

# Business as Unusual

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## *Economic Development + Planning in Small Communities – a Case Study of Canal Flats*

Presenters:

Jonathan Schmidt

Chris Fields



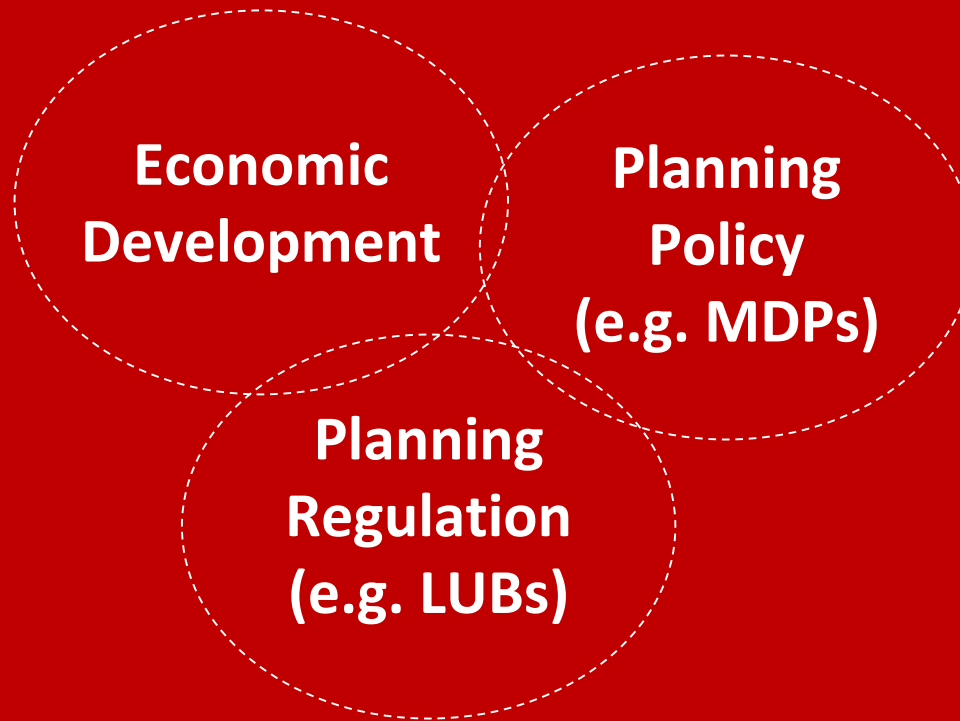
April, 2019



b&a

B&A Planning Group

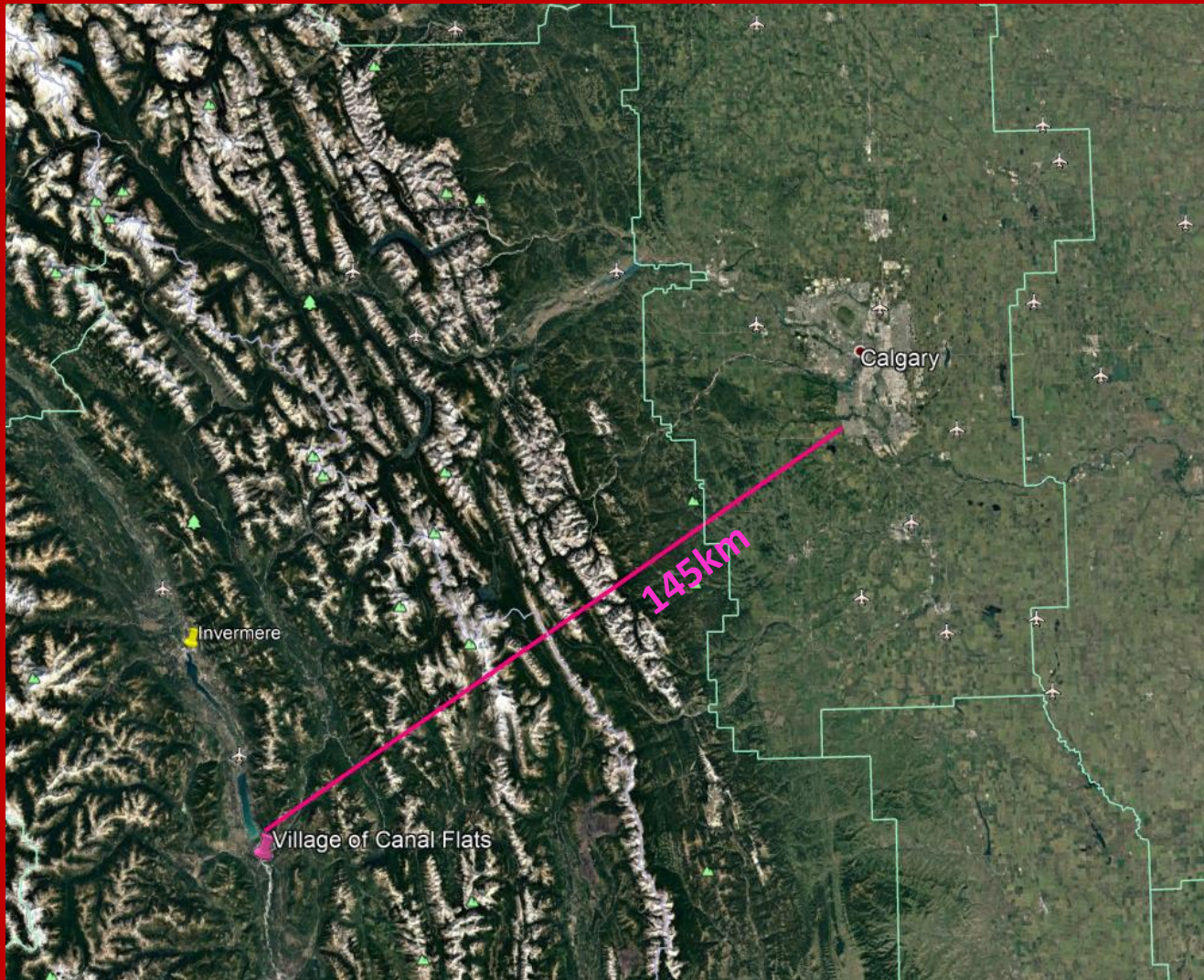
# Today in a nutshell



**Is it possible for all 3 to talk to each other ?**

*Warning: Quiz at the end*

# Case Study: Village of Canal Flats



4 hr drive from Calgary | 145km direct distance



The Year Was 2015...



**Today, one of western Canada's most innovative planning policy communities.**

**Major investor, Columbia Lake Technology Center, 70 jobs, growing population,  
30% assessment value increase.**

**HOW?**

# Rural Rules!

**-The Rural Opportunity is Alive-**

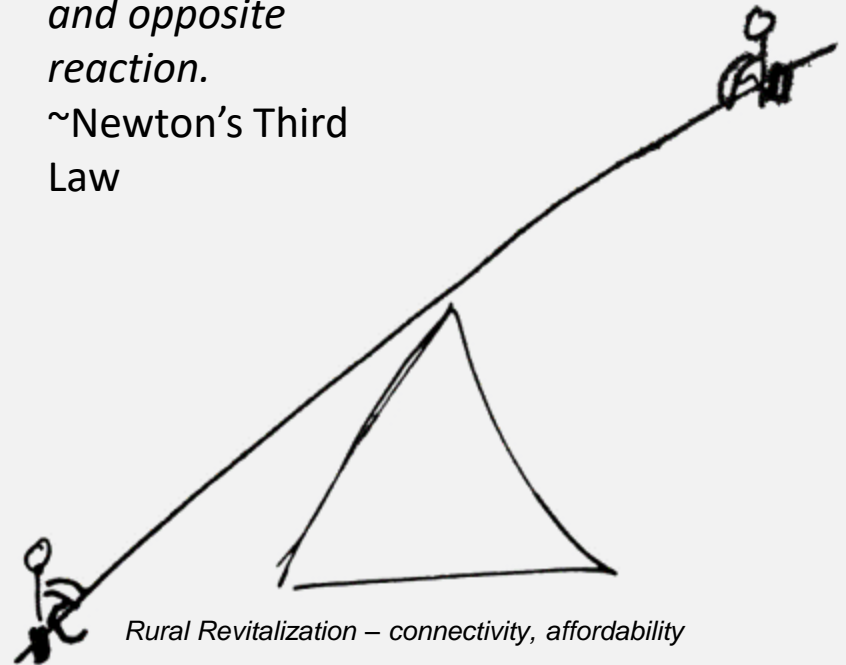
# RURAL RULES!

Amidst the anonymous we crave social connection. For all the iTunes there's something magical about it being live. We are more connected than ever and yet many feel we have lost connection to what's "real." Amidst the packaged and processed we increasingly seek local and fresh. For our societal anxiety we seek new grounding in being healthy and well in mind, body, and spirit.

For all the economic focus on the big we are realizing new opportunity in the counter-balance – an appreciation of **“the small”**.

*For every action  
there is an equal  
and opposite  
reaction.*  
~Newton's Third  
Law

*Urbanization  
Mega Farms*

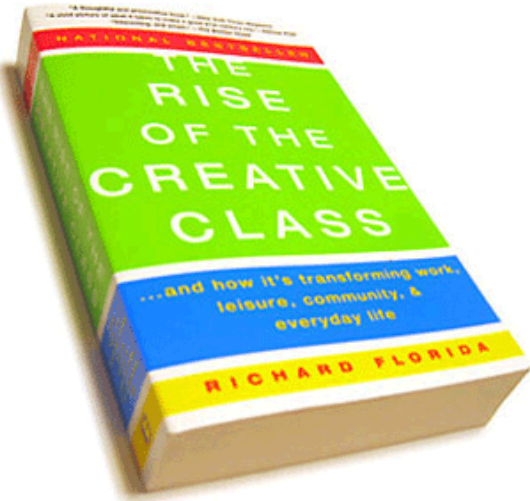


*Rural Revitalization – connectivity, affordability  
Boutique Farms*

# Societal Shift

-Forces a re-think of planning response, and re-evaluation of how we shape communities to thrive in future-

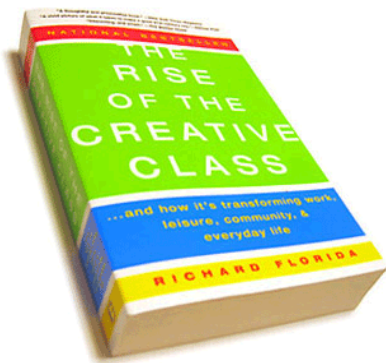
# The Creative Class Seeks



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

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

*The Creative Class don't look a job first – they find a location first and build their life around living there.*



# The Creative Class is real

## The Creative Class

(alive and well...they are real people)

**Name:** Matt L

**Family:** Father of 3 & husband

**Job:** remote computer programmer for USA Firm

**Location of choice:** Owen Sound, ON (moved from Toronto)

**Wife's Profession:** Nurse

**Estimated Family Income:** ~\$100-130,000



*The Creative Class  
don't look for a job  
first – they find a  
location first and  
build their life  
around living there.*

