attracted a significant number of post-secondary students, with the majority being domestic students from Canada (85%) and a smaller share of international students (15%). According to estimates for the academic year 2022-2023, approximately 30,395 individuals were enrolled in post-secondary education in the region. Out of this total, 60% of the students were enrolled at Okanagan College, while the remaining 40% were enrolled at the University of British Columbia Okanagan. It is worth noting that alongside UBCO and Okanagan College, there are several other post-secondary institutions driving workforce development in the region that also contribute to the workforce pipeline.

Recent announcements by Immigrations, Refugees and Citizenship Canada (IRCC), on the reduction on international student permits and the eligible programs for post-graduate work permits have and will continue to impact local colleges. For instance, Okanagan College stated that in September 2024, there were approximately 40% fewer first-year

international students at the college, compared to September 2023. Furthermore, in January 2025, the college’s first-year international enrolment is approximately 70% less than January 2024 and January 2023.⁶⁰

When it comes to program distribution (based on BC Program Area Clusters), data from the three-year average indicates that arts and sciences programs make up 27% of the enrollment in the region, followed by business and management at 16%, and engineering & applied sciences at 15%. When comparing the academic year 2020-2021 to the academic year 2022-2023, there have been some notable changes in program enrollment. Programs in trades experienced significant growth, with an increase of 460 people, representing a 14% growth rate. Engineering & applied sciences also saw growth, with an additional 455 people, accounting for an 11% increase. Personal improvement & leisure programs also experienced growth, with 225 more people enrolled, reflecting a 14% increase. On the other hand, there were programs that witnessed a decline in enrollment during the same period. Development programs saw a decrease of 105 people, representing a 6% decline, while education programs experienced a decline of 100 individuals, which accounts for a 14% decrease.

Figure 22 – Program Enrollment Breakdown, BC CIP Program Cluster, Kelowna CMA, 2020-2023

BC CIP Program Cluster	2020-2021	2021-2022	2022-2023	3-Year Average
Total	28,755	29,590	30,395	29,580
Arts & Sciences	8,040	8,130	8,235	8,135
Business & Management	4,805	4,965	4,790	4,853
Developmental	1,830	1,645	1,725	1,733
Education	725	610	625	653
Engineering & Applied Sciences	4,330	4,595	4,785	4,570
Health	1,985	2,020	2,135	2,047
Human & Social Services	1,745	1,755	1,900	1,800
Other	180	220	210	203
Personal Improvement & Leisure	1,650	1,825	1,880	1,785
Trades	3,250	3,450	3,710	3,470
Visual & Performing Arts	215	375	400	330

Source: Government of British Columbia, Student Transitions Project - Fall 2022 Data Submission

Arts and Sciences: liberal arts, humanities, and social and physical sciences | Business and Management: business, management, marketing, office administration and related. Does not include computer and information sciences | Education: education, including preschool and aides, and library services programs | Engineering and Applied Sciences: agriculture, natural resources and conservation, architecture, computing, engineering and science technologies | Health: health professions and related clinical sciences as well as residency programs | Human and Social Services: legal professions, family and consumer sciences, parks, recreation and fitness, security services, public administration and social services | Trades: apprenticeship programs and other trades training, also transportation | Visual and Performing Arts: visual art, music, drama, and other fine arts | Personal Improvement and Leisure: primarily leisure and recreational courses, interpersonal and social skills courses, personal awareness and self-improvement courses, and some health-related courses such as First Aid | Developmental programs: Adult Basic Education, Adult Special Education, English as a Second Language training, and other pre-post secondary level education | Other programs: not associated with a specific program; sometimes general studies.

⁶⁰ [Okanagan College, OCNews, A message to our community on International education](#)

Employment Characteristics

According to employment figures from Deloitte, the total employment in the Kelowna CMA is estimated to reach 120,100 by 2023. The majority of employment in the region is concentrated in the retail and wholesale sector, accounting for 18,600 jobs or 15% of the regional employment. Health follows closely with an estimated employment of 18,210 jobs, also making up 15% of regional employment. The professional, technical, and business services sector contributes 16,090 jobs, representing 13% of the regional employment.⁶¹

Looking ahead to 2030, employment in the Kelowna CMA is projected to grow by 23,330 jobs, which is a 19% increase compared to 2023. The professional, technical, and business services sector is expected to lead this growth, with a total increase of 5,640 jobs, representing a 31% growth compared to 2023. The retail and wholesale sector are anticipated to experience the second largest growth, with an increase of 3,590 jobs or a 19% growth. On the other hand, the forestry and mining sectors are projected to see small employment declines, with 30 fewer jobs in 2030 compared to 2023.

Looking even further into the future, long-term projections until 2046 indicate that regional employment will increase by 56%, resulting in an additional 66,970 jobs compared to 2023. The health sector is expected to lead this growth, with an additional 16,230 jobs or an 89% increase. The retail and wholesale sector are projected to add 9,850 jobs, representing a 53% increase, while professional, technical, and business services are expected to contribute an additional 9,700 jobs, reflecting a 60% growth.

Employment in agriculture is projected to remain virtually flat, but it is important to distinguish between the primary agriculture sector, which is farming and related support activities (shown in the table), and agriculture-based manufacturing. Wine production and fruit-related processing are classified as part of the manufacturing sector rather than the agriculture sector, even though they are tightly linked. Overall manufacturing growth is projected to grow at 1.7% per year, but growth in food and beverage manufacturing is projected to grow even faster, at 2.6% per year (adding nearly 1,500 jobs by 2046). The combined growth in the “agri-food sector” is 1.4% per year.

Figure 23 – Employment Estimates and Projections, Kelowna CMA, High Population Growth Scenario, 2023-2046 (Rounded to nearest 10)

Industry Sector	2023 (Estimate)	2030	2040	2046	Total Change, 2023-2046	Average Growth, 2023-2046
Total Central Okanagan	120,070	143,605	175,180	187,000	66,930	1.9%
Health care & social assistance	18,210	23,800	32,610	34,365	16,155	2.8%
Retail trade	15,240	18,095	21,525	23,035	7,795	1.8%
Construction	13,410	16,135	19,530	20,920	7,510	2.0%
Professional, scientific & technical services	10,565	12,700	15,625	16,900	6,335	2.1%
Accommodation & food services	9,680	11,250	13,225	14,280	4,600	1.7%
Finance, insurance & real estate	6,925	8,330	10,085	10,800	3,875	2.0%
Business, building & other support services	5,525	6,735	8,295	8,895	3,370	2.1%
Education	8,535	9,465	10,940	11,520	2,985	1.3%
Manufacturing	5,635	6,465	7,555	8,265	2,630	1.7%
Repair, personal & non-profit services	5,025	5,965	7,095	7,590	2,565	1.8%
Public administration	4,680	5,555	6,605	7,070	2,390	1.8%
Transportation & warehousing	4,390	5,195	6,180	6,560	2,170	1.8%
Wholesale trade	3,360	4,100	5,045	5,410	2,050	2.1%
Information, culture & recreation	4,975	5,705	6,570	7,005	2,030	1.5%
Utilities	590	705	855	915	325	1.9%
Mining/Oil & gas (including support activities)	1,070	1,010	1,095	1,150	80	0.3%
Forestry and Logging (including support activities)	230	260	270	275	45	0.8%
Agriculture (including support activities)	2,025	2,135	2,085	2,040	15	0.0%

Source: Deloitte LLP – As part of the Regional District of Central Okanagan RELI projections

⁶¹ Deloitte LLP – As part of the Regional District of Central Okanagan RELI projections

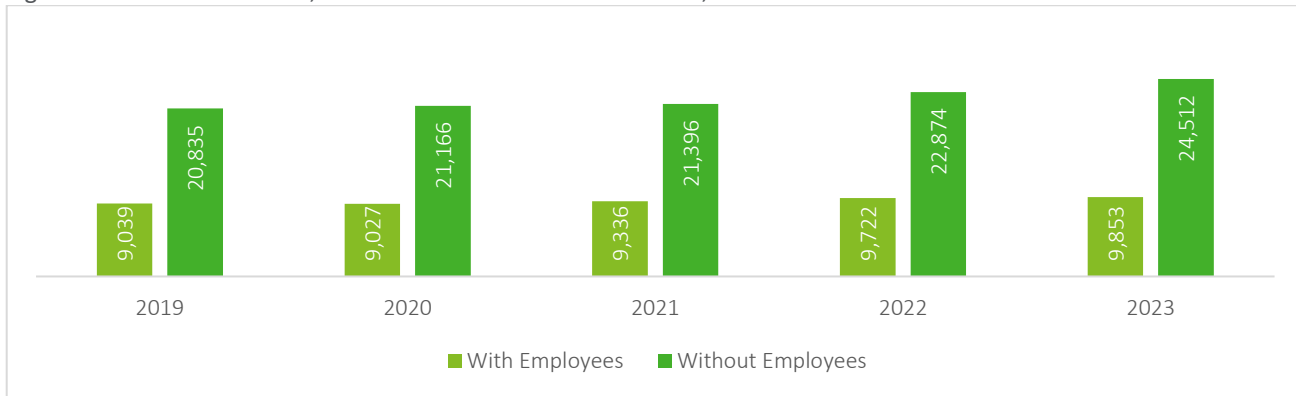
Central Okanagan Business Environment and Structure

Statistics Canada’s Business Register is based on business and payroll accounts with Canada Revenue Agency. The review of the business structure in the Kelowna CMA for the period between December 2019 and December 2023 provides an understanding of the changes in businesses over the five-year period and the key characteristics that define the region’s business community. When combined with the broader industry analysis, the business patterns information will assist in understanding the key industry opportunities for Central Okanagan.

In 2020, during the COVID pandemic, the region experienced a slight decline in the number of businesses with employees. In December 2019, there were 9,039 such businesses, which decreased to 9,027 by December 2020. However, despite this small decrease, the region witnessed growth in the number of businesses without employees. Approximately 319 additional businesses without employees were recorded during this period.

Moving forward to December 2023, the most recent reporting period, the business counts reveal a significant increase. There were an additional 4,491 businesses recorded, representing a 15% growth compared to December 2019. Notably, businesses without employees accounted for a significant portion of this growth, constituting 82% of the overall increase.⁶²

Figure 24 – Total Businesses, December 2019 to December 2023, Kelowna CMA



Source: Lightcast, Datarun 2024.1 | Canadian Business Counts, December 2019, 2020, 2021, 2022, 2023

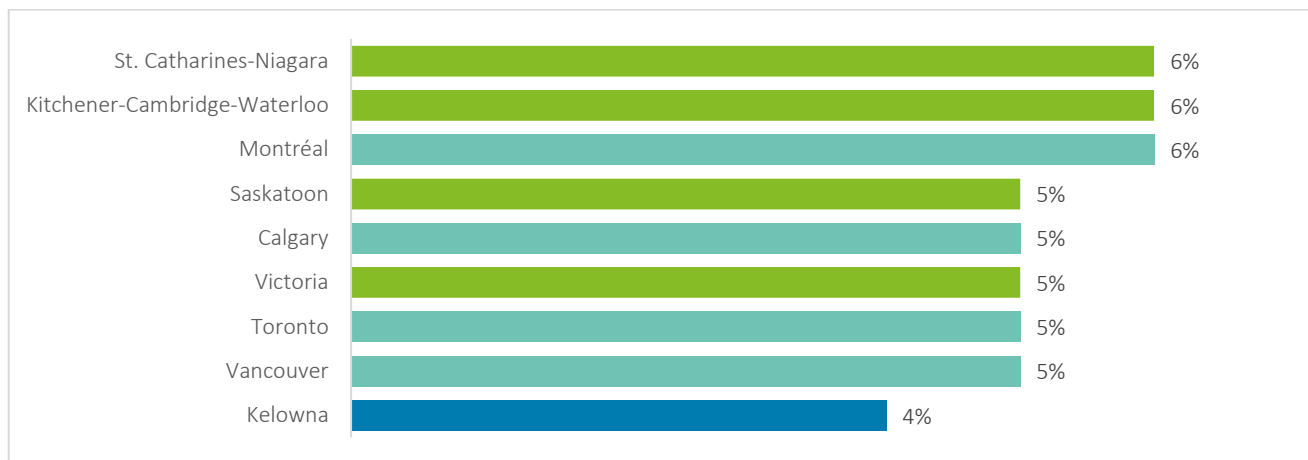
According to the December 2023 Canadian Business Counts data, the Kelowna CMA region had a total of 34,365 business establishments. Out of these, 71% (24,512 businesses) had no payroll employees, which includes the self-employed and businesses with only contract or family employees, while the remaining were businesses with employees. When looking specifically at businesses with employees in the region, they are predominantly characterized by small companies and enterprises that employ less than 10 people. During this period, 5,282 businesses, which accounts for 54% of the businesses with employees, employed 1 to 4 people. Additionally, there were 1,925 businesses, making up 20% of the businesses with employees, that employed 5 to 9 people. In terms of large employers, approximately 405 companies in the region employed more than 50 people, representing approximately 4% of the region’s businesses, which ranks below all comparable regional communities and major CMAs.

Small companies play a vital role in an economy, and they far outnumber large companies in terms of quantity. However, there are significant benefits to having bigger companies as well. Larger companies are more likely to engage in exporting, invest in machinery and equipment and offer higher wages to their employees. These factors are all interconnected. Companies that engage in exporting are exposed to global competition, which compels them to invest in

⁶² When analyzing changes in the business base, it is important to consider the methodology used to count businesses, which is typically based on tax filings. Comparing year-over-year data may not provide an accurate representation of the actual change in the business base. However, it can still reveal certain trends that can be further explored and investigated by local authorities.

technology and business processes that enhance productivity. By expanding their sales beyond the local market, they have greater potential for growth and can achieve economies of scale in specialized products and services. This specialization, combined with investments in machinery and equipment, leads to a more productive workforce that earns higher wages.

Figure 25 – Business Locations with 50+ Paid Employees as Share of All Business with Employees, December 2023



Source: Lightcast, Datarun 2024.1 | Canadian Business Counts, December 2023

Studying the business sectors by industry, the following sectors exhibit the highest proportion of business establishments in the Kelowna CMA as of December 2023:⁶³

- Real estate and rental and leasing – 7,582 businesses (22% of total)
- Construction – 4,176 businesses (12% of total)
- Professional, scientific and technical services – 3,649 businesses (11% of total)

The top industry sectors with employees in December 2023 were:

- Construction – 1,538 businesses (16% of total businesses with employees)
- Retail trade – 1,107 businesses (11% of total businesses with employees)
- Health care and social assistance – 1,066 businesses (11% of total businesses with employees)

Figure 26 – Businesses by Industry (2-Digit NAICS) by Size, Kelowna CMA, December 2023

NAICS	1-4	5-9	10-19	20-49	50-99	100-199	200-499	500+	With Employees	W/O Employees	Total
Total	5,282	1,925	1,371	870	268	100	28	9	9,853	24,512	34,365
23	938	302	166	104	20	8	0	0	1,538	2,638	4,176
44-45	327	346	232	129	44	22	6	1	1,107	805	1,912
62	633	161	155	63	44	9	1	0	1,066	1,422	2,488
54	759	121	86	51	18	4	1	0	1,040	2,609	3,649
X0	601	121	46	22	4	3	0	0	797	2,794	3,591
81	418	186	84	30	7	1	0	0	726	1,365	2,091
72	83	121	147	136	31	14	0	0	532	413	945

⁶³ According to Statistics Canada, All active enterprises operating in Canada -- including businesses, organizations or partnerships with a Business Number registered with the Canada Revenue Agency (CRA), and also any sole proprietors reporting personal business income -- have at least one establishment on the Business Register. An establishment can have one or more locations, but belongs to only one company.

NAICS	1-4	5-9	10-19	20-49	50-99	100-199	200-499	500+	With Employees	W/O Employees	Total
53	382	46	25	21	6	0	0	0	480	7,102	7,582
56	231	107	64	47	14	3	4	2	472	793	1,265
41	126	106	65	49	7	1	1	0	355	285	640
31-33	114	81	63	64	17	7	4	0	350	311	661
52	167	52	76	32	7	3	0	0	337	1,568	1,905
48-49	157	28	35	39	11	8	1	1	280	705	985
11	121	58	40	15	8	1	3	1	247	490	737
71	52	34	29	23	16	3	1	1	159	358	517
51	66	20	19	17	7	3	0	0	132	246	378
61	49	17	23	12	5	3	1	2	112	288	400
55	29	10	4	6	1	0	2	0	52	226	278
21	21	5	3	4	1	0	0	0	34	75	109
91	4	2	8	3	0	4	3	1	25	1	26
22	4	1	1	3	0	3	0	0	12	18	30

Source: Lightcast, Datarun 2024.1 | Canadian Business Counts, December 2023

11 - Agriculture, Forestry, Fishing and Hunting | 21 - Mining and Oil and Gas Extraction | 22 – Utilities | 23 – Construction | 31-33 – Manufacturing | 41 - Wholesale Trade | 44-45 - Retail Trade | 48-49 - Transportation and Warehousing | 51 - Information and Cultural Industries | 52 - Finance and Insurance | 53 - Real Estate and Rental and Leasing | 54 - Professional, Scientific and Technical Services | 55 - Management of Companies and Enterprises | 56 - Administrative and Support, Waste Management and Remediation Services | 61 - Educational Services | 62 - Health Care and Social Assistance | 71 - Arts, Entertainment and Recreation | 72 - Accommodation and Food Services | 81 - Other Services (except Public Administration) | 91 - Public Administration

Business Exports and Supply Chain

Lightcast Economic Modeling provides export estimates based on their regional input-output (I-O) model. These estimates represent the value of goods or services purchased by industries or individuals outside of the defined region.

According to Lightcast's estimates for 2022, the Kelowna CMA recorded exports totaling over \$13.2 billion. Most of these exports were contributed by various sectors, with residential building construction accounting for 7% of the total exports. Farms followed closely with a 4% contribution and beverage manufacturing accounted also for approximately 4% of the total exports.

Figure 27 – Estimated Exports by Industry Sector (4-Digit NAICS) x1,000,000 Kelowna CMA, 2022

NAICS	Industry	Exports 2022	Percentage
n/a	Total	\$13.2 Billion	100%
2361	Residential building construction	\$884.58	7%
1110	Farms	\$588.79	4%
3121	Beverage manufacturing	\$548.16	4%
9120	Provincial and territorial public administration	\$524.08	4%
6221	General medical and surgical hospitals	\$515.61	4%
6111	Elementary and secondary schools	\$409.16	3%
9130	Local, municipal and regional public administration	\$336.03	3%
4881	Support activities for air transportation	\$328.45	2%
2111	Oil and gas extraction	\$317.43	2%
7225	Full-service restaurants and limited-service eating places	\$306.64	2%
5311	Lessors of real estate	\$257.06	2%
3114	Fruit and vegetable preserving and specialty food manufacturing	\$245.96	2%
7211	Traveller accommodation	\$232.71	2%
9112	Other federal services (9112-9119)	\$208.75	2%
4812	Non-scheduled air transportation	\$203.95	2%

Source: Lightcast, Datarun 2024.3

When considering exports growth in non-public administration related sectors, farms exhibited the highest increase between 2021 and 2022, with a substantial growth of \$162.1 million in exports. Following closely, traveller accommodation experienced a notable increase of \$139.9 million in exports, while non-scheduled air transportation saw an increase of \$132.4 million.

Figure 28 – Estimate Export Growth by Industry Sector (4-Digit NAICS) x1,000,000 Kelowna CMA, 2022

NAICS	Industry	Exports 2021	Exports 2022	Net Change	% Change
n/a	Total	\$11.6 Billion	\$13.2 Billion	\$1.6 Billion	14%
1110	Farms	\$426.7	\$588.8	\$162.1	38%
7211	Traveller accommodation	\$92.8	\$232.7	\$139.9	151%
4812	Non-scheduled air transportation	\$71.6	\$204.0	\$132.4	185%
2361	Residential building construction	\$803.2	\$884.6	\$81.4	10%
3121	Beverage manufacturing	\$477.9	\$548.2	\$70.3	15%
9120	Provincial and territorial public administration	\$458.4	\$524.1	\$65.7	14%
4881	Support activities for air transportation	\$267.4	\$328.5	\$61.0	23%
7225	Full-service restaurants and limited-service eating places	\$248.5	\$306.6	\$58.1	23%
5416	Management, scientific and technical consulting services	\$73.1	\$129.8	\$56.7	78%
4811	Scheduled air transportation	\$25.4	\$78.5	\$53.1	209%
6111	Elementary and secondary schools	\$357.3	\$409.2	\$51.9	15%
5415	Computer systems design and related services	\$136.0	\$183.2	\$47.2	35%
1133	Logging	\$64.4	\$101.8	\$37.3	58%
6219	Other ambulatory health care services	\$70.3	\$106.4	\$36.2	51%
5311	Lessors of real estate	\$222.0	\$257.1	\$35.1	16%

Source: Lightcast, Datarun 2024.3

The I-O model provides valuable insights into the flow of money within an economy, particularly through the interconnections between industries. It reveals the extent to which different industries engage in transactions with one another within a specific geographic region. In addition to capturing these industry interactions, the I-O model also takes into account various economic factors such as government spending, household consumption, investments, imports and exports. By incorporating these elements, the I-O model offers a comprehensive understanding of the overall economic landscape. Furthermore, the supply chain model derived from the I-O analysis can help identify sectors with potential for growth. By examining the linkages between industries, it becomes possible to pinpoint areas where attracting businesses and retaining local spending can be advantageous.⁶⁴

According to these estimates, regional industries made purchases totaling more than \$11 billion in 2022. Approximately 50% of these purchases were made within the region, while the other 50% were imported from other jurisdictions. Several sectors have a significant presence in the region and offer potential for growth and expansion. Some of these sectors include:

- Architectural, engineering and related services – 46% of imported purchases valued at \$138.3 millions.
- Architectural and structural metals manufacturing – 62% of imported purchases valued at \$129.4 millions.
- General freight trucking – 51% of imported purchases valued at \$102.4 millions.

⁶⁴ Lightcast, How to Use Supply Chain Analysis

- Computer systems design and related services – 33% of imported purchases valued at \$73.6 millions.

It is important to consider that the identified sectors may vary depending on the industry. When prioritizing sectors for investment attraction, it is recommended to focus on those that align with the supply chain of key sectors. This approach can help strengthen the regional supply chain and promote import substitution whenever it is competitive and feasible to do so.

Figure 29 – Top 15 Industries by Total Purchases, Supply Chain Characteristics x1,000,000 Kelowna CMA, 2022

NAICS	Purchases from	In-region Purchases	% In-region Purchases	Imported Purchases	% Imported Purchases	Total Purchases
n/a	Total	\$5.5 Billion	50%	\$5.5 Billion	50%	\$11 Billion
3241	Petroleum and coal product manufacturing	\$21.2	4%	\$490.2	96%	\$511.3
5413	Architectural, engineering and related services	\$164.1	54%	\$138.3	46%	\$302.4
5311	Lessors of real estate	\$222.6	75%	\$73.3	25%	\$295.9
5221	Depository credit intermediation	\$147.5	56%	\$117.5	44%	\$264.9
1110	Farms	\$186.2	79%	\$50.5	21%	\$236.7
3261	Plastic product manufacturing	\$38.6	17%	\$189.0	83%	\$227.6
5415	Computer systems design and related services	\$149.0	67%	\$73.6	33%	\$222.6
3323	Architectural and structural metals manufacturing	\$80.2	38%	\$129.4	62%	\$209.7
4841	General freight trucking	\$97.8	49%	\$102.4	51%	\$200.1
5241	Insurance carriers	\$76.0	40%	\$113.4	60%	\$189.4
2211	Electric power generation, transmission and distribution	\$57.6	36%	\$102.2	64%	\$159.8
5617	Services to buildings and dwellings	\$108.4	70%	\$46.8	30%	\$155.2
5416	Management, scientific and technical consulting services	\$119.0	87%	\$18.6	14%	\$137.6
4842	Specialized freight trucking	\$64.5	49%	\$67.1	51%	\$131.6
5412	Accounting, tax preparation, bookkeeping and payroll services	\$76.0	62%	\$47.5	39%	\$123.6

Source: Lightcast, Datarun 2024.3

Figure 30 – Top 15 Industries by Imported Purchases, x1,000,000 Kelowna CMA, 2022

NAICS	Purchases from	Imported Purchases	% Imported Purchases	Total Purchases
3241	Petroleum and coal product manufacturing	\$490.2	96%	\$511.3
3261	Plastic product manufacturing	\$189.0	83%	\$227.6
5413	Architectural, engineering and related services	\$138.3	46%	\$302.4
3323	Architectural and structural metals manufacturing	\$129.4	62%	\$209.7
5221	Depository credit intermediation	\$117.5	44%	\$264.9
5241	Insurance carriers	\$113.4	60%	\$189.4
4841	General freight trucking	\$102.4	51%	\$200.1
2211	Electric power generation, transmission and distribution	\$102.2	64%	\$159.8
3116	Meat product manufacturing	\$88.3	97%	\$91.4
3359	Other electrical equipment and component manufacturing	\$85.9	84%	\$101.9
3254	Pharmaceutical and medicine manufacturing	\$78.6	65%	\$120.2

NAICS	Purchases from	Imported Purchases	% Imported Purchases	Total Purchases
2111	Oil and gas extraction	\$78.4	65%	\$120.9
5415	Computer systems design and related services	\$73.6	33%	\$222.6
5311	Lessors of real estate	\$73.3	25%	\$295.9
3222	Converted paper product manufacturing	\$69.0	85%	\$81.7

Source: Lightcast, Datarun 2024.3

Aligning with Provincial and Federal Target Sectors

Trade and Invest British Columbia and Invest in Canada have identified a range of sectors that align with the Central Okanagan economic base and other sectors with promising potential in the region. By focusing on these sectors, the Central Okanagan can position itself advantageously to leverage both federal and provincial programs and incentives available for these sectors, thereby maximizing the regional impact.

