

SHUSWAP

FORESTRY VALUE-ADD SECTOR PROFILE



THE SHUSWAP: LOCAL TIMBER, LASTING VALUE

Market Overview

The Shuswap forestry economy developed in the postwar era through industrial harvesting, Crown forest access, and integrated milling that anchored regional growth for decades. Since the 1990s, market shifts, policy change, and climate-driven impacts have reduced industrial scale, transitioning the sector toward a leaner, value-added and resilience-focused model.

Today, the region supports sawmills, plywood producers, wood product suppliers, and forestry technology firms such as USNR, with Salmon Arm emerging as a western Canadian hub for milling innovation. Value-added forestry, particularly modular and prefabricated construction, is increasingly important in BC, linking forestry, advanced manufacturing, housing delivery, and climate policy. Supported by high-quality fibre, strong forestry standards, and seismic design expertise, the sector represents a structural evolution of the provincial resource economy.



SHUSWAP
ECONOMIC
DEVELOPMENT
SOCIETY

THE SHUSWAP FORESTRY - CONSTRUCTION LINK: FROM FOREST TO FRAME...BUILDING THE FUTURE

Forestry produces the timber, lumber, and engineered wood that construction depends on. Construction is the destination for forestry's value - taking natural resources and turning them into homes, buildings, and infrastructure. Forestry employs loggers, mill workers, and transporters. The construction sector is very diverse, as it includes not just carpenters and contractors, but also equipment operators, surveyors, electricians, plumbers, engineers, masons, concrete suppliers, building supply staff, and many other trades and services. Together, the two sectors create a jobs and growth engine for the Shuswap. Even as the economy diversifies, forestry and construction remain a structural backbone of the region's development story.

Most broadly, forestry value-add includes small-scale craft production, including: specialty wood products (e.g. furniture and wood turning, artisan building materials (e.g. custom timber/panels, floor planks), biomass, boutique energy (e.g. premium firewood), handcrafted novelty items (e.g. wood toys, custom cabinetry), value-added reclaimed or specialty wood, and niche products (e.g. wood infused products like hand-made pens or cutting boards, custom laser-cut signage).

A growing forestry value-add sub-sector is building systems and components and modular construction.

In BC and Canada, there isn't a single universally mandated term for off-site construction, but the construction industry consistently uses a set of recognized labels for factory based, off site production of building components, systems, and modules:

- **Modular Construction** - widely used term referring specifically to buildings constructed off site in modules and assembled on site.
- **Pre-fabricated Construction** - broader term encompassing any factory built components such as panels, pods, or modules that are installed on a building site.
- **Off site Construction** - frequently used in policy and industry discussions to describe construction work shifted from the site into controlled factory environments.
- **Modern Methods of Construction (MMC)** - now being used in Canadian federal policy (e.g. Build Canada Homes) to describe innovative approaches including modular, panelized, and factory built systems
- **Systems Built Construction** - used by industry groups to cover factory manufactured systems and components assembled on site.
- **Mass Timber** - structural wood engineered into large panels and beams for building floors, walls, and frames in multi-storey and commercial buildings.

From a classification standpoint, Statistics Canada categorizes this activity under manufacturing codes like "Pre-fabricated wood building manufacturing" when components are made off site.

The most consistent and widely accepted term in BC/Canada is "Modular and pre-fabricated (off site) construction," often referred to in policy as Modern Methods of Construction (MMC)..

In this Sector Profile, modular and pre-fabricated construction includes mass timber.

A COLUMBIA SHUSWAP VISION: MODULAR AND PRE-FABRICATED CONSTRUCTION HUB

The Shuswap combines resources, talent, and location to support a modular and pre-fabricated building hub. Local timber supply, an experienced trades workforce, established regional construction pipeline, lower (than major urban) business costs, and mid-point proximity to key BC and Alberta markets enable businesses to deliver efficient, high-quality construction, retain economic value locally, and meet growing regional and interprovincial demand.

The Shuswap has several pre-fabricated construction hub locational advantages:

1. Geographic Advantage: The Triangle

The Shuswap forms the centre point of a triangle connecting:

- Metro Vancouver (450 km southwest) - sky-high real estate makes prefab and modular very attractive
- Calgary (600 km east) - growth in residential and light industrial projects opens another urban market.
- The Okanagan (Kelowna/Vernon) (150–200 km south) - tourism and residential demand feeds mid-scale deployments.

The Shuswap has strategic regional positioning for distributing modular homes, building components, or pre-fabricated panels to major urban markets without being trapped in expensive city land.