*Why would  
they want to  
live in your  
community?*

## The Creative Class

(alive and well...they are real people)

**Name:** Adam K

**Family:** Father of 1 & husband

**Job:** remote computer programmer for USA Firm

**Location of choice:** Kelowna, BC (moved from Calgary)

**Hobby:** Member of Team Canada National Mountain Running Team

**Wife's Profession:** Public Health

**Estimated Family Income:** ~\$150-200,000





# We Move You

- Dig Once Policy
- Business Case – range of options
- Business Plan – best option
- Broadband Infrastructure Master Plan
- Deployment
- Operational Partnerships
- *Regional Collaboration*
- *Community Enablement (marketing)*

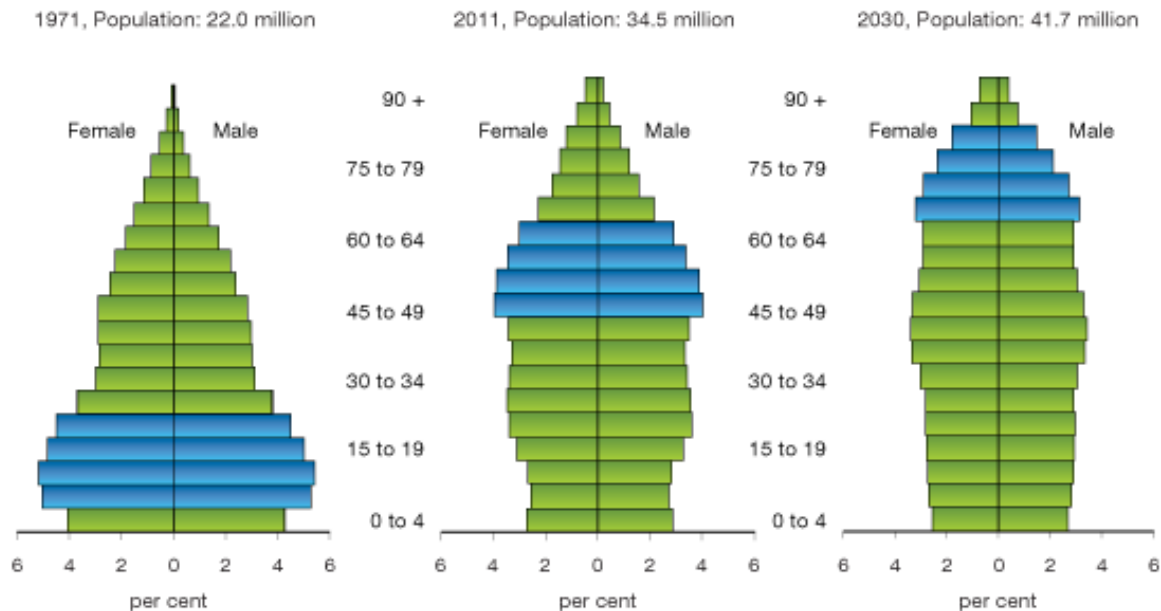
\$100-\$150K

An elderly man with glasses, wearing a light-colored button-down shirt and grey trousers, stands in front of a light blue house. The house has a grey roof, a black mailbox, and a set of concrete steps leading to a porch with a black metal railing. The background shows some trees and a clear blue sky.

# **Aging Population – Evolving Housing Needs**

# Canada: We're Getting Older

- Baby boomers (b. 1946 to 1965) will reach retirement age over the next two decades. 65+ - 15.3% of population in 2013. 23.6% of population in 2030.



- This trend will put huge demands on healthcare, housing and community resources by 2030, and will continue for the next 30 years.

# Millennials Have Shifting Desires

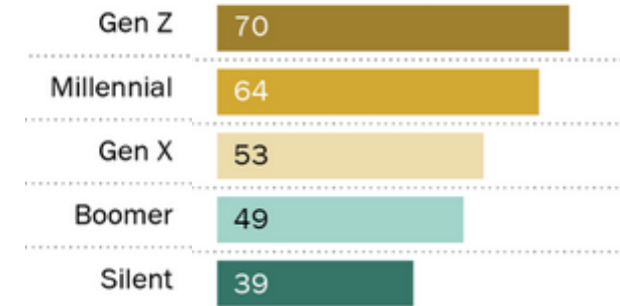
More technologically connected, more liberal, less religious, more ethnically diverse and embracing of it, more educated, experience driven...



# Millennials

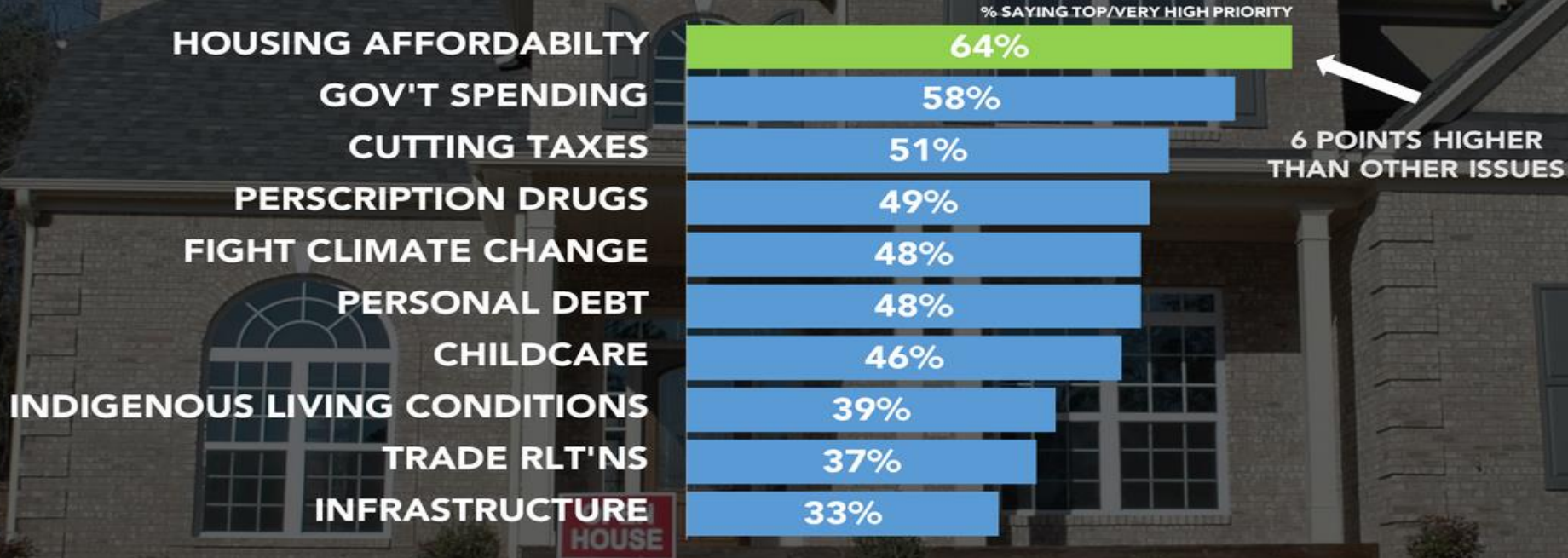
-Born 1981-1996 (23-38)-

Government should do more to solve problems



Src - <https://www.pewsocialtrends.org/2019/01/17/generation-z-looks-a-lot-like-millennials-on-key-social-and-political-issues/>

## WHAT SHOULD THE FEDERAL GOVERNMENT PRIORITIZE?



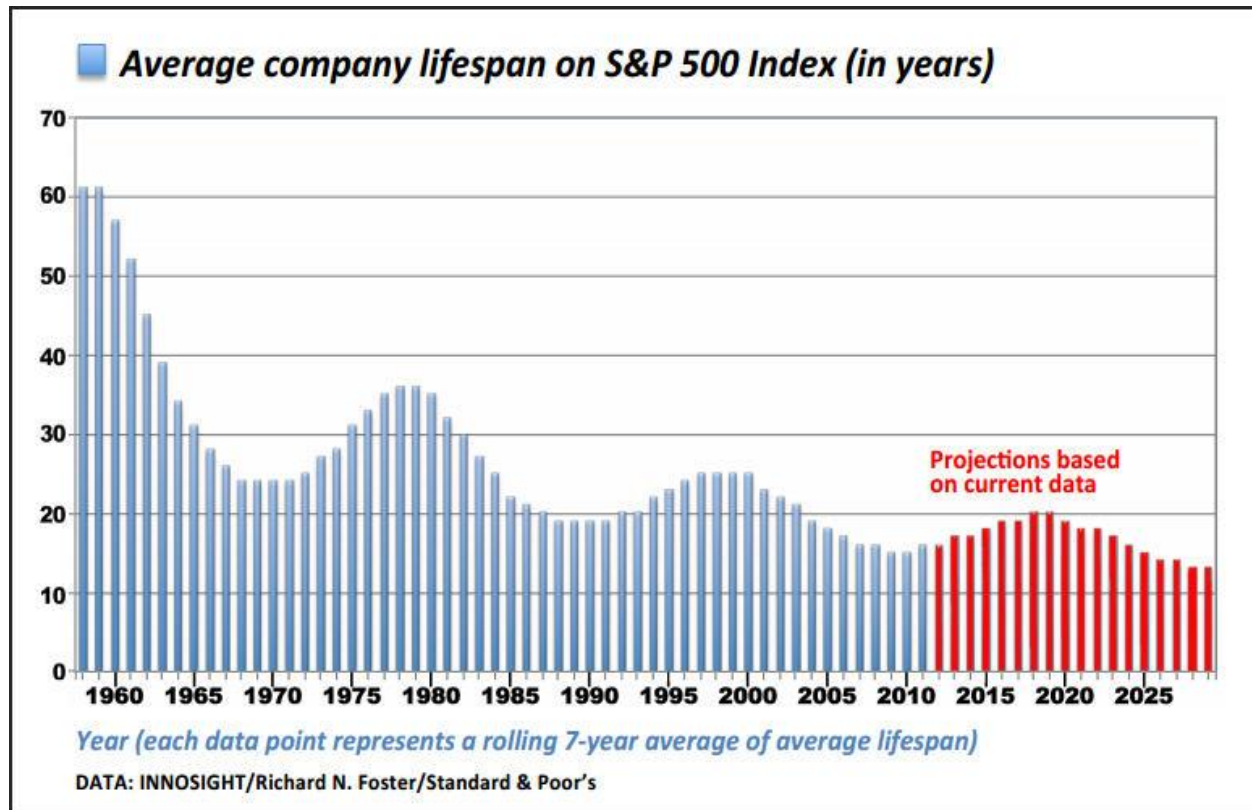
Below is a list of possible issues the federal government could focus on.  
How much of a priority do you feel each one should be?

# Industry 4.0

Automation, advanced connectivity, artificial intelligence or robotics so as to fully perform mechanical tasks or analysis previously done by people.



