



Regional Economic Development Strategy

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Prepared for:
Pemberton Area
Economic Development
Collaborative

Acknowledgments

Many organizations, communities, and people have contributed to the development of the Regional Economic Development Strategy. The final strategy has benefited from the expertise of EcoPlan International, Inc. (economic development consultant), support from Clear Course Consulting Ltd. (project management), and guidance and insight from each of the Pemberton and Area Economic Development Collaborative representatives.

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Photos included in this strategy were provide courtesy of Clear Course Consulting Ltd. and unsplash.com. Front cover photo taken at One Mile Lake, Pemberton, BC.

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Near Rohr Lake, BC

1 Background and Context

1.1 Introduction

Due to an increasingly competitive global economy and the ongoing economic impact of the COVID-19 pandemic, economic development (e.g., supporting, attracting, retaining, and expanding businesses) now demands a level of resources, expertise, and marketing that is often not attainable for rural and Indigenous communities.

In an effort to maximize resources, align economic development priorities, and access a range of expertise, a group of representatives from local government, non-government organizations, and Indigenous communities assembled to address economic development from a regional perspective. This group of regional representatives formed the Pemberton Area Economic Development Collaborative.

Additional realized benefits of approaching economic development regionally include: an opportunity to build community-to-community trust; a chance to find innovative and necessary ways to reconcile economic inequalities between communities; an expanded base of resources and expertise for investment and leveragability for mutually beneficial initiatives; and a representational and inclusive vision for the promotion of the region.

1.2 Pemberton Area Economic Development Collaborative

Established in 2018, the Pemberton Area Economic Development Collaborative (the Collaborative) is a group of representatives from local government, non-profit organizations, and Indigenous communities. The Collaborative meets quarterly to share information, build relationships, and collaboratively explore and facilitate economic development opportunities across organizations and communities. This plan was developed in consultation with the Collaborative.

The Regional Collaborative includes representatives from the following organizations and communities:

Liłwat Nation	Skatin Nations
Lower Stl'atl'imx Tribal Council	Squamish–Lillooet Regional District Area C
N'Quatqua Band	Tourism Pemberton
Pemberton & District Chamber of Commerce	Village of Pemberton
Samahquam	Xa'xtsa Nation (Douglas)

1.3 A Regional Strategy

As advocates for economic development across the region, the Collaborative decided to initiate a regional strategy to identify economic priorities to guide decision-making, advocacy efforts, and project prioritization. This strategy is the Collaborative's blueprint for moving regional projects forward that are aligned with their collective priorities and improve the overall resilience and strength of the regional economy.

On behalf of the Collaborative, the Pemberton and District Chamber of Commerce and the Village of Pemberton were successful in acquiring grant funds through the Government of BC's Rural Dividend Program. The funds were awarded in May 2019 and work on the strategy started in the late summer of 2019.

1.4 Process

The development of the Regional Economic Development Strategy was designed to be two-year process. The process was guided by the Project Team that includes the Collaborative, a professional consultant (Ecoplan International), and local project manager (Clear Course Consulting Ltd.). Each member of the Collaborative represents their community and/or organization's needs and priorities.

During the two-year process, the Collaborative identified the following objectives:

1. Establish an initial picture of the community economic development landscape in the Pemberton area.
2. Create an integrated vision for all the partners involved in the Collaborative and identify the community's overall priorities.
3. Identify key economic development projects, partnerships, and mutually supported initiatives to pursue.

4. Respond to the impacts of COVID-19 and identify how the work to date supports businesses and their recovery from the pandemic and modify priorities and projects accordingly.
5. Cross-pollinate strategic priorities with other regional economic development plans and initiatives to align priorities and develop the processes and work plans required to move forward on the key projects.
6. Develop and present a strategy for funding an ongoing community economic development position.

To support the first objective of developing the strategy, Ecoplan International completed a comprehensive scan of the economic development landscape in the Pemberton area using information primarily sourced from Statistics Canada, including Census, National Household Survey, and Long Form Census. The completed document (refer to Appendix 5.3) provided the Collaborative with a “snapshot” look at the region’s economy to help the group understand the current context and recent trends. It includes data and analysis on population and demographics, educational attainment, income levels, housing and affordability, development, labour force, and employment. It also takes a look at the performance of key economic sectors, and some of the region’s assets and challenge areas.

To date, the Collaborative has already appreciated some of the intrinsic benefits of working across jurisdictions with a focus on regional economic health. Inviting representatives from regional organizations and communities to share their economic concerns, obstacles, and opportunities has revealed several synergies. For example, the Collaborative has identified that there is a lack of economic indicators needed to measure the economic health of the region, and all communities are pursuing accessible and sustainable regional transportation. Working beyond traditional government boundaries with a focus on economic health has also helped raise awareness and understanding of where and why the needs of each of the communities may not be aligned. It has also shed light on the inequities that prevent or restrict access to services and resources that limit economic growth, especially in Indigenous communities.

By creating a shared vision for the Collaborative and committing to the process of regional economic development, the group has created a space where they can build trust, acknowledge the differences in the needs of Indigenous and non-Indigenous communities, and work together towards actions that inspire change for the betterment all communities in the region.

1.4.1 COVID-19

When the pandemic hit in earnest in March 2020, the Collaborative had just completed a survey to finalize the draft vision, objectives, strategy areas, and priorities for the strategy. This survey data was to be reviewed and finalized at a meeting on April 2, 2020; however, the Project was put on hold for approximately six weeks while all communities mobilized to deal with the emerging public health crisis. In May 2020, as the devastating economic impacts of the COVID-19 pandemic were being realized, the Project Team decided to revisit the vision, objectives, strategy areas, and priorities, but this time through the lens of the pandemic. To guide their review, the Project Team completed a scenario planning exercise that considered two main economic development uncertainties:

1. Timing: How long until recovery happens, e.g., 1 year, 3 years, 10 years?
2. Transformation: Will the economy look the same, present new opportunities, or will it look completely different? Will there be a “return to normal” or a “new normal”?

The four economic recession recovery scenarios considered were:

1. Speedy recovery (“V” shape recession)
2. Slow by steady recovery (“U” shape recession)
3. Disorderly recovery (“W” shape recession)
4. Accelerated decline (“L” shape recession)

Each regional priority from the draft strategy was weighed against the four scenarios to determine the level of impact on the initiative, i.e., positive, neutral, or negative. Furthermore, the Project Team identified additional priorities in direct response to the pandemic and the short-term needs of the regional businesses.

The outcome of the scenario planning was a shift in the ranking of the identified priorities, the addition of a tenth Strategy Area (i.e., COVID-19), and the creation of new priorities to support businesses in the immediate to short-term to mitigate the effects of the pandemic.

For more details, refer to Appendix A – Scenario Planning for COVID-19 Response.



2 Strategy

2.1 Vision Statement

During the process of developing the strategy, the Collaborative developed a vision statement for regional economic development that ultimately guided the objectives, strategic areas, and regional priorities. The final Vision Statement reads:

Our unique communities are all benefitting from a shared regional economy that is thriving and sustainable.

2.2 Objectives

The Collaborative ranked nine objectives that outline *why* a regional economic development strategy is needed. These objectives (listed in order of priority in Table 1) reflect the values and priorities of the organizations and communities represented in the Collaborative.

Table 1 – Objectives (the Why)

Objective	Description
1. Build resilience in our economy	Strong community cohesion, balance with our natural surroundings, and local self-sufficiency help our regional economy adapt to unexpected changes or threats.
2. Honour our cultures	Our regional economy promotes learning about and celebrating our various local cultures and strengthens relations between communities.
3. Nurture trust and collaboration	Our regional economy is supported by strong working relationships, identifying shared opportunities, and addressing common challenges.
4. Diversify our economy	Businesses and employment in a diverse range of sectors will help our regional economy adapt to our changing social, environmental, and economic systems.
5. Support a thriving business community	Businesses feel supported in growing and contributing to the regional economy while new businesses are attracted to the area.
6. Improve our quality of life	Economic activities support a high standard of living for current and future generations through community services and amenities, food security, accessible and low-impact local transportation, affordable housing, recreation, and events.
7. Support regional employment opportunities	Support an inclusive regional economy that supports equal access to a variety of employment opportunities.
8. Advance a shared regional identity	The region is united by a shared identity that connects our communities and leverages shared resources to promote the region as a desired place to live, visit, and operate a business.
9. Encourage environmental stewardship	Our regional economy and activities are in balance with our surrounding natural systems.

2.3 Strategy Areas

In addition to identifying the objectives, the Collaborative also ranked ten strategy areas that frame *how* the objectives will be achieved. They are listed in Table 2 in order of priority.

Through the co-operative process of building this strategy, the Collaborative recognized that economic reconciliation is an essential area of focus for the group and for the strategy. One of the strategy areas—*develop pathways for economic reconciliation*—was added to support the need to strengthen relationships between communities through reconciliation in an effort to build stronger economic development opportunities for all. Any economic development initiative should be approached collectively with economic reconciliation and begin with trust and collaboration between organizations and communities.

The strategy areas are cross-referenced in Tables 3–5 to illustrate how each regional priority supports one or more of the ten strategy areas.

Plinth Peak, BC



Table 2 – Strategy Areas (the How)

Strategy Area	Description
1. Develop pathways for Economic Reconciliation	Use innovative and emergent practices, such as <i>two-eyed seeing</i> , to develop resonant regional economic practices and priorities. Two-eyed seeing is defined as “learning to see from one eye the strengths of Indigenous knowledges and ways of knowing, and from the other eye the strengths of Western knowledges and ways of knowing, and using both eyes together, for the benefit of all.” ¹
2. Access to nature and environmental education	Responsible access to the natural environment is carefully managed to maintain and improve diversity and integrity. Our communities have access to a variety of programming to support environmental stewardship.
3. Agricultural value-add and innovation	Support the region’s agricultural community by creating a robust network of growers and producers who are innovative in their approach from seed to market and back to soil.
4. Support a business-friendly environment	Work collectively to support entrepreneurs and business ventures that provide benefits within and between communities.
5. Build our human capacity	Invest in developing local expertise with a long-term view of creating new and economically resilient employment opportunities.
6. Actions to improve liveability and quality of life	Work collectively to identify gaps and opportunities that can be addressed regionally to provide equal access to transportation, housing, employment, health and wellness programs and services, emergency planning and response, and technology.
7. Develop and promote our regional identity	There is currently no consistent way to identify the region that adequately represents all of its people and cultures. Developing a representative regional identity would provide an opportunity to invigorate a shared brand that can be celebrated locally and beyond.
8. Support and coordinate tourism across the region	Collaboratively approach tourism through shared initiatives supporting responsible access, amenity development, and the promotion of new and existing tourism products.
9. Resource-based (mining, forestry, hydro) value-add and innovation	Build on the extensive investment by local industries by encouraging new and innovative techniques that increase the economic value, per hectare, for resource-based activities.
10. COVID-19 response	The effects of the pandemic are wide reaching and have implications for every sector in the region. It is important to address a changing economic landscape and pathways to recovery.