The Shuswap is roughly equidistant to all three, with highway connections (Trans-Canada, BC-97) enabling semi-trailer distribution.

2. Cost Advantage

- Land is less expensive than urban centres, enabling establishment of large-scale fabrication yards or modular factories without paying Vancouver or Calgary prices.
- Lower operating costs: electricity, labour, and warehousing costs are significantly lower than in Metro Vancouver.
- Potential for expansion: the area's zoning for light industrial and rural manufacturing enables growth without the urban restrictions faced elsewhere.

3. Skilled Labour Pool & Trades Hub

- The Shuswap has an existing skilled forestry and construction trades workforce. Modular/systems/components manufacturing offers opportunity to leverage workforce availability as an employer of choice.
- Apprentices and journeypersons can be trained in modular systems, creating a clustered skills ecosystem. With three area campuses (Salmon Arm, Vernon, Kelowna), Okanagan College offers construction and forestry trades training programs.

4. Synergies with the Local Construction Pipeline

- Residential and non-residential demand locally ensures modular and panelized systems can be piloted on nearby projects.

5. Logistical Feasibility

- Highway transport: semi-trucks can move modules efficiently.
- Rail access: truck to rail transload at Ashcroft Terminal - major inland transload and logistics hub at [Ashcroft](#). One of the few facilities in Canada with access to both major cross-Canada rail lines (CN, CP)
- Seasonality buffer: slower local construction in winter can be offset by shipping to markets like Calgary and Metro Vancouver with robust full-year construction cycles.

6. Market Pull

- Vancouver & Calgary: high demand for modular housing, multi-family units, and commercial panels.
- Okanagan: seasonal demand, short project windows, tourism infrastructure - ideal for prefab.

Investment Considerations

- Transport logistics: modules need to fit highway/bridge regulations.
- Start-up capital: modular factories require upfront investment, but operational costs are lower than urban setups.
- Workforce retention: even with attraction programs, modular factories need consistent skilled labour.
- Supply chain inputs: lumber, steel, and other components must be sourced reliably - some local integration possible but some imports still needed.

FORESTRY VALUE-ADD SECTOR AT A GLANCE

CANADA

Natural Resources Canada (NRCan) — [“Mass timber construction in Canada” resource page](#)

BC

[Mass Timber](#) – 1 of 5 emerging BC sectors.

BC Market Sizing & Growth Forecasts

- Mass-timber market target (Canada) – projected mass timber market value rising to US \$1.2 B by 2030 and US \$2.4 B by 2035 (Canada-focused roadmap). Src: [Mass Timber Roadmap](#).
- BC mass-timber leadership: BC is already a leading mass-timber jurisdiction in North America — 450 projects completed/underway by end-2024. The province’s Mass Timber Action Plan and FII reporting document rapid recent growth. Src: [BC Mass Timber Action Plan](#).
- Pre-fabricated / modular construction (Canada) Canada’s prefab/modular output at CAD \$18–19 B in 2024, growing at 5–5.5% CAGR to roughly CAD\$22–23 B by 2028. (prefab includes volumetric modular, panelized systems, pods). constructconnect.com. Src: [Journal of Commerce](#).
- Shift to value-add in BC forest sector: raw log and sawmilling employment/output have declined, value-added wood manufacturing (veneer, engineered wood, other wood manufacturing) has grown in GDP contribution — indicating pivot to higher-value products. Src: [BC Job Bank](#).
- If Canada’s prefab/modular market is a CAD \$18.5 B (2024) industry and BC historically accounts for 20–25% of national construction/manufacturing value in Western Canada clusters (given the province’s size, mass-timber leadership and construction demand), a conservative BC slice of the national prefab market is CAD \$3.5–4.5 B in 2024, rising with national growth and BC policy support. Src: [Journal of Commerce](#).
- For mass timber specifically, the Mass Timber Roadmap target (Canada) of US \$1.2 B by 2030 implies BC - already the leader - could capture a large share of that domestic market (estimates in public sources show BC supplying a significant share of Western Canada’s mass timber). A practical BC-sized target might therefore be CAD \$250–600 M in mass-timber manufacturing value by 2030, scaling higher if exports grow. Src: [Mass Timber Roadmap](#).