Aerospace

According to the December 2023 Canadian Business Counts, a total of 76 businesses in the aerospace sector were recorded in the Kelowna CMA. Most of these businesses (82%) were in support services for air transportation.⁶⁵ The Kelowna CMA is also home to one of Canada's top 10 business airports and served by the two major Canadian airlines (Air Canada and WestJet).⁶⁶

According to IBISWorld, the global commercial aircraft industry is poised for revenue growth and increased demand for new aircraft due to the rising demand for tourism and trade volumes worldwide. The industry is expected to benefit from improved domestic conditions, which would encourage international travel and spending on defence aircraft. However, manufacturers might struggle to meet this demand, leading to further industry consolidation. Original equipment manufacturers (OEMs) might engage in increased merger and acquisition activity to build up capacity and simplify the supply chain. Additionally, the availability of cheaper labour in countries like Mexico might drive outsourcing of manufacturing abroad. Overall, the industry's prospects for growth and profitability are favorable, supported by global economic conditions and the need for commercial aircraft in emerging markets.⁶⁷

In terms of trade, Canadian manufacturers primarily sell to United States (U.S.) buyers. The aerospace industries in Canada and the US are highly integrated with most U.S. companies operating satellite facilities in Canada. Many components and materials for aircraft manufacturing are sourced from both countries. This interdependence fosters a robust trade relationship in aerospace products, causing the U.S. to account for more than 70% of Canadian exports. Trade agreements like the United States-Mexico-Canada Agreement (USMCA) facilitate easier, tariff-free trade between the two countries, making it convenient and economically viable for the U.S. to purchase Canadian aerospace products.⁶⁸

Increased emphasis on sustainability has encouraged Canadian companies to pioneer green technologies, like more efficient engines and lightweight materials, driving increased global interest and demand. This sustainable emphasis gives Canadian manufacturers strong outlets to supplement larger U.S. or European Union (E.U.) markets.⁶⁹

⁶⁵ Statistics Canada, Canadian Business Counts, December 2023

⁶⁶ Kelowna International Airport. Retrieved from <<https://ylw.kelowna.ca/business/facts-statistics>>

⁶⁷ IBISWorld, Aircraft, Engine & Parts Manufacturing in Canada

⁶⁸ Ibid.

⁶⁹ Ibid.

Figure 31 – Value Propositions for Investment Attraction, Aerospace, Central Okanagan, British Columbia and Canada

Trade and Invest B.C. value proposition	Invest in Canada value proposition	Central Okanagan value proposition	Potential Target Subsectors
The B.C. aerospace sector is globally recognized for its exceptional delivery of specialized products and services, reaching great heights of success. B.C. is ideally situated between the Asia Pacific, Pacific Northwest and Canada’s growing aerospace industry. ⁷⁰	Canada is a world-class centre for innovation and excellence in aerospace. With robust investments in R&D, a large pool of skilled labour and access to global markets, Canada is a global destination for aerospace industry investments and partnerships. ⁷¹	The Central Okanagan is home to a growing cluster of well-established and new aerospace companies and suppliers. Maintenance, repair and overhaul/in-service support, rotary-wing and avionics are well represented and there is an increasing number of companies offering a diverse range of services. The region’s aerospace industry is also benefitting from the Digital Technology Supercluster. ⁷²	<ul style="list-style-type: none"> • Aerospace product and parts manufacturing. • Support activities for air transportation.

Agriculture and Agri-businesses

According to the December 2023 Canadian Business Counts, a total of 722 businesses in the agriculture/agri-businesses sector were recorded in the Kelowna CMA. Most of these businesses (77%, or 559 businesses) were farms, 95 were in beverage manufacturing, and 45 were in support activities for farms.⁷³

The Central Okanagan boasts a long history in this sector and is well known across Canada for its orchards and vineyards which support related food and beverage manufacturing (including wine).⁷⁴ Market opportunities for the agricultural sector in the region could include functional foods and ingredients⁷⁵; expanding value-added processing of primary products, vertical farming, and supply chain development of manufactured inputs (such as agricultural chemicals, animal food, plastic and rubber products, and machinery and electrical equipment).⁷⁶

Figure 32 – Value Propositions for Investment Attraction, Agriculture, Central Okanagan, British Columbia and Canada

Trade and Invest B.C. value proposition	Invest in Canada value proposition	Central Okanagan value proposition	Potential Target Subsectors
In B.C., a thriving tech industry, top universities and research centres converge with one of Canada’s most diverse agriculture, seafood and food processing industries.	From farm to store shelf, food producers and manufacturers operating in Canada enjoy low business costs, accessible export markets and advanced research in Canadian agri-tech. Canada is ranked #2 in the world for the number of	The Central Okanagan has a long history of agricultural excellence. There’s no question the region has an excellent agriculture environment, which is supported by food processing facilities, administration	<ul style="list-style-type: none"> • Functional foods and ingredients. • Value-added processing of primary products. • Vertical farming. • Supply chain development of

⁷⁰ Trade and Invest British Columbia. Retrieved from <<https://www.britishcolumbia.ca/industries/aerospace/>>

⁷¹ Invest in Canada. Retrieved from <<https://www.investcanada.ca/industries/aerospace>>

⁷² Invest Kelowna. Retrieved from <<https://www.investkelowna.com/key-sectors/aerospace/>>

⁷³ Statistics Canada, Canadian Business Counts, December 2023

⁷⁴ Regional District of Central Okanagan (RDCO), Agricultural Background Report, 2023

⁷⁵ Functional foods and beverages are those that provide an extra health benefit to the consumer beyond basic nutrition.

⁷⁶ Ibid.

Trade and Invest B.C. value proposition	Invest in Canada value proposition	Central Okanagan value proposition	Potential Target Subsectors
B.C.'s 150-plus agri-tech companies are applying technology and innovation to the farm, food and fish sectors to address global issues ranging from food safety and production to food security and sustainability. ⁷⁷	agri-tech investors, who benefit from a strong R&D environment and Canadian expertise. ⁷⁸	infrastructure, post-secondary horticulture and agriculture programs and reliable transportation routes. This sector is also at the centre of the regional tourism sector, through its importance for the agri-tourism segment. ⁷⁹	agricultural-related products.

Clean Technology

As per ECO Canada, “cleantech” is defined as any technological process, product, or service that aims to use fewer materials and/or energy, generate less waste, and cause less negative environmental impact than current standards.⁸⁰

In 2022, environmental and clean technologies made a significant contribution to Canada's GDP, amounting to \$80 billion, which represented 3.5% of the total GDP. Moreover, cleantech exports reached \$20.9 billion. In 2023, there was a decline in cleantech venture capital investment, with global investments totaling \$41 billion, primarily due to the broader economic slowdown. Despite this, Canadian cleantech venture capital activity remained stable at \$1.2 billion. The AI-enabled cleantech sector has benefited from the capitalization of emerging opportunities in the life sciences and AI field. This has resulted in positive outcomes for the sector in Canada. In the first quarter of 2024, a total of \$164 million has already been invested across 11 deals.⁸¹

In terms of specific sectors, the main factor contributing to Canada's clean tech trade deficit is the import of manufactured clean technology goods compared to clean technology services. On average, clean tech goods imports have accounted for 89% of the total clean tech imports since 2012.⁸² Major markets for clean tech include the United States, Europe, China and India.⁸³

Figure 33 – Value Propositions for Investment Attraction, Cleantech, Central Okanagan, British Columbia and Canada

Trade and Invest B.C. value proposition	Invest in Canada value proposition	Central Okanagan value proposition	Potential Target Subsectors
B.C.'s well-established and thriving clean tech sector is leading the way in researching, developing and commercializing innovative clean tech products. With strengths in clean transportation, energy	Canada offers the ideal combination of skilled workers and plentiful resources, making it fertile ground for clean, carbon-free technologies that will shape the businesses of tomorrow and ensure a greener future.	At the heart of the Okanagan, a green revolution has rapidly taken shape, transforming the region and beyond thanks to innovative cleantech solutions that are establishing a sustainable and vibrant future. The region contributes	<ul style="list-style-type: none"> • Precision agriculture technologies. • Water conservation technologies. • Agricultural waste and by-products for energy and bio-product generation.

⁷⁷ Trade and Invest British Columbia. Retrieved from < <https://www.britishcolumbia.ca/industries/agri-technology/>>

⁷⁸ Invest in Canada. Retrieved from < <https://www.investcanada.ca/industries/agri-tech>>

⁷⁹ Invest Kelowna. Retrieved from < <https://www.investkelowna.com/key-sectors/agriculture/>>

⁸⁰ Eco Canada, Canadian Cleantech in Action: Agriculture, February 2021. Retrieved from < <https://eco.ca/blog/canadian-cleantech-in-action-agriculture/>>

⁸¹ EDC. On the cleantech frontier: How artificial intelligence is impacting innovation. Retrieved from <<https://www.edc.ca/en/guide/edc-cleantech-report.html>>

⁸² EDC. On the cleantech frontier: How artificial intelligence is impacting innovation. Retrieved from <<https://www.edc.ca/en/guide/edc-cleantech-report.html>>

⁸³ EDC. Top 5 global markets for Canada’s clean technology. Retrieved from <<https://www.edc.ca/en/blog/global-markets-for-cleantech.html>>

Trade and Invest B.C. value proposition	Invest in Canada value proposition	Central Okanagan value proposition	Potential Target Subsectors
efficiency, and the development of clean technologies, B.C. is creating a cleaner future today. ⁸⁴	Canada ranks second in the Global Cleantech 100, and have 20% of the world's large-scale carbon capture, utilization and storage projects. ⁸⁵	to Canada's growing environmental and cleantech sector which was valued at over \$73.1 billion in 2021. ⁸⁶	

⁸⁴ Trade and Invest British Columbia. Retrieved from <<https://www.britishcolumbia.ca/industries/clean-technology/>>

⁸⁵ Invest in Canada. Retrieved from <<https://www.investcanada.ca/industries/cleantech>>

⁸⁶ OKGO. Retrieved from <<https://www.ok-go.ca/clean-tech/>>

Additional Data

Figure 34 – Exports by Industry Sector, Kelowna CMA, 2022 (excludes values at \$0)

NAICS	Industry	Exports
2361	Residential building construction	\$884,580,002
1110	Farms	\$588,785,855
3121	Beverage manufacturing	\$548,164,071
9120	Provincial and territorial public administration	\$524,082,659
6221	General medical and surgical hospitals	\$515,606,122
6111	Elementary and secondary schools	\$409,159,478
9130	Local, municipal and regional public administration	\$336,032,701
4881	Support activities for air transportation	\$328,451,629
2111	Oil and gas extraction	\$317,430,187
7225	Full-service restaurants and limited-service eating places	\$306,639,797
5311	Lessors of real estate	\$257,062,838
3114	Fruit and vegetable preserving and specialty food manufacturing	\$245,955,185
7211	Traveller accommodation	\$232,706,768
9112	Other federal services (9112-9119)	\$208,748,079
4812	Non-scheduled air transportation	\$203,954,386
5415	Computer systems design and related services	\$183,212,450
6233	Community care facilities for the elderly	\$181,350,848
6113	Universities	\$176,913,435
3211	Sawmills and wood preservation	\$157,411,685
2382	Building equipment contractors	\$155,799,975
5221	Depository credit intermediation	\$153,556,154
5416	Management, scientific and technical consulting services	\$129,751,086
5413	Architectural, engineering and related services	\$124,235,364
6112	Community colleges and C.E.G.E.P.s	\$123,158,080
4841	General freight trucking	\$112,143,373
6231	Nursing care facilities	\$111,509,270
6219	Other ambulatory health care services	\$106,441,789
1133	Logging	\$101,755,412
5331	Lessors of non-financial intangible assets (except copyrighted works)	\$100,491,042
2381	Foundation, structure, and building exterior contractors	\$96,471,912
3399	Other miscellaneous manufacturing	\$92,842,167
6214	Out-patient care centres	\$91,469,065
9141	Aboriginal public administration	\$87,244,773
4131	Food merchant wholesalers	\$84,357,350
6211	Offices of physicians	\$81,777,103
5173	Wired and wireless telecommunications carriers (except satellite)	\$78,909,633
4811	Scheduled air transportation	\$78,547,597
4461	Health and personal care stores	\$77,867,648
5112	Software publishers	\$77,617,116
2383	Building finishing contractors	\$75,806,758
8111	Automotive repair and maintenance	\$74,507,572
3364	Aerospace product and parts manufacturing	\$74,194,925
6212	Offices of dentists	\$74,028,811
4842	Specialized freight trucking	\$73,184,934
6241	Individual and family services	\$68,698,994
5242	Agencies, brokerages and other insurance related activities	\$68,649,166
3212	Veneer, plywood and engineered wood product manufacturing	\$66,331,285
8121	Personal care services	\$65,103,602
2131	Support activities for mining, and oil and gas extraction	\$64,225,565
5411	Legal services	\$63,225,834
6213	Offices of other health practitioners	\$62,723,935
3391	Medical equipment and supplies manufacturing	\$62,466,567

NAICS	Industry	Exports
2211	Electric power generation, transmission and distribution	\$62,325,087
6239	Other residential care facilities	\$62,298,725
4411	Automobile dealers	\$61,616,685
3371	Household and institutional furniture and kitchen cabinet manufacturing	\$59,946,616
5241	Insurance carriers	\$57,864,846
5231	Securities and commodity contracts intermediation and brokerage	\$56,298,829
2389	Other specialty trade contractors	\$56,155,152
5239	Other financial investment activities	\$55,915,503
4163	Lumber, millwork, hardware and other building supplies merchant wholesalers	\$54,829,833
3363	Motor vehicle parts manufacturing	\$52,660,575
3254	Pharmaceutical and medicine manufacturing	\$50,745,595
5412	Accounting, tax preparation, bookkeeping and payroll services	\$50,674,753
2123	Non-metallic mineral mining and quarrying	\$49,763,690
3323	Architectural and structural metals manufacturing	\$49,629,199
2122	Metal ore mining	\$48,349,768
5419	Other professional, scientific and technical services	\$47,209,967
5321	Automotive equipment rental and leasing	\$47,037,634
3219	Other wood product manufacturing	\$46,091,607
3253	Pesticide, fertilizer and other agricultural chemical manufacturing	\$45,285,238
5617	Services to buildings and dwellings	\$45,169,210
4539	Other miscellaneous store retailers	\$44,988,389
2362	Non-residential building construction	\$43,822,709
4451	Grocery stores	\$43,728,816
5611	Office administrative services	\$43,405,170
6244	Child day-care services	\$42,813,579
3261	Plastic product manufacturing	\$41,880,090
3279	Other non-metallic mineral product manufacturing	\$41,577,550
5313	Activities related to real estate	\$38,436,086
2372	Land subdivision	\$38,183,733
4529	Other general merchandise stores	\$37,932,429
3333	Commercial and service industry machinery manufacturing	\$37,695,988
3339	Other general-purpose machinery manufacturing	\$36,185,495
2371	Utility system construction	\$35,984,261
4471	Gasoline stations	\$34,154,828
4179	Other machinery, equipment and supplies merchant wholesalers	\$34,050,352
4145	Pharmaceuticals, toiletries, cosmetics and sundries merchant wholesalers	\$34,001,181
4412	Other motor vehicle dealers	\$33,228,503
4521	Department stores	\$33,107,335
3221	Pulp, paper and paperboard mills	\$33,036,815
2373	Highway, street and bridge construction	\$32,795,271
4921	Couriers	\$32,473,996
5613	Employment services	\$32,430,288
3344	Semiconductor and other electronic component manufacturing	\$32,337,989
4481	Clothing stores	\$31,689,356
4884	Support activities for road transportation	\$31,354,932
3331	Agricultural, construction and mining machinery manufacturing	\$31,187,060
4441	Building material and supplies dealers	\$30,771,933
4132	Beverage merchant wholesalers	\$30,522,066
5324	Commercial and industrial machinery and equipment rental and leasing	\$30,482,902
4853	Taxi and limousine service	\$29,633,781
6232	Residential developmental handicap, mental health and substance abuse facilities	\$29,631,791
5621	Waste collection	\$28,750,668
6116	Other schools and instruction	\$27,426,166
5121	Motion picture and video industries	\$26,901,897

NAICS	Industry	Exports
7139	Other amusement and recreation industries	\$26,654,923
4172	Construction, forestry, mining, and industrial machinery, equipment and supplies merchant wholesalers	\$26,515,096
3329	Other fabricated metal product manufacturing	\$26,471,515
3311	Iron and steel mills and ferro-alloy manufacturing	\$25,104,498
3362	Motor vehicle body and trailer manufacturing	\$24,831,708
4413	Automotive parts, accessories and tire stores	\$24,816,026
4152	New motor vehicle parts and accessories merchant wholesalers	\$24,759,921
8123	Dry cleaning and laundry services	\$24,441,338
3342	Communications equipment manufacturing	\$24,278,474
5222	Non-depository credit intermediation	\$23,819,338
4422	Home furnishings stores	\$23,793,250
5418	Advertising, public relations, and related services	\$23,354,385
3119	Other food manufacturing	\$22,477,104
6115	Technical and trade schools	\$22,209,883
3345	Navigational, measuring, medical and control instruments manufacturing	\$22,029,049
3241	Petroleum and coal product manufacturing	\$21,987,511
5312	Offices of real estate agents and brokers	\$21,392,702
4161	Electrical, plumbing, heating and air-conditioning equipment and supplies merchant wholesalers	\$21,237,814
9111	Defence services	\$21,174,173
3336	Engine, turbine and power transmission equipment manufacturing	\$20,896,028
5322	Consumer goods rental	\$20,651,444
7224	Drinking places (alcoholic beverages)	\$20,516,173
4181	Recyclable material merchant wholesalers	\$20,039,304
5191	Other information services	\$20,037,585
6242	Community food and housing, and emergency and other relief services	\$19,940,279
4911	Postal service	\$19,372,283
3273	Cement and concrete product manufacturing	\$18,632,269
3256	Soap, cleaning compound and toilet preparation manufacturing	\$18,469,490
4189	Other miscellaneous merchant wholesalers	\$18,289,059
4453	Beer, wine and liquor stores	\$17,862,896
5151	Radio and television broadcasting	\$17,690,255
4442	Lawn and garden equipment and supplies stores	\$17,576,974
3332	Industrial machinery manufacturing	\$17,320,871
3361	Motor vehicle manufacturing	\$17,148,571
6216	Home health care services	\$16,429,147
5417	Scientific research and development services	\$15,888,463
4173	Computer and communications equipment and supplies merchant wholesalers	\$15,645,521
6215	Medical and diagnostic laboratories	\$15,606,643
8139	Business, professional, labour and other membership organizations	\$15,419,246
4543	Direct selling establishments	\$15,302,500
3341	Computer and peripheral equipment manufacturing	\$15,165,761
5511	Management of companies and enterprises	\$15,036,399
3222	Converted paper product manufacturing	\$14,633,909
8113	Commercial and industrial machinery and equipment (except automotive and electronic) repair and maintenance	\$14,432,496
6243	Vocational rehabilitation services	\$13,764,006
3327	Machine shops, turned product, and screw, nut and bolt manufacturing	\$13,530,809
4931	Warehousing and storage	\$13,457,258
3118	Bakeries and tortilla manufacturing	\$13,455,449
7132	Gambling industries	\$13,175,307
2379	Other heavy and civil engineering construction	\$13,171,458
3359	Other electrical equipment and component manufacturing	\$12,374,115
4151	Motor vehicle merchant wholesalers	\$11,362,268

NAICS	Industry	Exports
5614	Business support services	\$11,333,840
4452	Specialty food stores	\$11,152,029
3255	Paint, coating and adhesive manufacturing	\$10,843,653
4533	Used merchandise stores	\$10,361,891
3231	Printing and related support activities	\$10,262,413
7212	Recreational vehicle (RV) parks and recreational camps	\$10,212,286
3272	Glass and glass product manufacturing	\$10,156,785
2212	Natural gas distribution	\$9,923,905
8131	Religious organizations	\$9,866,917
4885	Freight transportation arrangement	\$9,721,323
5615	Travel arrangement and reservation services	\$9,677,766
4162	Metal service centres	\$9,245,870
8134	Civic and social organizations	\$9,048,632
4511	Sporting goods, hobby and musical instrument stores	\$9,007,323
3116	Meat product manufacturing	\$8,939,078
7121	Heritage institutions	\$8,922,342
5179	Other telecommunications	\$8,645,007
3262	Rubber product manufacturing	\$8,375,003
4191	Business-to-business electronic markets, and agents and brokers	\$8,108,516
5616	Investigation and security services	\$8,061,459
4184	Chemical (except agricultural) and allied product merchant wholesalers	\$7,873,045
3334	Ventilation, heating, air-conditioning and commercial refrigeration equipment manufacturing	\$7,805,194
4431	Electronics and appliance stores	\$7,779,861
4421	Furniture stores	\$7,575,158
2213	Water, sewage and other systems	\$7,125,982
5619	Other support services	\$7,108,179
3152	Cut and sew clothing manufacturing	\$7,081,535
3122	Tobacco manufacturing	\$6,923,460
5629	Remediation and other waste management services	\$6,704,825
3328	Coating, engraving, cold and heat treating and allied activities	\$6,335,700
4859	Other transit and ground passenger transportation	\$6,305,878
3259	Other chemical product manufacturing	\$6,247,936
8132	Grant-making and giving services	\$6,030,343
7223	Special food services	\$6,002,659
7111	Performing arts companies	\$5,968,848
8129	Other personal services	\$5,904,858
3312	Steel product manufacturing from purchased steel	\$5,807,467
5223	Activities related to credit intermediation	\$5,725,034
1141	Fishing	\$5,489,211
5182	Data processing, hosting, and related services	\$5,432,010
5622	Waste treatment and disposal	\$5,424,632
5174	Satellite telecommunications	\$5,279,516
4183	Agricultural supplies merchant wholesalers	\$5,188,925
4121	Petroleum and petroleum products merchant wholesalers	\$5,065,322
5414	Specialized design services	\$4,710,010
3372	Office furniture (including fixtures) manufacturing	\$4,648,031
3351	Electric lighting equipment manufacturing	\$4,610,613
6117	Educational support services	\$4,586,706
5111	Newspaper, periodical, book and directory publishers	\$4,312,690
1150	Support activities for farms	\$4,117,560
1153	Support activities for forestry	\$3,754,100
3251	Basic chemical manufacturing	\$3,720,456
8122	Funeral services	\$3,560,845
4144	Personal goods merchant wholesalers	\$3,335,761

NAICS	Industry	Exports
8133	Social advocacy organizations	\$3,316,537
8112	Electronic and precision equipment repair and maintenance	\$3,301,217
4171	Farm, lawn and garden machinery and equipment merchant wholesalers	\$3,198,136
8114	Personal and household goods repair and maintenance	\$3,080,729
4141	Textile, clothing and footwear merchant wholesalers	\$3,072,099
4851	Urban transit systems	\$3,057,688
4111	Farm product merchant wholesalers	\$2,639,983
4143	Home furnishings merchant wholesalers	\$2,616,134
3366	Ship and boat building	\$2,545,207
4482	Shoe stores	\$2,390,687
4821	Rail transportation	\$2,358,282
4883	Support activities for water transportation	\$2,342,331
4541	Electronic shopping and mail-order houses	\$2,249,587
7112	Spectator sports	\$2,077,968
4483	Jewellery, luggage and leather goods stores	\$2,001,918
4922	Local messengers and local delivery	\$1,702,288
4182	Paper, paper product and disposable plastic product merchant wholesalers	\$1,508,929
4532	Office supplies, stationery and gift stores	\$1,403,416
4513	Book stores and news dealers	\$1,216,263
3115	Dairy product manufacturing	\$1,199,863
7115	Independent artists, writers and performers	\$1,095,659
4142	Home entertainment equipment and household appliance merchant wholesalers	\$1,085,187
3113	Sugar and confectionery product manufacturing	\$1,069,051
4531	Florists	\$1,023,463
3324	Boiler, tank and shipping container manufacturing	\$974,963
3346	Manufacturing and reproducing magnetic and optical media	\$896,552
8141	Private households	\$608,744
4854	School and employee bus transportation	\$575,205
7113	Promoters (presenters) of performing arts, sports and similar events	\$549,502
5612	Facilities support services	\$421,836
3379	Other furniture-related product manufacturing	\$339,435
7131	Amusement parks and arcades	\$229,751
1132	Forest nurseries and gathering of forest products	\$162,077
4542	Vending machine operators	\$145,597
N/A	Total	\$13,247,321,561

Source: Lightcast, Datarun 2024.3

Figure 35 - Exports by Industry Sector, Kelowna CMA, 2021 (excludes values at \$0)

NAICS	Industry	Exports
2361	Residential building construction	\$803,198,455
6221	General medical and surgical hospitals	\$522,619,968
3121	Beverage manufacturing	\$477,857,331
9120	Provincial and territorial public administration	\$458,418,704
1110	Farms	\$426,694,190
6111	Elementary and secondary schools	\$357,255,961
9130	Local, municipal and regional public administration	\$343,367,959
2111	Oil and gas extraction	\$299,283,791
4881	Support activities for air transportation	\$267,415,111
7225	Full-service restaurants and limited-service eating places	\$248,548,533
5311	Lessors of real estate	\$221,967,052
3114	Fruit and vegetable preserving and specialty food manufacturing	\$219,821,146