¹Bartlett, Cheryl, Murdena Marshall, and Albert Marshall. (November 2012). Two-Eyed Seeing and Other Lessons Learned within a Co-Learning Journey of Bringing Together Indigenous and Mainstream Knowledges and Ways of Knowing. *Journal of Environmental Studies and Sciences*, 2(4), 331–340. <https://doi.org/10.1007/s13412-012-0086-8>

2.4 Regional Priorities

A comprehensive list of regional priorities was developed for the Collaborative’s consideration following an extensive review of existing regional community plans—within each Collaborative member’s organization—as well as a scan of economic development initiatives in comparable regions. In an effort to keep the plan regionally focused, the Collaborative agreed to ensure that the benefits of each priority applied to two or more communities. The Collaborative then started the process of consolidating, editing, and prioritizing the list of priorities. This was completed through surveys, interviews, and meetings.

Once the final list was confirmed, the top priorities were sorted by level of complexity, i.e., quick start, simple, or complex. Collaborative members were asked to rank each regional priority by order of importance based on their community’s economic development needs, taking into consideration the impacts of COVID-19. The top priorities were also reviewed to ensure they addressed at least one strategy area. The top three priorities for each level of complexity are identified in Tables 3–5.

2.4.1 Top Regional Priorities

During the Collaborative’s process of ranking regional priorities, the top three that ranked the highest across all organizations and communities, regardless of complexity, were:

1. Seek improved regional transportation.
2. Support existing and new businesses.
3. Pursue financial aids and subsidies and utilize available resources.

The Collaborative ranked regional transportation as the overall top priority. Even though this has been categorized as a complex initiative, the high level of regional support from the Collaborative warrants this being a focus for the group. Identifying ways to support existing transportation initiatives and to explore or spearhead new initiatives would be an effort well supported by existing regional strategies (see Appendix B – Regional Strategies and Plans). Furthermore, the causal effect of improving transportation will likely benefit other priorities such as *access to affordable housing* and *developing Indigenous tourism across the region*.

Another regional priority, as evidenced in the development of this strategy, is the need for an ongoing collaborative approach to economic development. To ensure that the regional priorities outlined in this strategy are considered in all economic development planning initiatives at the local, regional, and provincial levels, it is recommended that the Collaborative consider identifying an oversight role for this strategy. This is reflected as an idea for further exploration in Table 2 – Strategy Areas under Regional Priority No. 2.

2.4.2 Ideas for Further Exploration

Through the process of identifying regional economic development priorities, the Collaborative discussed a wide range of issues and solutions, barriers, and ways forward, and innovative ideas for achieving their vision. They also shared current initiatives underway, planned initiatives, and suggestions for future initiatives. To help guide the Collaborative’s work and their implementation of this strategy, ideas that support the thirty-six regional priorities have been captured in Tables 3–5. These ideas require further exploration and discussion by the

Collaborative before they are considered for implementation. As time progresses, other priorities arise, and the needs of businesses and communities evolve, these ideas may or may not remain relevant or realistic. The Collaborative will use these ideas as a starting point for discussion and they will review, edit, and supplement these ideas as opportunities are presented.

Table 3 – Regional Priorities – Quick Start

QUICK START PRIORITIES (inexpensive, non-controversial, and visible)											
Regional Priorities	Strategy Area (see Table 2)										
	Ec. Reconciliation	Access to Nature	Agri Value-add	Business Friendly	Human Capacity	Improve Liveability	Regional Identity	Regional Tourism	Resource value-add	COVID-19 Response	Ideas for further exploration by the Collaborative
1. TOP PRIORITY: Support existing and new businesses	X			X						X	<ul style="list-style-type: none"> Work with local businesses and sector groups to understand what sorts of support can address their needs (e.g., profiling local businesses, creating a 'welcome package' for new businesses, engaging with specific business groups/sectors to understand their needs/barriers, and organizing networking opportunities). This could be linked to regional business walks. Create a Business Mentor Program connecting a new business owner or entrepreneur with an established business owner in the area. Survey businesses to determine what services they value and what the Collaborative organizations could do to better to support them. Leverage and promote existing business collaboration opportunities that are happening in and across communities.
2. TOP PRIORITY: Pursue provincial and federal financial aids and subsidies, and utilize available resources	X				X					X	<ul style="list-style-type: none"> Create a Collaborative sub-committee focused on identifying funding opportunities aligned with the priorities in this plan; support other organizations and communities with researching and writing grant applications for funding. Aim to secure one source of funding annually to support a regional priority in this plan. Pursue funding for a regional economic development officer (or equivalent) to support the implementation of this plan and to continue to support the Collaborative.
3. TOP PRIORITY: Update data portal and online community profile that highlights business activity, economic and demographic trends	X			X							<ul style="list-style-type: none"> Maintain an online data portal for use by participating communities and as a marketing tool. Engage businesses to better understand what information would assist them in starting and growing their businesses. Expand data and resources to include economic information (e.g., business listing by sector and labour market analysis) and community profile information (e.g., population, labour force, and housing).
4. Support relationships between local producers and those in tourism, including agri-tourism, and hospitality			X	X	X			X			<ul style="list-style-type: none"> Foster connections between farmers and local producers to create and take advantage of opportunities for procurement by local hotels, restaurants, bed and breakfasts, etc. Explore the development of a mobile app that connects regional producers with clients (e.g., retailers, restaurants, and consumers) and provides a platform to share seasonal produce information, recipes, and nutritional details, and enables the purchase of produce direct from grower. This could be expanded to accommodate a regional food recovery program (e.g., FoodMesh.ca). Explore initiatives happening with existing groups, such as the Pemberton Farmers Market and the Pemberton Farmers Institute and identify opportunities for collaboration and/or promotion. Collate, share, and maintain an online regional farmer directory.

QUICK START PRIORITIES (inexpensive, non-controversial, and visible)

Regional Priorities	Strategy Area (see Table 2)										Ideas for further exploration by the Collaborative
	Ec. Reconciliation	Access to Nature	Agri Value-add	Business Friendly	Human Capacity	Improve Liveability	Regional Identity	Regional Tourism	Resource value-add	COVID-19 Response	
5. Promote public art, including First Nations art and community-led art projects	X					X	X	X			<ul style="list-style-type: none"> Endorse the development of an updated public art strategy that promotes public art across the region and considers the connection between art and a regional brand identity. Develop connections between existing arts and cultural advocates and authorities to foster connections and opportunities for cross-cultural connections (e.g., Lílwat Culture Heritage Language Authority, Pemberton Advisory Design Review Committee, and Pemberton Arts Council). Increasing the presence of local First Nations art (e.g., murals, hydro boxes, and sculptures) would highlight local arts and culture as part of the region's identity, while building community, strengthening relationships, celebrating First Nations culture, and creating opportunity for local artists.
6. Continue to support and promote farmer's markets	X	X	X	X		X		X		X	<ul style="list-style-type: none"> Encourage the expansion of the Pemberton Farmers Market into a full street event/block party. Support existing and new Indigenous markets in one or more communities where members can sell produce, prepared food, and art, and share cultural interactive demonstrations, storytelling, live music, etc. Work with the Squamish Lílwat Cultural Centre and other tourism organizations to promote the market to visitors. Explore opportunities for a virtual market similar to what has been done in other areas (e.g., Vancouver Farmers Market).
7. Continue to expand regional tourism marketing and connections with local producers, businesses, and those in hospitality	X	X	X	X				X			<ul style="list-style-type: none"> Expand current marketing (e.g., social media and website content) to highlight businesses across the region. Encourage organizations and businesses to showcase agri-tourism, adventure tourism, and Indigenous tourism as unique regional experiences; for example, profiled on websites, highlighted in social media, featured in promotions, and shared with media and tour operators. Work with ongoing regional tourism initiatives developed through Destination BC's Sea-to-Sky Corridor Destination Development Strategy (e.g., Visitor Education Initiative).
8. Hold regional business walks				X						X	<ul style="list-style-type: none"> Survey businesses to determine what topics they would like to see covered in a regional business walk program. In light of the pandemic, host a series of cross-jurisdictional online business "talks"—industry specific and cross-industry—that address a number of topics, such as leveraging digital tools to serve customers during COVID-19.
9. Create a Buy Local / Regional Campaign for products grown and made locally	X		X	X						X	<ul style="list-style-type: none"> Expand buy local programs across communities and the region.
10. Mobilize and support volunteer networks to support COVID-19 ongoing responses					X					X	<ul style="list-style-type: none"> Develop and/or maintain connections with key regional emergency service organizations, such as social support networks, emergency managers, and health care and education providers.