CENTRAL/NORTH OKANAGAN

-For purpose of this profile, this sector includes Construction and Wood Products Manufacturing, with Mass Timber / Modular / Pre-Fabricated embedded in broader Residential building construction, Veneer, plywood and engineered wood product manufacturing, and Other wood products manufacturing NAIC codes-

The Central and North Okanagan lies within 40 mins to 2 hours of an enterprise location in Columbia Shuswap Regional District Areas C, D, F, and G, forming both part of the larger construction and forestry value-add ecosystem with respect to value and supply chain investment opportunities, in addition to a products and services market for Shuswap enterprise.

- **Wood Products Jobs** (2025): 9,458 jobs (5.3% total employment, 11% growth 2015-2025). Top sub-sectors (in order): residential building construction (4,015), lumber / millwork / hardware and other building supplies merchant wholesalers (1,105), sawmills and wood preservation (954), non-residential building construction (816), logging (580), other wood product manufacturing (491), household and institutional furniture and kitchen cabinet manufacturing (468).
- **Wood Products Exports** (2022 – last year available): \$1.55 B (0.7% of total exports) *2022 (latest input-output modeling available). Key exports: sawmills and wood preservation (59% of sector exports), veneer, plywood and engineered wood product manufacturing (14.7% of sector exports).
- **Wood Products Employment Projection** (2025-2031): 287 (3% of sector jobs).
- **Wood Products Key Imported Purchases** (Enterprise Import Replacement Opportunities) (2022 – last year available): 1) Logging (\$461 M total purchases, 44% imported); 2) Other wood product manufacturing (\$127 M total purchases, 28% imported); 3) Architectural, engineering and related services (\$113 M total purchases, 58% imported); 4) General freight trucking (\$76 M total purchases, 76% imported); 5) Support activities for forestry (\$62 M total purchases, 54% imported); 6) Ventilation, heating, air-conditioning and commercial refrigeration equipment manufacturing (\$60 M total purchases, 91% imported); 7) Household and institutional furniture and kitchen cabinet manufacturing (\$60 M total purchases, 32% imported); 8) Cement and concrete product manufacturing (\$59 M total purchases, 41% imported); 9) Lumber, millwork, hardware and other building supplies merchant wholesalers (\$54 M total purchases, 42% imported); 10) Building material and supplies dealers (\$52 M total purchases, 45% imported).

Source: Lightcast.

SHUSWAP

The Shuswap lies within 30 mins to 1 hour of enterprise located in Columbia Shuswap Areas C, D, F, and G, forming both part of the larger construction and forestry value-add ecosystem with respect to value and supply chain investment opportunities, in addition to a products and services market for Areas C, D, F, G enterprise. For purpose of data in this profile, the Shuswap is defined as Village of Chase, Neskonlith (First Nation), City of Salmon Arm, Columbia Shuswap Areas C, D, E, F, District of Sicamous, and Quaaout 1 (First Nation).

- **Wood Products Jobs** (2025): 2,306 jobs (10% total employment, 43% growth 2015-2025). Top sub-sectors (in order): residential building construction (683), veneer / plywood / engineered wood product manufacturing (310), support activities for forestry (288), logging (242), lumber / millwork / hardware and other building supplies merchant wholesalers (169).
- **Wood Products Exports** (2022 – latest input-output modeling available): \$594 M (23% of total exports). Key exports: plywood and engineered wood product manufacturing (47% of sector exports), sawmills and wood preservation (37% of sector exports).
- **Wood Products Employment Projection** (2025-2031): 153 (8% of sector jobs).
- **Wood Products Key Imported Purchases** (Enterprise Import Replacement Opportunities) (2022 – latest input-output modeling available): 1) Logging (\$111 M total purchases, 45% imported); 2) Sawmills and wood preservation ((\$39 M total purchases, 46% imported); 3) General freight trucking (\$16 M total purchases, 90% imported); 4) Plastic product manufacturing (\$15.6 M total purchases, 87% imported); 5) Other wood product manufacturing (\$14.1 M total purchases, 100% imported); 6) Architectural and structural metals manufacturing (\$9.2 M total purchases, 86% imported); 7) Specialized freight trucking (\$10.6 M total purchases, 91% imported); 8) Architectural, engineering and related services (\$9.2 M total purchases, 86% imported).

Source: Lightcast.

COLUMBIA SHUSWAP REGIONAL DISTRICT AREAS C, D, F, G

- **Wood Products Jobs** (2025): 427 jobs (9.9% total employment, 14% growth 2015-2025). Top sub-sectors: Residential building construction (238), Logging (114), Forest nurseries and gathering of forest products (43), Support activities for forestry (12).
- **Wood Products Exports** (2022 – latest input-output modeling available): \$30.9 M (9.5% of total exports). Key exports (in order): logging, forest nurseries and gathering of forest products, veneer / plywood / engineered wood product manufacturing, support activities for forestry, sawmills/wood preservation, household/institutional and kitchen cabinet manufacturing.