# Industry 4.0



Digital is the main reason just over half the companies on the Fortune 500 have disappeared since the year 2000.

Pierre Nanterme,  
CEO, Accenture

# Industry 4.0

## **Will YOUR job still exist in 2025? New report warns 50 per cent of occupations will be redundant in 11 years time**

- Experts believe half of today's jobs will be completely redundant by 2025
- Artificial intelligence will mean that many jobs will be done by computers
- Customer work, process work and middle management will 'disappear'
- Report states that workspaces with rows of desks will no longer exist

By JENNY AWFORD FOR MAILONLINE

PUBLISHED: 14:31 GMT, 8 November 2014 | UPDATED: 15:55 GMT, 8 November 2014

Src: <http://www.dailymail.co.uk/news/article-2826463/CBRE-report-warns-50-cent-occupations-redundant-20-years-time.html>

# Infrastructure Deficits



**COVER  
YOUR  
ASS(ETS)**

# Rise of Entrepreneurial Culture



- Mentorship
- New Forms – pop-up, WeWork, shared spaces
- Success Stories
- Sector Objectives
- Youth
- Investment Fund
- Broadband
- Education
- Social Media Prism
- Licensing...



# SEARS

## STORE CLOSING

### Retail Apocalypse





# **Economic Development is a Great Place to Start.**

(follow the money)

# What Economic Development Does



**CHOICE**

**BE  
INTERESTING**

# WHO are we?

(and why do we matter?)

## WHAT

do you  
want to be  
known for?

### **Expert Tip:**

Answer these  
strategic questions  
and 80% of a  
community's  
pathway to  
prosperity/quality  
of life is defined.

# Canal Flats – Value Proposition

1) Most lifestyle-priced housing in the Columbia Valley.

2) The Columbia Valley's last remaining big block employment centre lands (former mill site).

- Lots of power
- No water limits
- Low price

3) Fibre network point of presence



*Anyone want a retirement home here for less than \$200,00?*

# OUR VISION

## *Canal Flats is...*

... the affordable, family-friendly Village building a new future in diverse housing options, quality of place initiatives, tourism and light industry development, and redevelopment of a unique work-live downtown. We will be a key employment centre in a Columbia Valley that reconnects people to nature ... and each other.



*A prism applied to all actions....*

# 1000

Population

- Increased tax revenue creates a more stable/sustainable environment for the Village to provide desired services and amenities.
- Greater school age population keeps the school open.
- Population (especially more permanent residency) creates sustainable demand for new commercial enterprises.

# The Community Development Pickle



# Canal Flats - The Strategy

## Goal 1: Generate Employment

### Why?

- Modestly grow population (1000 people+).
- Generates future demand for services that have been lost
- Creates a self-sustaining community development cycle.
- Nurture entrepreneurship – “to rely on ourselves”.

**Strategy 1:** Recreational Property Owners Call Us Home

**Strategy 2:** Nurture Entrepreneurship

**Strategy 3:** Create Employment Centre Lands

## Goal 2: Build a Distinctive Community

### Why?

- Quality of place (“village-beautiful”)
- Enables investment, specifically creative workforce & entrepreneurs that seek lifestyle communities