NAICS	Industry	Exports
9112	Other federal services (9112-9119)	\$213,032,621
3211	Sawmills and wood preservation	\$210,378,301
6113	Universities	\$192,179,691
6233	Community care facilities for the elderly	\$169,793,010
5221	Depository credit intermediation	\$157,537,955
5415	Computer systems design and related services	\$135,984,234
5331	Lessors of non-financial intangible assets (except copyrighted works)	\$135,754,330
2382	Building equipment contractors	\$121,664,377
6112	Community colleges and C.E.G.E.P.s	\$119,057,142
5413	Architectural, engineering and related services	\$110,881,070
6231	Nursing care facilities	\$95,877,992
7211	Traveller accommodation	\$92,843,634
2381	Foundation, structure, and building exterior contractors	\$89,210,303
4841	General freight trucking	\$87,631,789
6212	Offices of dentists	\$85,767,283
6211	Offices of physicians	\$85,230,433
9141	Aboriginal public administration	\$82,302,208
6214	Out-patient care centres	\$81,838,589
5173	Wired and wireless telecommunications carriers (except satellite)	\$81,272,188
6239	Other residential care facilities	\$79,988,449
4411	Automobile dealers	\$79,300,554
5242	Agencies, brokerages and other insurance related activities	\$76,062,889
2383	Building finishing contractors	\$75,434,397
3364	Aerospace product and parts manufacturing	\$73,605,882
5231	Securities and commodity contracts intermediation and brokerage	\$73,137,874
5416	Management, scientific and technical consulting services	\$73,075,164
3399	Other miscellaneous manufacturing	\$72,958,450
4131	Food merchant wholesalers	\$71,928,864
4812	Non-scheduled air transportation	\$71,557,071
6219	Other ambulatory health care services	\$70,283,784
4842	Specialized freight trucking	\$69,147,015
1133	Logging	\$64,421,032
5112	Software publishers	\$63,861,868
8121	Personal care services	\$61,931,854
6213	Offices of other health practitioners	\$61,147,910
6241	Individual and family services	\$60,879,808
3371	Household and institutional furniture and kitchen cabinet manufacturing	\$60,697,468
3212	Veneer, plywood and engineered wood product manufacturing	\$57,933,052
2131	Support activities for mining, and oil and gas extraction	\$56,307,063
5411	Legal services	\$55,728,547
2211	Electric power generation, transmission and distribution	\$55,500,061
5313	Activities related to real estate	\$55,224,503
4461	Health and personal care stores	\$55,075,709
5419	Other professional, scientific and technical services	\$54,554,516
8111	Automotive repair and maintenance	\$54,071,766
5241	Insurance carriers	\$52,441,502
3254	Pharmaceutical and medicine manufacturing	\$50,768,816
5239	Other financial investment activities	\$50,587,185
5412	Accounting, tax preparation, bookkeeping and payroll services	\$49,031,021
4163	Lumber, millwork, hardware and other building supplies merchant wholesalers	\$46,013,990
3391	Medical equipment and supplies manufacturing	\$44,910,243
5617	Services to buildings and dwellings	\$44,138,821
5613	Employment services	\$43,842,349
3363	Motor vehicle parts manufacturing	\$43,174,504

NAICS	Industry	Exports
4451	Grocery stores	\$42,369,921
2389	Other specialty trade contractors	\$42,308,982
5611	Office administrative services	\$40,869,041
5312	Offices of real estate agents and brokers	\$40,374,095
3261	Plastic product manufacturing	\$40,123,220
2362	Non-residential building construction	\$39,422,197
4412	Other motor vehicle dealers	\$38,718,207
3219	Other wood product manufacturing	\$38,455,322
2122	Metal ore mining	\$37,694,680
3323	Architectural and structural metals manufacturing	\$35,683,591
6244	Child day-care services	\$32,584,425
4921	Couriers	\$32,547,486
4539	Other miscellaneous store retailers	\$31,761,944
3279	Other non-metallic mineral product manufacturing	\$31,354,762
3339	Other general-purpose machinery manufacturing	\$30,436,165
4884	Support activities for road transportation	\$30,073,200
4471	Gasoline stations	\$29,319,451
4413	Automotive parts, accessories and tire stores	\$28,809,208
5321	Automotive equipment rental and leasing	\$28,394,058
5621	Waste collection	\$27,863,685
4441	Building material and supplies dealers	\$27,746,191
3344	Semiconductor and other electronic component manufacturing	\$27,598,153
4145	Pharmaceuticals, toiletries, cosmetics and sundries merchant wholesalers	\$27,501,315
2371	Utility system construction	\$27,495,918
6232	Residential developmental handicap, mental health and substance abuse facilities	\$26,904,833
3253	Pesticide, fertilizer and other agricultural chemical manufacturing	\$26,701,362
2372	Land subdivision	\$26,021,594
7139	Other amusement and recreation industries	\$25,747,679
2373	Highway, street and bridge construction	\$25,635,642
5222	Non-depository credit intermediation	\$25,606,887
2123	Non-metallic mineral mining and quarrying	\$25,504,261
4811	Scheduled air transportation	\$25,404,764
8123	Dry cleaning and laundry services	\$25,251,708
3122	Tobacco manufacturing	\$25,087,588
4179	Other machinery, equipment and supplies merchant wholesalers	\$24,333,932
3221	Pulp, paper and paperboard mills	\$23,971,747
5324	Commercial and industrial machinery and equipment rental and leasing	\$23,829,182
4172	Construction, forestry, mining, and industrial machinery, equipment and supplies merchant wholesalers	\$23,527,060
4529	Other general merchandise stores	\$23,382,179
3333	Commercial and service industry machinery manufacturing	\$23,169,060
4152	New motor vehicle parts and accessories merchant wholesalers	\$22,463,142
4521	Department stores	\$22,279,389
3329	Other fabricated metal product manufacturing	\$22,130,115
4189	Other miscellaneous merchant wholesalers	\$21,845,234
3361	Motor vehicle manufacturing	\$21,267,901
4453	Beer, wine and liquor stores	\$20,997,078
4132	Beverage merchant wholesalers	\$20,957,850
6116	Other schools and instruction	\$20,828,119
3311	Iron and steel mills and ferro-alloy manufacturing	\$20,412,893
6115	Technical and trade schools	\$20,043,111
5121	Motion picture and video industries	\$20,003,872
5418	Advertising, public relations, and related services	\$19,563,037
3362	Motor vehicle body and trailer manufacturing	\$19,544,702

NAICS	Industry	Exports
4161	Electrical, plumbing, heating and air-conditioning equipment and supplies merchant wholesalers	\$18,594,722
4481	Clothing stores	\$18,570,795
4442	Lawn and garden equipment and supplies stores	\$18,027,873
3256	Soap, cleaning compound and toilet preparation manufacturing	\$17,565,761
9111	Defence services	\$17,500,422
3342	Communications equipment manufacturing	\$17,429,602
4422	Home furnishings stores	\$17,411,545
3119	Other food manufacturing	\$17,249,308
3332	Industrial machinery manufacturing	\$16,538,027
6242	Community food and housing, and emergency and other relief services	\$16,314,123
3345	Navigational, measuring, medical and control instruments manufacturing	\$16,293,926
4181	Recyclable material merchant wholesalers	\$16,154,851
5322	Consumer goods rental	\$16,136,825
3331	Agricultural, construction and mining machinery manufacturing	\$16,012,978
6243	Vocational rehabilitation services	\$16,003,767
4911	Postal service	\$15,773,799
3273	Cement and concrete product manufacturing	\$15,027,536
8139	Business, professional, labour and other membership organizations	\$14,958,541
6216	Home health care services	\$14,927,070
7224	Drinking places (alcoholic beverages)	\$14,325,464
5151	Radio and television broadcasting	\$13,734,325
4173	Computer and communications equipment and supplies merchant wholesalers	\$13,623,756
5417	Scientific research and development services	\$13,525,396
2379	Other heavy and civil engineering construction	\$13,052,415
8131	Religious organizations	\$12,656,069
5191	Other information services	\$12,520,539
4533	Used merchandise stores	\$11,981,766
6215	Medical and diagnostic laboratories	\$11,971,862
3359	Other electrical equipment and component manufacturing	\$11,835,476
3222	Converted paper product manufacturing	\$11,797,880
4151	Motor vehicle merchant wholesalers	\$11,682,665
3118	Bakeries and tortilla manufacturing	\$11,471,007
3272	Glass and glass product manufacturing	\$11,316,358
3262	Rubber product manufacturing	\$10,995,630
5511	Management of companies and enterprises	\$10,909,558
4191	Business-to-business electronic markets, and agents and brokers	\$10,813,871
8134	Civic and social organizations	\$10,491,640
5614	Business support services	\$10,402,910
4931	Warehousing and storage	\$10,258,094
3336	Engine, turbine and power transmission equipment manufacturing	\$10,087,164
3231	Printing and related support activities	\$9,995,414
3241	Petroleum and coal product manufacturing	\$9,869,293
5179	Other telecommunications	\$9,829,055
3327	Machine shops, turned product, and screw, nut and bolt manufacturing	\$9,729,089
8113	Commercial and industrial machinery and equipment (except automotive and electronic) repair and maintenance	\$9,625,689
4885	Freight transportation arrangement	\$9,547,609
5616	Investigation and security services	\$9,480,119
3116	Meat product manufacturing	\$9,442,146
4853	Taxi and limousine service	\$9,262,862
5615	Travel arrangement and reservation services	\$8,920,840
4184	Chemical (except agricultural) and allied product merchant wholesalers	\$8,710,480
2212	Natural gas distribution	\$8,457,737
4452	Specialty food stores	\$8,395,655

NAICS	Industry	Exports
4421	Furniture stores	\$8,338,217
3255	Paint, coating and adhesive manufacturing	\$8,267,495
4431	Electronics and appliance stores	\$8,196,836
4162	Metal service centres	\$8,123,908
4183	Agricultural supplies merchant wholesalers	\$8,010,460
7121	Heritage institutions	\$7,618,485
5111	Newspaper, periodical, book and directory publishers	\$7,554,822
4511	Sporting goods, hobby and musical instrument stores	\$7,151,253
5619	Other support services	\$7,104,825
5629	Remediation and other waste management services	\$7,013,282
5622	Waste treatment and disposal	\$6,792,251
5182	Data processing, hosting, and related services	\$6,544,790
7111	Performing arts companies	\$6,263,599
3341	Computer and peripheral equipment manufacturing	\$6,200,336
1141	Fishing	\$6,039,794
7132	Gambling industries	\$6,036,706
4543	Direct selling establishments	\$5,906,543
5174	Satellite telecommunications	\$5,773,269
3334	Ventilation, heating, air-conditioning and commercial refrigeration equipment manufacturing	\$5,596,900
3328	Coating, engraving, cold and heat treating and allied activities	\$5,544,167
3259	Other chemical product manufacturing	\$5,141,533
5414	Specialized design services	\$5,075,589
8112	Electronic and precision equipment repair and maintenance	\$4,992,355
1150	Support activities for farms	\$4,837,724
7212	Recreational vehicle (RV) parks and recreational camps	\$4,710,589
3312	Steel product manufacturing from purchased steel	\$4,692,224
8129	Other personal services	\$4,636,393
8132	Grant-making and giving services	\$4,452,635
6117	Educational support services	\$4,379,348
5223	Activities related to credit intermediation	\$4,348,888
3372	Office furniture (including fixtures) manufacturing	\$4,110,678
2213	Water, sewage and other systems	\$4,093,324
1153	Support activities for forestry	\$4,085,072
3351	Electric lighting equipment manufacturing	\$3,940,733
8114	Personal and household goods repair and maintenance	\$3,902,925
3152	Cut and sew clothing manufacturing	\$3,872,083
4859	Other transit and ground passenger transportation	\$3,864,839
8133	Social advocacy organizations	\$3,569,150
7223	Special food services	\$3,504,255
8122	Funeral services	\$3,376,858
4111	Farm product merchant wholesalers	\$3,356,209
4121	Petroleum and petroleum products merchant wholesalers	\$3,282,297
3251	Basic chemical manufacturing	\$3,121,600
4144	Personal goods merchant wholesalers	\$2,942,974
4883	Support activities for water transportation	\$2,877,343
4141	Textile, clothing and footwear merchant wholesalers	\$2,806,431
4541	Electronic shopping and mail-order houses	\$2,734,952
3366	Ship and boat building	\$2,679,821
4482	Shoe stores	\$2,541,861
4171	Farm, lawn and garden machinery and equipment merchant wholesalers	\$2,439,219
4143	Home furnishings merchant wholesalers	\$2,301,673
4483	Jewellery, luggage and leather goods stores	\$2,048,045
4821	Rail transportation	\$2,011,991
4182	Paper, paper product and disposable plastic product merchant wholesalers	\$1,954,329

NAICS	Industry	Exports
4851	Urban transit systems	\$1,885,334
4513	Book stores and news dealers	\$1,626,421
4922	Local messengers and local delivery	\$1,582,327
4532	Office supplies, stationery and gift stores	\$1,468,860
4542	Vending machine operators	\$1,426,001
7112	Spectator sports	\$1,397,583
3113	Sugar and confectionery product manufacturing	\$1,296,588
3115	Dairy product manufacturing	\$1,279,698
3324	Boiler, tank and shipping container manufacturing	\$1,155,677
7115	Independent artists, writers and performers	\$1,010,739
4142	Home entertainment equipment and household appliance merchant wholesalers	\$898,792
4531	Florists	\$751,653
4854	School and employee bus transportation	\$728,957
8141	Private households	\$662,548
5612	Facilities support services	\$546,058
3379	Other furniture-related product manufacturing	\$473,355
7113	Promoters (presenters) of performing arts, sports and similar events	\$438,603
1132	Forest nurseries and gathering of forest products	\$208,967
7131	Amusement parks and arcades	\$174,385
n/a	Total	\$11,572,318,202

Source: Lightcast, Datarun 2024.3

Figure 36 – Industry Supply Chain Table, Kelowna CMA, 2022

NAICS	Purchases from	In-region Purchases	%	Imported Purchases	%	Total Purchases
3241	Petroleum and coal product manufacturing	\$21,150,166	4.1%	\$490,195,503	95.9%	\$511,345,669
5413	Architectural, engineering and related services	\$164,099,657	54.3%	\$138,291,559	45.7%	\$302,391,216
5311	Lessors of real estate	\$222,594,872	75.2%	\$73,317,950	24.8%	\$295,912,821
5221	Depository credit intermediation	\$147,489,966	55.7%	\$117,457,267	44.3%	\$264,947,233
1110	Farms	\$186,220,444	78.7%	\$50,470,330	21.3%	\$236,690,774
3261	Plastic product manufacturing	\$38,604,945	17.0%	\$189,026,597	83.0%	\$227,631,542
5415	Computer systems design and related services	\$148,981,383	66.9%	\$73,597,085	33.1%	\$222,578,468
3323	Architectural and structural metals manufacturing	\$80,248,399	38.3%	\$129,442,917	61.7%	\$209,691,315
4841	General freight trucking	\$97,762,513	48.9%	\$102,356,906	51.1%	\$200,119,420
5241	Insurance carriers	\$76,012,907	40.1%	\$113,392,593	59.9%	\$189,405,499
2211	Electric power generation, transmission and distribution	\$57,583,736	36.0%	\$102,172,509	64.0%	\$159,756,245
5617	Services to buildings and dwellings	\$108,389,233	69.8%	\$46,787,532	30.2%	\$155,176,765
5416	Management, scientific and technical consulting services	\$119,047,321	86.5%	\$18,601,782	13.5%	\$137,649,103
4842	Specialized freight trucking	\$64,496,247	49.0%	\$67,086,678	51.0%	\$131,582,926
5412	Accounting, tax preparation, bookkeeping and payroll services	\$76,049,083	61.5%	\$47,517,565	38.5%	\$123,566,648
2111	Oil and gas extraction	\$42,561,228	35.2%	\$78,369,201	64.8%	\$120,930,428
3254	Pharmaceutical and medicine manufacturing	\$41,526,677	34.6%	\$78,644,738	65.4%	\$120,171,415

NAICS	Purchases from	In-region Purchases	%	Imported Purchases	%	Total Purchases
5611	Office administrative services	\$48,382,111	41.2%	\$68,969,519	58.8%	\$117,351,629
3219	Other wood product manufacturing	\$56,404,518	49.3%	\$58,085,266	50.7%	\$114,489,784
1133	Logging	\$114,417,484	100.0%	\$23,749	0.0%	\$114,441,233
5411	Legal services	\$80,854,305	72.7%	\$30,297,015	27.3%	\$111,151,321
5173	Wired and wireless telecommunications carriers(except satellite)	\$73,475,662	68.4%	\$33,873,402	31.6%	\$107,349,064
3211	Sawmills and wood preservation	\$81,528,638	77.7%	\$23,418,442	22.3%	\$104,947,081
3359	Other electrical equipment and component manufacturing	\$15,952,838	15.7%	\$85,897,585	84.3%	\$101,850,423
5613	Employment services	\$63,414,534	62.4%	\$38,167,861	37.6%	\$101,582,394
2382	Building equipment contractors	\$78,956,440	81.4%	\$18,033,153	18.6%	\$96,989,593
3273	Cement and concrete product manufacturing	\$46,837,154	48.3%	\$50,148,653	51.7%	\$96,985,807
2131	Support activities for mining, and oil and gas extraction	\$60,282,934	62.5%	\$36,148,996	37.5%	\$96,431,930
5239	Other financial investment activities	\$55,378,693	59.3%	\$37,999,243	40.7%	\$93,377,936
3253	Pesticide, fertilizer and other agricultural chemical manufacturing	\$77,448,144	84.5%	\$14,192,510	15.5%	\$91,640,654
3116	Meat product manufacturing	\$3,116,435	3.4%	\$88,256,743	96.6%	\$91,373,178
6221	General medical and surgical hospitals	\$86,178,336	94.8%	\$4,710,322	5.2%	\$90,888,659
3329	Other fabricated metal product manufacturing	\$29,978,872	33.7%	\$59,048,858	66.3%	\$89,027,730
5331	Lessors of non-financial intangible assets (except copyrighted works)	\$75,421,006	86.0%	\$12,229,953	14.0%	\$87,650,959
7225	Full-service restaurants and limited-service eating places	\$69,303,171	81.4%	\$15,814,239	18.6%	\$85,117,410
3212	Veneer, plywood and engineered wood product manufacturing	\$53,437,028	63.5%	\$30,701,370	36.5%	\$84,138,398
3363	Motor vehicle parts manufacturing	\$18,011,538	21.5%	\$65,755,126	78.5%	\$83,766,664
3222	Converted paper product manufacturing	\$12,684,746	15.5%	\$68,999,403	84.5%	\$81,684,149
5191	Other information services	\$40,445,675	50.8%	\$39,208,151	49.2%	\$79,653,827
5418	Advertising, public relations, and related services	\$30,672,763	40.2%	\$45,543,841	59.8%	\$76,216,604
5419	Other professional, scientific and technical services	\$63,458,403	83.7%	\$12,399,094	16.3%	\$75,857,496
4163	Lumber, millwork, hardware and other building supplies merchant wholesalers	\$52,879,292	69.9%	\$22,729,484	30.1%	\$75,608,775
3334	Ventilation, heating, air-conditioning and commercial refrigeration equipment manufacturing	\$7,859,691	11.4%	\$61,129,774	88.6%	\$68,989,465
7211	Traveller accommodation	\$61,228,547	92.8%	\$4,745,352	7.2%	\$65,973,899
9130	Local, municipal and regional public administration	\$32,247,367	49.6%	\$32,798,109	50.4%	\$65,045,476
4441	Building material and supplies dealers	\$39,479,960	60.9%	\$25,325,396	39.1%	\$64,805,356
3112	Grain and oilseed milling	\$0	0.0%	\$64,672,200	100.0%	\$64,672,200
4921	Couriers	\$44,342,945	69.3%	\$19,624,991	30.7%	\$63,967,935
3391	Medical equipment and supplies manufacturing	\$52,953,320	83.7%	\$10,345,360	16.3%	\$63,298,680
5324	Commercial and industrial machinery and equipment rental and leasing	\$40,513,165	64.3%	\$22,504,521	35.7%	\$63,017,687
3311	Iron and steel mills and ferro-alloy manufacturing	\$22,950,557	36.6%	\$39,678,819	63.4%	\$62,629,376

NAICS	Purchases from	In-region Purchases	%	Imported Purchases	%	Total Purchases
3121	Beverage manufacturing	\$62,236,344	99.7%	\$214,690	0.3%	\$62,451,034
4811	Scheduled air transportation	\$47,677,425	76.6%	\$14,575,183	23.4%	\$62,252,608
3327	Machine shops, turned product, and screw, nut and bolt manufacturing	\$17,693,946	28.4%	\$44,529,889	71.6%	\$62,223,835
5231	Securities and commodity contracts intermediation and brokerage	\$54,044,779	87.5%	\$7,691,718	12.5%	\$61,736,497
4161	Electrical, plumbing, heating and air-conditioning equipment and supplies merchant wholesalers	\$25,189,891	40.8%	\$36,537,858	59.2%	\$61,727,749
4885	Freight transportation arrangement	\$12,560,157	20.6%	\$48,314,891	79.4%	\$60,875,049
5242	Agencies, brokerages and other insurance related activities	\$60,118,153	99.0%	\$635,700	1.0%	\$60,753,852
5222	Non-depository credit intermediation	\$31,380,547	52.7%	\$28,108,797	47.3%	\$59,489,344
5511	Management of companies and enterprises	\$23,814,559	40.4%	\$35,161,292	59.6%	\$58,975,851
3251	Basic chemical manufacturing	\$1,903,813	3.3%	\$56,573,931	96.7%	\$58,477,743
4881	Support activities for air transportation	\$53,978,477	93.7%	\$3,608,339	6.3%	\$57,586,816
3371	Household and institutional furniture and kitchen cabinet manufacturing	\$34,777,832	62.2%	\$21,094,109	37.8%	\$55,871,942
5614	Business support services	\$23,208,633	41.6%	\$32,584,154	58.4%	\$55,792,787
3231	Printing and related support activities	\$19,516,495	35.2%	\$35,950,573	64.8%	\$55,467,069
3342	Communications equipment manufacturing	\$20,426,547	37.7%	\$33,739,301	62.3%	\$54,165,848
3364	Aerospace product and parts manufacturing	\$16,187,293	29.9%	\$37,883,701	70.1%	\$54,070,994
3324	Boiler, tank and shipping container manufacturing	\$1,442,053	2.7%	\$52,333,139	97.3%	\$53,775,192
5619	Other support services	\$17,732,559	33.9%	\$34,535,361	66.1%	\$52,267,920
3111	Animal food manufacturing	\$0	0.0%	\$50,370,916	100.0%	\$50,370,916
5616	Investigation and security services	\$23,203,928	46.4%	\$26,803,189	53.6%	\$50,007,117
3119	Other food manufacturing	\$9,758,975	19.6%	\$40,089,259	80.4%	\$49,848,234
4131	Food merchant wholesalers	\$28,562,386	57.4%	\$21,188,059	42.6%	\$49,750,445
3399	Other miscellaneous manufacturing	\$30,312,915	61.0%	\$19,382,175	39.0%	\$49,695,090
3279	Other non-metallic mineral product manufacturing	\$34,633,213	73.9%	\$12,210,266	26.1%	\$46,843,479
3345	Navigational, measuring, medical and control instruments manufacturing	\$10,790,893	23.5%	\$35,197,297	76.5%	\$45,988,189
3339	Other general-purpose machinery manufacturing	\$14,604,884	32.2%	\$30,780,796	67.8%	\$45,385,680
3262	Rubber product manufacturing	\$6,016,994	13.4%	\$38,854,896	86.6%	\$44,871,890
4821	Rail transportation	\$1,419,335	3.2%	\$42,304,995	96.8%	\$43,724,330
2122	Metal ore mining	\$6,981,125	16.0%	\$36,677,513	84.0%	\$43,658,638
4884	Support activities for road transportation	\$26,252,097	61.5%	\$16,409,501	38.5%	\$42,661,598
3115	Dairy product manufacturing	\$742,427	1.8%	\$41,072,402	98.2%	\$41,814,829
3331	Agricultural, construction and mining machinery manufacturing	\$15,210,781	37.0%	\$25,849,256	63.0%	\$41,060,037
9120	Provincial and territorial public administration	\$21,517,721	52.7%	\$19,308,997	47.3%	\$40,826,718
2389	Other specialty trade contractors	\$30,994,833	77.2%	\$9,163,826	22.8%	\$40,158,659
4172	Construction, forestry, mining, and industrial machinery, equipment and supplies merchant wholesalers	\$18,937,629	47.3%	\$21,098,488	52.7%	\$40,036,117

NAICS	Purchases from	In-region Purchases	%	Imported Purchases	%	Total Purchases
5182	Data processing, hosting, and related services	\$8,972,039	22.5%	\$30,940,078	77.5%	\$39,912,117
8113	Commercial and industrial machinery and equipment (except automotive and electronic) repair and maintenance	\$24,236,896	60.9%	\$15,539,154	39.1%	\$39,776,050
2381	Foundation, structure, and building exterior contractors	\$34,597,951	87.6%	\$4,896,509	12.4%	\$39,494,460
5112	Software publishers	\$36,740,537	94.5%	\$2,121,248	5.5%	\$38,861,784
5313	Activities related to real estate	\$28,135,577	73.9%	\$9,917,191	26.1%	\$38,052,768
3353	Electrical equipment manufacturing	\$0	0.0%	\$37,207,919	100.0%	\$37,207,919
3314	Non-ferrous metal (except aluminum) production and processing	\$0	0.0%	\$36,686,078	100.0%	\$36,686,078
3252	Resin, synthetic rubber, and artificial and synthetic fibres and filaments manufacturing	\$0	0.0%	\$35,552,610	100.0%	\$35,552,610
5223	Activities related to credit intermediation	\$11,040,692	31.3%	\$24,208,627	68.7%	\$35,249,320
2371	Utility system construction	\$22,818,204	65.2%	\$12,183,573	34.8%	\$35,001,777
3255	Paint, coating and adhesive manufacturing	\$13,526,407	38.8%	\$21,377,099	61.2%	\$34,903,506
5121	Motion picture and video industries	\$14,067,737	40.9%	\$20,302,322	59.1%	\$34,370,058
8111	Automotive repair and maintenance	\$29,009,841	86.5%	\$4,524,301	13.5%	\$33,534,141
3272	Glass and glass product manufacturing	\$11,612,793	34.9%	\$21,692,630	65.1%	\$33,305,423
3344	Semiconductor and other electronic component manufacturing	\$20,819,908	62.9%	\$12,272,064	37.1%	\$33,091,971
3114	Fruit and vegetable preserving and specialty food manufacturing	\$29,967,507	92.0%	\$2,622,910	8.0%	\$32,590,417
5321	Automotive equipment rental and leasing	\$30,111,232	93.3%	\$2,173,553	6.7%	\$32,284,785
4911	Postal service	\$21,686,338	68.0%	\$10,209,266	32.0%	\$31,895,605
5111	Newspaper, periodical, book and directory publishers	\$5,915,812	18.7%	\$25,687,546	81.3%	\$31,603,358
4179	Other machinery, equipment and supplies merchant wholesalers	\$20,283,916	64.8%	\$11,004,800	35.2%	\$31,288,716
3312	Steel product manufacturing from purchased steel	\$5,599,668	18.0%	\$25,525,065	82.0%	\$31,124,734
4173	Computer and communications equipment and supplies merchant wholesalers	\$12,138,425	39.5%	\$18,587,896	60.5%	\$30,726,321
4931	Warehousing and storage	\$10,915,439	36.1%	\$19,354,338	63.9%	\$30,269,777
3259	Other chemical product manufacturing	\$6,124,408	20.6%	\$23,563,796	79.4%	\$29,688,204
9112	Other federal services (9112-9119)	\$11,940,735	40.4%	\$17,594,435	59.6%	\$29,535,170
2383	Building finishing contractors	\$25,608,229	88.0%	\$3,494,848	12.0%	\$29,103,077
3256	Soap, cleaning compound and toilet preparation manufacturing	\$9,228,775	32.0%	\$19,588,467	68.0%	\$28,817,242
4145	Pharmaceuticals, toiletries, cosmetics and sundries merchant wholesalers	\$18,654,624	64.9%	\$10,077,070	35.1%	\$28,731,695
1153	Support activities for forestry	\$9,537,570	33.3%	\$19,079,278	66.7%	\$28,616,848
6111	Elementary and secondary schools	\$19,186,945	70.9%	\$7,881,424	29.1%	\$27,068,370
6231	Nursing care facilities	\$23,661,832	87.6%	\$3,338,935	12.4%	\$27,000,767
5629	Remediation and other waste management services	\$12,753,267	47.3%	\$14,192,149	52.7%	\$26,945,416
4461	Health and personal care stores	\$21,424,837	82.8%	\$4,443,544	17.2%	\$25,868,381
4191	Business-to-business electronic markets, and agents and brokers	\$6,296,985	24.8%	\$19,142,215	75.2%	\$25,439,200