- **Wood Products Employment Projection** (2025-2031): 51 (14% of sector jobs). Leading sub-sector growth (in order): logging, residential building construction, forest nurseries and gathering of forest products.
- **Wood Products Key Imported Purchases** (Enterprise Import Replacement Opportunities) (2022 – latest input-output modeling available): 1) Support activities for forestry (\$3.1 M total purchases, 71% imported); 2) Other wood product manufacturing (\$1.7 M total purchases, 100% imported); 3) General freight trucking (\$1.6 M total purchases, 100% imported); 4) Architectural and structural metals manufacturing (\$1.6 M total purchases, 100% imported); 5) Sawmills and wood preservation (\$1.5 M total purchases, 88% imported); 6) Architectural, engineering and related services (\$1.4 M total purchases, 98% imported).

Source: Lightcast.

Average Wages - Manufacturing

\$44,803 – Columbia Shuswap Regional District Areas C, D, F, G
\$63,922 – BC

Source: Lightcast. 2022 latest input-output modeling available.

The BC Government produces a [wage survey](#) that indicates weekly earnings by industry sector/location.

[BC Workforce Profile](#) (Thompson Okanagan).

Agriculture-Related Companies

Columbia Shuswap / Salmon Arm Area

- [Canoe Forest Products](#). Canoe, BC (10 mins NE of Salmon Arm). Estimated workforce: 200. Products: softwood sheathing, specialty plywood products.
- [Earl'y Morning Wood Mill Ltd.](#) Salmon Arm. Craft Sawmill.
- [Hyde Sawmills](#). Sicamous. Craft Sawmill.
- [Mill Tech Industries](#). Salmon Arm. Provider of leading edge, high speed lumber handling equipment to the forest industry.
- [Teal Cedar Products Ltd.](#) Salmon Arm. Cedar, fine quality appearance timbers, clear timbers, premium finished products, rough dimension ready-for-remanufacture lumber, and export grade clears and tight knot finished patterns and sidings.
- [USNR](#). Salmon Arm. World's largest, most comprehensive manufacturer/supplier of equipment and technologies for the wood processing industry. Operations in Canada, U.S., Sweden.

North Okanagan

- [Tolko Industries](#) – Armstrong Division. Spallumcheen (40 mins south of Salmon Arm). Lumber, plywood, cogen. Workforce: 400.
- [North Enderby Timber Ltd.](#) Enderby. Sawmill. Rouck Bros Sawmill Ltd. Lumby. Craft Sawmill. <https://www.rouckbros.com/>
- [Schapol Logging](#). Enderby. Timber processing/lumber operation.
- [The Country Sawmill](#). Lake Country. Live edge slabs.
- [Willems Forest Products](#). Lumby. Craft building materials supplier with forest products focus.
- [Winfield Wood & Lath Ltd.](#) Oyama. Sawmill – remanufacturing.
- [Coldstream Lumber](#). Coldstream. Sawmill – remanufacturing.
- [Valley Wood Reman](#). Lumby. Sawmill – remanufacturing.
- Vernon Forest Products Inc. Vernon. Lumber / wood materials supplier in Vernon.



WHY SHUSWAP?

A large industrial mill with a high, vaulted wooden ceiling. A worker wearing a yellow hard hat, safety glasses, and a white t-shirt with a blue vest is leaning over a long wooden plank. The floor is covered with stacks of lumber. The lighting is warm and bright, highlighting the wood's texture.

THE SHUSWAP OFFERS A STRONG COMPETITIVE ADVANTAGE FOR FORESTRY VALUE-ADDED AND CONSTRUCTION INVESTMENT, COMBINING RELIABLE ACCESS TO HIGH-QUALITY FIBRE, A CAPABLE CONSTRUCTION WORKFORCE, AND AVAILABLE INDUSTRIAL LAND. SITUATED BETWEEN INTERIOR BC RESOURCE SUPPLY AND WESTERN CANADIAN HOUSING DEMAND, THE REGION SUPPORTS MODULAR, MASS TIMBER, AND COMPONENT MANUFACTURING WITH REDUCED TRANSPORT COSTS, STABLE INPUTS, AND EFFICIENT DELIVERY TIMELINES. SUPPORTED BY ACTIVE FORESTRY OPERATIONS, ESTABLISHED TRADES, AND STRONG TRANSPORT CORRIDORS, THE AREA PROVIDES A SCALABLE, LOW-FRICTION BASE FOR VALUE-ADDED PRODUCTION ALIGNED WITH HOUSING DEMAND, INDUSTRIAL INNOVATION, AND SUSTAINABILITY GOALS.