**Strategy 1:** Create Downtown Policies (pocket housing, live-work, timberframe design) that enable development

**Strategy 2:** Implement Beautification and Specific Quality of Life Initiatives

**Economic  
development**



*These  
Goals  
support  
each  
other....*



**Community  
development**

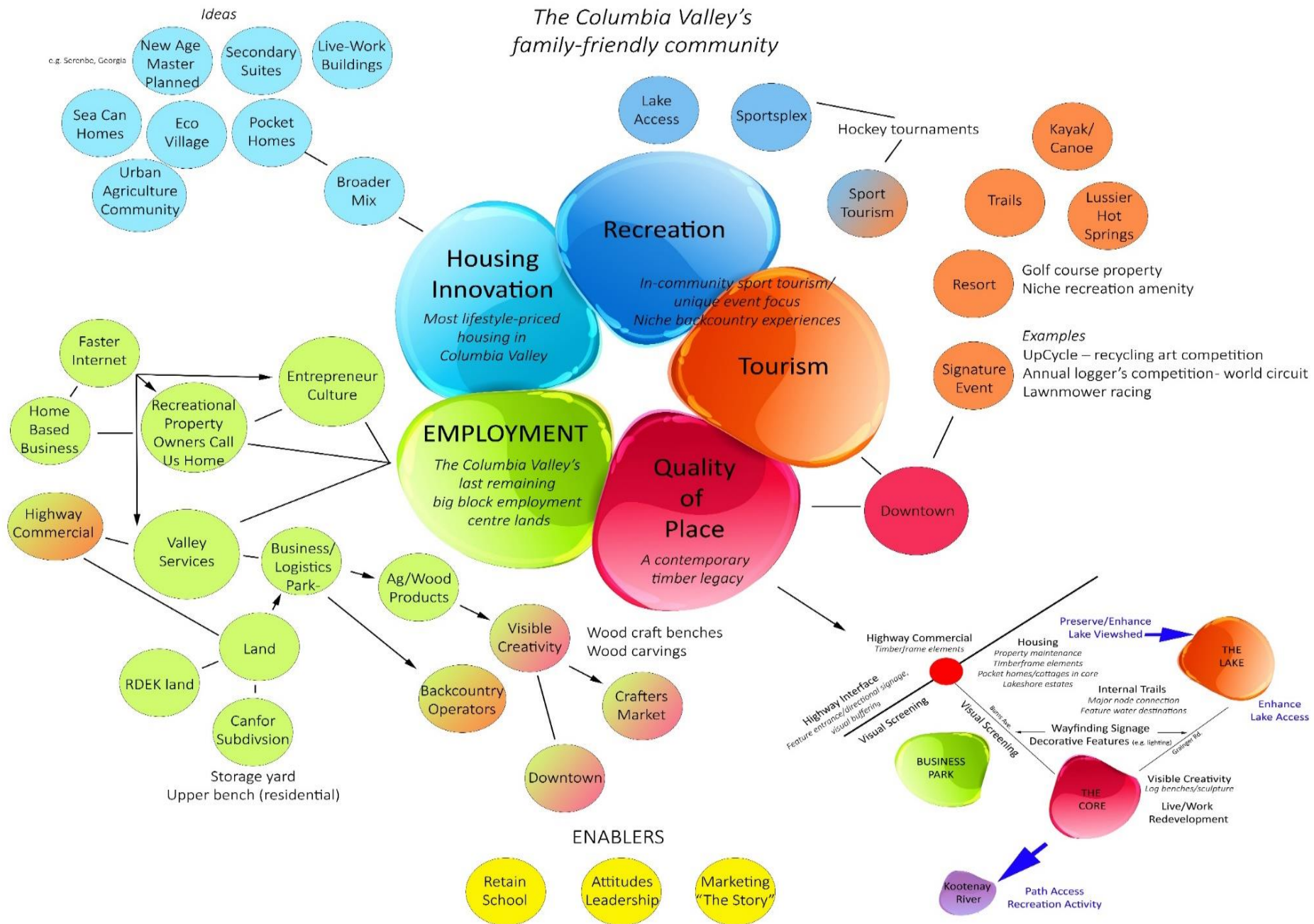


# Who to Attract?

- Working families
- Younger working generation
- Entrepreneurs
- Early retirees

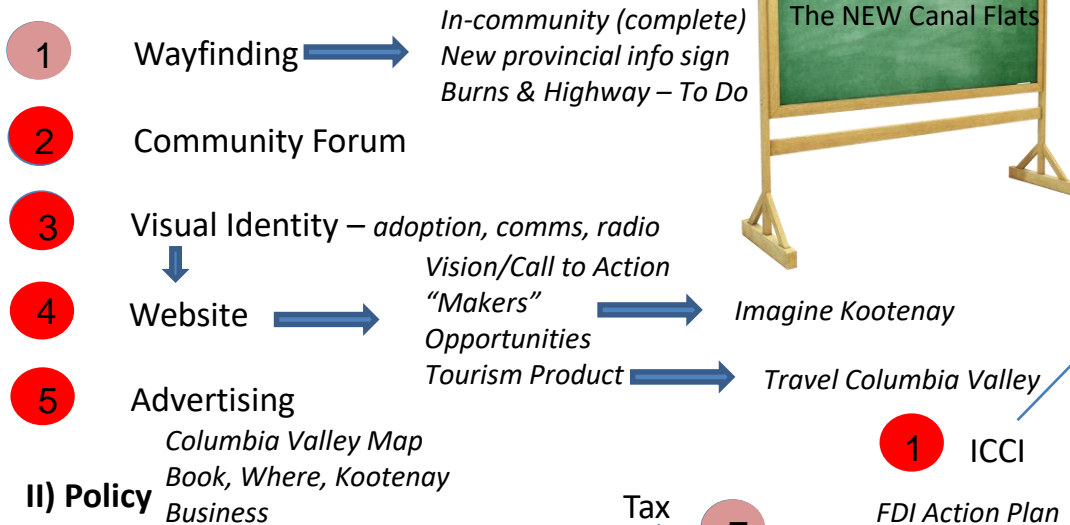


# VILLAGE OF CANAL FLATS COMMUNITY DEVELOPMENT VISION

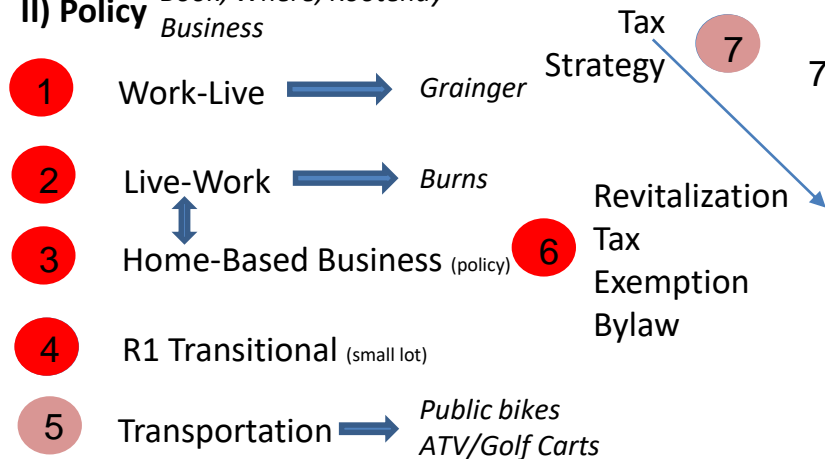


# ACTION PLAN

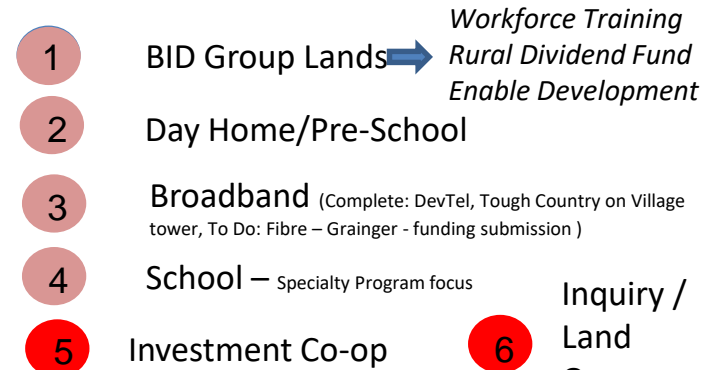
## I) Change the Conversation



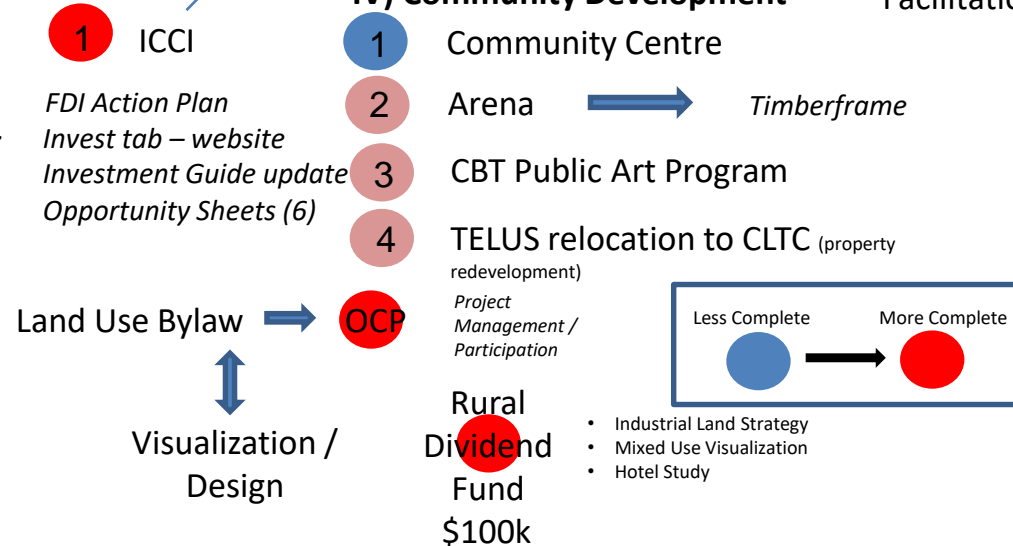
## II) Policy



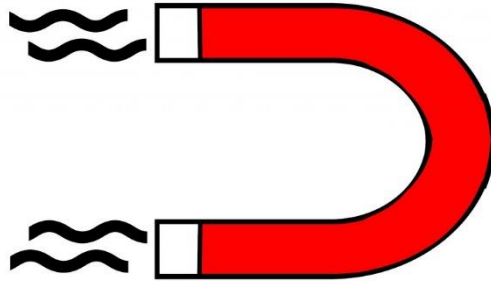
## III) Investment Attraction



## IV) Community Development



# INVESTMENT ATTRACTION



Village of  
**CanalFlats**

 Rynic

**b&a**

**COLUMBIA LAKE  
TECHNOLOGY CENTER**



**PodTech**

**BID Group**

- *Fabrication*
- *Data Pod Manufacturing*
- *Data Centre*
- *Edge Computing - Video Rendering, Artificial Intelligence, Smart Factories, Automated Mines, Virtual Reality, Blockchain, Unmanned Aerial Vehicles*

Imagine the possibilities and opportunities if your technology company were located here.

We're building a world-class rural Technology Innovation Center with all the advantages of the big city and none of the disadvantages. The Columbia Lake Technology Center is based in the beautiful Canadian Rockies in Canal Flats, British Columbia.

CALL US:  
778-523-8000

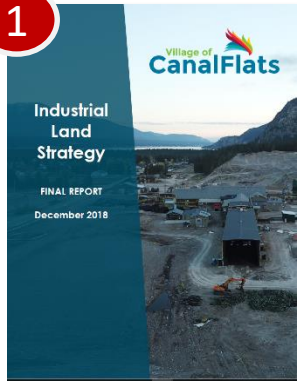
#### **Vertical/Horizontal Value Chains**

- *Excess Heat Opportunity (agribusiness)*
- *Agritec*
- *Building Systems and Components*
- *Technology Training Centre*

# THE LAUNCH – 4 PROJECTS

To attract investment and achieve their vision the Village launched RFPs for 4 projects in 2018. Most are now complete or in the final stages.

1



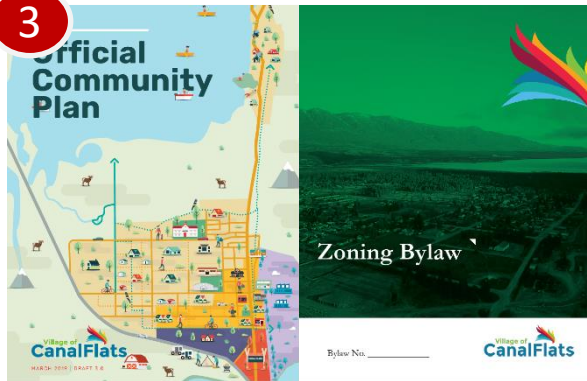
Industrial  
Land  
Strategy

2



Hotel  
Feasibility  
Study

3



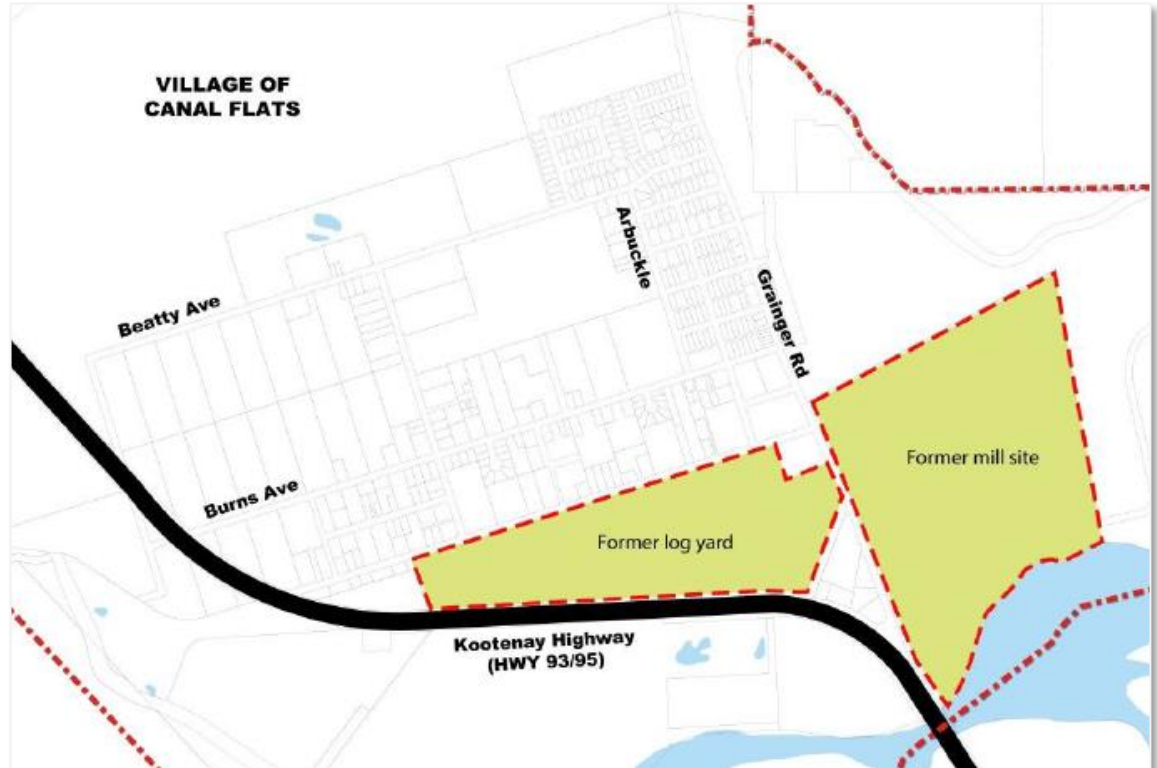
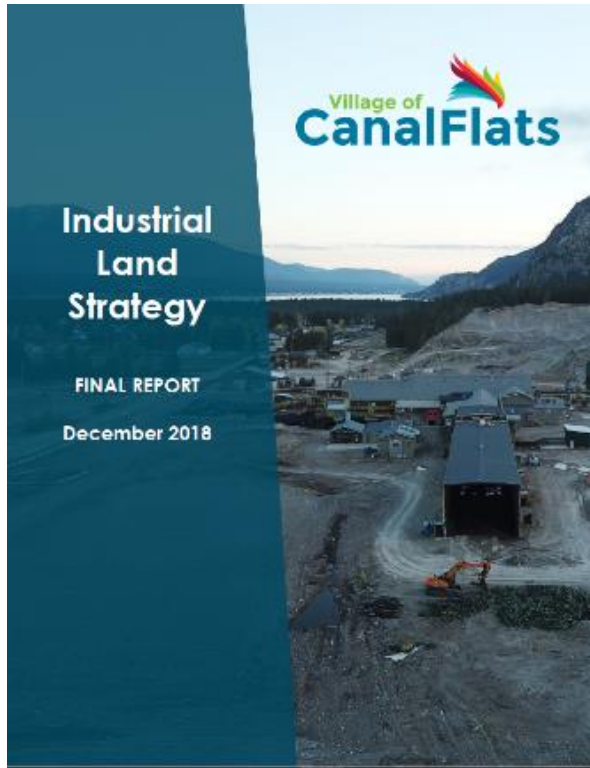
OCP & Zoning  
Bylaw Updates

4



Visualizations &  
Design Guidelines

# 1. Industrial Land Strategy



**Scope of work:** flood hazard identification, highway access management strategy investigation, financial fundamentals, sector targeting/value-chain research, infrastructure modeling, OCP/Zoning Bylaw recommendations

# What actually happened...

A major investor acquired the Village's vacant industrial lands (former mill site) and other complementary lands. They created a master plan that would mesh with the other initiatives of the Village and spurred economic interest and speculation.



(above) Vision by new owner BIDCO

# The Vision (courtesy of BID Group)

1. A water canal that provides a central amenity
2. Approx. 1000 new residents at build out (150% of current population)
3. A new downtown core
4. An employment centre (CLTC) – roughly 75-100% of today's Canal Flats labour force
5. Mixed use commercial-residential approach
6. Housing affordability via housing innovation (e.g. work-live, smaller, apartment/condo, etc.)
7. Hotel accommodation

## JOBS JOBS JOBS

Direct Jobs – 80 by end of 2019  
-Annual income est. \$5M

Additional Indirect Jobs  
(retail, food, services)  
Generated – 80-160  
Job total is 50-70% of current  
labour force in Canal Flats.