NAICS	Purchases from	In-region Purchases	%	Imported Purchases	%	Total Purchases
5151	Radio and television broadcasting	\$21,832,225	86.1%	\$3,511,740	13.9%	\$25,343,965
2123	Non-metallic mineral mining and quarrying	\$8,148,186	32.6%	\$16,850,834	67.4%	\$24,999,019
4121	Petroleum and petroleum products merchant wholesalers	\$5,063,538	20.3%	\$19,929,755	79.7%	\$24,993,293
8139	Business, professional, labour and other membership organizations	\$9,644,778	39.7%	\$14,657,140	60.3%	\$24,301,917
4883	Support activities for water transportation	\$3,182,398	13.4%	\$20,521,749	86.6%	\$23,704,147
5621	Waste collection	\$21,288,574	91.6%	\$1,956,514	8.4%	\$23,245,088
5414	Specialized design services	\$11,783,953	50.8%	\$11,412,155	49.2%	\$23,196,108
5152	Pay and specialty television	\$0	0.0%	\$22,895,839	100.0%	\$22,895,839
4451	Grocery stores	\$13,738,530	60.7%	\$8,904,157	39.3%	\$22,642,687
4162	Metal service centres	\$10,543,692	47.7%	\$11,554,117	52.3%	\$22,097,809
6214	Out-patient care centres	\$19,348,295	87.6%	\$2,745,311	12.4%	\$22,093,606
3333	Commercial and service industry machinery manufacturing	\$14,280,422	66.2%	\$7,284,597	33.8%	\$21,565,019
3313	Alumina and aluminum production and processing	\$0	0.0%	\$21,442,960	100.0%	\$21,442,960
6211	Offices of physicians	\$18,411,612	86.2%	\$2,958,871	13.8%	\$21,370,482
7139	Other amusement and recreation industries	\$15,828,501	76.1%	\$4,963,774	23.9%	\$20,792,275
3351	Electric lighting equipment manufacturing	\$4,036,570	19.8%	\$16,321,540	80.2%	\$20,358,111
6241	Individual and family services	\$17,016,399	83.6%	\$3,331,906	16.4%	\$20,348,305
3118	Bakeries and tortilla manufacturing	\$2,880,577	14.3%	\$17,310,693	85.7%	\$20,191,270
5622	Waste treatment and disposal	\$10,095,089	50.1%	\$10,050,899	49.9%	\$20,145,988
2373	Highway, street and bridge construction	\$16,382,863	81.6%	\$3,701,746	18.4%	\$20,084,609
3221	Pulp, paper and paperboard mills	\$11,428,114	57.0%	\$8,614,227	43.0%	\$20,042,341
2212	Natural gas distribution	\$10,042,090	51.7%	\$9,389,398	48.3%	\$19,431,488
5312	Offices of real estate agents and brokers	\$14,796,880	78.3%	\$4,107,157	21.7%	\$18,904,036
3369	Other transportation equipment manufacturing	\$0	0.0%	\$17,934,603	100.0%	\$17,934,603
5417	Scientific research and development services	\$4,601,916	25.7%	\$13,269,929	74.3%	\$17,871,845
4411	Automobile dealers	\$13,640,915	78.6%	\$3,706,480	21.4%	\$17,347,394
3117	Seafood product preparation and packaging	\$0	0.0%	\$17,241,273	100.0%	\$17,241,273
4529	Other general merchandise stores	\$12,942,293	75.8%	\$4,139,581	24.2%	\$17,081,875
4471	Gasoline stations	\$14,238,919	83.5%	\$2,817,268	16.5%	\$17,056,187
3336	Engine, turbine and power transmission equipment manufacturing	\$8,449,507	49.6%	\$8,590,416	50.4%	\$17,039,922
5179	Other telecommunications	\$8,274,949	50.5%	\$8,109,434	49.5%	\$16,384,383
3326	Spring and wire product manufacturing	\$0	0.0%	\$16,351,216	100.0%	\$16,351,216
5615	Travel arrangement and reservation services	\$9,951,378	61.3%	\$6,281,126	38.7%	\$16,232,504
4853	Taxi and limousine service	\$15,482,344	96.4%	\$576,800	3.6%	\$16,059,145
4812	Non-scheduled air transportation	\$16,016,693	100.0%	\$3,060	0.0%	\$16,019,752
4152	New motor vehicle parts and accessories merchant wholesalers	\$8,687,216	55.1%	\$7,092,593	44.9%	\$15,779,808
6244	Child day-care services	\$12,305,015	79.0%	\$3,267,706	21.0%	\$15,572,721
6212	Offices of dentists	\$13,393,035	91.0%	\$1,326,382	9.0%	\$14,719,416
3332	Industrial machinery manufacturing	\$4,395,739	30.5%	\$10,007,027	69.5%	\$14,402,766
3149	Other textile product mills	\$0	0.0%	\$14,233,644	100.0%	\$14,233,644

NAICS	Purchases from	In-region Purchases	%	Imported Purchases	%	Total Purchases
4521	Department stores	\$10,734,274	76.7%	\$3,266,154	23.3%	\$14,000,427
4189	Other miscellaneous merchant wholesalers	\$9,504,858	68.3%	\$4,413,086	31.7%	\$13,917,944
3113	Sugar and confectionery product manufacturing	\$285,102	2.1%	\$13,364,740	97.9%	\$13,649,842
6233	Community care facilities for the elderly	\$13,224,050	99.5%	\$62,022	0.5%	\$13,286,072
4151	Motor vehicle merchant wholesalers	\$4,749,201	36.2%	\$8,384,835	63.8%	\$13,134,036
3335	Metalworking machinery manufacturing	\$0	0.0%	\$12,911,374	100.0%	\$12,911,374
2379	Other heavy and civil engineering construction	\$8,370,802	65.0%	\$4,516,573	35.0%	\$12,887,376
4922	Local messengers and local delivery	\$3,430,797	27.4%	\$9,084,140	72.6%	\$12,514,936
3152	Cut and sew clothing manufacturing	\$1,686,910	13.7%	\$10,597,148	86.3%	\$12,284,058
3341	Computer and peripheral equipment manufacturing	\$4,728,316	38.7%	\$7,498,211	61.3%	\$12,226,527
3325	Hardware manufacturing	\$0	0.0%	\$12,085,660	100.0%	\$12,085,660
3274	Lime and gypsum product manufacturing	\$0	0.0%	\$11,760,489	100.0%	\$11,760,489
1150	Support activities for farms	\$11,514,111	100.0%	\$2	0.0%	\$11,514,113
6113	Universities	\$8,198,251	72.3%	\$3,137,780	27.7%	\$11,336,032
4141	Textile, clothing and footwear merchant wholesalers	\$2,293,516	20.4%	\$8,928,562	79.6%	\$11,222,077
4181	Recyclable material merchant wholesalers	\$8,832,388	79.3%	\$2,308,305	20.7%	\$11,140,693
6213	Offices of other health practitioners	\$10,301,727	92.6%	\$826,128	7.4%	\$11,127,854
4831	Deep sea, coastal and Great Lakes water transportation	\$0	0.0%	\$11,054,077	100.0%	\$11,054,077
4184	Chemical (except agricultural) and allied product merchant wholesalers	\$5,265,157	47.8%	\$5,755,796	52.2%	\$11,020,953
3132	Fabric mills	\$0	0.0%	\$10,894,455	100.0%	\$10,894,455
3321	Forging and stamping	\$0	0.0%	\$10,591,883	100.0%	\$10,591,883
8134	Civic and social organizations	\$5,565,464	52.6%	\$5,007,992	47.4%	\$10,573,456
5612	Facilities support services	\$1,223,513	11.6%	\$9,329,683	88.4%	\$10,553,196
8123	Dry cleaning and laundry services	\$10,194,652	96.9%	\$331,142	3.1%	\$10,525,794
4182	Paper, paper product and disposable plastic product merchant wholesalers	\$1,412,772	13.5%	\$9,035,916	86.5%	\$10,448,688
3352	Household appliance manufacturing	\$0	0.0%	\$10,283,117	100.0%	\$10,283,117
4183	Agricultural supplies merchant wholesalers	\$3,912,894	38.1%	\$6,356,981	61.9%	\$10,269,875
5322	Consumer goods rental	\$9,153,447	93.7%	\$612,890	6.3%	\$9,766,337
3322	Cutlery and hand tool manufacturing	\$0	0.0%	\$9,749,934	100.0%	\$9,749,934
7132	Gambling industries	\$6,087,364	64.5%	\$3,345,479	35.5%	\$9,432,843
4889	Other support activities for transportation	\$0	0.0%	\$9,236,215	100.0%	\$9,236,215
3315	Foundries	\$0	0.0%	\$9,225,968	100.0%	\$9,225,968
6216	Home health care services	\$4,763,661	52.4%	\$4,335,448	47.6%	\$9,099,109
4171	Farm, lawn and garden machinery and equipment merchant wholesalers	\$2,711,112	29.8%	\$6,377,278	70.2%	\$9,088,390
4861	Pipeline transportation of crude oil	\$0	0.0%	\$9,028,713	100.0%	\$9,028,713
8121	Personal care services	\$8,329,762	93.1%	\$616,566	6.9%	\$8,946,328
4854	School and employee bus transportation	\$821,136	9.3%	\$7,975,234	90.7%	\$8,796,370
5122	Sound recording industries	\$0	0.0%	\$8,710,060	100.0%	\$8,710,060
4862	Pipeline transportation of natural gas	\$0	0.0%	\$8,588,714	100.0%	\$8,588,714
3372	Office furniture (including fixtures) manufacturing	\$1,482,700	17.4%	\$7,054,736	82.6%	\$8,537,436

NAICS	Purchases from	In-region Purchases	%	Imported Purchases	%	Total Purchases
4421	Furniture stores	\$4,490,886	53.1%	\$3,971,713	46.9%	\$8,462,599
6219	Other ambulatory health care services	\$8,213,083	98.9%	\$88,711	1.1%	\$8,301,794
6223	Specialty (except psychiatric and substance abuse) hospitals	\$0	0.0%	\$8,203,399	100.0%	\$8,203,399
4144	Personal goods merchant wholesalers	\$2,383,948	29.5%	\$5,707,043	70.5%	\$8,090,991
3271	Clay product and refractory manufacturing	\$0	0.0%	\$8,028,197	100.0%	\$8,028,197
5261	Pension funds	\$0	0.0%	\$7,960,855	100.0%	\$7,960,855
7121	Heritage institutions	\$5,585,298	71.2%	\$2,255,173	28.8%	\$7,840,471
4882	Support activities for rail transportation	\$0	0.0%	\$7,786,053	100.0%	\$7,786,053
3328	Coating, engraving, cold and heat treating and allied activities	\$5,146,644	67.2%	\$2,506,874	32.8%	\$7,653,518
6232	Residential developmental handicap, mental health and substance abuse facilities	\$6,437,801	86.6%	\$997,607	13.4%	\$7,435,408
4543	Direct selling establishments	\$5,616,911	76.6%	\$1,715,674	23.4%	\$7,332,585
4422	Home furnishings stores	\$5,756,049	84.8%	\$1,028,725	15.2%	\$6,784,775
8114	Personal and household goods repair and maintenance	\$4,626,989	68.8%	\$2,094,093	31.2%	\$6,721,082
8132	Grant-making and giving services	\$3,671,332	57.1%	\$2,763,456	42.9%	\$6,434,788
4539	Other miscellaneous store retailers	\$5,914,834	92.0%	\$516,099	8.0%	\$6,430,934
4143	Home furnishings merchant wholesalers	\$1,872,226	29.2%	\$4,537,781	70.8%	\$6,410,006
7223	Special food services	\$2,712,464	43.8%	\$3,485,119	56.2%	\$6,197,583
4541	Electronic shopping and mail-order houses	\$1,429,852	23.7%	\$4,606,361	76.3%	\$6,036,213
4431	Electronics and appliance stores	\$4,571,677	76.2%	\$1,424,235	23.8%	\$5,995,913
4481	Clothing stores	\$4,696,584	78.5%	\$1,290,124	21.5%	\$5,986,709
6239	Other residential care facilities	\$5,793,922	97.8%	\$127,567	2.2%	\$5,921,490
7113	Promoters (presenters) of performing arts, sports and similar events	\$421,431	7.2%	\$5,459,761	92.8%	\$5,881,192
4111	Farm product merchant wholesalers	\$785,145	13.6%	\$4,976,380	86.4%	\$5,761,525
4442	Lawn and garden equipment and supplies stores	\$5,584,489	98.8%	\$69,677	1.2%	\$5,654,166
8112	Electronic and precision equipment repair and maintenance	\$4,179,943	77.8%	\$1,195,099	22.2%	\$5,375,041
3141	Textile furnishings mills	\$0	0.0%	\$5,327,751	100.0%	\$5,327,751
8133	Social advocacy organizations	\$2,077,155	39.7%	\$3,156,902	60.3%	\$5,234,058
2372	Land subdivision	\$4,687,469	94.1%	\$296,384	5.9%	\$4,983,852
2121	Coal mining	\$0	0.0%	\$4,820,375	100.0%	\$4,820,375
7112	Spectator sports	\$1,508,440	31.6%	\$3,271,951	68.4%	\$4,780,390
1132	Forest nurseries and gathering of forest products	\$500,007	10.6%	\$4,231,065	89.4%	\$4,731,072
6222	Psychiatric and substance abuse hospitals	\$0	0.0%	\$4,673,376	100.0%	\$4,673,376
2213	Water, sewage and other systems	\$3,750,104	81.2%	\$870,133	18.8%	\$4,620,237
6243	Vocational rehabilitation services	\$3,710,619	81.4%	\$848,832	18.6%	\$4,559,451
5323	General rental centres	\$0	0.0%	\$4,483,535	100.0%	\$4,483,535
4132	Beverage merchant wholesalers	\$3,828,580	87.3%	\$556,614	12.7%	\$4,385,193
6112	Community colleges and C.E.G.E.P.s	\$3,991,723	91.6%	\$363,738	8.4%	\$4,355,461
6215	Medical and diagnostic laboratories	\$3,617,367	85.0%	\$636,999	15.0%	\$4,254,366
3133	Textile and fabric finishing and fabric coating	\$0	0.0%	\$3,825,474	100.0%	\$3,825,474
5269	Other funds and financial vehicles	\$0	0.0%	\$3,725,715	100.0%	\$3,725,715

NAICS	Purchases from	In-region Purchases	%	Imported Purchases	%	Total Purchases
4511	Sporting goods, hobby and musical instrument stores	\$2,650,075	71.9%	\$1,033,646	28.1%	\$3,683,721
4452	Specialty food stores	\$2,548,818	71.1%	\$1,036,768	28.9%	\$3,585,586
4453	Beer, wine and liquor stores	\$2,827,747	79.2%	\$742,928	20.8%	\$3,570,675
7111	Performing arts companies	\$3,012,208	85.2%	\$523,178	14.8%	\$3,535,386
4413	Automotive parts, accessories and tire stores	\$2,919,572	88.0%	\$397,504	12.0%	\$3,317,076
8129	Other personal services	\$2,448,431	74.2%	\$853,173	25.8%	\$3,301,604
4142	Home entertainment equipment and household appliance merchant wholesalers	\$794,371	24.8%	\$2,404,762	75.2%	\$3,199,133
1131	Timber tract operations	\$0	0.0%	\$2,861,925	100.0%	\$2,861,925
5232	Securities and commodity exchanges	\$0	0.0%	\$2,858,613	100.0%	\$2,858,613
3362	Motor vehicle body and trailer manufacturing	\$2,416,223	88.8%	\$304,178	11.2%	\$2,720,401
7212	Recreational vehicle (RV) parks and recreational camps	\$1,394,194	52.0%	\$1,286,571	48.0%	\$2,680,765
3343	Audio and video equipment manufacturing	\$0	0.0%	\$2,666,527	100.0%	\$2,666,527
7224	Drinking places (alcoholic beverages)	\$2,328,900	89.3%	\$278,249	10.7%	\$2,607,149
3361	Motor vehicle manufacturing	\$109,339	4.3%	\$2,442,422	95.7%	\$2,551,761
4859	Other transit and ground passenger transportation	\$2,499,987	98.9%	\$27,935	1.1%	\$2,527,922
5211	Monetary authorities - central bank	\$0	0.0%	\$2,441,943	100.0%	\$2,441,943
4412	Other motor vehicle dealers	\$2,195,020	94.2%	\$136,192	5.8%	\$2,331,213
6242	Community food and housing, and emergency and other relief services	\$2,219,489	96.9%	\$71,084	3.1%	\$2,290,573
3159	Clothing accessories and other clothing manufacturing	\$0	0.0%	\$2,277,846	100.0%	\$2,277,846
4532	Office supplies, stationery and gift stores	\$728,687	33.5%	\$1,448,733	66.5%	\$2,177,420
1141	Fishing	\$365,163	16.8%	\$1,809,034	83.2%	\$2,174,197
4533	Used merchandise stores	\$1,867,836	86.2%	\$299,883	13.8%	\$2,167,719
3131	Fibre, yarn and thread mills	\$0	0.0%	\$2,166,225	100.0%	\$2,166,225
3122	Tobacco manufacturing	\$1,505,857	74.4%	\$517,921	25.6%	\$2,023,778
4851	Urban transit systems	\$700,122	36.0%	\$1,246,051	64.0%	\$1,946,173
3366	Ship and boat building	\$418,390	21.7%	\$1,511,244	78.3%	\$1,929,633
7213	Rooming and boarding houses	\$0	0.0%	\$1,682,119	100.0%	\$1,682,119
8131	Religious organizations	\$1,328,214	79.5%	\$342,556	20.5%	\$1,670,770
3346	Manufacturing and reproducing magnetic and optical media	\$453,842	27.7%	\$1,185,737	72.3%	\$1,639,579
7131	Amusement parks and arcades	\$168,792	12.1%	\$1,226,600	87.9%	\$1,395,392
4133	Cigarette and tobacco product merchant wholesalers	\$0	0.0%	\$1,368,739	100.0%	\$1,368,739
4852	Interurban and rural bus transportation	\$0	0.0%	\$1,359,890	100.0%	\$1,359,890
5174	Satellite telecommunications	\$1,262,074	93.8%	\$82,774	6.2%	\$1,344,847
6116	Other schools and instruction	\$1,091,312	83.5%	\$215,343	16.5%	\$1,306,655
8122	Funeral services	\$1,159,452	93.9%	\$75,007	6.1%	\$1,234,459
4855	Charter bus industry	\$0	0.0%	\$1,209,912	100.0%	\$1,209,912
7115	Independent artists, writers and performers	\$723,732	60.4%	\$473,773	39.6%	\$1,197,505
4153	Used motor vehicle parts and accessories merchant wholesalers	\$0	0.0%	\$1,116,404	100.0%	\$1,116,404

NAICS	Purchases from	In-region Purchases	%	Imported Purchases	%	Total Purchases
3162	Footwear manufacturing	\$0	0.0%	\$1,084,927	100.0%	\$1,084,927
3379	Other furniture-related product manufacturing	\$76,996	7.7%	\$926,418	92.3%	\$1,003,414
3365	Railroad rolling stock manufacturing	\$0	0.0%	\$1,002,163	100.0%	\$1,002,163
4832	Inland water transportation	\$0	0.0%	\$997,228	100.0%	\$997,228
4482	Shoe stores	\$507,209	61.9%	\$311,687	38.1%	\$818,896
3151	Clothing knitting mills	\$0	0.0%	\$719,338	100.0%	\$719,338
9111	Defence services	\$96,244	14.3%	\$575,720	85.7%	\$671,963
4531	Florists	\$440,175	66.9%	\$217,424	33.1%	\$657,599
4483	Jewellery, luggage and leather goods stores	\$418,790	63.7%	\$238,650	36.3%	\$657,440
3169	Other leather and allied product manufacturing	\$0	0.0%	\$607,322	100.0%	\$607,322
4513	Book stores and news dealers	\$373,641	67.0%	\$184,336	33.0%	\$557,976
7114	Agents and managers for artists, athletes, entertainers and other public figures	\$0	0.0%	\$522,858	100.0%	\$522,858
6115	Technical and trade schools	\$455,978	97.5%	\$11,510	2.5%	\$467,488
4872	Scenic and sightseeing transportation, water	\$0	0.0%	\$440,659	100.0%	\$440,659
6117	Educational support services	\$223,146	59.5%	\$151,815	40.5%	\$374,961
4542	Vending machine operators	\$91,283	27.0%	\$247,185	73.0%	\$338,467
4871	Scenic and sightseeing transportation, land	\$0	0.0%	\$285,619	100.0%	\$285,619
6114	Business schools and computer and management training	\$0	0.0%	\$253,778	100.0%	\$253,778
3161	Leather and hide tanning and finishing	\$0	0.0%	\$190,325	100.0%	\$190,325
1142	Hunting and trapping	\$0	0.0%	\$39,103	100.0%	\$39,103
4869	Other pipeline transportation	\$0	0.0%	\$37,341	100.0%	\$37,341

Source: Lightcast, Datarun 2024.3

Appendix B – Community Engagement Results



Regional District of Central Okanagan Economic Development Commissions

Community Engagement and Survey Results

November 2024

Disclaimer

This report was provided to summarize the Central Okanagan Business and Workforce Survey 2024.

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Project Objectives and Methodology



Objectives and methodology

Objectives and methodology

The purpose of the community engagement was to gather feedback from interested parties through one-on-one interviews and business and workforce surveys. Engagement activities also included a workshop session with the Central Okanagan Economic Development Commission (COEDC) Advisory Committee.

The one-on-one interviews included a total of 15 interviews among key community employers and other organizations identified by COEDC. The results are presented as their findings, and additional analysis of these findings is provided in the Strategic Directions Report.

The purpose of the 2024 Central Okanagan Business and Workforce Survey was to:

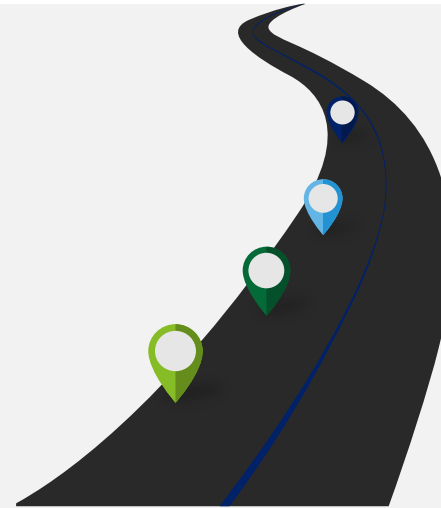
- Gain insight into the region's workforce characteristics, opportunities, and challenges
- Understand business experiences, sentiments, and perceptions
- Contribute to shaping COEDC's Strategy to 2030, which will outline key areas of focus and priorities aimed at fostering sustainable economic growth.

The survey was conducted using Qualtrics, a state-of-the-art Computer Aided Web-Interview system, and it was available from September 2nd to September 30th to encourage participation. A total of 167 business surveys and 227 workforce surveys were completed. The survey was programmed using screener questions that directed each respondent to their respective survey (business or workforce) based on their responses.

The results of this survey are designed to approximate the experiences and perceptions of the business community and workforce as a whole, but sample sizes within each industry do not provide enough statistical accuracy to perform an industry-by-industry analysis.

By aligning these activities with the top priorities of local businesses and the needs of the regional workforce, the COEDC can effectively plan and implement initiatives that support the sustainable growth and success of businesses in the area, while also enhancing the overall working environment for the local workforce.