QUICK START PRIORITIES (inexpensive, non-controversial, and visible)

Regional Priorities	Strategy Area (see Table 2)										Ideas for further exploration by the Collaborative
	Ec. Reconciliation	Access to Nature	Agri Value-add	Business Friendly	Human Capacity	Improve Liveability	Regional Identity	Regional Tourism	Resource value-add	COVID-19 Response	
11. Build on and leverage tourism events	X					X		X		X	<ul style="list-style-type: none"> Take steps to multiply the impact of local events and festivals in terms of supporting local business and tourism while enhancing local quality of life. This could include welcome packages for attendees with visitor information, maps, local business listings (including coupons): supporting local vendors to sell food, crafts, and goods at events; and sharing marketing resources such as graphic design and social media. Acknowledging that COVID-19 health protocols will continue indefinitely, encourage and promote a new generation of events that enable physical distancing and leverage digital tools to connect people and places, e.g., live-streamed weddings.
12. Initiate region-wide website	X			X			X	X			<ul style="list-style-type: none"> Create a centralized and coordinated online platform that provides information about the region, including a regional calendar of festivals and events (pulled from participating community calendars), regional business directory, and a regional community profile to attract new businesses, residents, and visitors. Complete a brief analysis of the logistics associated with initiating a region-wide website, including funding, website hosting, and content management and communications' responsibilities between communities.
13. Support and promote alternative sales platforms	X			X				X		X	<ul style="list-style-type: none"> Host a workshop to learn about how businesses can create (or modify existing) websites to be an access point for online sales; for example, provide information about the provincial Launch Online Grant Program (launchonline.ca). Bring together industry experts and businesses to share and learn about affordable alternative sales platforms and online stores for small businesses throughout the region (e.g., local artisans and producers). Transition holiday markets to virtual platforms. Expand tourism and business websites to showcase links to business online sales and encourage visitors to shop online; promote through marketing and communications.

Table 4 – Regional Priorities – Simple

SIMPLE PRIORITIES (requires some funding, minimal stakeholder involvement, and non-controversial)											
Regional Priorities	Strategy Area (see Table 2)										Ideas for further exploration by the Collaborative
	Ec. Reconciliation	Access to Nature	Agri Value-add	Business Friendly	Human Capacity	Improve Liveability	Regional Identity	Regional Tourism	Resource value-add	COVID-19 Response	
14. TOP PRIORITY: Expand youth and family outdoor and recreational program offerings	X	X				X				X	<ul style="list-style-type: none"> In partnership with School District 48 and other regional schools (e.g., Xetólacw Community School), encourage the development of a regional outdoor education program that is structured around learning and exploring the outdoors in different geographic regions and through the eyes of different cultures and perspectives (e.g., First Nations, farming, science, and adventure sport). Encourage regional libraries to co-develop, with relevant partners, an Outdoor Learning Program focused on outdoor education, exploration, and wellness. For example, host neighbourhood library hikes, a gardening program (visiting gardens across the region), or age-appropriate programs (e.g., storytelling picnics for families and rock climber talks for teens). Work with existing nature educators (e.g., Stewardship Pemberton Society and One Mile Lake Nature Centre) to create and/or adopt programs to support regional outdoor education through hands-on recreation and sporting events, such as multi-day outdoor excursions and orienteering.
15. TOP PRIORITY: Increase procurement of local goods by large purchasers and local stores, which could include requirements for supporting Indigenous producers and businesses	X		X	X		X				X	<ul style="list-style-type: none"> Convene local food producers and larger local organizations (e.g., governments, hospitals, senior's homes, and industry) to encourage commitment to procuring local foods. Building upon Priority No. 5, promote local goods to end users through a mobile app that provides real-time access to products, prices, maker stories, and economic impact data (e.g., tracking sales and reporting on the economic impact on communities). Create a procurement policy template for local organizations and businesses for the purchasing of local goods and the retention of local services that organizations can adopt. Consider implementing a business recognition program for businesses that adopt the policy. Research and document barriers for food producers to participate in food procurement with larger organizations (e.g., barriers for local farms to sell directly to organizations such as Save-on-Foods, Squamish Hospital, and Whistler Blackcomb).
16. TOP PRIORITY: Explore and support potential shared business services and communication (e.g., shared marketing)				X		X	X				<ul style="list-style-type: none"> Work with local businesses and sectors to identify opportunities for collaboration and what types of shared services would be useful. This could be linked to regional business walks, a regional branding strategy, regional communications (e.g., COVID-19), and regional business licensing (Priority No. 28). Explore the role of an economic development officer for the region. Create a library of online programs and software that can be borrowed by businesses to support operations and expansion (e.g., shared ZOOM business account).

SIMPLE PRIORITIES (requires some funding, minimal stakeholder involvement, and non-controversial)

Regional Priorities	Strategy Area (see Table 2)										Ideas for further exploration by the Collaborative
	Ec. Reconciliation	Access to Nature	Agri Value-add	Business Friendly	Human Capacity	Improve Liveability	Regional Identity	Regional Tourism	Resource value-add	COVID-19 Response	
17. Support operators in expanding agri-tourism and value-added agriculture	X		X				X	X		X	<ul style="list-style-type: none"> Support agri-tourism accommodation and create flexible regulations surrounding other agri-tourism activities (e.g., signage, parking, allowable numbers of guest bedrooms and guests, business licensing, and the meaning of 'temporary' and 'seasonal'). Explore initiatives such as shared agriculture amenities, mobile abattoirs or juicers, a regional food hub, and food distribution models (also see Priorities No. 5 and 12). Host sharing circles with regional agri-tourism providers to understand what is working, what is not, and what potential gaps there are in the agri-tourism landscape.
18. Identify creative uses and potential sharing opportunities to increase commercial space				X						X	<ul style="list-style-type: none"> Host an event that brings business owners, artists, and entrepreneurs together to share their feedback and ideas on co-share and under-utilized spaces. Virtual events or online ideation techniques could be used during pandemic restrictions.
19. Work with employers and training / educational institutions to offer training programs and post-secondary education that match local labour demands					X					X	<ul style="list-style-type: none"> Work with local education institutions and provincial programs to understand needs and offer targeted training and education programs. Promote Tszil Learning Centre programming and capabilities throughout the region. Create links for other virtual learning opportunities in the region (e.g., Whistler Learning Centre, Pemberton Library, and WorkBC).
20. Work with employers and business organizations to identify shared childcare solutions						X					<ul style="list-style-type: none"> Work with communities to complete a public engagement assessment of the needs and opportunities for childcare, including a survey and public workshop. Explore opportunities with employers and community groups (representing families) to identify and understand regional need, and to establish shared childcare services (e.g., for employees of multiple businesses) or co-operatives.
21. Explore online community-building / cross-cultural relationship building platforms and opportunities	X					X	X	X		X	<ul style="list-style-type: none"> As part of a new regional brand (Priority No. 36) and regional website (Priority No. 26), explore developing a cross-cultural experience for visitors online. For example, information about Traditional Territories, the different cultures, art and languages of the various different Nations within the region, and tourism cultural sites of interest as identified and approved by communities (including virtual tours). Share information on how First Nation communities would like to be acknowledged by the business sector (e.g., approved wording for land acknowledgement), and consider developing a <i>This Traditional Territory</i> window decal program (similar to, or in partnership with, the Chamber's <i>Love Pemberton Buy Local</i> program) to encourage businesses to share with their customers the territory on which they operate.

SIMPLE PRIORITIES (requires some funding, minimal stakeholder involvement, and non-controversial)

Regional Priorities	Strategy Area (see Table 2)										Ideas for further exploration by the Collaborative
	Ec. Reconciliation	Access to Nature	Agri Value-add	Business Friendly	Human Capacity	Improve Liveability	Regional Identity	Regional Tourism	Resource value-add	COVID-19 Response	
22. Support Indigenous tourism development	X	X		X				X			<ul style="list-style-type: none"> Look for shared opportunities to build on Indigenous tourism (a rapidly growing sector in BC), such as creating a strategy, tourism organization, and seeking support from Indigenous Tourism BC. Work with Squamish Lílwat Cultural Centre (SLCC), Indigenous Tourism BC, and Destination BC to develop a regional Indigenous circle tour for visitors to continue their cultural journey north of Whistler. Work with the SLCC and/or Tszil Learning Centre to develop a tourism business entrepreneur program for Indigenous youth (aged 18–29); seek Provincial/Federal funding partnerships, e.g., Skills Development Canada and Futurpreneur Canada. Encourage organizations and businesses to showcase Indigenous experiences, cultural sites (as identified and approved by Indigenous communities), and products on partner websites.

Table 5 – Regional Priorities – Complex

COMPLEX PRIORITIES (requires significant funding, multiple stakeholders involved, and potentially controversial)

Regional Priorities	Strategy Area (see Table 2)										Ideas for further exploration by the Collaborative
	Ec. Reconciliation	Access to Nature	Agri Value-add	Business Friendly	Human Capacity	Improve Liveability	Regional Identity	Regional Tourism	Resource value-add	COVID-19 Response	
23. TOP PRIORITY: Seek improved regional transportation				X	X	X					<ul style="list-style-type: none"> Create a new Collaborative committee that is focused on regional transportation advocacy and supports the newly formed regional and local transportation partnership between the Village of Pemberton, Lílwat Nation and the Squamish–Lillooet Regional District. Lobby for improved regional transportation (e.g., car/ride sharing programs) by collectively addressing elected MLA, BC Chamber of Commerce, Union of BC Municipalities (UBCM), and the Minister of Transportation and Infrastructure.
24. TOP PRIORITY: Improve housing affordability and availability (including temporary housing)				X	X	X					<ul style="list-style-type: none"> Complete a regional policy review to determine what barriers and opportunities exist for temporary housing (e.g., Airbnb and short-term rentals). Explore opportunities to support the local government policies that address affordable and age-friendly housing.
25. TOP PRIORITY: Develop a regional labour market strategy	X			X	X						<ul style="list-style-type: none"> Linked with a region-wide labour market survey (see Priority No. 20), develop a regional labour market strategy that addresses key findings from the survey and possibly considers issues, such as workforce retention and attraction.