New  
Village  
Centre

CANAL FLATS MILL SITE REDEVELOPMENT PLAN - PHASE 3  
IGNITE STRATEGIC DHM DESIGN AUGUST, 2018

**Other innovations:** master planning/subdivision/ag innovation funding/dike/district heating/rail spur/open house/marketing/sector targeting

# East Kootenay Columbia Investment Co-op



EKC INVESTMENT  
CO-OP

HOME

ABOUT

INVEST

BORROW

CONNECT

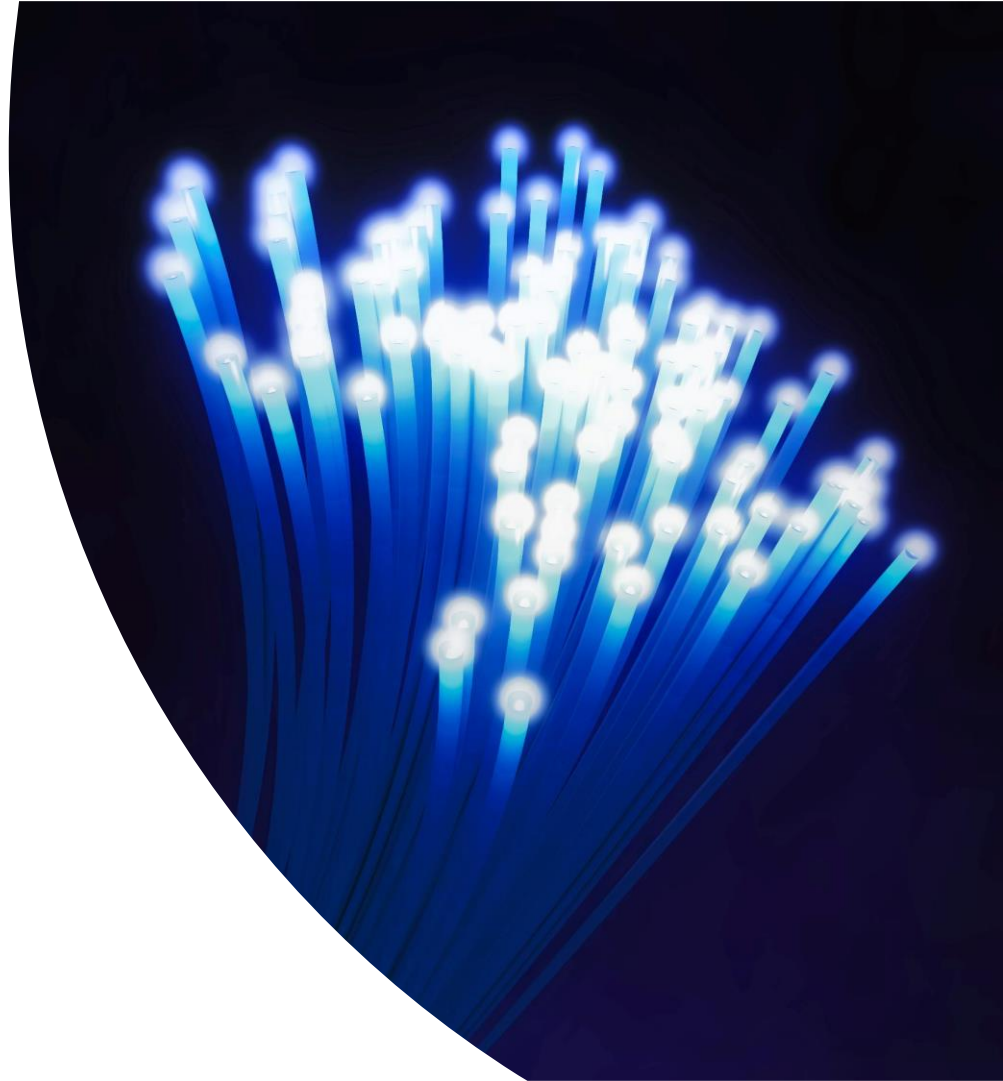
## INVEST & BORROW

*Where You Live*



# Fibre

- Extend from PoP
- CLTC



# Village of Canal Flats



FDI Action Plan  
2017

# Primary Attraction Focus

## 1) Agrifoods

- OBJECTIVE – ATTRACT PROCESSING INVESTMENT (NICHE CROPS, GREENHOUSES, FABRICS, AQUACULTURE, DISTILLERY)

## 2) Fabricated Metal Product Manufacturing

- OBJECTIVE – LEVERAGE BID GROUP METAL FABRICATION ENTERPRISE INTO ADDITIONAL METAL FABRICATION CLUSTER ACTIVITY

## 3) Forestry – Wood Products Manufacturing

# Secondary Investment Attraction Focus

## 4) Mining

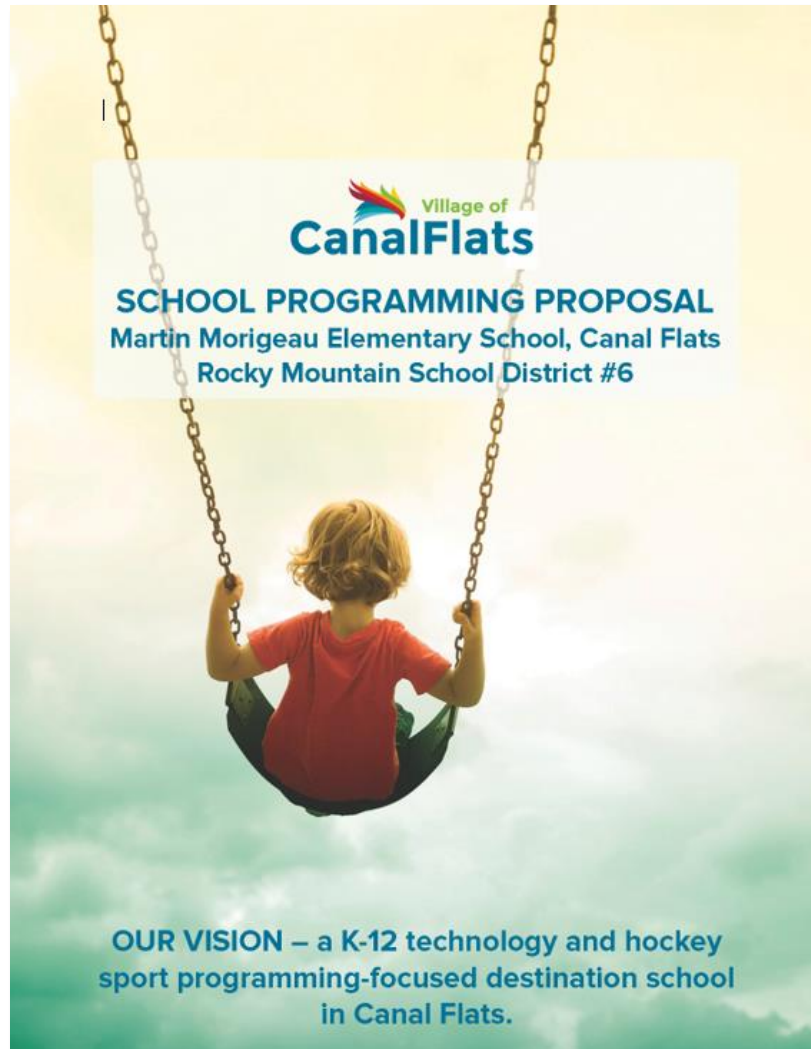
## 5) Transportation

*Additional micro foreign direct investment opportunities have been identified as follows:*

- 1) Mountain Mercantile    2) Master Planned Lands    3) Work-Live (Village Centre)  
4) Immigration – the Village of Canal Flats welcomes new immigrants who invest in start-up enterprises or purchase existing enterprise(s).

*Targeting incorporated into: 1) investment opportunity sheets;  
2) Investment Guide; and 3) investment-focused website content.*

# Innovative Opportunities



# BRE/Investment Attraction

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Childcare

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Wellness Centre

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Brew Pub

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Kimberley enterprise

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Dance school

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Hotel

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RV Campground

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Mountain Mercantile

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Mainstreet Redevelopment (2)

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FDI

## 2. Hotel Study

**Conclusions** stated a potential Return on Investment (7.4%) below what is typical (12-15%) but gave the Village insight into the market and potential challenges or barriers.



### PRELIMINARY INVESTMENT ANALYSIS

#### PROPOSED 50 ROOM HOTEL - VILLAGE OF CANAL FLATS, BC

Capital Cost (Low end of the range)	\$6.0 million
Supportable Investment (Middle of range)	\$4.4 million
Assuming borrowing \$3.0 million (Equates to 68% of Value)	\$3.0 million
Equity Investment Required (Capital Cost - debt financing)	\$3.0 million
Assume Interest Rate of 6.0%, 25 Year Amortization, Annual Payment is	\$240,000
Year 3 Operating Income (Rounded)	\$463,000
Net Income After Amortization	\$223,000
Return On Equity (Based on Year 3 Income)	7.4%