Interviews Summary



Key Strengths and Challenges for the Central Okanagan

Strengths

- **Critical mass and investment attraction:** Following an extended period of strong growth, the Central Okanagan is reaching critical mass as a stand-alone metropolitan region that has proven attractive to high-income individuals and their companies. “Critical mass” means having the depth of services, institutions, and a diverse business community and economic base that can attract external investment.
- **Quality of life and demographic diversity:** Despite challenges with affordability (see below), the region's quality of life continues to attract people, contributing to a diverse and growing population which supports various sectors including tourism, agriculture, and technology.
- **Educational institutions and talent generation:** Institutions like UBC Okanagan and Okanagan College are pivotal in generating a skilled workforce, fostering innovation, and maintaining demographic diversity through an influx of students. Okanagan School District #23 is also an integral building block of regional talent creation, with high ratings for student achievement and entrepreneurial support programs. The region also hosts other institutions and satellite campuses including the Centre for Arts and Technology, First College, the Sprott-Shaw Community College, and the British Columbia Institute of Technology among others.
- **Strong tourism sector:** The region's established tourism sector benefits from a high rate of return visitors and has evolved to offer year-round attractions. Many business investors and new residents first visit the region as tourists.
- **Agricultural heritage and innovation:** Despite recent challenges, the food and beverage sector (including wine) remains a cornerstone of the local economy, with opportunities for innovation in tech-infused agriculture practices and continued growth in food and beverage manufacturing.

Challenges

- **Housing affordability and high cost of living:** High living costs and housing shortages pose significant challenges for residents and potential newcomers, impacting workforce attraction and retention. Despite these challenges, the relative affordability of the region compared to Vancouver is acknowledged.
- **Challenging conditions in traditional core sectors:** The regional economy is now highly diversified, but the traditional core sectors of tourism and agriculture/food & beverage face challenging conditions, including from climate change.
- **Workforce issues:** Post-COVID workforce disruptions continue, with challenges in retaining skilled labour due to high living costs and better opportunities elsewhere.
- **Infrastructure and transportation:** Adequate infrastructure and efficient transportation systems are lacking, which could hinder future economic expansion and quality of life.
- **Bureaucracy and challenges in obtaining building permits:** Obtaining building permits is a challenge. Depending on the permits sought, wait times can be up to three years.

Key Opportunities for the Central Okanagan

Opportunities

- **Diversification through tech and innovation:** There is potential to diversify the economy by leveraging local educational institutions to foster sectors like clean tech, digital media, and AI. There are also opportunities in developing the aerospace sector, clean tech and green industries, and leveraging the research capabilities at UBCO.
- **Enhanced quality of life initiatives:** Focusing on creating affordable housing and sustainable living conditions can make the region more attractive for skilled professionals and young families.
- **Strengthening educational synergies:** Further integration between local businesses and educational institutions can enhance innovation, entrepreneurship, and workforce readiness.
- **Sustainable tourism and agriculture:** Innovating within these traditional sectors to adapt to climate challenges and changing market demands can open new avenues for growth. Expanding opportunities in agri-tech, healthy community initiatives, food and beverage, and SMEs.
- **Investment in infrastructure:** Developing transportation and technological infrastructure to support emerging industries and improve connectivity within the region.
- **Repositioning and rethinking the tourism industry:** To expand beyond the peak season and explore opportunities in winter, spring, and fall.
- **Capitalizing on population growth and attracting skilled immigrants:** to support various sectors, such as services for new Canadians and language education. Customizing growth and building out services and amenities to accommodate the influx of residents and create a unique growth model.
- **Expanding the film and animation industry:** Become a recognized spot for digital content.
- **Developing the aerospace industry** and attracting major players to the region.

Thinking About Potential Priority Areas, What Emerging Industries, Markets or Initiatives Should COEDC Focus

Investment Attraction

- Focus on tourism businesses that cater to health and wellness, individual travel, and year-round activities.
- Leverage the presence of aviation and aerospace industries in the region for investment attraction.
- Explore opportunities in high-tech manufacturing, clean technology, and animation technology.
- Develop major attractions in the region to drive investment and tourism growth.
- Align with Canadian ecosystems to attract investment from Canadian investors.
- Attract larger events and conferences to showcase the region and attract professionals.
- Support ag innovation companies to scale up and reap the rewards of their developments.
- Work on attracting newcomers to the region and support connections for settlement.
- Promote UBCO's Innovation Precinct as a low-cost innovation platform for businesses to interact with the university.
- Focus on reducing red tape and addressing agricultural land regulations to make investment attraction easier.

Workforce Development

- Prioritize workforce development in the tourism sector, particularly for entry-level positions, and address the housing affordability issue to retain youth in the region.
- Advocate for local government to address housing issues and support post-secondary education facilities to attract and develop talent.
- Explore partnerships with specialty HR firms and organizations like Go2HR to gain insights into workforce attraction and retention strategies.
- Focus on attracting experienced professionals from Europe through job fairs and working holiday programs.
- Strengthen partnerships with schools to develop programs in animation, film skills, and other high-demand sectors.
- Conduct compensation studies and messaging campaigns to address the perception of low wages and high cost of living in the region.
- Support upskilling programs and efforts to develop a skilled workforce in sectors like agriculture and automation.
- Prioritize mental health support for newcomers and help employers diversify their workforces.
- Support international students and their spouses in finding job opportunities and integrating into the community.
- Address the demand for skilled trades, particularly in construction, aerospace, and healthcare.
- Collaborate with Okanagan College and UBCO to develop industry-specific programs and pathways for career advancement.
- Recognize the challenges in the agriculture industry and explore automation solutions for small-scale growers.
- Address the cost of living and housing affordability to attract and retain talent in various sectors.
- Explore initiatives to show career progression and pathways in industries like aviation.

Thinking About Potential Priority Areas, What Emerging Industries, Markets or Initiatives Should COEDC Focus

Innovation and Technology

- Innovation and technology can drive economic growth in the Central Okanagan by supporting climate adaptation and resilience, improving transportation systems, and attracting investment in green/clean tech.
- Prioritize collaboration and innovation in the tech sector, aligning schools, training facilities, and the private sector.
- Invest in digital animation, VR, 3D animation, and digital post-production to become leaders in the field.
- Support the growth of high-potential, high-technology sector companies and bridge the gap between startups and established companies.
- Foster linkages between educational institutions and community problems to address local challenges and support innovation.
- Collaborate with non-profit organizations and create opportunities for collision between tech and traditional industries.
- Increase awareness and education about the local tech sector's innovations and capabilities.
- Embrace and share technological advancements in sectors like aviation to showcase the region's tech leadership.
- Encourage broader utilization of local tech tools and resources through education and awareness initiatives.

Sustainability and Resiliency

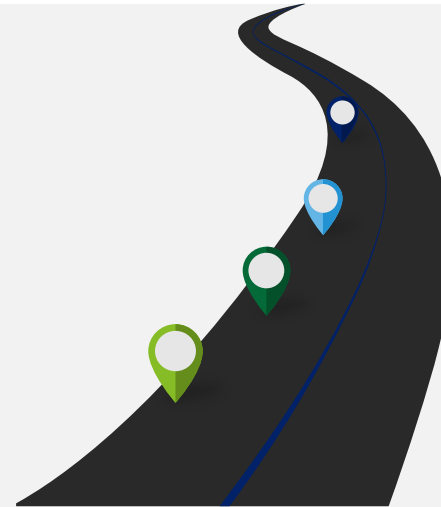
- Sustainability and resiliency contribute to long-term economic growth by attracting companies that prioritize ESG practices and appealing to the greater world.
- Support the growth of companies in the sustainability space and attract compatible companies to develop a sustainable cluster.
- Be the repository and corporate memory of best practices for resilience and work with associations in the region.
- Focus on clean tech and green economy initiatives, such as plastic recycling and sustainable film and animation productions.
- Recognize the social good component of agriculture and prioritize preserving farm capacity and agritourism for sustainability.
- Address water shortages, environmental flow requirements, and practice effective environmental policies locally.
- Embrace the deeper understanding of sustainability and resilience among youth and learn from the indigenous community's knowledge of caring for the earth.
- Carefully define and implement sustainability practices at the regional level to go beyond buzzwords and have a meaningful impact.
- Encourage companies to go beyond talking about sustainability and actually implement sustainable practices in their day-to-day operation.

Thinking About Potential Priority Areas, What Emerging Industries, Markets or Initiatives Should COEDC Focus

Economic Development Vision

- Differentiate the Central Okanagan region by focusing on electrification of cars, trains, and active transport methods, and becoming a leader in sustainable practices.
- Move away from heavy reliance on tourism and promote more stable industries like medical and aircraft services.
- Rally people together and work on the region's brand to reflect its growth and quality of life.
- Promote the Central Okanagan as a greener, sustainable place and leverage its strengths in agri-business and agri-tourism. Focus on sustainability as a key attribute and vision for the region, pushing for sustainable growth in all sectors.
- Establish the region as a world-renowned hub for film and animation, attracting top talent and investing in the latest technology.
- Emphasize the region's lifestyle, youthful identity, and progressive view of innovation and technology.
- Position the Central Okanagan as a place for productivity and market expansion, highlighting its potential for growth and success.
- Create a welcoming and community-oriented environment to attract people to the region.

Executive Summary



Executive Summary – Business Findings

Key findings – Business survey

Business Community Firmographics: Businesses were represented across all sectors, sizes and sub-regions, with majority of business owners being located in Kelowna (65%). Across all industry sectors, the professional, scientific and technical service industry captured a high percentage of business owners in the region.

Business Performance: 80% of business owners reported their revenues at their business to remain the same, or increase, further indicating a number of growing business existing in the region.

Revenue Expectations: 63% of respondents believed their revenues will be increasing over the next 12 months, indicating a positive perception of financial performance from business owners.

Overall Satisfaction: A total of 79% of all respondents felt somewhat or very satisfied with Central Okanagan as a place to do business.

Individual Satisfaction: When asked to rate their level of satisfaction with various factors of doing business within the region, the availability of post-secondary programming (75%), technology and productivity resources (73%), and business-related training (69%) were factors with the highest level of satisfaction.

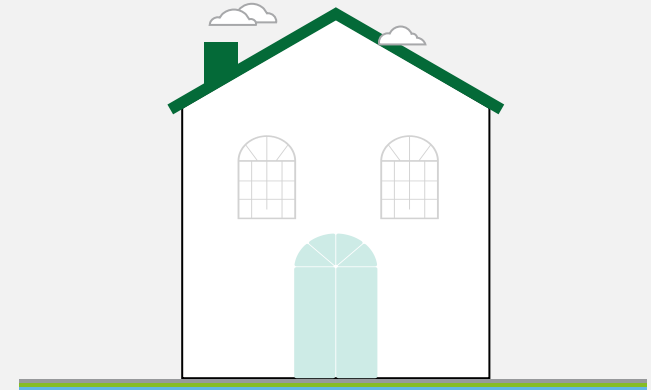
Priority Matrix: The derived importance calculations revealed top priorities for improvement to be the availability of adequate housing, the availability of health and medical services, and the affordability of business property for rent or lease. Improvement in these factors can increase the overall satisfaction levels for the region.

Recruitment Challenges: When asked respondents which skill level is the most challenging to recruit candidates, 40% of respondents indicated the intermediate skill level of to be the most challenging to recruit.

Future Plans: 50% of respondents reported to maintain their business operations over the next 24 months, with 36% with plans for expansion.

Business Supports: When asked about the types of business supports that would be helpful in achieving their business goals, respondents indicated marketing and business development (42%), professional services (40%) and financing services (35%) to be the top supports.

Business Survey Findings

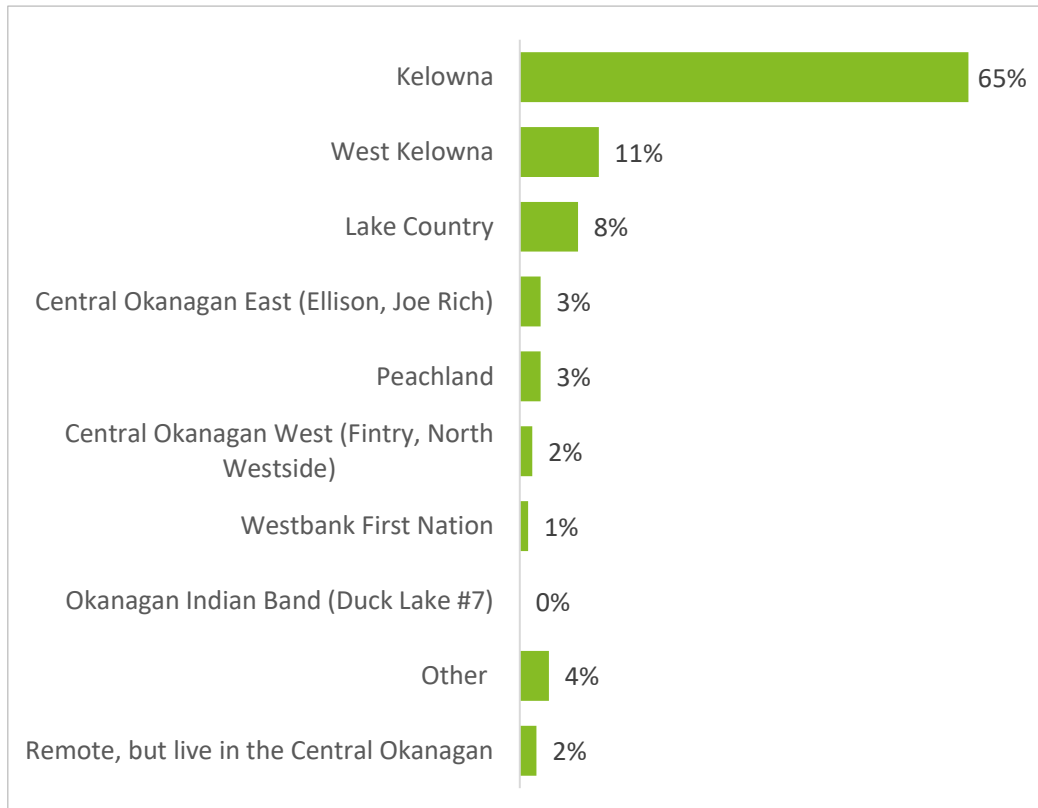




Business Community Firmographics

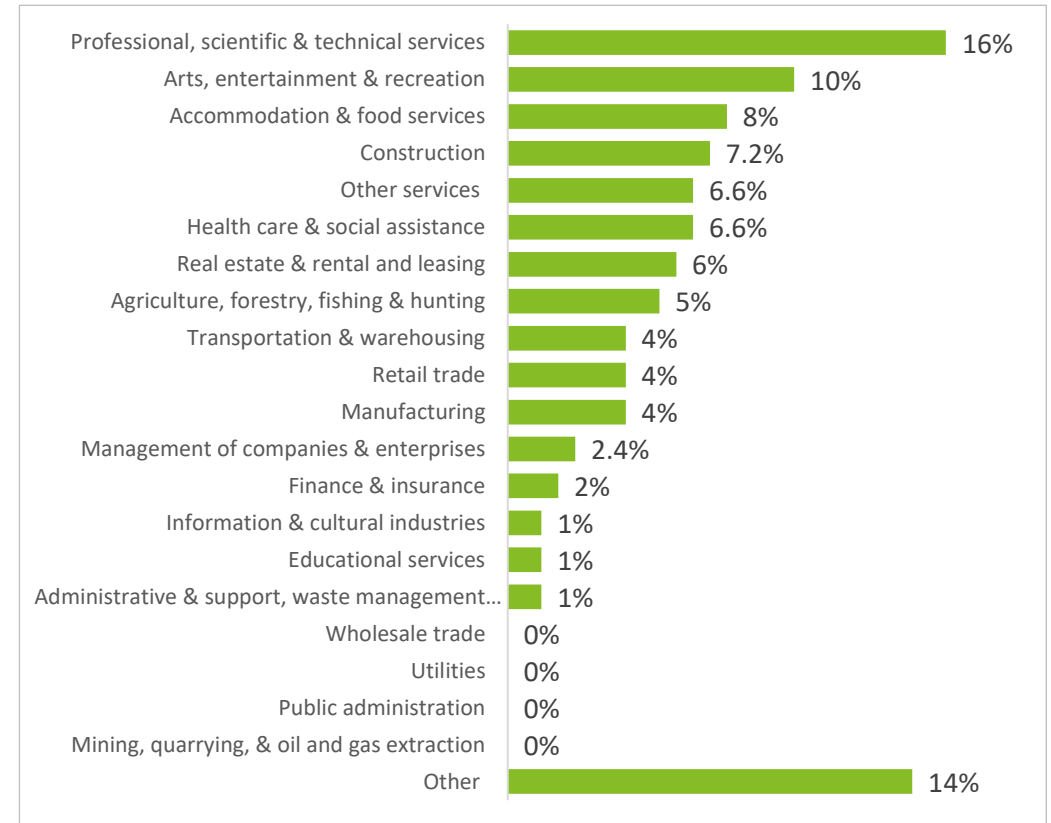
Firmographics

Q1: Where is your business located? (n=167)



- 65% of respondents had businesses located within the Kelowna region.
- *Other responses include: Vernon, Big White, and all of Central Okanagan.*

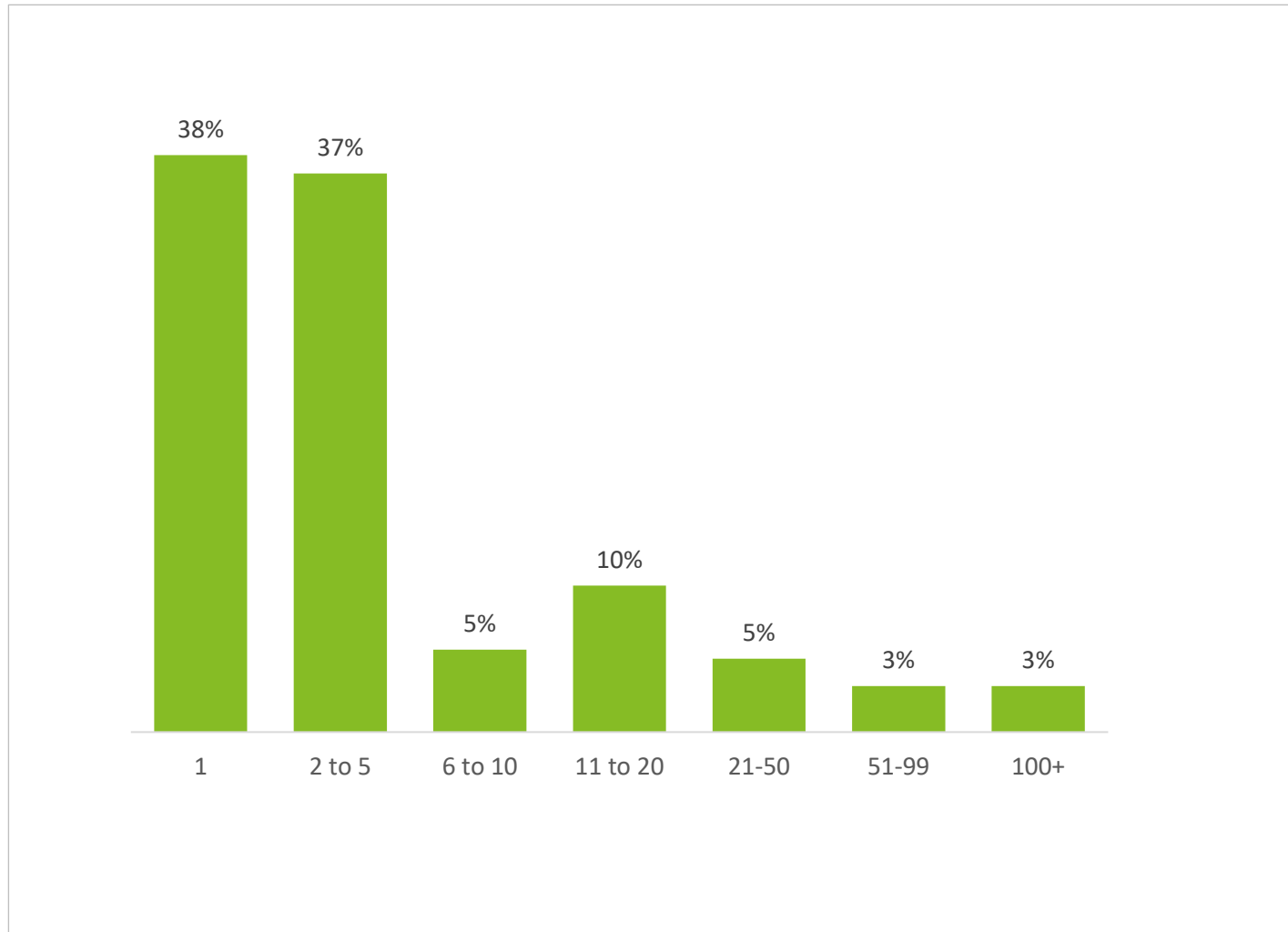
Q2: How would you classify your business by industry? (n=167)



- 16% of respondents reported to classify their business as Professional, scientific and technical services.
- *Other responses include: Consulting services, tourism, childcare, hospitality, and automotive repair.*

Firmographics

Q3: Including yourself, how many full-time employees work at this location? (n=167)

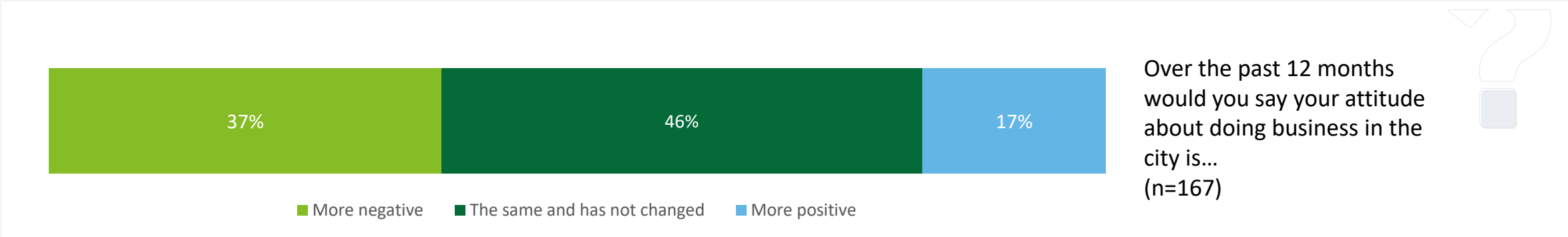
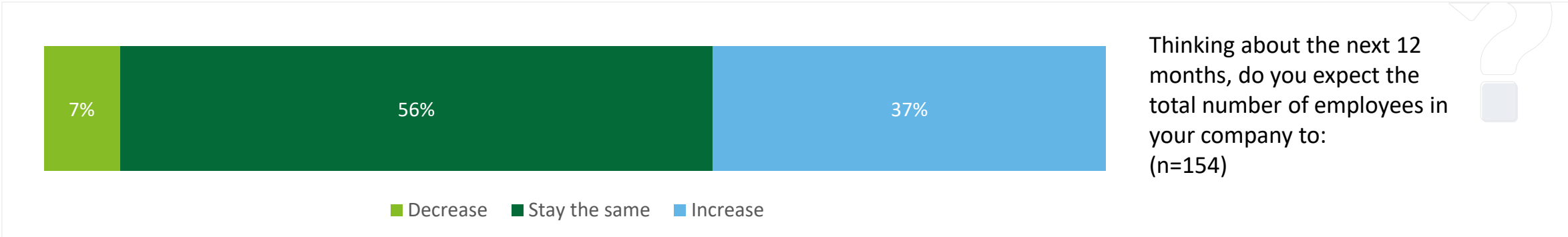
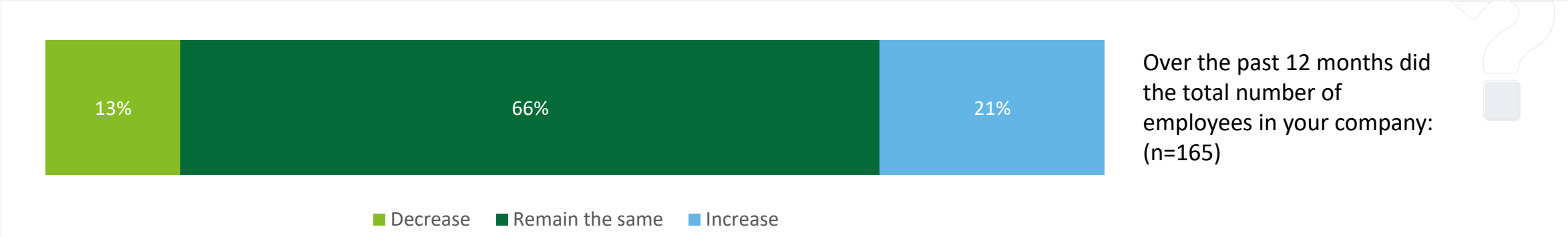


- Most businesses reported having 1-5 full-time employees, indicating the existence of small-sized businesses in the region (75%).
- The survey also captured larger employers in the region, who have over 100 employees (3%).