COMPLEX PRIORITIES (requires significant funding, multiple stakeholders involved, and potentially controversial)

Regional Priorities	Strategy Area (see Table 2)										Ideas for further exploration by the Collaborative
	Ec. Reconciliation	Access to Nature	Agri Value-add	Business Friendly	Human Capacity	Improve Liveability	Regional Identity	Regional Tourism	Resource value-add	COVID-19 Response	
26. Undertake a study to identify consumer needs and where leakages are occurring				X		X				X	<ul style="list-style-type: none"> Conduct a regional survey that asks what sort of goods and services residents typically purchase outside of the region. This could be achieved through an online survey or through an interactive format, such as installing a simple interactive board at a local grocery store, that asks residents what they would like to see available locally. Work with social services' agencies and local government to develop an annual regional community wellness survey that measures the health, wellness, and happiness of residents, and identifies gaps in services.
27. Undertake a regional labour market survey				X	X	X					<ul style="list-style-type: none"> Conduct a region-wide survey or study to understand labour demand, supply, and shortages of various occupations and sectors. Build on existing workplace/commuting data (e.g., BC Transit) to understand where and how people are travelling to work. This could help inform training programs and public transportation needs. Build on existing data collection and identify ways to collect data about where and how people are travelling to and from work.
28. Establish a mobile business licence region				X							<ul style="list-style-type: none"> Complete an analysis of existing business licence programs, survey a cross-section of local businesses, research mobile business programs in other communities, and present findings and recommendations to communities for feedback. If supported, work with the Small Business Branch of the Province of BC to offer a mobile business licence for jurisdictions in the region. This reduces the administrative burden and costs for businesses and local governments/First Nations and overall helps create a more business-friendly environment.
29. Support the development of a regional forestry strategy				X					X		<ul style="list-style-type: none"> Work with all Collaborative jurisdictions and Indigenous communities to understand current forestry initiatives across the region and identify shared opportunities for innovation. Engage regional forest industry representatives and provincial managers to initiate a collaborative approach to developing a regional forestry strategy.
30. Continue developing sports tourism		X				X		X			<ul style="list-style-type: none"> Grow sports tourism through annual events by working with online tourism websites (e.g., travel.bc.ca and hellobc.com), creating "stay and play" packages with local tourism operators (e.g., hotels and restaurants), and continuing to improve outdoor and sports' infrastructure. Encourage organizations and businesses to promote Pemberton's sports and recreational experiences as a unique regional product.
31. Improve recreation opportunities and amenities (e.g., trails and parks)		X				X		X			<ul style="list-style-type: none"> Continue building and improving existing trail networks and parks and support collaborative projects (e.g., similar to the Friendship Trail) with participating communities and organizations like the Pemberton Valley Trails Association. Seek incremental local and provincial funding for non-profit organizations (such as the Pemberton Off Road Cycling Association and the Pemberton Valley Trails Association) to support ongoing trail building and maintenance. Identify opportunities to support Lílwat Nation and N'Quatqua in developing strategies and actions to manage high visitation at Joffre Lakes Provincial Park (in partnership with BC Parks) as well as other areas in the region experiencing high visitation (e.g., Tenquille Lake and Semaphore Lake). Identify high use areas that require infrastructure (e.g., parking, and toilets) and seek funding for implementation. Research and consider user-pay systems for recreational trails to fund infrastructure needs and ongoing maintenance.

COMPLEX PRIORITIES (requires significant funding, multiple stakeholders involved, and potentially controversial)

Regional Priorities	Strategy Area (see Table 2)										Ideas for further exploration by the Collaborative
	Ec. Reconciliation	Access to Nature	Agri Value-add	Business Friendly	Human Capacity	Improve Liveability	Regional Identity	Regional Tourism	Resource value-add	COVID-19 Response	
32. Pursue regional business opportunities (e.g., biofuel, value-added forestry products, and businesses)	X				X				X		<ul style="list-style-type: none"> Work with forestry industry representatives and the Spelkumtn Community Forest Limited Partnership to find ways to use forestry waste (e.g., for biofuel) and to explore value-added uses (e.g., furniture, specialized panelling, and pre-builds). Research trends and examples of regional business operations in other communities and regions and provide a summary report to the Collaborative.
33. Strengthen regional shared protocols around emergencies and resource sharing	X				X					X	<ul style="list-style-type: none"> Complete a brief analysis of the gaps and opportunities with current regional emergency systems and plans (e.g., training, equipment, communications). Host bi-annual Emergency Operation Centre (EOC) training (provided by the Justice Institute of BC), round table exercises, and scenario response simulations. Invite representatives from each community to participate.
34. Complete a regional wayfinding project	X	X					X	X			<ul style="list-style-type: none"> Complete an analysis of the needs and desires of a regional wayfinding project, including key locations, Indigenous translations, phased approach to design and installation, and potential partnerships and funding opportunities. This should be linked to the regional branding initiative. Work with ongoing regional tourism initiatives developed through Destination BC's Sea-to-Sky Corridor Destination Development Strategy (e.g., Sea to Sky Wayfinding Initiative).
35. Advocate for improved internet connectivity	X			X	X					X	<ul style="list-style-type: none"> High speed internet and cell coverage are crucial for attracting professionals who work remotely and for maintaining high quality of life for residents. Survey residents and businesses to determine where there is insufficient internet connectivity within and across communities and the reasons why (e.g., barriers to access due to insufficient residence or community infrastructure). Work with TELUS to expand regional services for First Nation and rural communities as part of their commitment to bring rural communities on 4G by 2020 "at no cost to the taxpayer."²
36. Develop a regional branding initiative	X						X	X			<ul style="list-style-type: none"> Developing a cohesive regional brand will encourage more consistent and cost-effective marketing of the region and help build and strengthen tourism and community relations. To support this, complete a brief analysis of the logistics associated with a region-wide brand, including which organizations would use the brand, available funding (grant opportunities), brand ownership (who will lead the project and "police" the brand), public engagement, and how a regional brand dovetails with a regional website and wayfinding. Consider working with local food producers and community groups (e.g., the Pemberton Farmers Institute) to design shared branding (e.g., that highlights area's unique nature and agricultural roots). This could link with a 'buy-local' campaign.

² <https://www.telus.com/en/about/news-and-events/media-releases/every-bc-community-with-1000-residents-or-more-now-enjoys-telus-wireless-service> and https://assets.ctfassets.net/rz9m1rynx8pv/G9xP2BqJ7HmnlYwSK0Qvf/5a9e34e00a31d9719413b6d9865038f7/TELUS_IndigenousConnectivity_Final_Digital_August2019.pdf#page=8

3 Implementation and Monitoring

Implementation and monitoring of the regional priorities recommended in this strategy can be administered either by the Collaborative or by individual organizations.

Reviewing and determining the feasibility, appropriateness, and precedence of the priorities that are recommended in this plan is an iterative and collaborative process. Although the level of complexity has been suggested for each priority, the Collaborative should review the priorities and their respective levels of complexity periodically (e.g., every 12 months) to ensure they continue to be relevant and address the key ten Strategy Areas. New priorities (and ideas for implementation) may arise over time and should be considered, if appropriate, and incorporated into the strategy.

Lillooet Lake, BC



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5 Appendices

5.1 Appendix A – Scenario Planning for COVID-19 Response

5.1.1 Current issues and trends affecting economic development

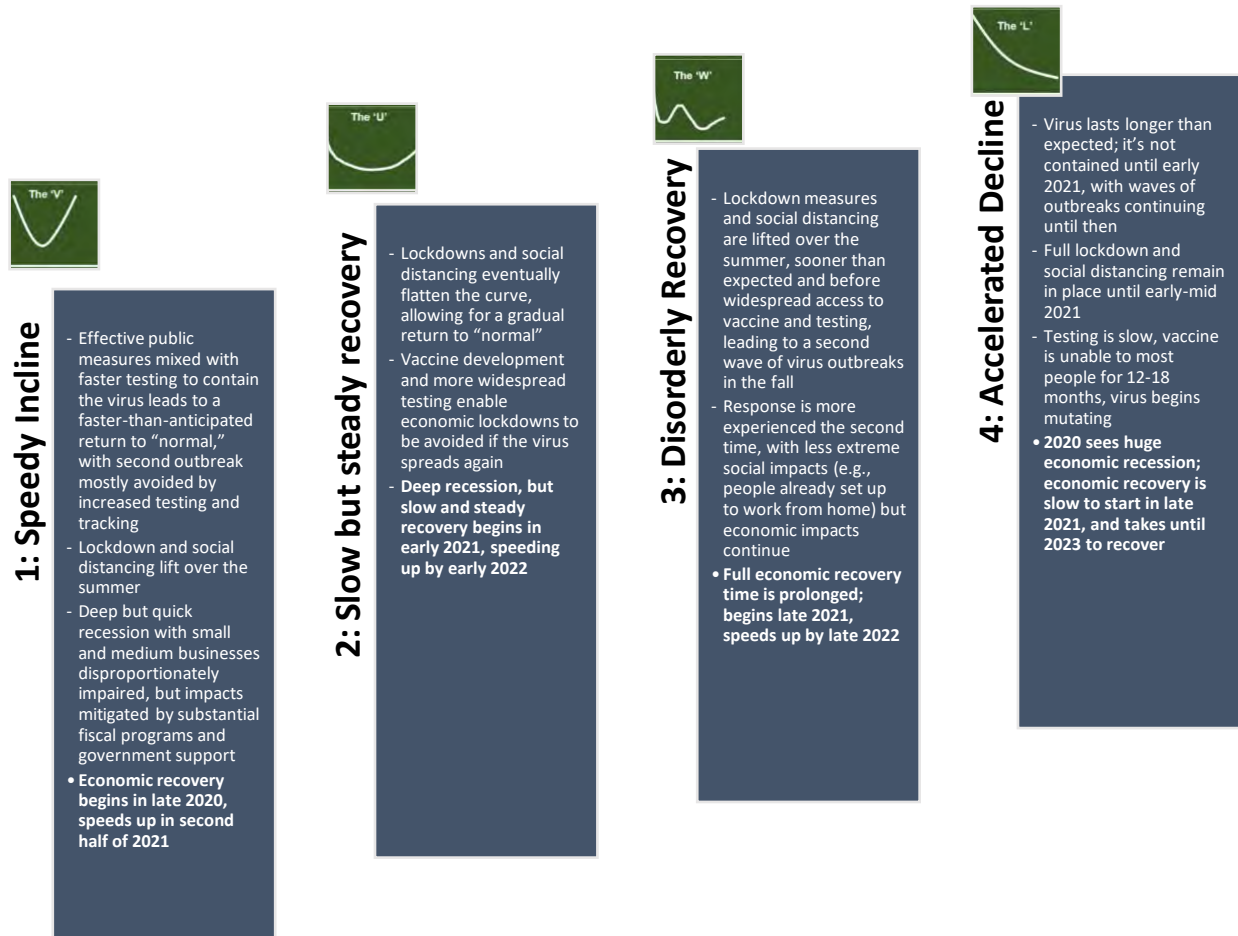
- Increased unemployment
- Increased staff absences
- Loss of productivity
- Increased reliance on IT services
- Shift to remote / teleworking
- Increase in local and regional trade
- Shift in purchasing methods (e.g., roadside pick-up, delivery, online orders, etc.)
- Loss of revenues
- Reductions in operating hours
- Restrictions / lasting limitations on large public gatherings
- Shifting priorities
- Loss of childcare options / children staying at home
- Cancellation of staff travel
- Uncertainty in accessing federal and provincial supports
- Need for short-term loans
- Changes to physical space requirements
- Changes to supply chain availability and delivery timelines
- Increased risks for essential and public facing workers
- Uncertainty in medium / long-term event planning
- Loss of international tourism
- Decreased domestic tourism
- Decreased consumer spending from recession conditions and increased consumer debt accumulation
- Cancellation or suspension of contracts
- Difficulty in meeting mortgage / rent payments
- Difficulty in meeting payroll
- Loss of passive retirement income due to market slowdowns
- Increased vacancies and empty storefronts

5.1.2 Key uncertainties around COVID-19 affecting economic development

1. Timing: How long until recovery happens, e.g., 1 year, 3 years, 10 years?
2. Transformation: Will the economy look the same, present new opportunities, or will it look completely different? Will there be a 'return to normal' or a 'new normal'?