Source: CBRE Hotels

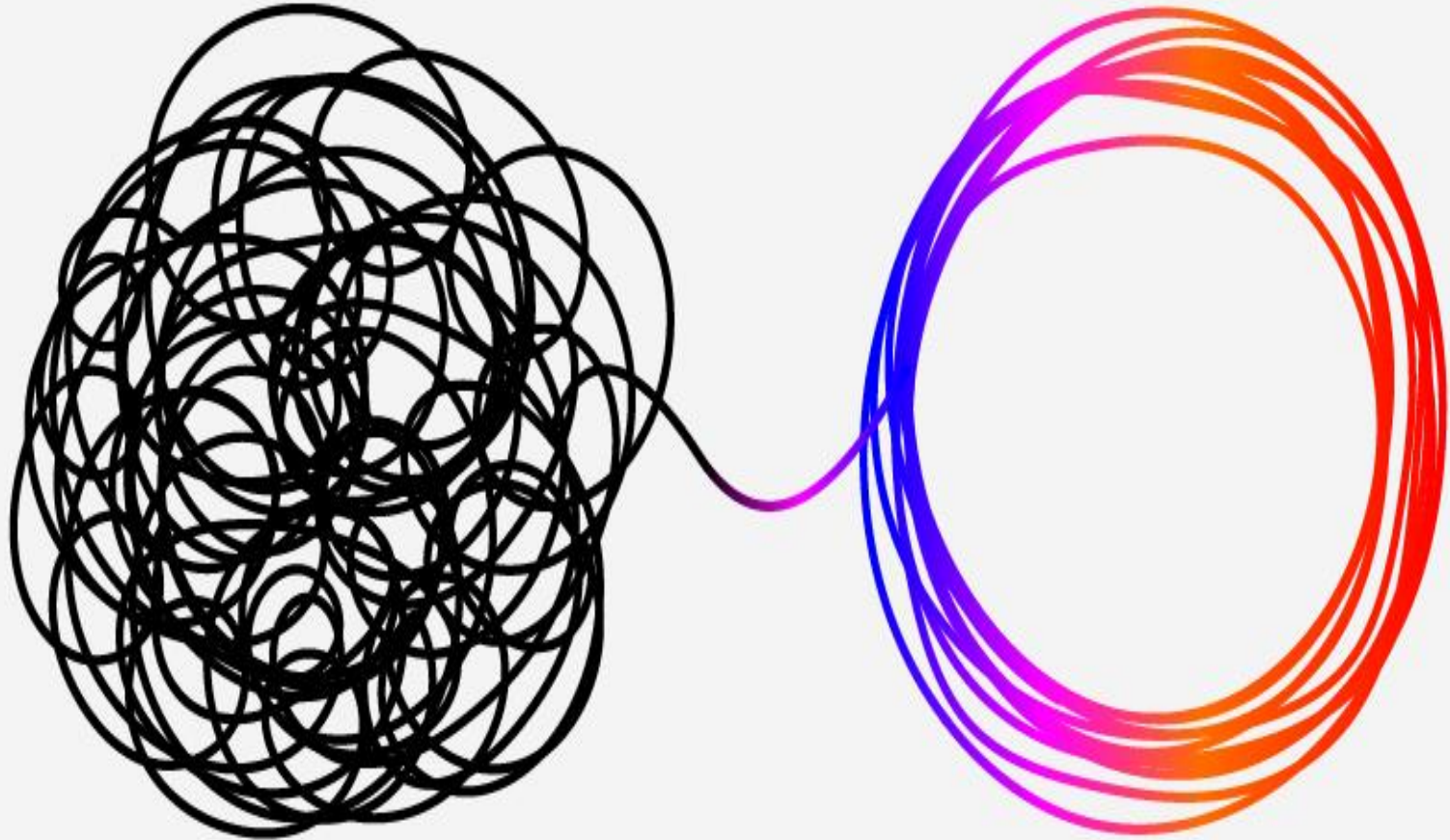


3.

# POLISEE

3. OCP &  
Zoning Bylaw  
Updates

We can be good places for business/to live.  
While being hard to do business/get things done in



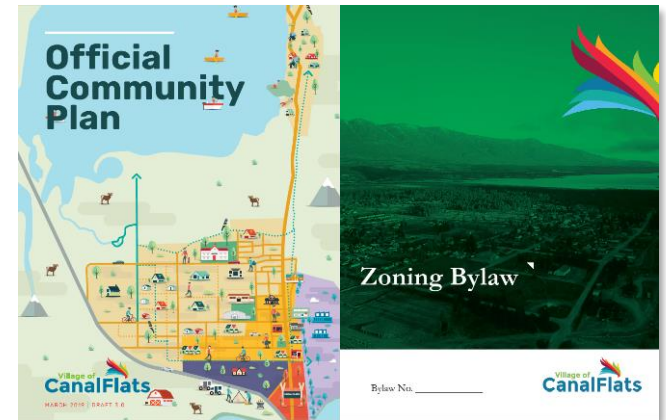
The economy  
Business supports  
Regulation  
Business costs  
Pride in purpose-driven community

FUTURE

# CONNECT THE DOTS



# OCP & Zoning Bylaw Updates



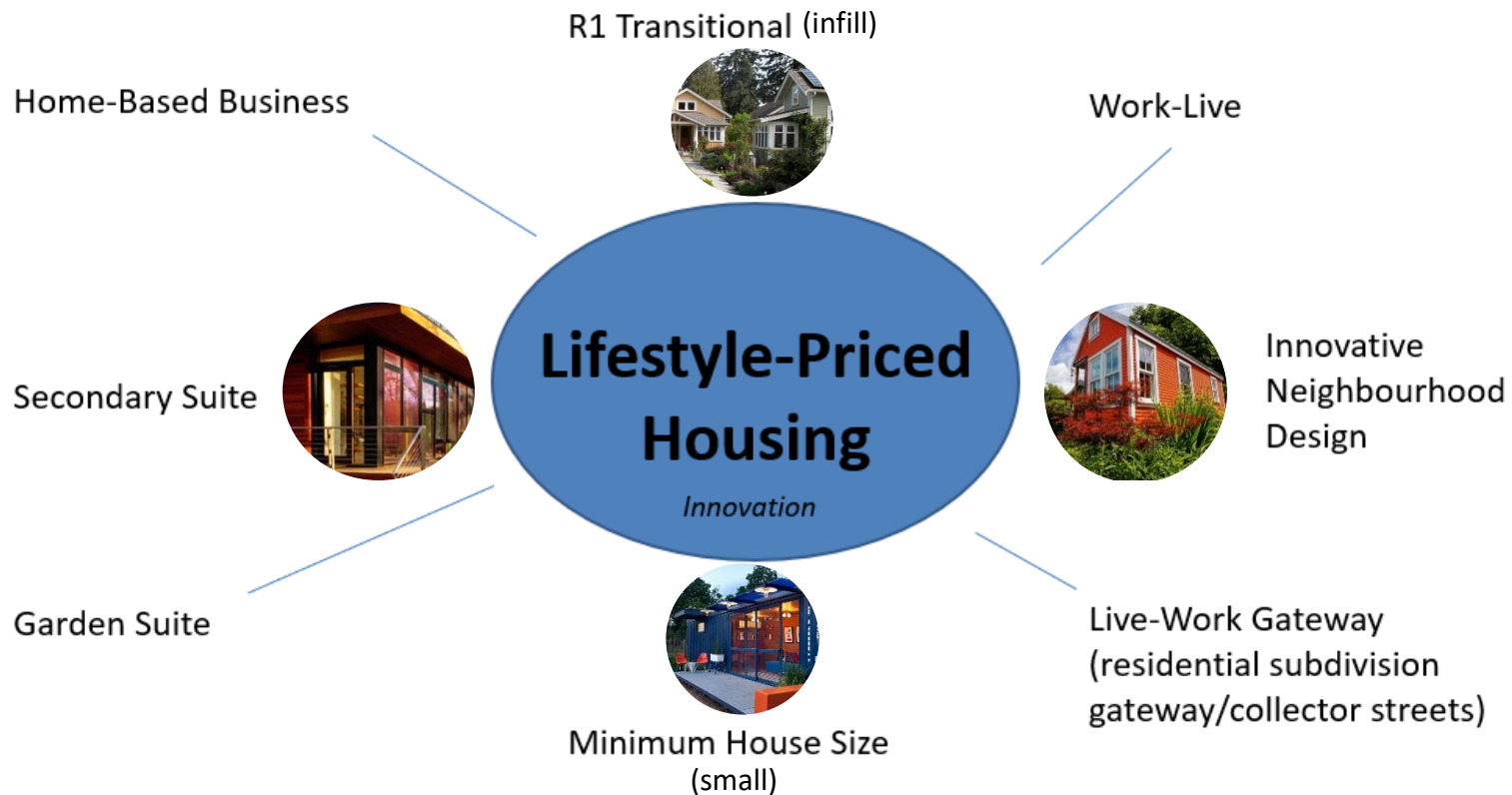
Many (maybe most) Municipal Development Plans (MDPs) and Land Use Bylaws (LUBs) are out of sync.

**Solution: Fully integrated approach!**

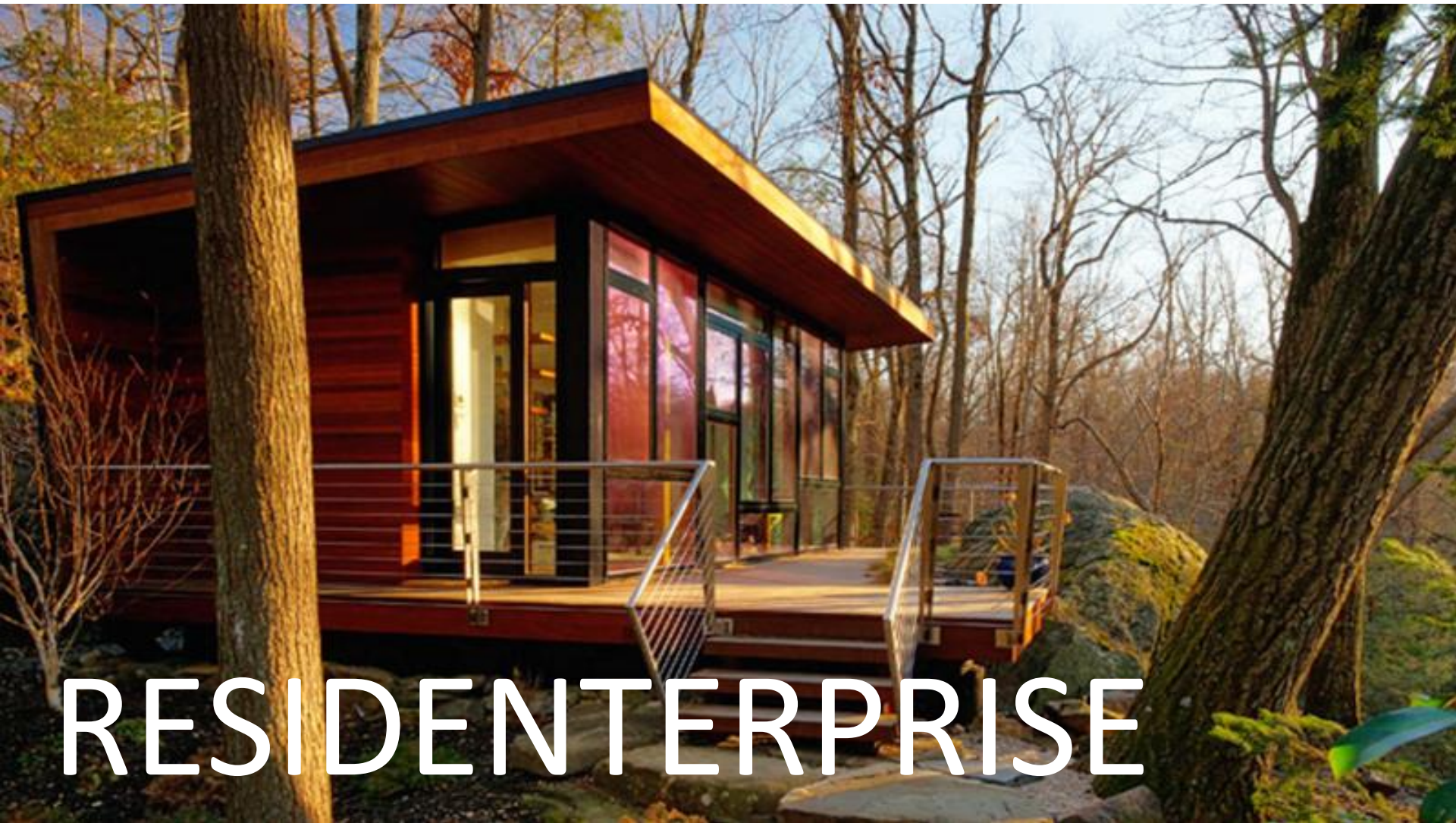
# A Key Catalyst

# Lifestyle-Priced Housing

- “Affordability” isn’t solved with sole focus on public housing.
- **Must enable** flexible lifestyle solutions.
- Housing addressed this way = economic development by attracting families, entrepreneurs/creators, and recreational property owner transition to more full time status.