FORESTRY VALUE-ADD COMPETITIVE ADVANTAGES

① ABUNDANT TIMBER SUPPLY

- Sustainable forests and in-region manufacturing provide reliable raw materials for high-quality production.

② EXISTING MANUFACTURING

- Established eco-system provides access to skilled sector workforce and potential to plug into the supply chain / add to the value chain

③ SKILLED WORKFORCE

- Regional woodworking and milling expertise ensures craftsmanship and innovation.

④ MARKET CONNECTIVITY

- Positioned to supply domestic and export markets efficiently

⑤ MODULAR & COMPONENT POTENTIAL

- Supports pre-fabricated homes, modular systems, and bespoke wood products within a broader BC and Canadian economy moving toward prefab solutions (cost, time, low waste/circular production systems).

⑥ ENVIRONMENTAL IMPACT

- Nurtures sustainable forest management.

VALUE CHAIN GAPS

Current Columbia Shuswap Regional District Areas C, D, F, G Value-Chain Gaps

Value chain gaps occur where the flow of goods, services, or information is weak, costly, or underserved – and therefore where opportunities for new entrants are most often found. Addressing these gaps creates a full-stack forestry investment ecosystem: secure fibre supply, local processing, workforce development, infrastructure, and market integration.

1. Fibre Supply Uncertainty & Quality Mismatch

Gap: Unstable long-term access to economically viable fibre, combined with a higher proportion of smaller-diameter, fire- and beetle-affected timber that does not align with traditional processing equipment.

Impact: Discourages investment in local value-added facilities due to feedstock risk; Limits ability to plan multi-year operations or financing; Forces processors to specialize narrowly or shut down during supply disruptions.

Opportunity: Invest in sustainable forest management and fibre aggregation: Support local cooperatives or companies that consolidate small-scale harvests and manage fibre supply contracts for secondary processors; Business growth: Secure consistent, high-quality feedstock for mills and value-added operations, enabling expansion of local processing and product lines.

2. Limited Local Value-Added Processing Capacity

Gap: Insufficient mid-scale and secondary processing facilities such as remanufacturing, engineered wood, kiln drying, specialty milling, and finished product manufacturing.

Impact: Logs and rough lumber leave the region for processing elsewhere; Local forestry employment concentrates in lower-margin primary activities; Communities become price-takers rather than value-makers.

Opportunity: Develop secondary and specialty wood processing facilities: Establish mid-sized sawmills, engineered wood plants, mass timber or niche wood product facilities in the region; Business growth: Keep logs local, increase product diversification, generate high-value jobs, and anchor long-term industrial activity.

3. Capital & Investment Barriers for Value-Added Firms

Gap: Limited access to patient capital, scale-appropriate incentives, and financing mechanisms tailored to small and mid-sized rural wood manufacturers.

Impact: Promising value-add ideas fail to move beyond pilot or concept stage; Entrepreneurs sell fibre or businesses instead of scaling locally; Innovation clusters fail to form due to undercapitalization.

Opportunity: Create targeted investment funds or incentive

programs: Offer grants, low-interest loans, or tax credits for small/mid-sized processors and entrepreneurs entering value-added forestry; Business growth: Enable new facility development, equipment upgrades, and product diversification, creating local wealth and jobs.

4. Logistics & Transportation Inefficiencies

Gap: High trucking costs, long haul distances to processors or markets, weather-dependent road access, and limited proximity to rail or intermodal hubs.

Impact: Erodes already thin margins for value-added products; Makes Shuswap-based processing less competitive than urban or centralized facilities; Favours bulk commodity movement over higher-value but time-sensitive products.

Opportunity: Invest in regional transport infrastructure and aggregation hubs: Build or expand truck/rail access, log yards, and material staging facilities near mills and forest blocks; Business growth: Reduce transport costs, improve supply reliability, and allow smaller operators to compete on price and efficiency.

5. Tenure Structure & Regulatory Friction

Gap: Forest tenure concentration, complex permitting processes, and regulatory uncertainty limit access to fibre for smaller processors and discourage new facility development.