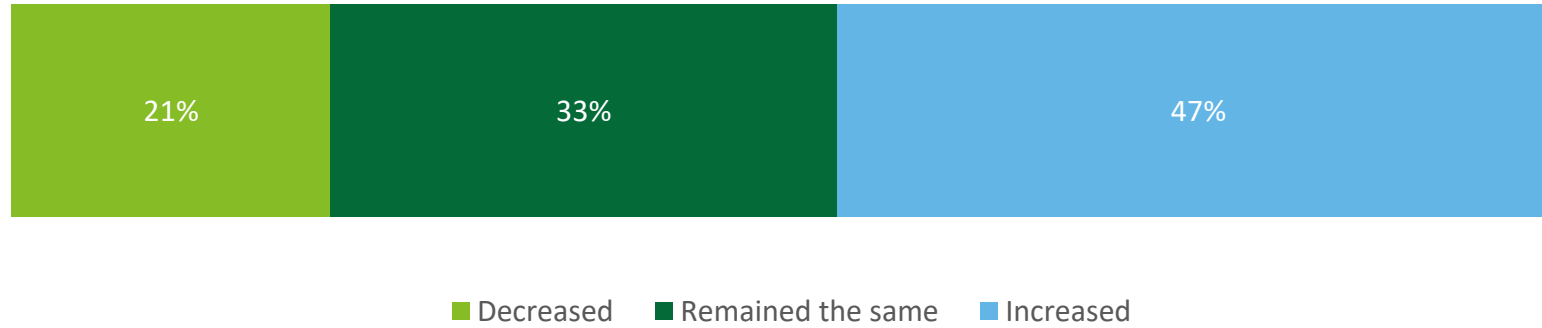


Business Performance

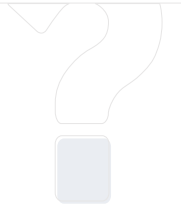
Business Performance



Business Performance

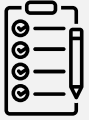


Over the past 12 months have revenues at your business...
(n=165)

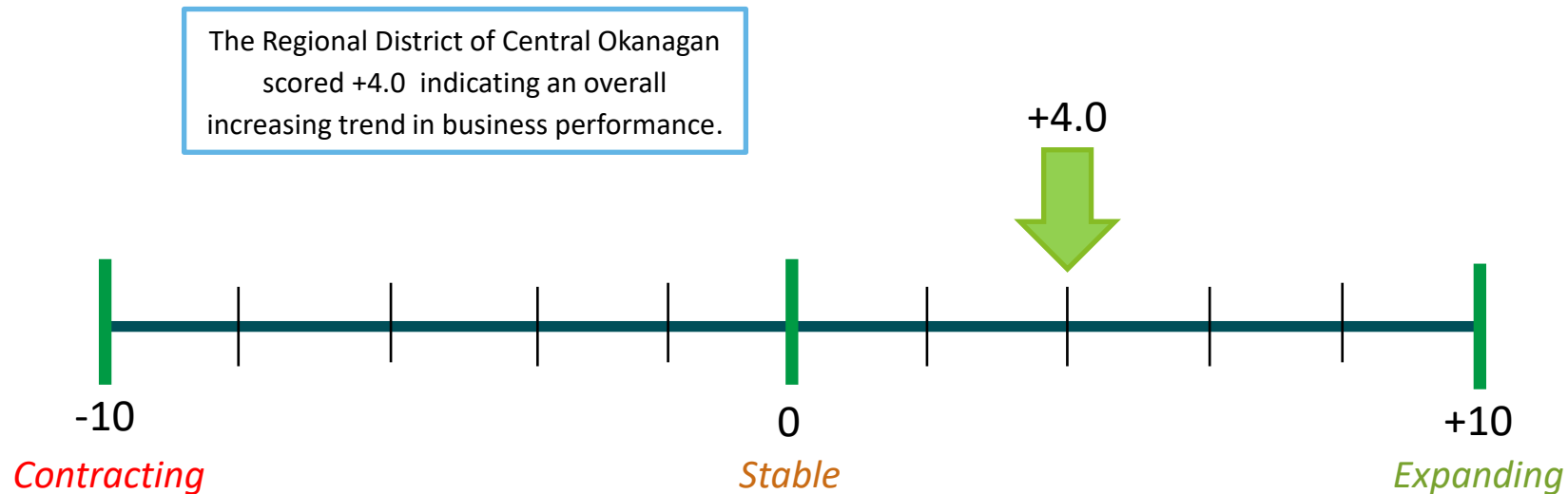


And what are your expectations for the next 12 months in total revenues compared to last 12 months?
(n=152)





The Business Performance Forecast is a metric created by combining the five business performance questions. It considers the changes in staff, revenue and attitudes among businesses in the district for an overall directional picture of the business climate in the area.

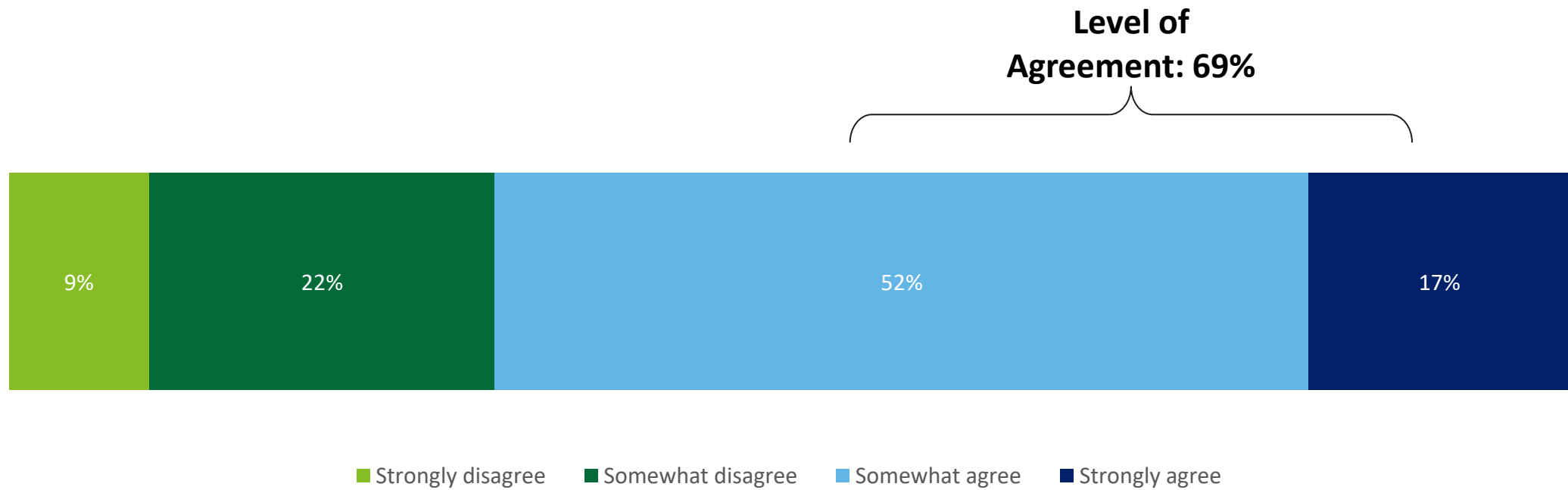




Net Promoter Score



Please rate the level to which you agree or disagree with the following statement: I would recommend the Central Okanagan to another business looking to expand or relocate. (n=167)



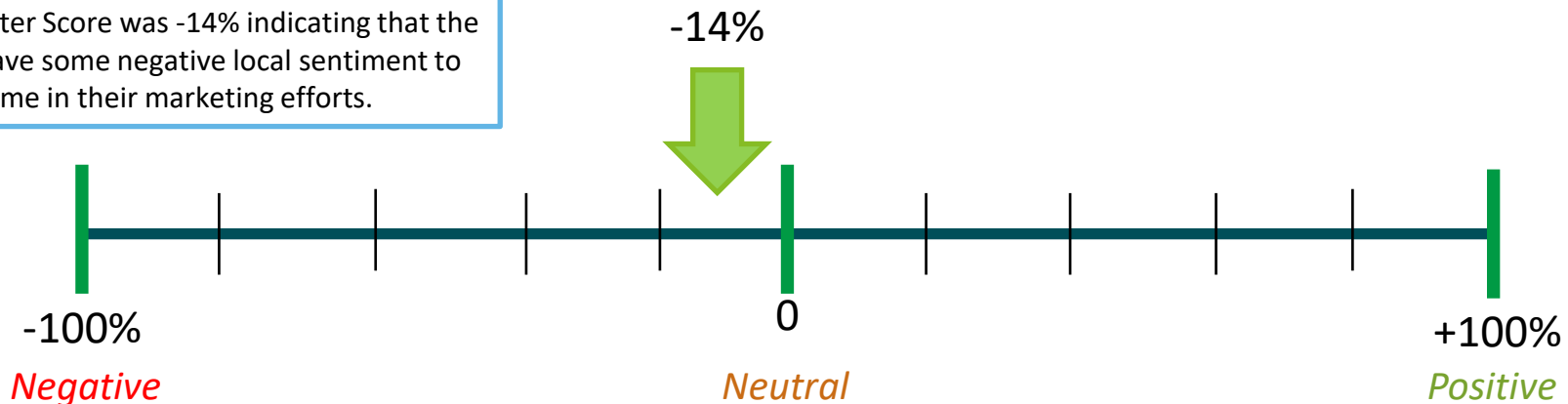
Net Promoter Score



Net Promoter Score: Based on response to the following statement – “I would recommend the Central Okanagan to another business looking to expand or relocate.” (n=167)

Group	Definition	Response to question	Percentage
Promoters	Active proponents of the community	Strongly Agree	17%
Passives	Neutral businesses	Somewhat Agree	52%
Detractors	Businesses with a negative opinion that may harm branding efforts	Somewhat Disagree or Strongly Disagree	31%

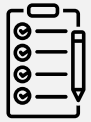
The Net Promoter Score was -14% indicating that the region may have some negative local sentiment to overcome in their marketing efforts.





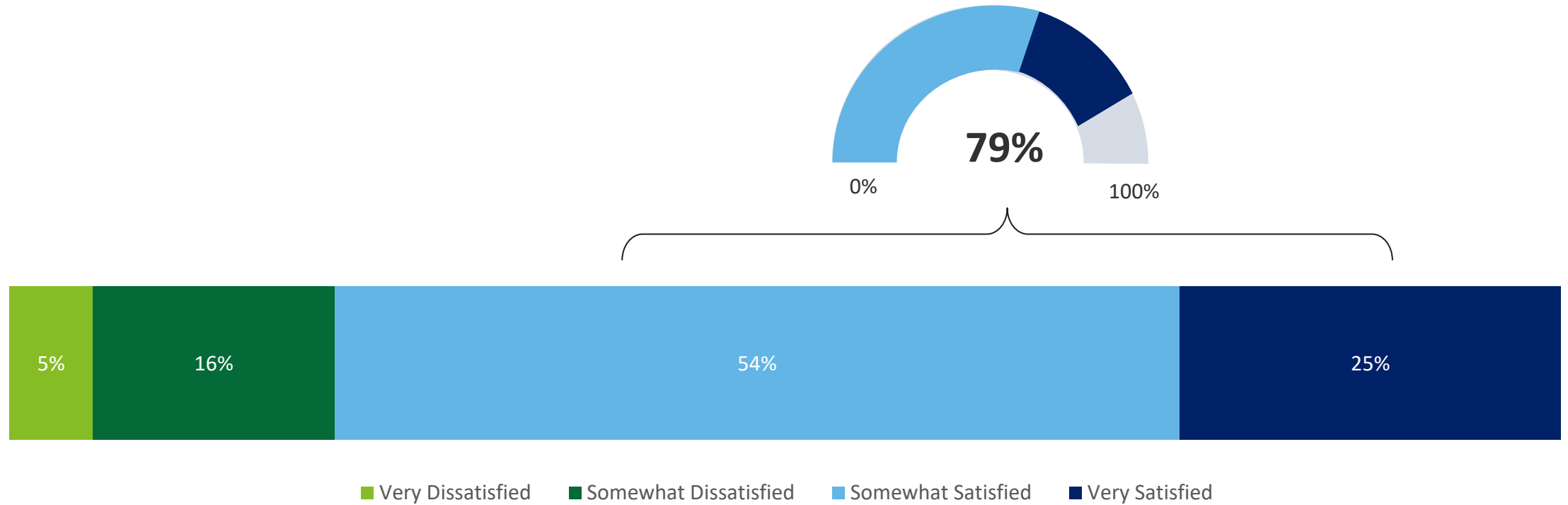
Key Performance Indicator (KPI)

Key Performance Indicator (KPI)



Overall, how satisfied are you with the Central Okanagan as a place to own and operate a business? (n=167)

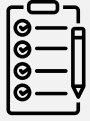
KPI:



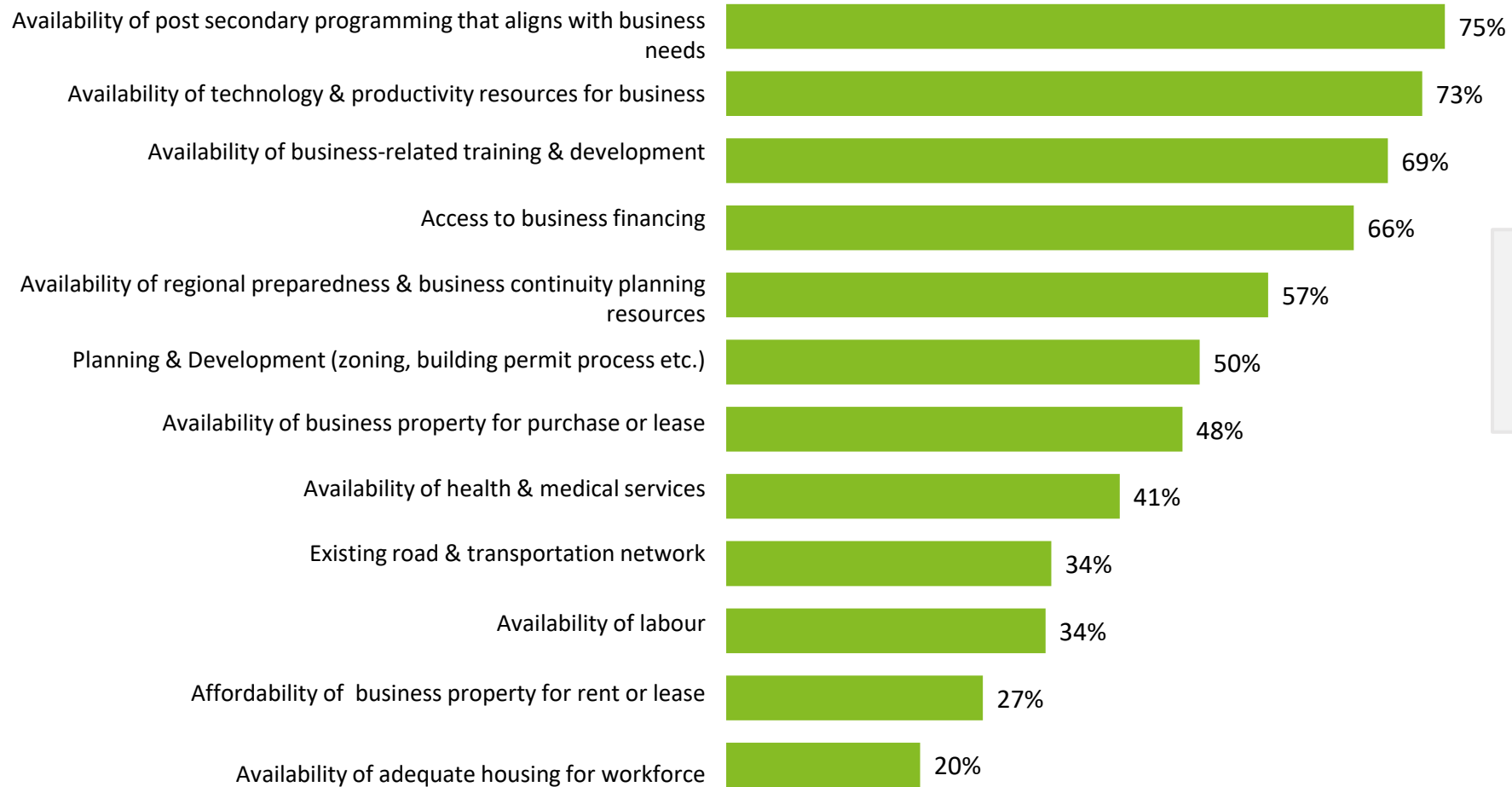


Satisfaction Levels

Satisfaction Levels



How satisfied you are with each of the following factors of doing business in the Central Okanagan (N=167):



Level of Satisfaction:
Very Satisfied & Somewhat Satisfied combined.



Derived Importance & Priority Matrix

Priority Matrix

Derived Importance & Priority Matrix:
Understanding which business factors will have the greatest impact on the overall business satisfaction

Factor	Performance ¹	Importance ²	Priority Rank	
Availability of adequate housing for workforce	20%	7.4	1	↑ Higher Priority
Availability of health & medical services	41%	9.4	2	
Affordability of business property for rent or lease	27%	7.0	3	
Existing road & transportation network	34%	7.7	4	
Availability of labour	34%	7.3	5	
Planning & Development (zoning, building permit process etc.)	50%	8.6	6	
Availability of business property for purchase or lease	48%	7.9	7	↓ Lower Priority
Availability of regional preparedness & business continuity planning resources	57%	8.4	8	
Access to business financing	66%	8.6	9	
Availability of business-related training & development	69%	7.3	10	
Availability of post secondary programming that aligns with business needs	75%	8.7	11	
Availability of technology & productivity resources for business	73%	6.9	12	

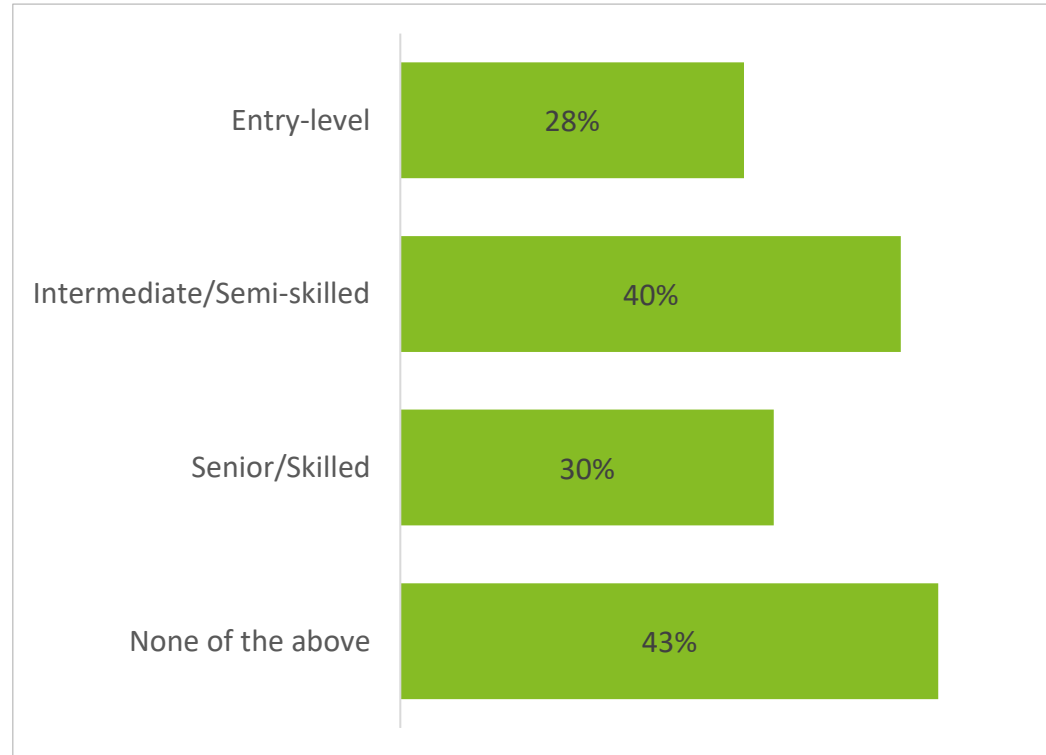
¹ Performance: The percentage of businesses somewhat or very satisfied with this business factor in the Regional District.
² Importance: A statistical measure that calculates the strength of relationship between the factor and overall satisfaction (KPI)



Communications

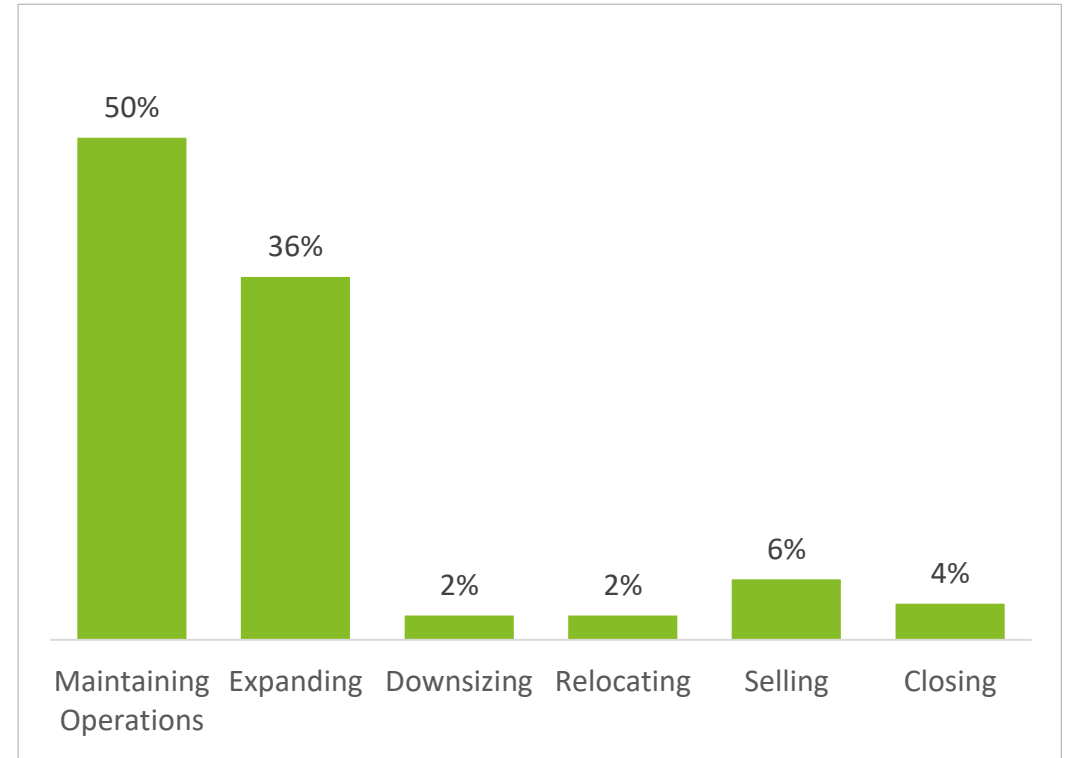
Recruitment and Future Plans

Q12: Is your company experiencing any challenges in recruiting and retaining staff with the following skill levels? (n=167)

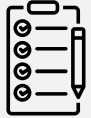


- 40% of businesses reported finding challenges in recruiting candidates and retaining staff for the intermediate skill level.

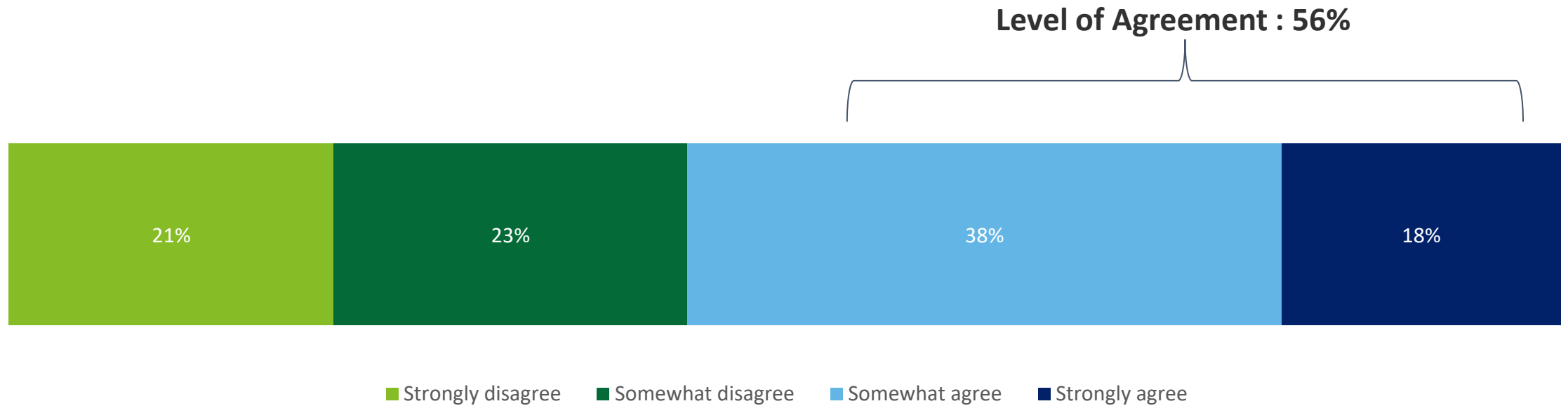
Q13: Within the next 24 months, do you plan on: (n=167)



- 50% of respondents had plans to maintain their business operations, followed by 36% who reported plans for expanding their business.
- 14% of respondents indicated having plans for downsizing, relocating, selling or closing.



Please indicate the level to which you agree or disagree with the following statement: “I know who I need to talk to at the District if I have a problem with my business or a business concern I’d like to share”. (n=167)



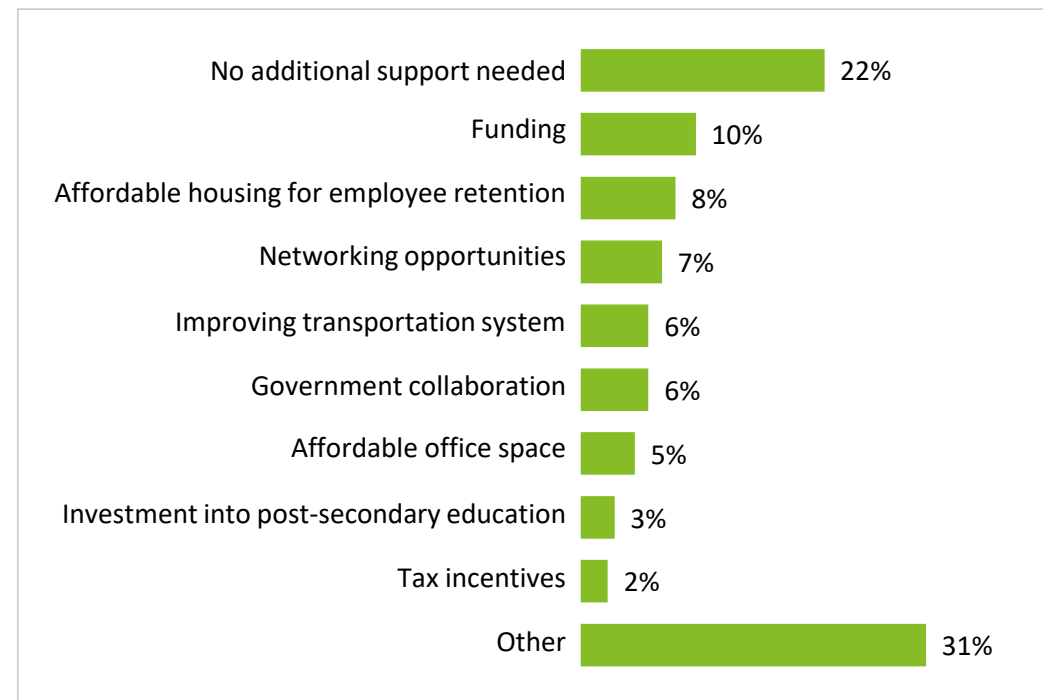
Business Supports

Q15: What types of individual business supports within the region would be most helpful to achieving your business goals? (n=167)



- Marketing and business development (42%), followed by professional services(40%) were the top business supports needed for business owners to achieve their business goals.
- *Other responses include: Business Grants, Government financing support, and affordable housing for workforce retention.*

Q16: From your business or organization’s point of view, what additional supports or services, currently unavailable in the region, do you believe could enhance the growth and success of your business or organization? (n=167)



- When asked about other business supports/services that could enhance the growth and success of their business, respondents felt funding (10%), affordable housing (85%) and networking opportunities(7%) to be resourceful supports.
- *Other responses include: Finding quality space to expand, tourism-related positions, and improvement in transportation.*

Workforce Survey Findings



Executive Summary – Workforce Findings

Key findings – Workforce survey

Factors Influencing Recent Moves to Central Okanagan: Individuals who reported to live in Central Okanagan for 1-4 years were asked what inspired their recent move into the region. Quality of life (50%) and the number of job opportunities (43%) were deemed the most influential factors, followed by having friends/family in the region (43%).