# RESIDENTERPRISE



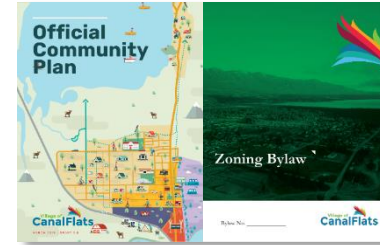
# WORK-LIVE



- Work-live mixed-use
- Adaptive housing
- Smaller lot sizes
- Density downtown
- Reduced parking requirements
- Design guidelines

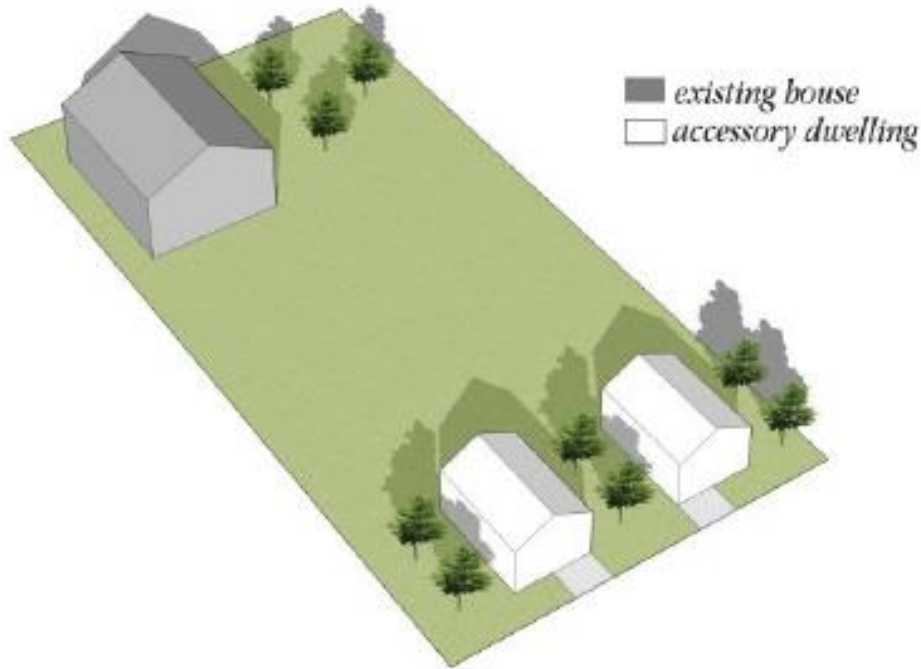
# OCP & Zoning Bylaw – **Big Moves**

**Big moves to increase  
population & economic  
activity**



- i. Allow Accessory Dwelling Units
- ii. Promote home businesses
- iii. Reduce/eliminate parking standards
- iv. Promote a greater mix of land uses (especially downtown – live-work/work-live!)

# Accessory Dwelling Units



**Purpose:** Accessory dwelling units (ADUs) are encouraged in Canal Flats to assist with creating a variety of housing types for the Village's existing and future residents. ADUs are an affordable housing form that encourages infill and redevelopment on existing lots as well as promoting tourism and additional short-term overnight accommodations through local business.

- Minimum floor area 37.0 m<sub>2</sub> (400 ft<sub>2</sub>) - 70.0 m<sub>2</sub> (753 ft<sub>2</sub>).
- Owner occupied principal dwelling if ADU is rented

# Home-based Business

Where it all started



**APPLE**

**GOOGLE**

**AMAZON**



**HARLEY**

**DISNEY**

**MATTTEL**



Typical bylaw regulations for Lucy's HBB (personal services – psychiatry)

- Off-street parking stalls (min 1 or 2)
- Restricted hours of operation
- Discretionary use – post for 2 weeks to see if neighbours complain
- Must provide proof of professional certifications
- Maximum size of business
- Business licence

# HBBs & Parking

- Do you have a declining municipal population and want to grow?
- Do you have available road right-of-way for on-street parking?
- **Then scrap your parking requirements – especially for home-based businesses!**



# HBBs & Parking



# A word about parking

“twin gods of Smooth Traffic and Ample Parking—have turned our downtowns into places that are easy to get to but not worth arriving at.” — Jeff Speck, author, Walkable City





# Expand the allowed land uses

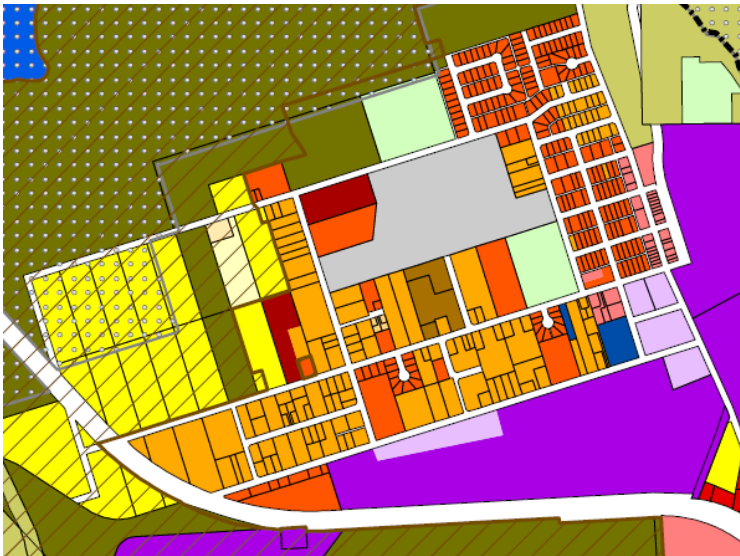
- Allow multi-unit residential (up to a 4-plex) in most R1 residential areas
- Allow a broad list of residential and commercial uses in the Village centre



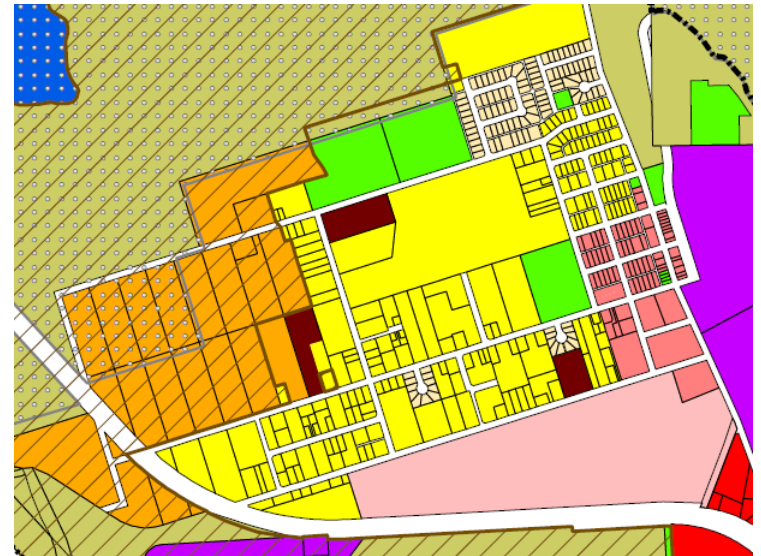
Jade Landing – multi-unit development, Canal Flats

# Compress your zones/districts

- Do you really need 8, 10, 12 residential districts?
- Simplify your land use bylaw by compressing the number of districts (Alberta examples -> High River, Beaumont).
- Allow for more variety in your residential areas.



Before



After

# OCP-IN-A-PAGE

## OUR VISION

Canal Flats is...

...the affordable, family-friendly Village building a new future in diverse housing options, quality of place initiatives, tourism and light industry development, and redevelopment of a unique work-live downtown. We will be a key employment centre in a Columbia Valley that reconnects people to nature ... and each other.

## OUR MISSION

To achieve our vision, we will strive to...

Create an economic hub in the Columbia Valley fueled by a thriving entrepreneurial spirit with an economy stimulated by light industry, home-businesses, emerging technologies and tourism.

Foster a safe, accessible, affordable, and fun sense of community with a range of housing types for a diversity of people, well-connected public spaces, and services and amenities for residents and tourists alike.

Protect the natural environment through preservation and conservation of environmentally sensitive lands in collaboration with other government bodies, the Kootenai Nation, and local non-profit groups.

Be recognized as modern mountain Village with traditional small-town values including friendliness, an atmosphere of cooperation, and a sense of connectedness.

## WE'RE EMBRACING A NEW VISION

Official Community Plan Booklet

The Canal Flats Official Community Plan establishes a new vision for the Village, with practical and innovative solutions to improve the quality of life for residents through attracting economic investment, creating housing diversity, and conserving the natural environment.

Fun easy-to-read folded brochure summarizing the Community Plan for the average citizen

## OCP Land Use Policy Areas

### Parks and Open Space

Today we have lots of great parks, trails and open spaces (e.g. Lions Park, Tilley Park) but they lack connectivity to other places in the Village.

In the future we will have well-connected parks, trails and open space **collaboratively built** through public and private investment that link to our emerging commercial areas. We will also be one of the first municipalities with multi-use pathways for motorized vehicles such as golf carts and ATVs.

### Community and Neighbourhood

Today, Canal Flats is mostly single-detached dwellings on large lots, which is expensive for water and sewer servicing and doesn't allow for aging-in-place or investment from individuals wanting smaller or alternative housing types.

In the future Canal Flats will have a greater mix of small and large residential lots as well as a range of housing types, including accessory dwelling units (e.g. laneway homes), and multi-unit housing. Home-based businesses will nurture local enterprises and service locals and visitors alike.

### Village Centre

Today, the Village Centre has some key municipal amenities such as the Arena and Civic Centre, but has attracted relatively little private economic investment to create a vibrant downtown.

In the future, the Village Centre will be a vibrant mixed-use area that supports a diversity of commercial businesses and has a unique small village sense of place, where residents gather and visitors linger.

### Gateway

Today, the Village's gateway area does not offer a friendly 'welcome' to passers-by, nor does it offer many services for the traveling public.

In the future, the gateway will be a warm, inviting area that nurtures a sense of curiosity about the Village and provides basic services to the traveling public.

### Industrial / Technology

Today, the Industrial / Technology area is in a state of transition where the lumber mill legacy still lingers and a sense of cohesive design is not present.

In the future, the Industrial / Technology area will be a showcase for economic investment of emerging data-driven technologies as well as the integration of educational opportunities. This area will be physically well-connected to the rest of the Village through new roads and pathways allowing employees to use multiple modes to get to work.

### Master Planned Mixed Use

Today, this area is largely vacant, reminding residents of the lumber and forestry heritage of the Village.

In the future, this area will be a showcase for well-planned mixed-use development, where residents live comfortably nearby commercial enterprises where they can interact with visitors along active streetscapes that reflect a mountain modern Industrial Village theme.