5.1.3 Plausible COVID-19 Scenarios

The following four scenarios describe possible hypothetical directions for the regional economy in terms of economic transformation and length of recovery (Brzeski and Smith, 2020; Degnarain, 2020; Kalish et al., ND).



5.2 Appendix B – Regional Strategies and Plans

In year two of the process to develop the *Regional Economic Development Strategy*, the Collaborative will look to align its priorities with the priorities of other regional economic development plans to help advance regional projects. These strategies and policies include the following (listed alphabetically by organization):

Organization: Destination BC / Tourism Pemberton
Strategy/Plan: Sea to Sky Destination Development Strategy (2020)
Link: https://www.destinationbc.ca/content/uploads/2019/09/Sea-to-Sky-Corridor-Destination-Development-Strategy_Final.pdf

The purpose of Destination BC’s Sea to Sky Destination Development Strategy is to guide the long-term growth of tourism in the Sea-to-Sky Corridor, specifically:

1. provide strategic direction for the region, and guidance for local and regional planning;
2. enhance the Sea-to-Sky Corridor’s ability to leverage their resources and programs; and
3. foster joint action and intercommunity dialogue.

Many of the objectives and actions in the Destination Development Strategy support economic development and the programs, infrastructure, and policies needed to support the economy. The seven destination development goals identified to support the vision for the Sea-to-Sky Corridor are:

1. Increase resident and community prosperity through sustainable tourism growth.
2. Improve visitor dispersion year-round throughout the Sea-to-Sky Corridor.
3. Improve visitor use of the natural and cultural heritage in a respectful, sustainable manner.
4. Improve supporting tourism infrastructure for transportation, and employee and entrepreneur housing.
5. Increase the involvement of Indigenous communities and entrepreneurs in tourism.
6. Increase the global competitive strength of the entire Sea-to-Sky Corridor destination experience.
7. Strengthen resilience and adaptive capacity to climate-related hazards, natural disasters, and market changes.

Organization: Lílwat Nation
Strategy/Plan: Economic Development Plan 2016-2021 (2016)

The Lílwat Nation Economic Development Strategy (EDS) was developed under the direction in the Lílwat Nation Strategic Plan 2010–2015. The EDS was created to achieve the vision of “a diversified and sustainable economy for, in, and by, the Lílwat Nation for all time.” The EDS presents a strengths, weaknesses, opportunities, and threats analysis as well as a mission, principles, and values, key objectives and goals, and performance indicators. The four objectives are listed below, with the related eight goals identified:

1. Generate stable profits for Lílwat to reinvest in community projects and business opportunities.
 - *Goal 1 – Increase own source revenues.*
2. Create employment and career opportunities for Lílwat citizens.
 - *Goal 2 – Increase labour force participation.*
 - *Goal 3 – Increase employment rates and ensure Lílwat citizens have access to career opportunities.*
3. Support regional economic development and Lílwat entrepreneurs.
 - *Goal 4 – Support regional economic development that is aligned with the Nation’s principles and values.*
 - *Goal 5 – Increase the number of Lílwat entrepreneurs.*
4. Enhance community support through strong governance and clear communication.

<ul style="list-style-type: none"> • <i>Goal 6 – Hold the Lílwat Holdings LP Board of Directors accountable for operations and communication.</i> • <i>Goal 7 – Increase community support for Lílwat Business Corporations (LBC) through good governance and the incorporation of Lílwat culture and values into business practices.</i> • <i>Goal 8 – Increase support for LBC by linking corporate profits to specific projects.</i>
<p>Organization: Lílwat Nation Strategy/Plan: Community Economic Profile (2011)</p>
<p>The Lílwat Community Economic Profile provides a snapshot of the current economic and social conditions in Lílwat Nation’s Territory, and represents the first step of their Lílwat Economic Development Strategy project.</p>
<p>Organization: Pemberton & District Chamber of Commerce Strategy/Plan: Three-year Strategic Plan, 2021-2023 (2020)</p>
<p>The purpose of this three-year strategic plan is to clarify the organization’s core services and values, confirm their four key result areas, and identify the strategic goals that will help the organization achieve those results. The four key result areas are:</p> <ol style="list-style-type: none"> 1. Organizational Excellence 2. Membership Value 3. Economic Development 4. Advocacy <p>Under Key Result Area 3: Economic Development, the Chamber aims to work with new and existing partners to address the needs of our business community. Specifically:</p> <ol style="list-style-type: none"> 1. explore the feasibility of becoming an economic development office by year end 2022; and 2. contribute to the development of a business attraction package.
<p>Organization: Squamish–Lillooet Regional District Strategy/Plan: Policy No. 16 – 2020 Pemberton and District Initiative Fund (2020) Link: https://www.slrd.bc.ca/sites/default/files/pdfs/16-2020%20Pemberton%20and%20District%20Initiative%20Fund.pdf</p>
<p>The objective of the Pemberton and District Initiative Fund (PDIF) is to provide seed, long-term, or one-time/single event funding to assist local not-for-profit organizations, entities, or societies based within the Village and/or SLRD Electoral Area C that are contributing to the community through the initiation, development, advancement, or support of initiatives that enhance the well-being of the constituents of the Village and SLRD Electoral Area C. The PDIF Program utilizes two separate funding streams: (1) Economic Development, and (2) Arts, Culture & Recreation.</p>
<p>Organization: Squamish–Lillooet Regional District Strategy/Plan: Bylaw No. 1562-2018 – Regional Growth Strategy (2010) Link: https://www.slrd.bc.ca/sites/default/files/pdfs/planning/staff-reports/181024%20AppendA-RGSReview1562_CLEAN_SecondReading_Oct17.pdf</p>
<p>Adopted in 2010, the purpose of a Squamish–Lillooet Regional District Regional Growth Strategy, under the <i>Local Government Act</i>, is to promote human settlement that is socially, economically, and environmentally healthy and that makes efficient use of public facilities and services, land, and other resources.</p> <p>The following eleven goals address several priority areas identified in the Regional Economic Development Strategy’s Action Plan, including transportation and affordable housing:</p> <ol style="list-style-type: none"> 1. Focus Development into Compact, Complete, Sustainable Communities 2. Improve Transportation Linkages and Options 3. Generate a Range of Quality Affordable Housing

4. Achieve a Sustainable Economy
5. Protect Natural Ecosystem Functioning
6. Encourage the Sustainable Use of Parks and Natural Areas
7. Create Healthy and Safe Communities
8. Enhance Relations with Indigenous Communities and First Nations
9. Improve Collaboration among Jurisdictions
10. Protect and Enhance Food Systems
11. Take Action on Climate Change

Organization: Village of Pemberton

Strategy/Plan: Pemberton Economic Development Plan – IN PROGRESS

Currently in development, the Pemberton Economic Development Plan will focus on:

1. identifying ways of creating alternate revenue sources, outside of taxation;
2. creating an environment favourable to attracting and retaining current, new and diverse investment;
3. increasing local employment; and
4. building a robust and sustainable community.

The strategy is scheduled for completion in 2021.

Organization: Village of Pemberton

Strategy/Plan: Mayor’s Task Force for COVID-19 Response and Recovery (2020)

Formed in 2020, the Mayor’s Task Force for COVID-19 Response and Recovery (MTF) will provide strategic recommendations to the Village of Pemberton Council and identify community-led initiatives to guide recovery and relief efforts related to the COVID-19 pandemic.

1. Work in collaboration with public bodies, private institutions, and community organizations to build local resilience.
1. Work in collaboration with the business community and other community organizations to identify immediate economic recovery strategies for residents, businesses, and community organizations.
2. Identify and support community driven ideas and solutions to assist in the recovery process.
3. The task force meets monthly and will continue for a term of six months (ending December 2020), after which the continuation of the task force will be determined.

Organization: Village of Pemberton

Strategy/Plan: A Cultural Plan for Pemberton and Area 2012 -2022 (2012)

Link: <https://www.pemberton.ca/public/download/documents/36718>

The 10-year Pemberton Cultural Plan was developed by the Village of Pemberton, in partnership with Pemberton Area organizations, to:

1. formally establish the cultural goals for stakeholders in the Pemberton Valley;
2. acknowledge that culture is one of the means by which the community is able to respond to linking quality of life to economic prosperity and community asset investing, building, and place;
3. provide direction to stakeholders with regard to the future of culture in Pemberton providing a motivation and momentum to the process;
4. provide a unifying theme around which the Village of Pemberton, Squamish–Lillooet Regional District, and the Lílwat Nation work together around the common vision; and
5. provide a mechanism to widely engage community, business, and citizens in identifying the connection between culture and quality of place.

5.3 Appendix C – Regional Economic Development Strategy – Economic Snapshot

This document starts on the following page.



REGIONAL ECONOMIC DEVELOPMENT STRATEGY

Economic Snapshot

Prepared for the
Pemberton Area Economic Development Collaborative

2020

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1.0 INTRODUCTION

The Pemberton Area Economic Development Collaborative (the Collaborative) is developing an Economic Development Strategy to provide a cohesive vision and shared directions for the Region's economic development in the coming years.