Impact: Smaller and Indigenous-led processors struggle to secure reliable fibre; New facilities face long timelines and elevated risk; Capital flows toward jurisdictions with clearer rules and faster approvals.

Opportunity: Develop local fibre-access agreements and policy support services: Facilitate access to tenure or fibre rights for small/mid-scale processors, possibly via partnerships with First Nations and local government; Business growth: New entrants can access consistent feedstock, reducing uncertainty and encouraging investment in processing capacity.

6. Weak Integration Between Forestry & Construction Markets

Gap: Limited alignment between local forestry outputs and regional construction demand, including mass timber, prefabrication, and housing components.

Impact: Forestry and construction operate as parallel sectors rather than a shared value chain; Local wood products are not specified into local builds; Demand signals do not support investment in new products.

Opportunity: Develop regional “timber-to-construction” supply chains: Align local mills, engineered wood producers, and builders to supply regional construction projects (residential, commercial, public); Business growth: Create stable demand for local wood, reduce costs, and build a regional brand around locally sourced sustainable construction materials.

SCALED INVESTMENT OPPORTUNITIES

The Shuswap offers strong potential for value-added forestry investment, building on its established sawmilling base and fibre access. Key opportunities include mass timber, modular and prefabricated construction, and specialty wood manufacturing, supported by growing logistics and regional processing capacity. The region is well positioned to align forestry with advanced manufacturing, low-carbon building systems, and climate-resilient construction innovation. Specific opportunity spaces that align with Shuswap economic profile and value proposition are as follows:

① MID-SCALE SECONDARY WOOD PROCESSING FACILITIES

Opportunity: Establish or expand facilities that turn raw logs into engineered wood (e.g., LVL, CLT), specialty lumber, beams, and architectural wood products. These higher margin products serve local and regional construction markets and reduce dependency on distant mills.

Rationale: Value added wood manufacturing is a provincial priority with programs supporting fibre access and business partnerships.

② FURNITURE, CABINETS, & CUSTOM WOOD PRODUCTS MANUFACTURING

Opportunity: Incubate businesses that craft high end furniture, bespoke cabinetry, wood fixtures, and artisanal wood goods, leveraging local timber and craftsmanship.

Rationale: These products command premium pricing and can strengthen the regional brand while creating skilled manufacturing jobs.

③ COMMUNITY FOREST ESTABLISHMENT & LOCAL TENURE INITIATIVES

Opportunity: Support the establishment of community forest tenures or partnerships with Indigenous nations in the Shuswap to secure long term access to fibre and reinvest revenues locally.

Rationale: Community forests return revenue to local projects and can anchor locally controlled processing.

④ FOREST BIOECONOMY & BIOPRODUCT MANUFACTURING

Opportunity: Develop facilities that produce forest bioproducts — such as biochar, cellulose nanomaterials, biocomposites, bio energy pellets, essential oils, or other biomass derived goods — transforming residual and low grade fibre into high value outputs.

Rationale: BC is promoting a forest bioeconomy to diversify beyond traditional lumber and pulp.

⑤ MODULAR AND PRE-FABRICATED WOOD COMPONENT MANUFACTURING

Opportunity: Invest in a wood based prefabrication facility producing modular wall panels, roof trusses, floor systems, or timber frame elements that serve local construction, including mass timber builds.

Rationale: Prefab wood components can shorten build times and improve construction quality, and provincial programs support manufacturing scale up.

⑥ WOOD WASTE & RESIDUALS UTILIZATION SYSTEM

Opportunity: Create enterprises that convert sawmill by products and residuals into animal bedding, pellets, mulch, biomass heat, or composite materials — reducing waste and adding diversified revenue streams.

Rationale: Turning residual fibre into sellable products aligns with bioeconomy goals and waste reduction imperatives.

⑦ INDIGENOUS-LED FORESTRY & VALUE-ADD VENTURES

Opportunity: Partner with Secwépemc and other Indigenous communities to develop forestry businesses that integrate traditional ecological knowledge with modern value added wood manufacturing, including tenure acquisition and co management.

Rationale: Federal and provincial funding streams support Indigenous participation, and tenure discussions are underway locally.