Job seeing opportunities: 26% of the current workforce mentioned they are currently searching for work. of these Individuals, the various challenges they might be facing in their job search process include: limited opportunities in their particular occupations, followed by a lack of recognition for credentials, challenges with finding a work-life balance, and inadequate salary options. The 74% of individuals who are not searching for work were asked why, resulting in 18% of individuals mentioned they do not need the additional income.

Employee Satisfaction: Respondents were typically seen being employed within the Central Okanagan region for about 1-5 years (34%), involving the Business, finance and administrative service (25%), followed by education, law and social services (16%).

Overall Satisfaction: Respondents displayed an 85% overall satisfaction level with Central Okanagan as a place to work.

Individual Satisfaction: Respondents showed high satisfaction with the safety of the work environments (85%), job security (82%) and understanding while being open-minded towards employers/workplaces (79%).

Derived Importance: Calculations from the priority matrix indicate improvements needed towards commuting times, adequate pay, and suitable job opportunities within each sector.

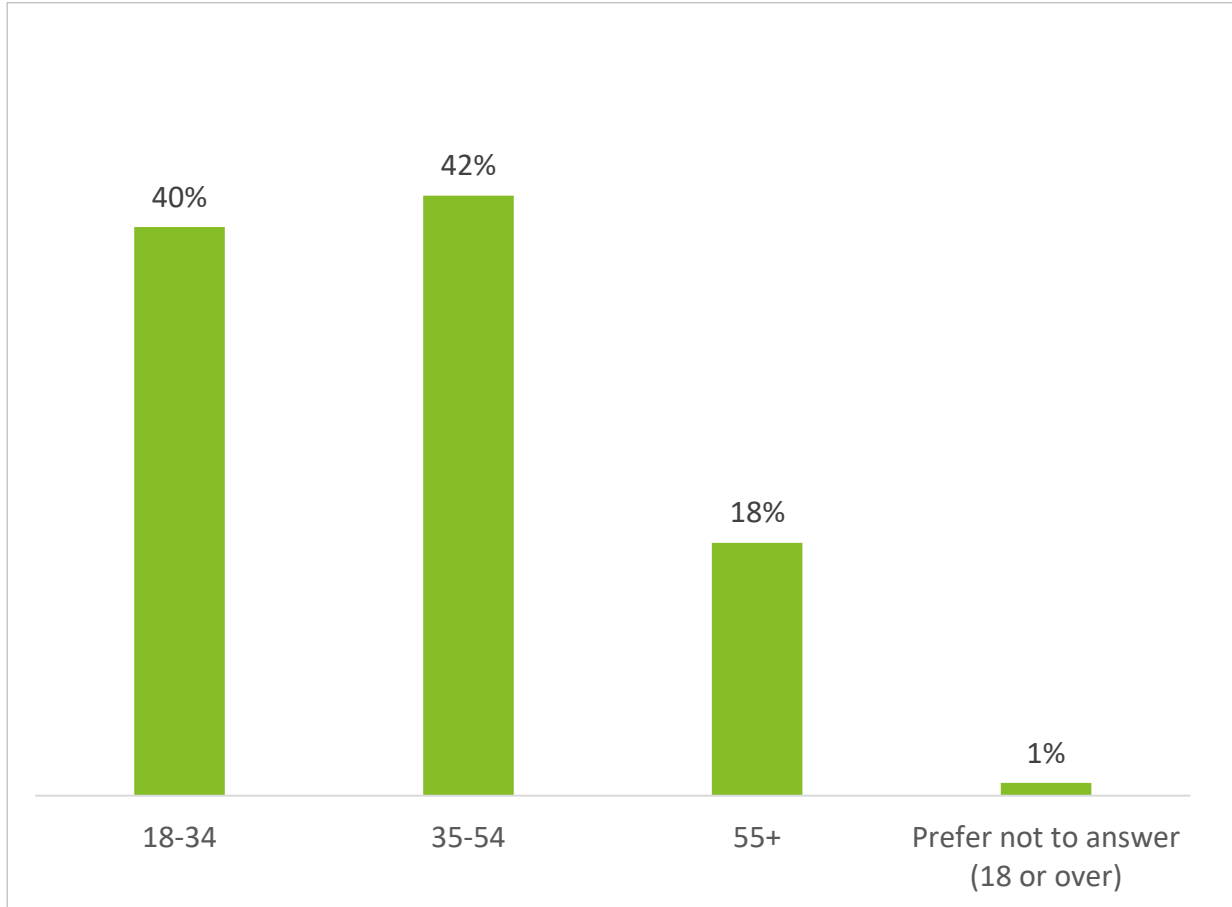
Regional Satisfaction: When asked about the types of regional assistance that be most helpful towards achieving their employment goals, skills training (31%), housing accessibility (30%) and networking opportunities (27%) were deemed top supports.



General Screeners

General Screeners

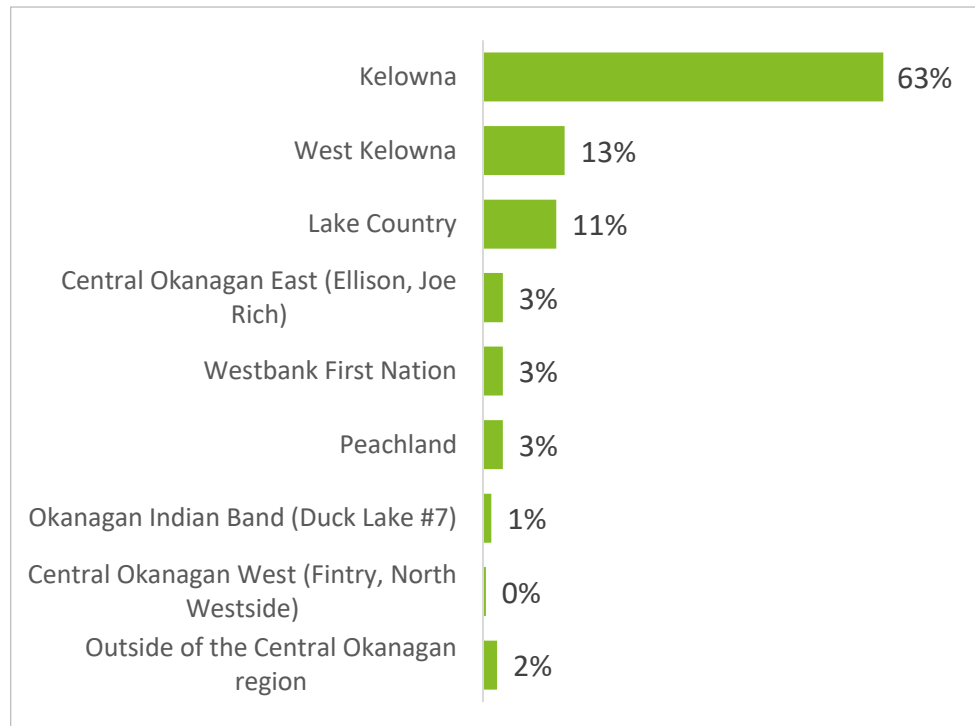
Q: Age Groups (n=227)



- 42% of respondents that completed the survey were classified between the ages of 35-54, followed by 40% between 18-34.

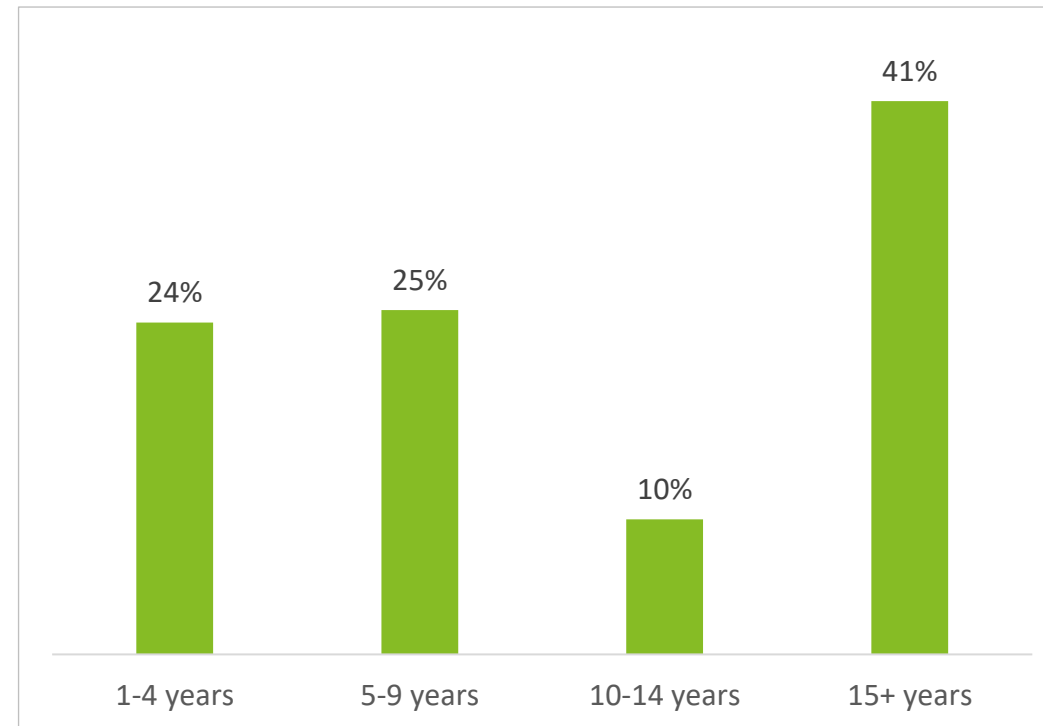
General Screeners

Q: Where do you currently live? (n=227)



- 63% of the workforce reported living in the region of Kelowna, followed by West Kelowna (13%) and Lake Country (11%).

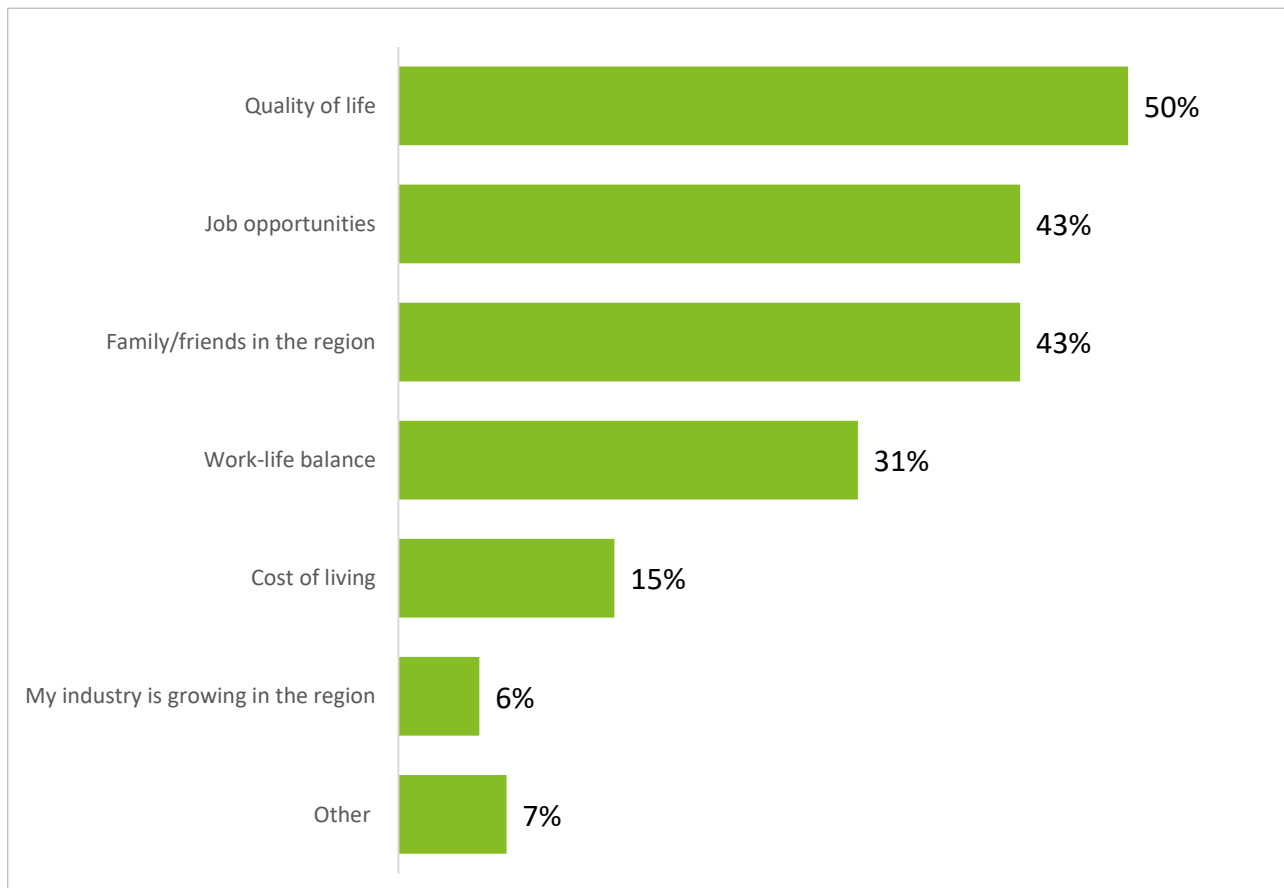
Q: How long have you been living in the Central Okanagan region? (n=222)



- 41% of the workforce have been living in Central Okanagan region for more than 15 years.

General Screeners

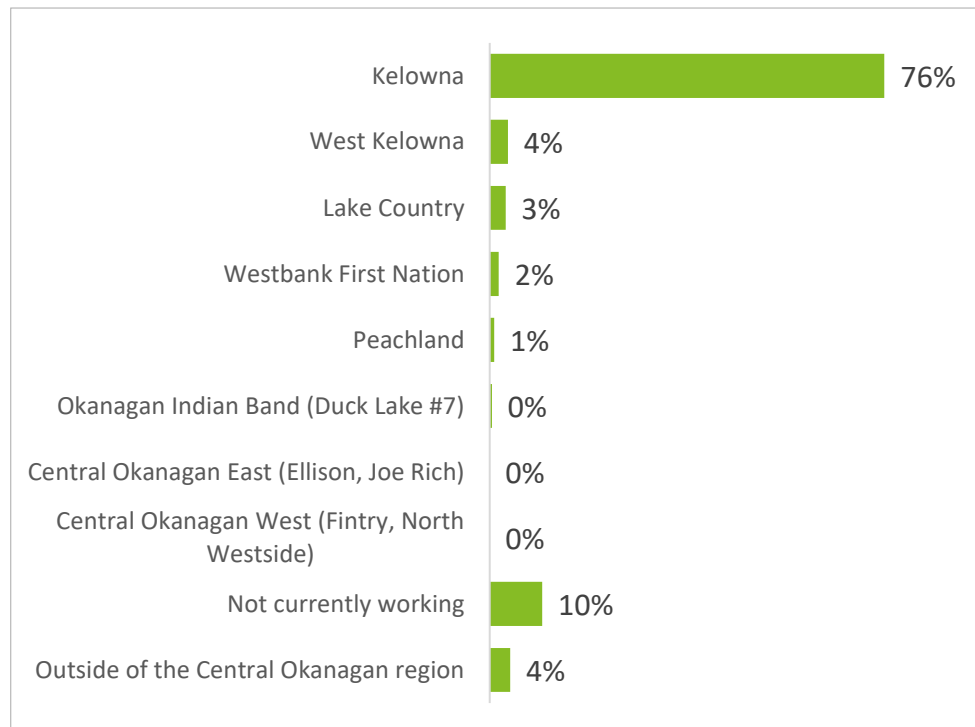
Q: What has inspired your recent move to the region? (n=54)



- When asked what inspired your most recent move to the region, half of the respondents believed the quality of life (50%) was the most influential reason.
- *Other responses include: University enrollment, and Sports and recreational activities.*

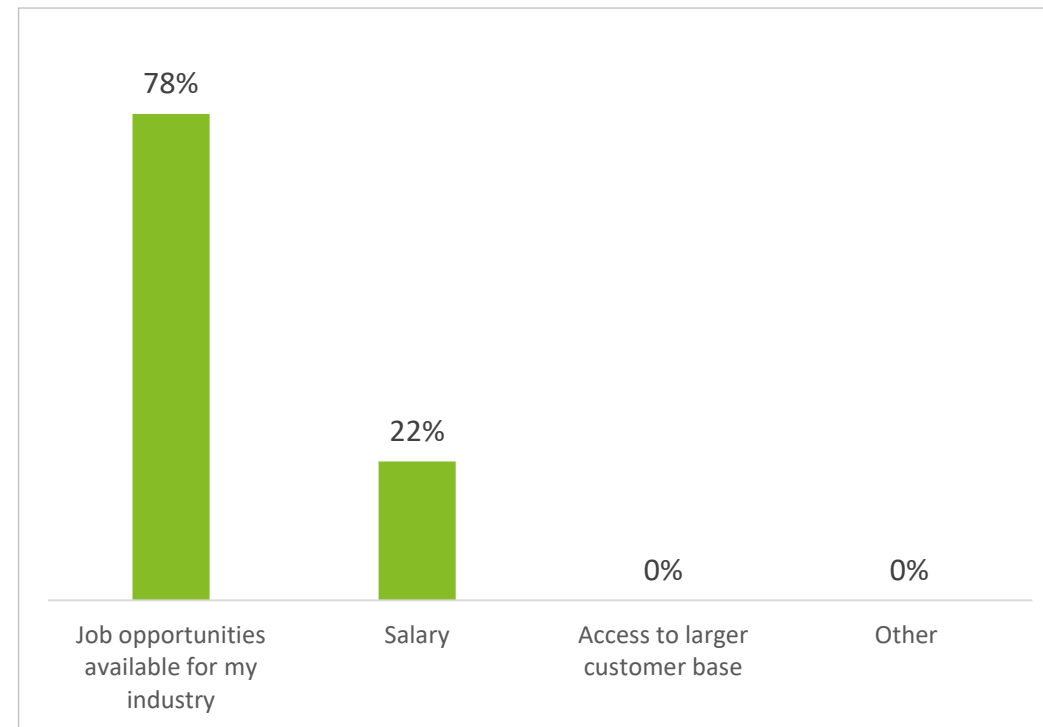
General Screeners

Q: Where do you currently work? (n=227)



- Majority of individuals claimed to be working within the region of Kelowna (76%).

Q: Why do you work outside the region? (n=9)



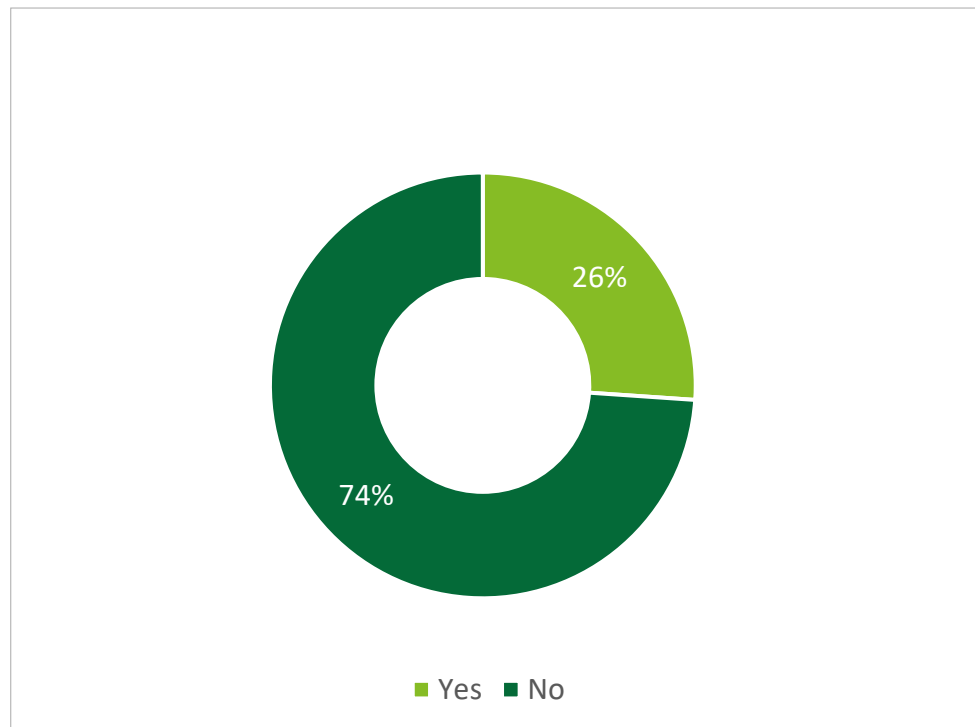
- Individuals who reported to work outside of the Central Okanagan region were further asked why. About 78% of these respondents claimed to have more job opportunities for their industry.



Job Seeking Opportunities

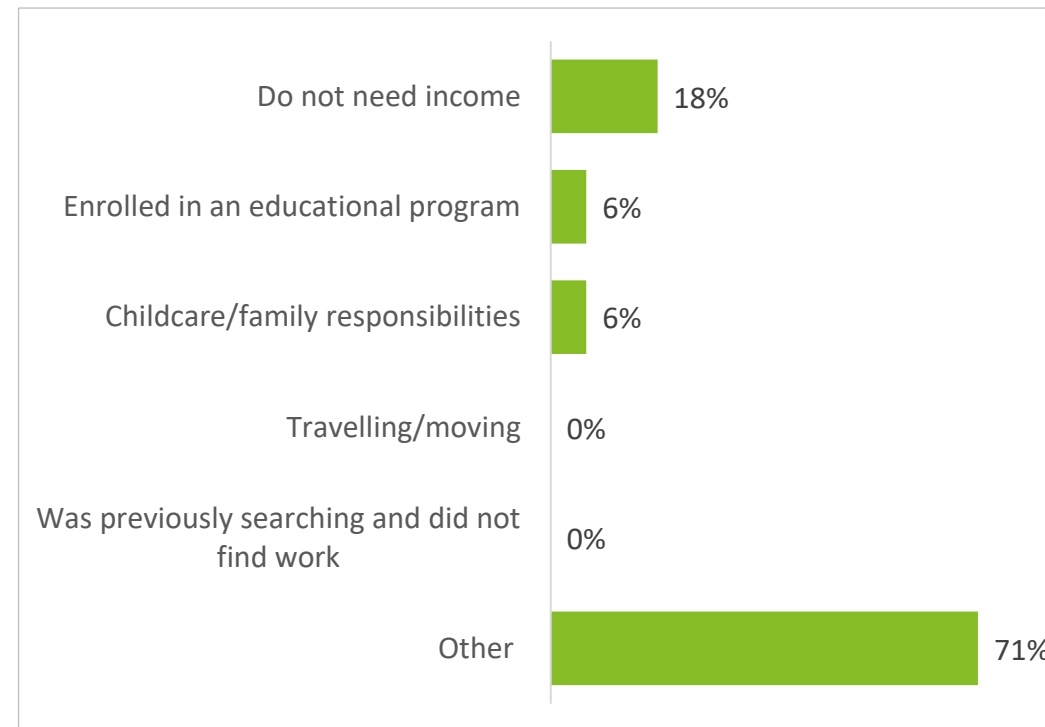
Job Seeking Opportunities

Q: Are you currently searching for work? (n=23)



- 26% of the workforce mentioned they are currently searching for work.