As a starting place, this document provides a 'snapshot' look at the Region's economy to understand the current context and recent trends. It includes data and analysis on population and demographics, educational attainment, income levels, housing and affordability, development, labour force, and employment. It also takes a look at the performance of key economic sectors, and some of the Region's both assets and challenge areas.

Within this Snapshot, the Region refers to the following communities (unless stated otherwise):

- Village of Pemberton (Census Subdivision)
- SLRD Electoral Area C
- Líl'wat Nation
- N'Quatqua Band
- Samahquam
- Skatin Nations
- Xa'xtsa (Douglas)

The Collaborative consists of representatives from these communities, as well as the Pemberton and District Chamber of Commerce and Tourism Pemberton.

1.1 Benchmark Communities

When trying to understand the trends and numbers of what is happening in one community, it is helpful to compare them to what is happening elsewhere. As such, several other communities have been used as "benchmark communities," based on the following similarities:

- Similar population size (2,300 – 5,300 people)
- Comparable economic bases, including a traditional reliance on resource industries (e.g., forestry, agriculture) and a growing tourism industry.

These communities include the Town of Port McNeill (Northern Vancouver Island), the Town of Creston (Central Kootenays), and the Town of Golden (Columbia-Shuswap).

NOTES ON DATA AND SOURCES

Unless otherwise noted, information is from Statistics Canada data: Census, National Household Survey, and Long Form Census.

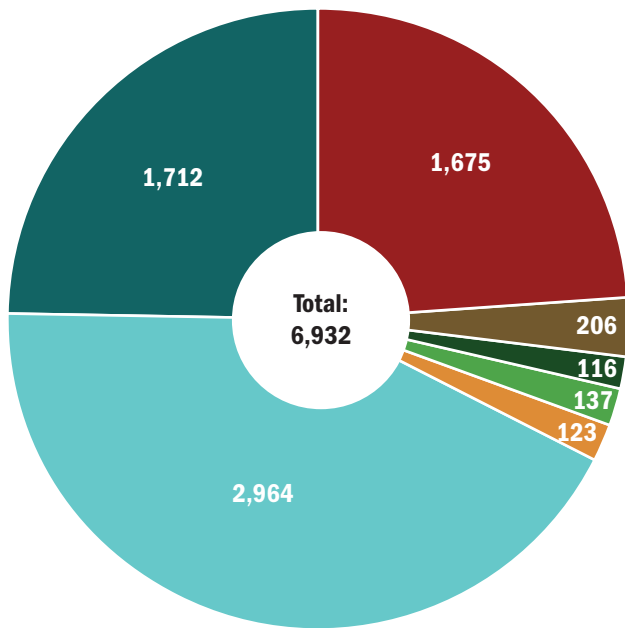
It is generally accepted that the 2011 National Household Survey (i.e. Long Form Census) does not have reliable data, nor is it comparable to other years. For this reason, we have typically avoided using 2011 data from the National Household Survey where possible. This is why many time series charts go from 2006 to 2016.

Similarly, there are many inconsistencies and gaps in First Nations data, which limits the amount of analysis possible in some of the indicators below.

2.0 POPULATION AND REGIONAL OVERVIEW

The total population of all communities in the Region is around 7,000,¹ with the Village of Pemberton and Líl'wat Nation being the two largest.

2020 POPULATION BY COMMUNITY



2.1 Population Growth

All communities in the Region have growing populations, though some areas are growing at a faster pace than others, particularly the Village of Pemberton. While the SLRD Area C's population has fluctuated since 2001, growth in that area is still positive overall, as it is in all of the First Nations.²

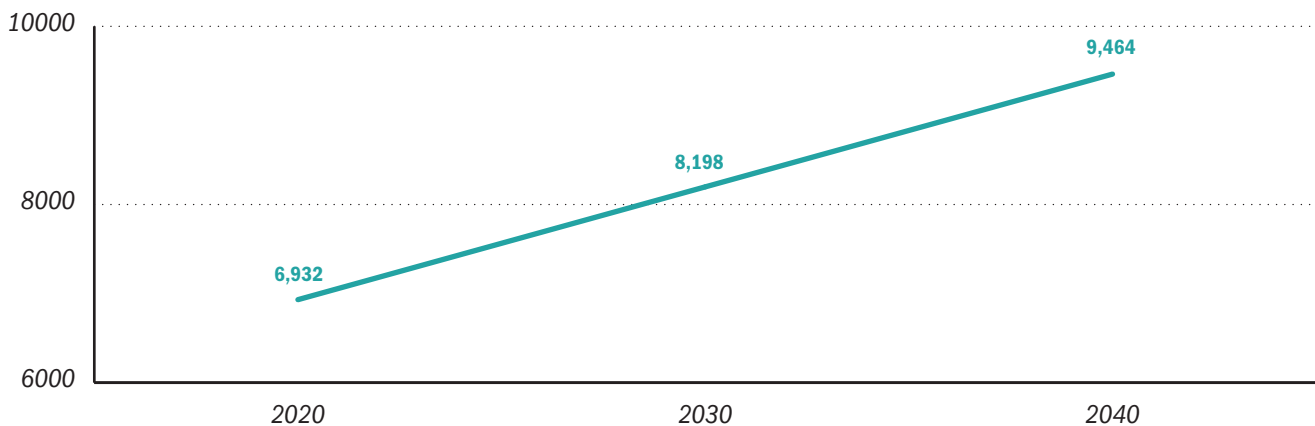
Compared to the provincial rate, and to the benchmark communities, the Village of Pemberton's growth rate is particularly high.

Average yearly population growth rate, 2001 - 2016³

Village of Pemberton	3.78%
BC	1.29%
Town of Creston	0.77%
SLRD Area C	0.73%
Town of Golden	-0.52%
Town of Port McNeill	-1.14%

Based on average historic yearly growth rates of the area,⁴ the total population of the Region is projected to grow to over 9,000 people within the next twenty years.

REGIONAL PROJECTED POPULATION GROWTH, 2020-2040



¹ Based on 2020 population projections for the Village of Pemberton and SLRD Area C, and 2020 On-Reserve First Nations Population numbers as reported by Indigenous Services Canada (<https://fnp-ppn.aadnc-aandc.gc.ca/fnp/Main/Index.aspx?lang=eng>), other than Líl'wat Nation, which was self-reported.

² Based on limited Statistics Canada 2006 and 2016 Census data, as well as Indigenous Services Canada's 2020 and 2016 Total Registered Population counts.

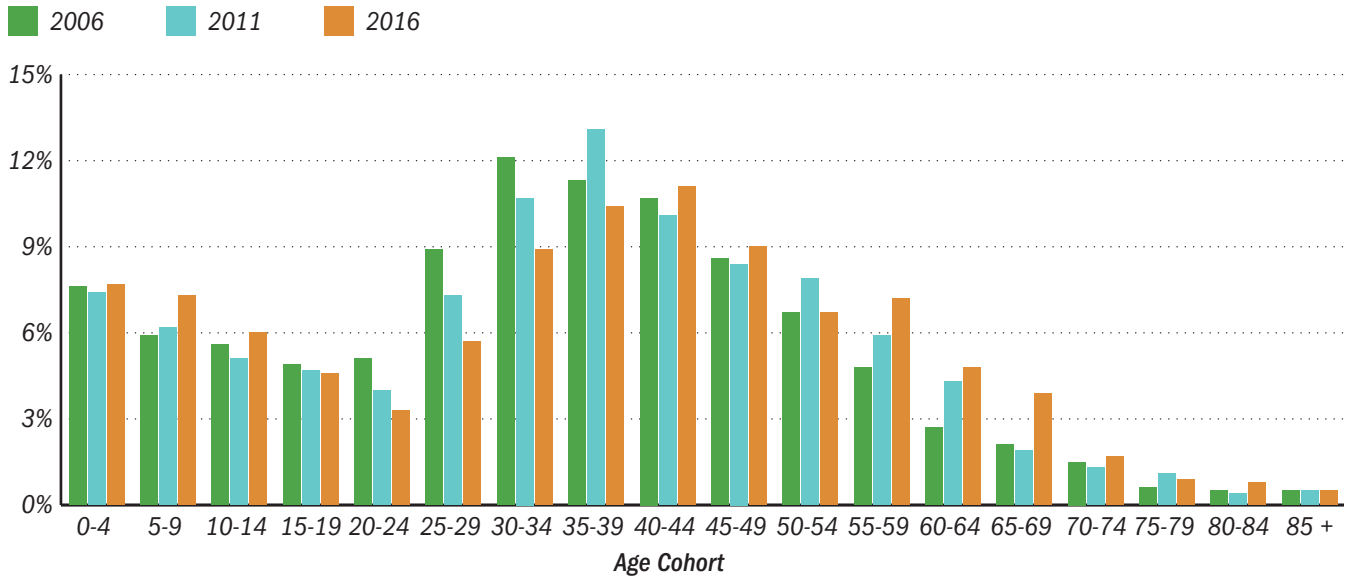
³ Based on an average of growth rates between census years. Data for the five First Nations was not consistently available to calculate average yearly growth rates.

⁴ Based on an average of the Village of Pemberton and SLRD Area C's 2001 - 2016 yearly growth rates and Líl'wat Nation's 2006 - 2016 yearly growth rate.