### Environmental / Agriculture

Today, Canal Flats has a diversity of natural environments ranging from Columbia Lake, Kootenay River, agricultural lands, wetlands, rocky bluffs and steep mountainous areas.

In the future, the Village will have conserved the local natural environment, wildlife habitat and corridors, and agricultural areas through continued partnerships with all levels of government and non-government agencies.



# 4. Visualization – *Inspire the future*



## Visualizations & Design Guidelines

Most people can't visualize community change and vision. You must show them!



1 - Duplex and Single Family Residential  
Canal Flats Visualizations  
November 14, 2018



2A - GRANGER LOOKING EAST  
Canal Flats Visualizations  
November 14, 2018



# Live-work / artist studio residential



## 1 - Duplex and Single Family Residential

Canal Flats Visualizations  
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# Mixed-use Downtown



**2A - GRAINGER LOOKING EAST**

Canal Flats Visualizations  
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# Mixed-use Downtown



## 3 - INTERSECTION OF NEW VILLAGE CENTRE ON GRAINGER

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# Live-work Infill Residential



## 4 - INFILL WITH BUSINESSES

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# Work-Live Downtown Revival - Examples



Pop-Up Development – Muskegon, Michigan

# **CLOSE THE LOOP: SALESMANSHIP**

# Municipal Branding



before



after

**Village of Canal Flats**

# INVESTMENT GUIDE

- ✓ Most lifestyle—priced housing in Columbia Valley
- ✓ Last big block employment centre lands in Columbia Valley
- ✓ Backcountry recreation destination

### Tourism Opportunities

Transportation / freight / distribution / transit hub and services, trucking service centre, trades and construction office and space, small machinery manufacturing/assembly/resource industry supports, repairs (vehicles, trucks, tools), warehouse/storage facility, specialty wood products, entrepreneurial business space hub, value-add agriculture (micro-food, craft beverages, artisan cheeses, greenhouse (peppers, tomatoes, cucumbers, mushrooms, garlic)/urban farm production facility), Christmas trees, wholesale trade, renewable energy (solar farm, biomass/waste facility, river resource).

# Investment Guide

LAND INVESTMENT OPPORTUNITY

Industrial Lands


Canal Flats, British Columbia


VILLAGE CONTACT:

Village of Canal Flats  
8866 Grainger Road  
PO Box 159 V0B 1B0  
  
Adrian Cawston, CAO  
250.349.5462  
cao@canalflats.ca


OPPORTUNITY CONTACT:

BID GROUP  
Brian Fehr, Chairman  
& Managing Director  
brian.fehr@bidco.ca



  
**INVESTMENT OPPORTUNITY**  
**400 ACRES: THE LAST BIG BLOCK EMPLOYMENT CENTRE  
LANDS IN THE COLUMBIA VALLEY**  
**AN AFFORDABLE LOCATION TO SERVE A GLOBAL MARKET**


Former sawmill site. Property purchased from Canfor by BID Group in 2017. Owner will consider all development proposals, including industrial, commercial, and mixed-use development. Re-subdivision process and Environmental Certificate of Compliance (Province) required. BID Group operates a [20-employee](#) metal fabrication business on-site, serving North American forestry projects. As a comparable, land area represents approx. 1.5% of industrial land in Vancouver metro.




**SELLING FEATURES**

- Zoned heavy industrial I-2. Rezoning possible. Flat, serviced lands.
- Last remaining large tract of industrial lands in SE BC.
- Access to main N/S [highway](#) and rail spur line.
- Land use history: Saw mill site, partial land development with office and plant structures (130 acres); former log yard flat cleared land (90 acres), and surrounding property (two parcels - 270 acres).
- Water service: [2-inch](#) line.
- Power: electricity (BC Hydro); propane, renewable energy development potential (solar, water).
- Heating fuel: serviceable
- Located within municipal boundary.

- Canfor
- Mountain Mercantile
- Work-Live – Grainger
- Tourism Product
- Koochin

 Rynic

 b&a

# Lifestyle focused marketing



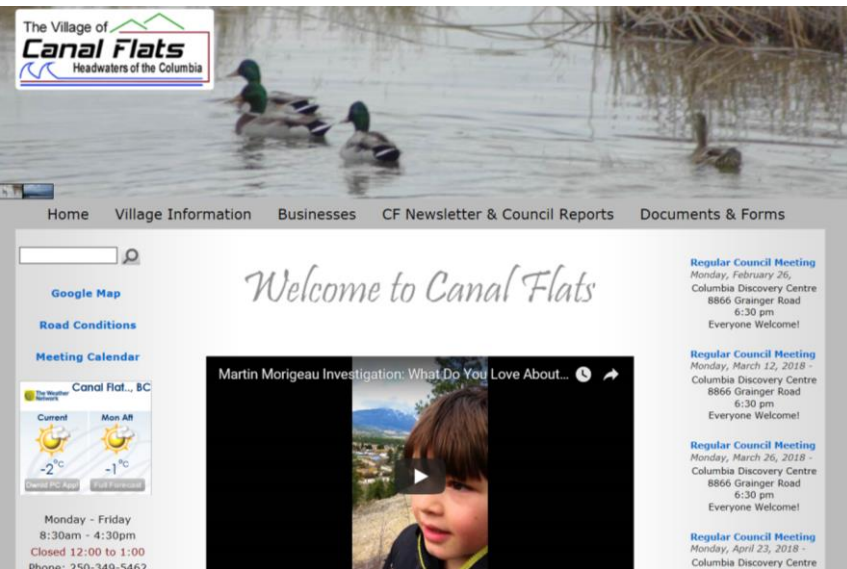
**MOUNTAIN. RISE.**

Oh to feel young again....a soul re-created by life outdoors, mountain vistas, and renewed thoughts of conquering life's passions. In Canal Flats, free spirit is...free

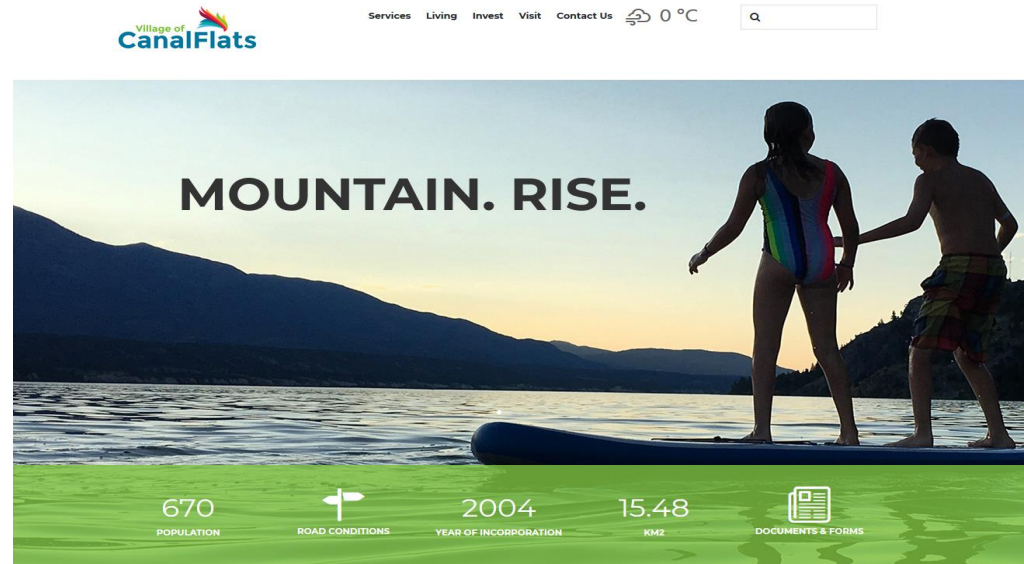
[www.canalflats.com](http://www.canalflats.com)



# New Website – key first contact



before



after

# New Website



[Services](#) [Living](#) [Invest](#) [Visit](#) [Contact Us](#)

 0 °C

## MOUNTAIN. RISE.



670  
POPULATION

  
ROAD CONDITIONS

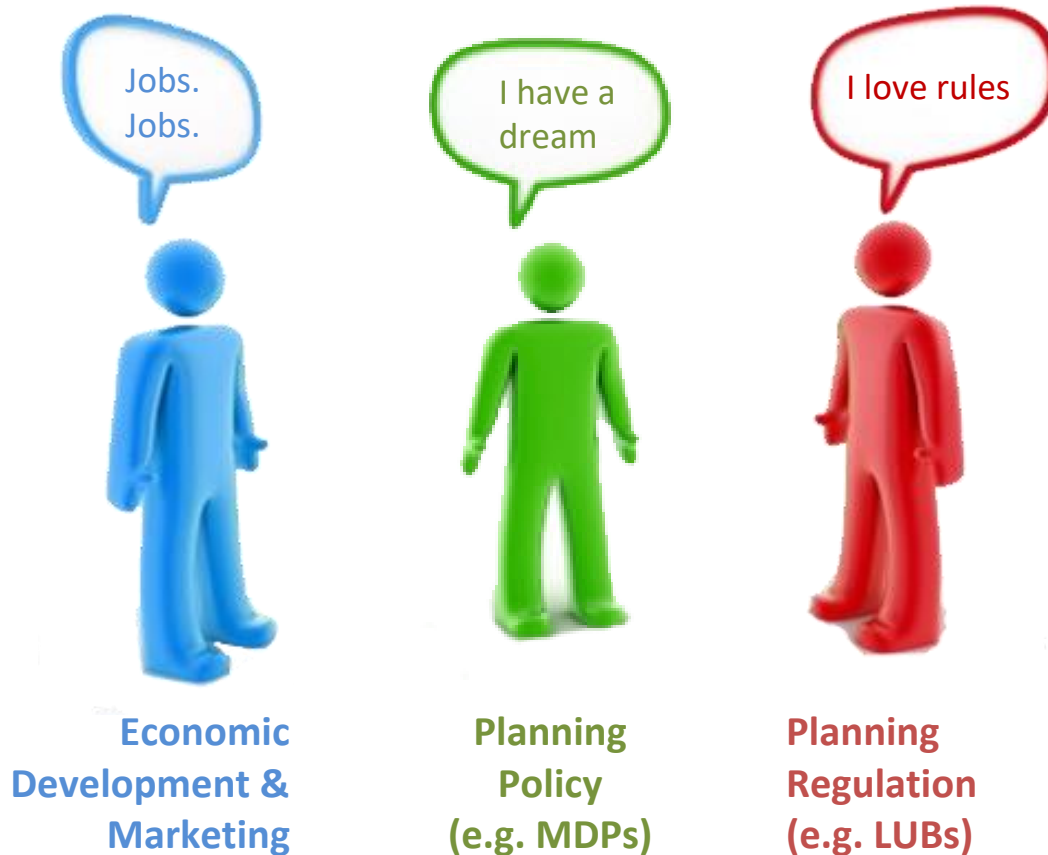
2004  
YEAR OF INCORPORATION

15.48  
KM2

  
DOCUMENTS & FORMS



# LAST DEEP THOUGHTS



**Are yours talking to each other?**

# Questions