CRAFT WOOD PRODUCTS INVESTMENT OPPORTUNITIES

The Shuswap offers a unique opportunity for high-value craft wood production by combining abundant, sustainably managed local forests with artisan culture, proximity to a growing tourism and residential market, and access to regional distribution channels. Small-scale, premium wood products can capture strong margins while supporting local employment, preserving forestry heritage, and leveraging the Shuswap's reputation for quality, locally crafted goods. This economic activity can also use residuals or offcuts from larger industrial operations, creating circular-economy opportunities. Specific opportunity spaces that align with Shuswap economic profile and value proposition are as follows:

1 MID-SCALE SECONDARY WOOD PROCESSING FACILITIES

- Cutting boards, charcuterie boards, and serving utensils made from locally harvested hardwoods or figured wood.
- Handcrafted furniture: chairs, tables, benches, or shelving using local species like maple, cedar, or pine.
- Wood turning and carved items: bowls, pens, ornaments, and small decorative objects.

2 ARTISAN BUILDING MATERIALS

- Custom timber beams, posts, or panels for residential cabins, tiny homes, or local modular buildings.
- Decorative siding or cladding: reclaimed or specialty milled wood with unique finishes.
- Wooden flooring planks produced in small batches with high-quality finishes.

3 HANDCRAFTED OR NOVELTY ITEMS

- Small batch wooden toys, puzzles, and games.
- Custom cabinetry or artisan kitchenware using local wood species.
- Souvenirs and local crafts for tourism markets (coasters, keychains, frames).

4 VALUE-ADDED OR RECLAIMED SPECIALTY WOOD

- Reclaimed wood from local construction or forestry residues, turned into furniture or décor.
- Live-edge slabs or figured wood pieces sold to woodworkers or boutique furniture makers.
- Wood for musical instruments (small runs of guitars, ukuleles, or drums).

5 NICHE PRODUCTS / ARTISTIC APPLICATIONS

- Wood veneer sheets for furniture, cabinetry, or arts.
- Wood-infused products like handmade pens, cutting boards with resin inlays, or mixed-media craft items.
- Custom laser-cut or CNC-milled wood products for home décor or signage.

6 BOUTIQUE ENERGY & BIOMASS PRODUCTS

- Premium firewood or wood bundles (e.g., kiln-dried hardwood for gourmet fireplaces).
- Wood pellets for high-efficiency stoves, produced in small batches for local sale.
- Charcoal or artisanal smoking chips for local restaurants and BBQ enthusiasts.

FORESTRY VALUE-ADD BUSINESS RESOURCES & INCENTIVES

This resources directory helps businesses with expansion-focused financing/export programs, R&D & industry supports, and housing/modular-construction specific programs.

SHUSWAP

[Community Futures Shuswap](#)

Business and economic development services. Primary local touchpoint for financing and business coaching.

- [Launch-a-Preneur Program](#) - fostering new business start-ups in the region by encouraging participants to support one another as they build their businesses from concept to launch.
- [Business Toolkit](#) - Downloadable templates for business planning, cash flow analysis, legal checklists, and loan applications.

[Salmon Arm Economic Development Wood Products Profile](#)

BC

BC Government

- [Taking action in BC's forest sector](#)
- [Policies/programs](#)

[BC Manufacturing Jobs Fund](#) (BCMJF)

Capital funding to modernize and expand manufacturing projects in B.C., including value-added wood projects (intakes vary; check current status). Good for equipment, plant expansion.

[BC Manufacturing and Processing Investment Tax Credit](#)

15% (up to \$2 million investment, maximum credit \$300,000) refundable tax credit for businesses that make investments into machines, buildings, or equipment used in manufacturing and processing efforts. Available for investments made on or after April 1, 2026 until March 31, 2031.

[BC Timber Sales – Category 4 Value-Added Manufacturing Program](#)

Dedicated provincial program to provide a reliable fibre supply for secondary manufacturers. Good for entrepreneurs needing timber allocation or consistent wood supply for value-added products.

[Forest Bioeconomy & Innovation](#)

BC's strategy to grow a forest bioeconomy, creating jobs and new products from forest biomass and by-products. Useful if your business is exploring bioproducts, biomass utilization, or waste-to-value innovation.

[WorkBC](#)

- [Supports](#) for forestry workers, businesses, and employers.

[Value-Added Accelerators & Sector Support](#)

Government-industry initiative to build partnerships, improve fibre access, and strengthen the BC value-added wood sector. Offers regional networking, business engagement, and strategic planning support. Helps connect entrepreneurs with timber supply, primary producers and industry groups.

[BC First Nations Forestry Council](#) – BusinessConnect

Helps Indigenous entrepreneurs and partnerships develop forest-related business opportunities. Provides business planning support and connections specifically for forest ventures.