2.2 Demographics

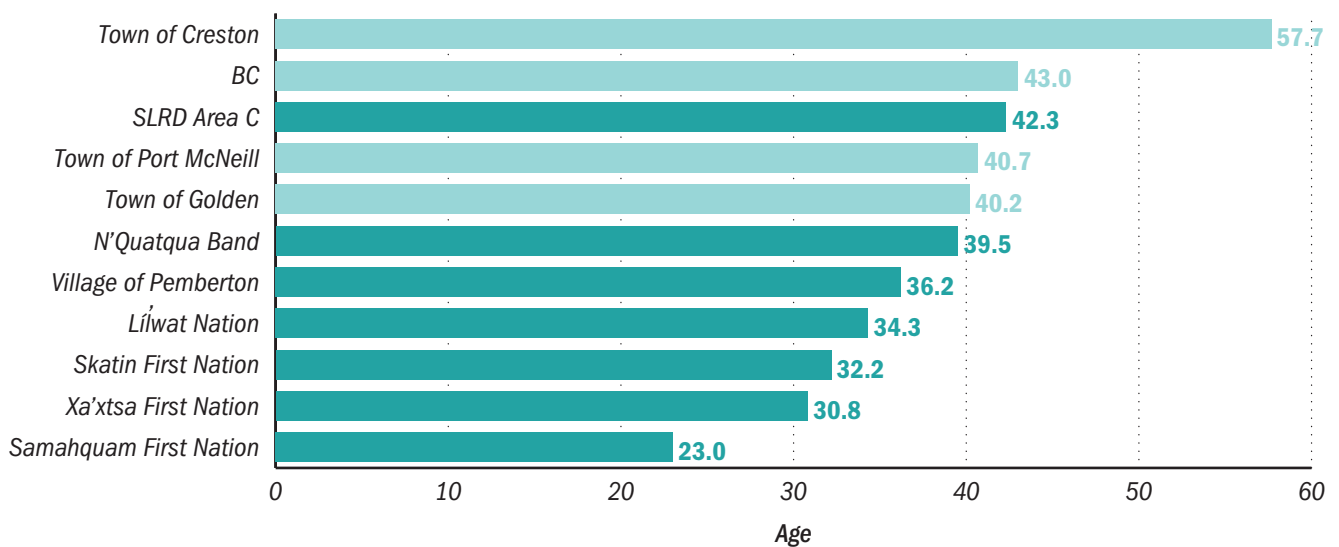
In line with provincial trends, the Village of Pemberton and SLRD Area C's populations are aging. The Village of Pemberton's median age was 32.7 in 2006, compared to 36.2 in 2016; the SLRD Area C's went from 39.0 to 42.3 over the same time period.

VILLAGE OF PEMBERTON & SLRD AREA C POPULATION BY AGE COHORT, 2006 - 2016



Still, all communities in the Region have younger median ages than BC as a whole, particularly the five First Nations.

MEDIAN AGE, 2016

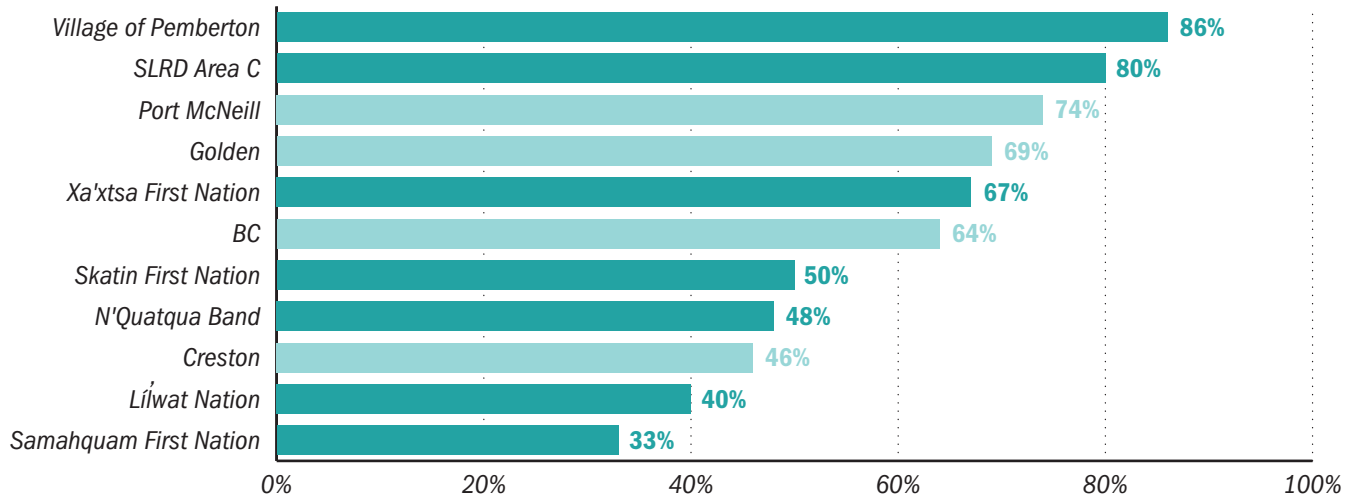


2.3 Labour Force

The labour force participation rates in both the Village of Pemberton and SLRD Area C were higher than the provincial average, although they also declined by 3% and 2% respectively since 2006. The 2016 rates were lower than the BC average for all of the First Nations other than Xa'xtsa.

This is interesting to note, given that the population grew in all areas throughout the Region across this same time period; this could be a reflection of the fact that this Region's population is aging and people are likely retiring.

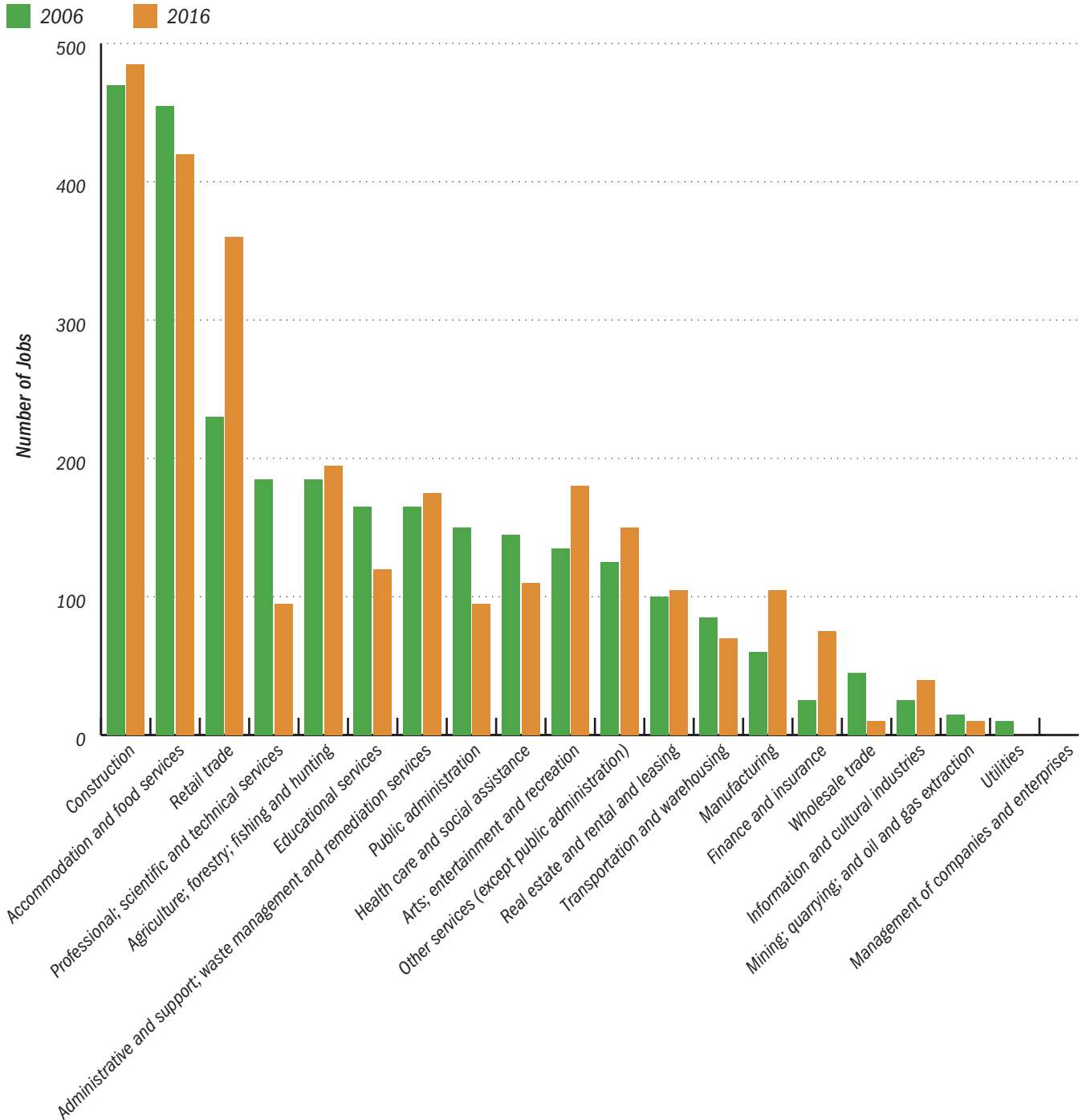
LABOUR FORCE PARTICIPATION RATE, 2016



2.4 Employment Industries

The chart below shows the breakdown of jobs by industry in the Village of Pemberton and SLRD Area C, in both 2006 and 2016. The three biggest employers are construction, accommodation and food services (which captures much of the tourism-related activity), and retail trade. While the latter has decline significantly since 2006, the fourth largest category, Professional; scientific and technical services, has risen significantly at the same time, as have Public administration, and Health care and social assistance.