Q: Why are you currently not searching for work? (n=17)

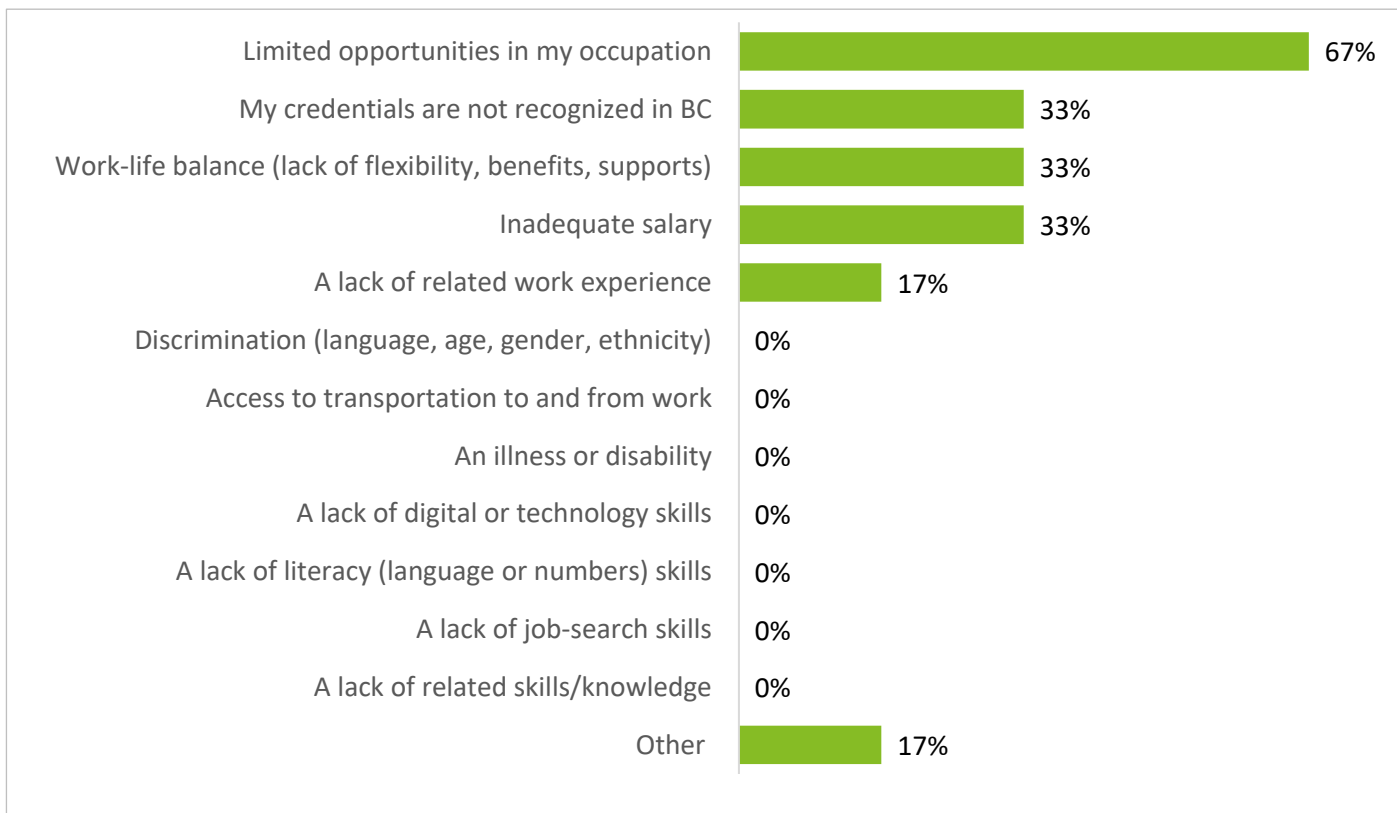


- When asked why they are not searching for work, 18% of individuals mentioned they do not need the additional income.
- *Other responses included: retirement and disability leave.*

Job Seeking Opportunities

Q: What challenges are you currently facing in the job search process? (n=6)

- Individuals who are currently searching for work were further asked about the various challenges they might be facing in their job search process.
- 67% of respondents mentioned there were limited opportunities in their particular occupations, followed by a lack of recognition for credentials (33%), challenges with finding a work-life balance (33%), and inadequate salary options (33%).
- Other responses include: non-transferable pension plans*

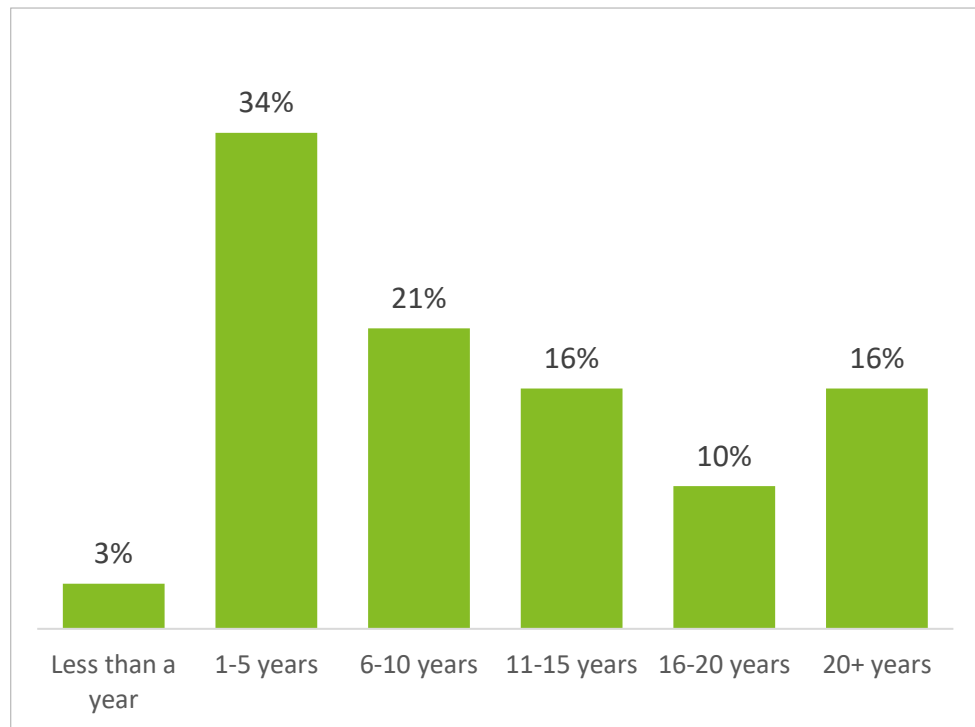




Employee Satisfaction

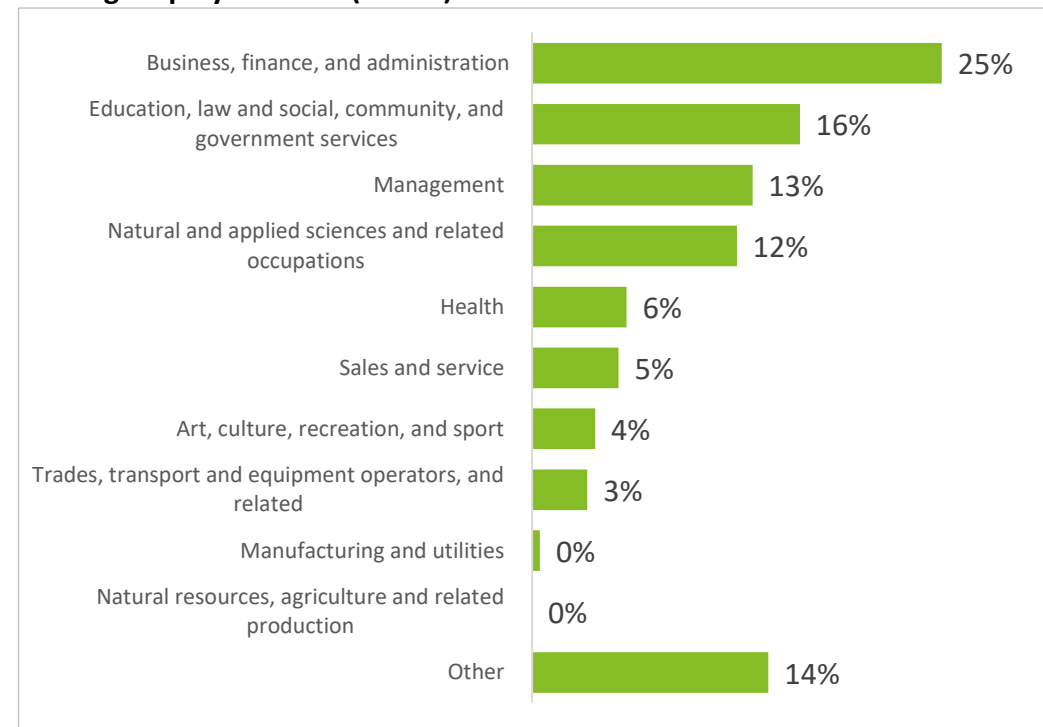
Employee Satisfaction

Q: How long have you been employed in the Central Okanagan? (n=195)



- Respondents were typically seen being employed within the Central Okanagan region for about 1-5 years (34%).

Q: How would you classify your current or most recent job, or area you are seeking employment in? (n=209)



- Business, finance and administrative services (25%), followed by education, law and social services (16%) were deemed the top sectors respondents found interest in.
- *Other responses include: Winery, Marketing, Distribution, Travel agent and Aircraft maintenance*



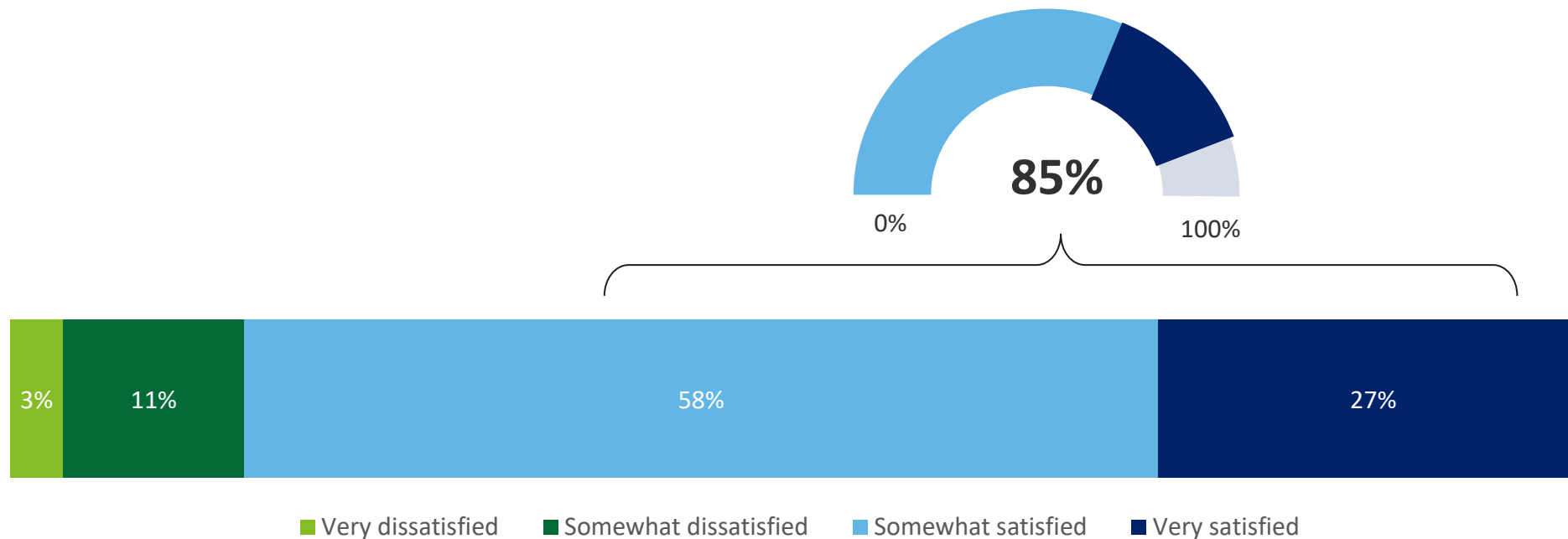
Key Performance Indicator (KPI)

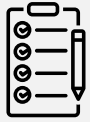
Key Performance Indicator (KPI)



Overall, how satisfied are you with the Central Okanagan as a place to work? (n=209)

KPI:





How satisfied you are with each of the following factors related to working in the Central Okanagan (n=209):





Level of Satisfaction:
Very Satisfied & Somewhat Satisfied combined.



Derived Importance & Priority Matrix

Priority Matrix

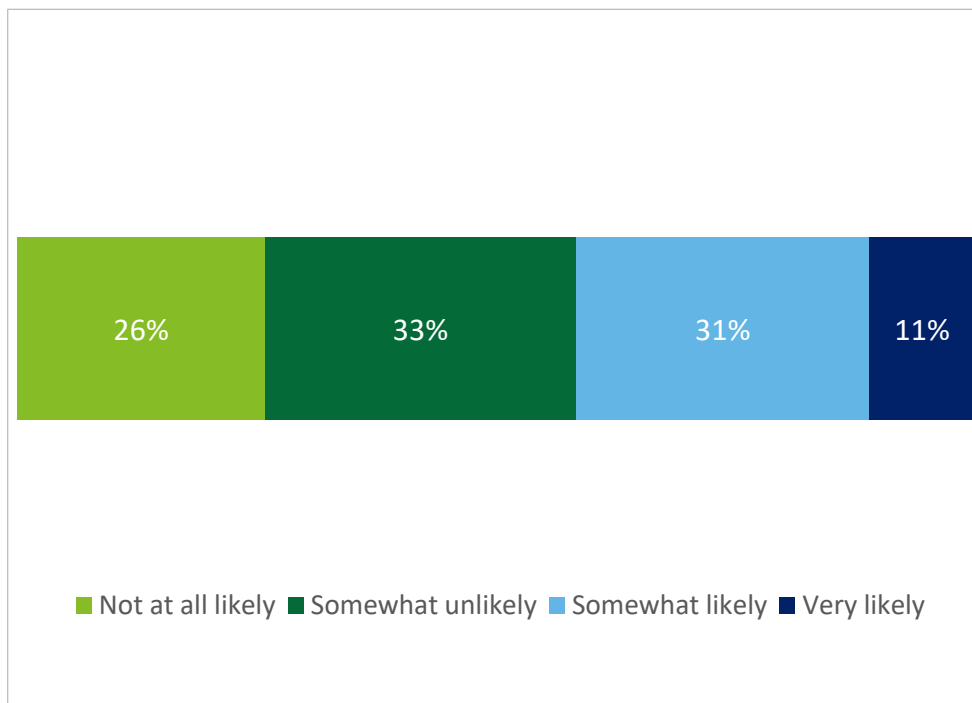
Derived Importance & Priority Matrix:
Understanding which factors will have the greatest impact on overall satisfaction

Factor	Performance	Importance	Priority Rank	
Commute times and transportation network	56%	9.4	1	 <p>Higher Priority</p>
Adequate pay/compensation (including health benefits, mental health, sick pay etc.)	55%	7.7	2	
Suitable job opportunities within my chosen trade or profession	63%	8.2	3	
Availability of professional development opportunities through local education/training providers	61%	7.7	4	
Work balance initiatives (hybrid, remote, flex time, volunteer time)	65%	7.4	5	 <p>Lower Priority</p>
Employer provided career progression/advancement opportunities	65%	7.2	6	
Employer provided professional development and training opportunities	73%	6.4	7	
Employment assistance services	78%	6.4	8	
Understanding and open-minded employers/workplaces	79%	6.7	9	
Job security	82%	7.1	10	
Safe and respectful work environment	85%	6.7	11	

¹ Performance: The percentage of respondents somewhat or very satisfied with this business factor in the city.
² Importance: A statistical measure that calculates the strength of relationship between the factor and overall satisfaction (KPI)

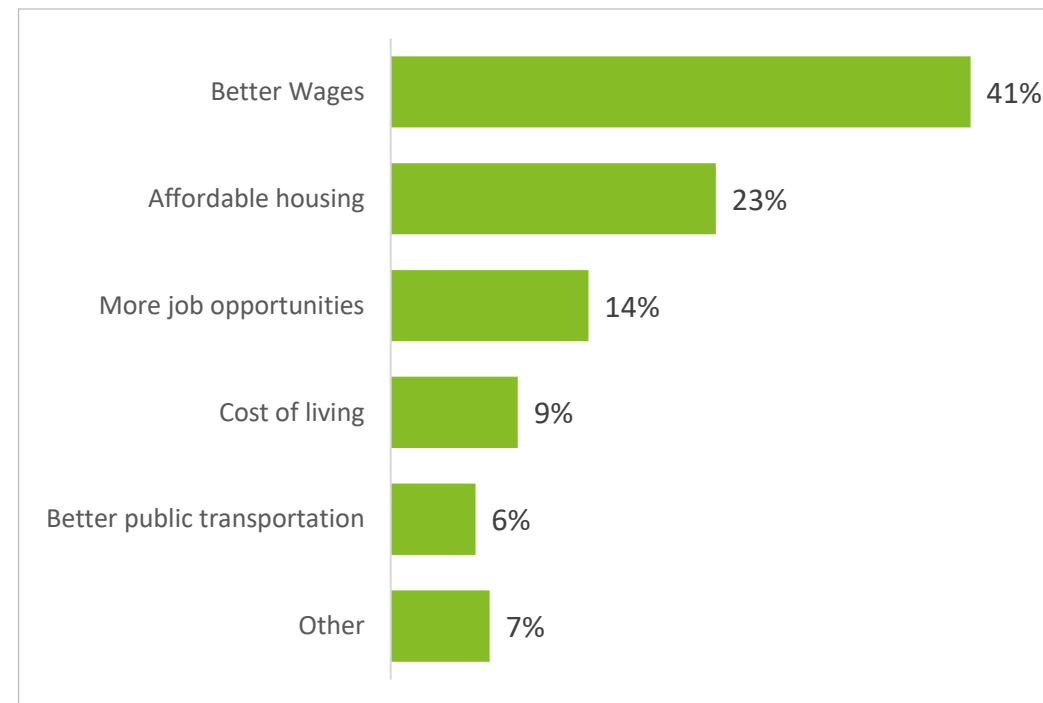
Regional Satisfaction

Q: How likely are you to move outside of the region to secure employment in your field of interest? (n=209)



- Respondents expressed a 42% likelihood of moving outside of Central Okanagan to secure employment in their field of interest.

Q: What do you feel is the most significant reason for being willing to move outside of the region for employment? (n=87)



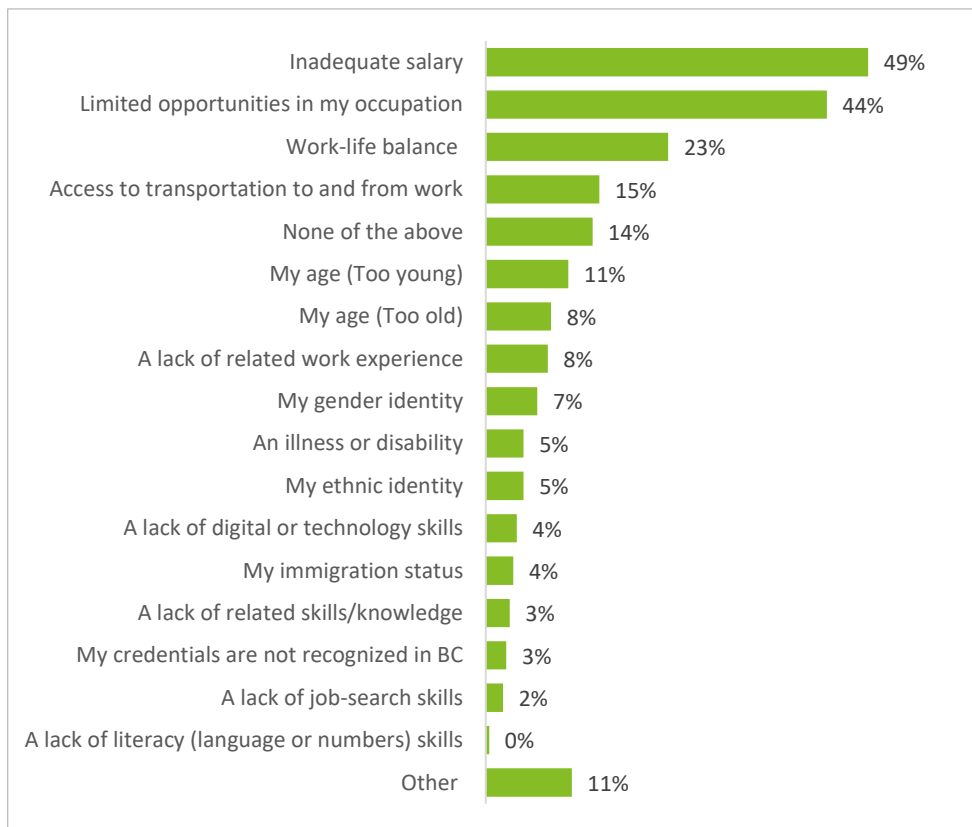
- When asked what the most significant reason for moving outside of the region for employment, 41% of the workforce reported the accessibility of better wages, followed by affordable housing (23%).
- *Other includes: lack of diversity, flexibility, social impact opportunities, and better infrastructure*



Labour Force Participation Challenges and Barriers

Employee Satisfaction

Q: Which the following factors pose as barriers or challenges to working in the Central Okanagan. (n=226)



- Barriers to employment in the Central Okanagan region involve inadequate salary options (49%), limited job opportunities for particular occupations (44%) and a lack of work-life balance (23%).
- *Other responses include: lack of childcare services, unaffordable housing and cost of living.*

Q: What regional assistance would be most helpful to achieving your employment goals? (n=226)



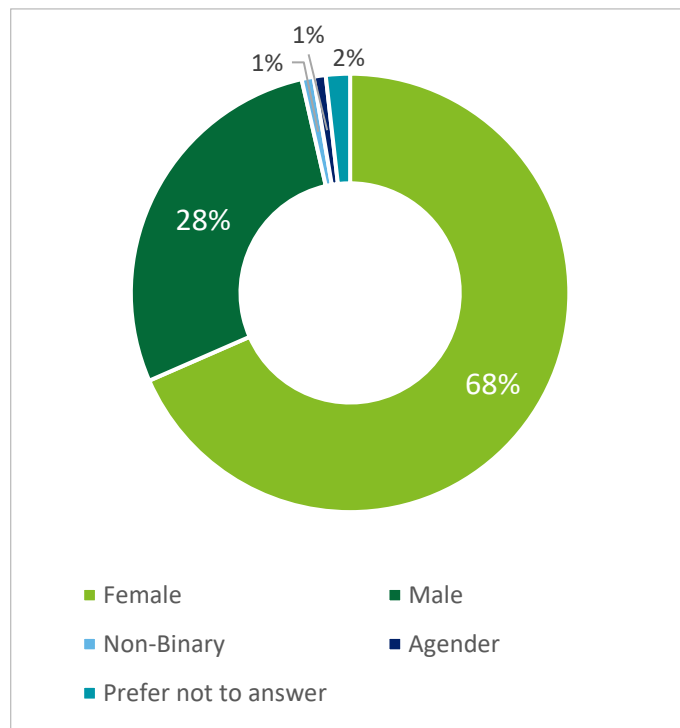
- When asked about the types of regional assistance that be most helpful towards achieving their employment goals, skills training (31%), housing accessibility (30%) and networking opportunities (27%) were deemed top supports.
- *Other responses included: pension assistance, improvement of public transit, and more career opportunities.*



Demographics

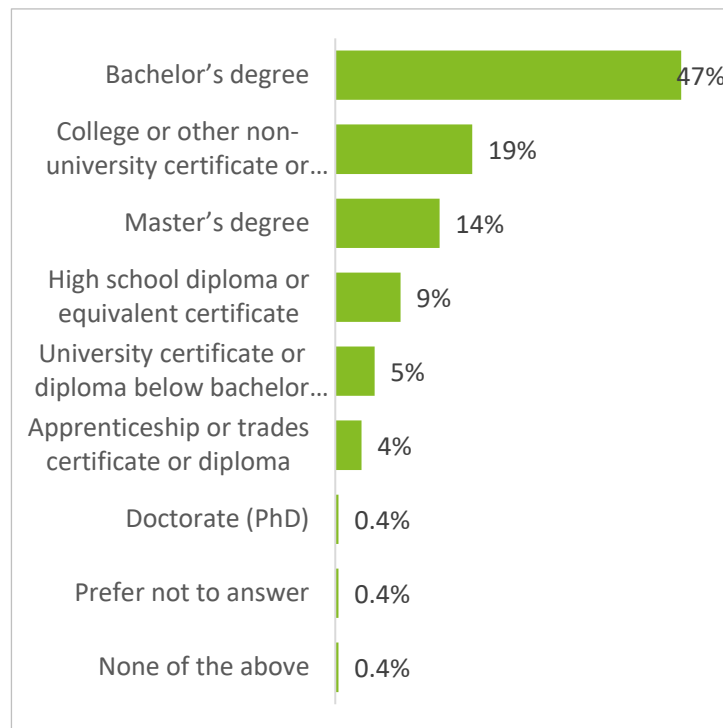
Demographics

Q: Gender (n=226)



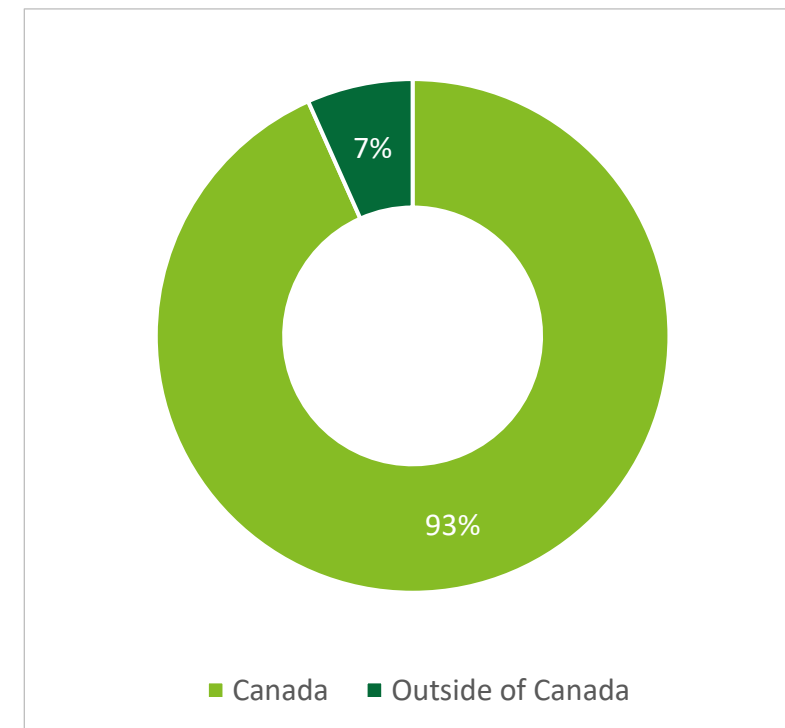
- Workforce participants consisted of 68% female, 28% male and 2% making up of non-binary, agender.

Q: Level of education (n=226)



- 47% of all respondents obtained a bachelor's degree as their highest level of education.

Q: Country of highest education (n=226)



- Majority of respondents had completed their highest level of education within Canada (93%).



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