BC ASSOCIATIONS

- [BC Community Forest Association](#) - supports community forests which can be important partners or sources of logs for value-added producers.
- [BC Council of Forest Industries](#) (COFI) - the main provincial industry association for the forest sector, including lumber, wood products and value-added manufacturing. (Note: this spans primary and secondary sectors.) [BC Wood](#) - the key trade association representing British Columbia's value-added wood products industry, including millwork, cabinets, furniture, engineered wood products, prebuilt housing and remanufactured wood sectors. Provides marketing, export support, trade missions, and networking to help grow BC wood businesses.
- [Canadian Wood Council](#) / [WoodWORKS! BC](#) - provides information, education, and design resources that help builders and value-added producers work with wood products.
- [Independent Wood Processors Association of BC](#) (IWPA) - represents higher value wood manufacturers that seek to maximize fibre use and create jobs through secondary processing (kiln drying, planing, remanufacture).
- [Interior Lumber Manufacturers' Association](#) (ILMA) - represents interior BC lumber manufacturers and some specialty wood processors, helping share resources and advocacy.
- [Value-Added Accelerators / BC Value-Added Wood Coalition](#) - multi-partner initiative (government + industry associations) that works to grow BC's value-added wood manufacturing sector through policy, fibre flow solutions and partnerships (not a membership association, but important in the sector).

- [Western Forestry Contractors' Association \(WFCA\)](#) - represents forest management and silviculture contractors across Western Canada; useful for networking within the broader forest supply chain.
- [Western Red Cedar Lumber Association](#) - focuses on promotion and market development for cedar products, including value-added cedar products.

CANADA

[Business Development Bank of Canada \(BDC\)](#)

Debt financing, growth advisory services, and sector financing for manufacturing and export growth. Useful for scale-up CAPEX and equipment finance.

[BDC / EDC Partnership Services](#)

Combined debt, advisory and export finance to support capital expansion and cross-border sales.

[Canadian Wood Council / Mass Timber Roadmap / Transition Accelerator](#)

Industry advocacy, coding guidance, and roadmaps for growing mass-timber markets and supply chains. Helpful for regulations, design guidance, and market strategy.

[CMHC — Affordable Housing Innovation Fund & Rapid Housing / Affordable Housing Fund Streams](#)

Funding streams that can support innovative modular / off-site solutions and demonstration housing projects; often open to private builders working with municipalities/non-profits. Good route if your modular tech targets affordable or rapid housing.

[Export Development Canada \(EDC\) & Trade Commissioner Service / CanExport](#)

Export financing, insurance, market-development grants (CanExport) and Trade Commissioner help to enter new markets for value-added wood products or modular buildings.

[FPInnovations](#)

National non-profit R&D centre for forestry and wood products. Offers technical expertise (mass timber, engineered wood, manufacturing optimization), labs, and industry projects. Ideal partner for prototyping, testing and code/standards support.

[Green Construction Through Wood \(GCWood\)](#)

Federal funding stream that promotes commercial adoption of wood-based construction products. Helpful if your business is producing materials used in wood-based building systems.

[Investments in Forest Industry Transformation \(IFIT\) Program](#)

Natural Resources Canada (NRCan) program that funds commercialization of new technologies and products in the forest sector — especially low-carbon wood products and innovation. Supports activities like product adoption, innovation and market expansion. Good for scaling value-added production and diversification.

[Natural Resources Canada](#)

Forest sector funding programs.

[Green Construction through Wood \(GCWood\)](#) demonstration funding - aimed at demonstrating and de-risking wood-based construction systems (mass timber, hybrid) - a direct fit for modular timber projects.

[Forest Innovation Program](#) - supports early-stage innovation projects and networks in the forest sector. Good for consortium R&D proposals.

[NRC — Industrial Research Assistance Program \(IRAP\)](#)

Technical/advisory support and possible wage-subsidy funding for R&D and commercialization of new manufacturing or construction technologies.

Provincial & Federal Clean-Tech / Decarbonization Funding (various streams)

Many programs (NRCan, ISED, provincial clean-growth funds) target industrial decarbonization and energy efficiency in manufacturing lines (e.g., for kilns, drying, heat recovery) — useful to reduce operating costs and improve grant amenability (see NRCan and [ISED](#) supports pages).

[Trade Commissioner Service / CanExport SMEs](#)

Cost-share for export market development (tradeshows, market research, in-market activities). Useful if you plan to export CLT, glulam, panels, or modular units.

NATIONAL ASSOCIATIONS

[Forest Products Association of Canada \(FPAC\)](#)

National association representing Canadian forest products manufacturers, including value-added wood producers.

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