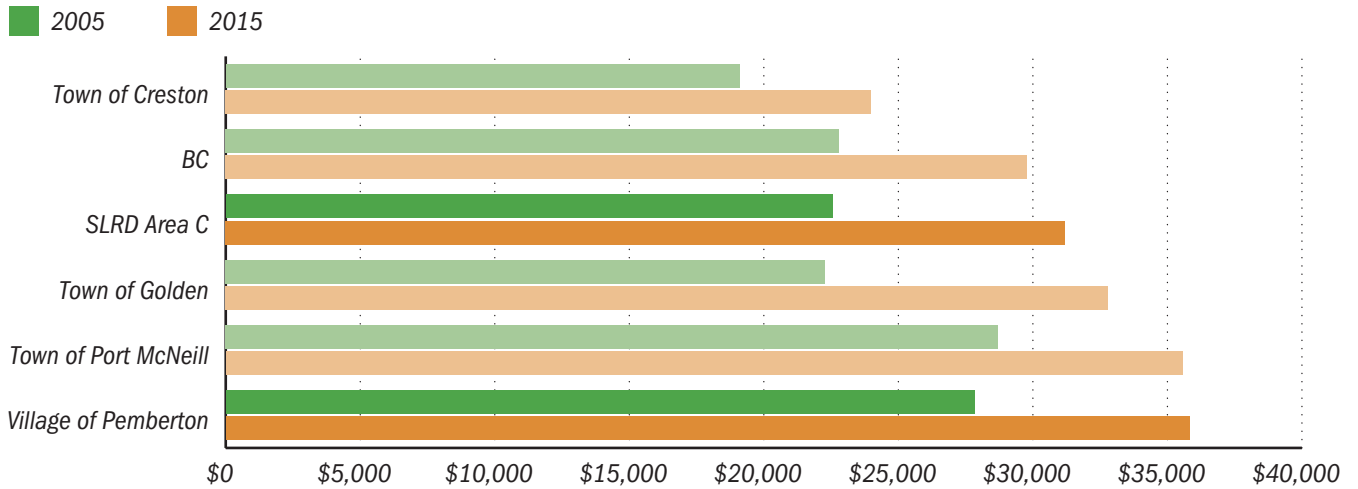
JOBS PER SECTOR (VILLAGE OF PEMBERTON AND SLRD AREA C) 2006 - 2016



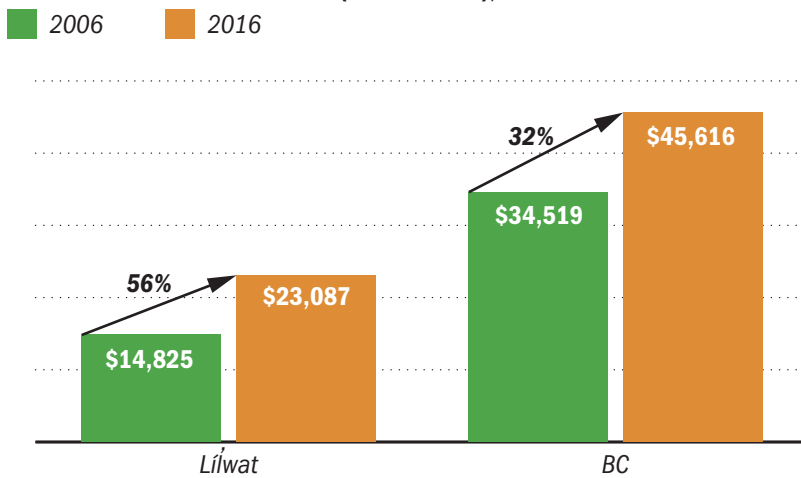
2.5 Income

Both the Village of Pemberton and SLRD Area C had higher median after-tax incomes in 2015 than the Provincial median, and while the Village of Pemberton's was the highest of the three, it also grew at the slowest rate since 2005. The Village of Pemberton experienced a 29% increase from \$27,832 in 2005 to \$35,827 in 2015, while SLRD Area C experienced a 38% increase from \$22,551 in 2005 to \$31,184 in 2015.

MEDIAN AFTER-TAX INCOME (INDIVIDUALS), 2005 - 2015



LILWAT AVERAGE TOTAL INCOME (INDIVIDUALS), 2006 - 2016

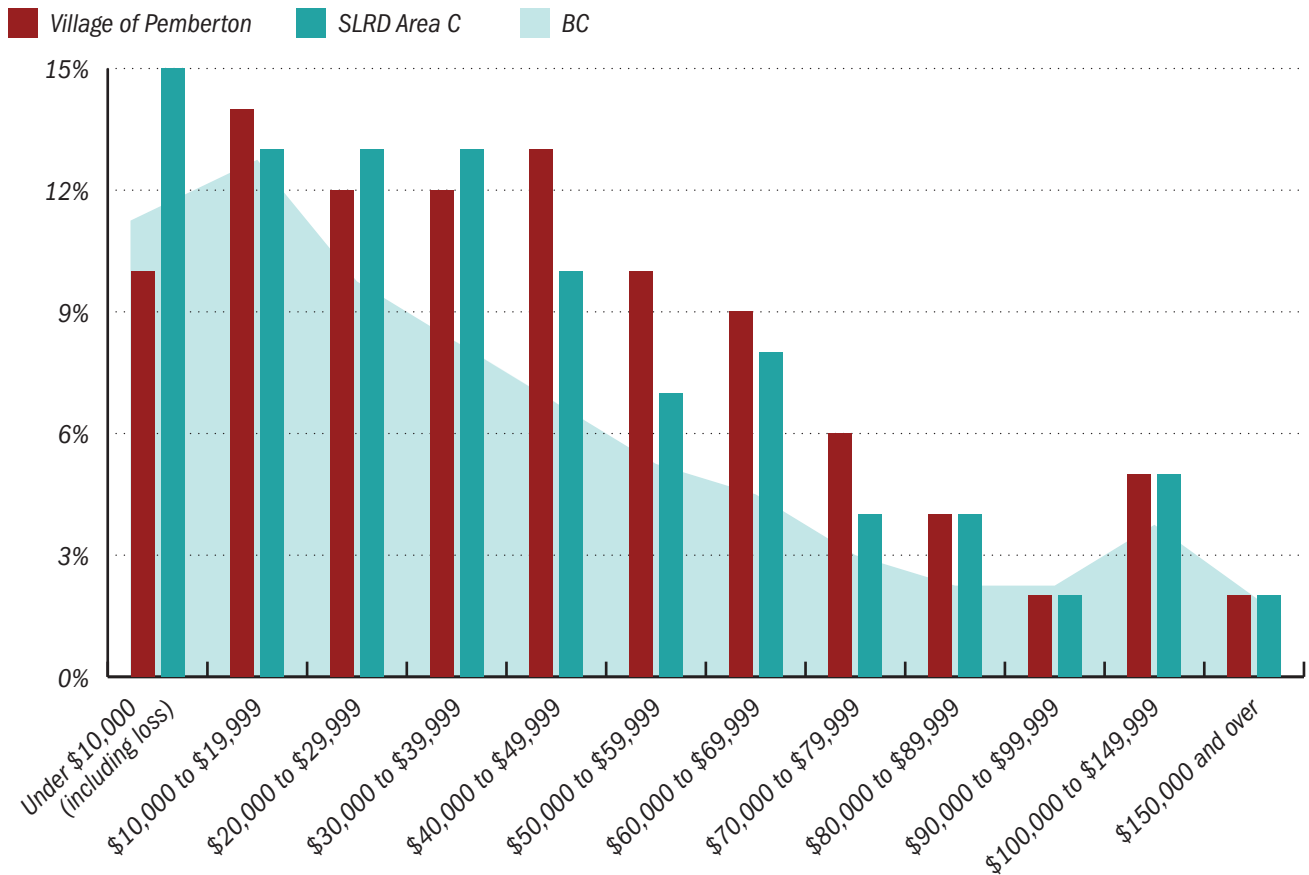


Lil'wat Nation's average total income is significantly lower than the provincial average but grew at a much faster rate between 2006 and 2016.⁵

⁵ Data for the other First Nations was not available, nor was median after-tax income for Lil'wat to compare to the Village of Pemberton and SLRD Area C.

When broken down by income bracket, the chart below shows that the Village of Pemberton and SLRD Area C both have lower than provincial averages of people earning between \$90,000 - \$99,999 and \$10,000 to \$19,999, but some higher than average portions of earnings between the \$40,000 to \$89,999 brackets.⁶

2016 POPULATION BY INCOME BRACKET



⁶ Population by income bracket data was not available for any of the First Nations.

2.6 Gini Coefficient

The Gini coefficient is a measure of wealth distribution, where the higher the number (on a scale of 0.0 – 1.0), the higher the inequality. According to Census Mapper, the 2015 Gini coefficients are as follows:⁷

BC	Village of Pemberton	Port McNeill	Golden	Creston	SLRD Area C
0.31 ⁸	0.32	0.32	0.30	0.36	0.41

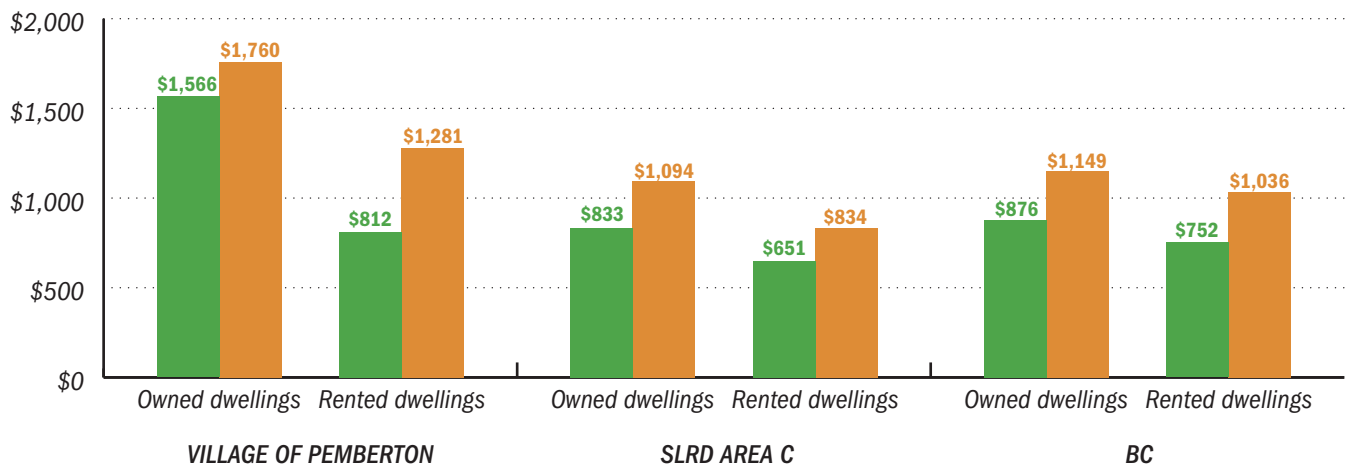
The Village of Pemberton had a slightly less equal wealth distribution in 2015 than the provincial average, but more equal than the benchmark communities and SLRD Area C, which was the least equal of these communities.

2.7 Housing and Affordability

Shelter costs are rising in both the Village of Pemberton and the SLRD Area C, in line with provincial trends. However, the median monthly shelter costs in the Village of Pemberton for both owned and rented dwellings are higher than BC as a whole, and grew at a particularly fast rate for rental dwellings since 2006.

MEDIAN MONTHLY SHELTER COSTS, 2006 - 2016

■ 2006 ■ 2016



According to 2019 BC Assessment data, the average values of single family homes⁹ are as follows:

Area	Average value of single family homes
BC	\$1,045,214
Village of Pemberton	\$851,411
SLRD Area C	\$576,909
Golden	\$379,658
Creston	\$279,855
Port McNeill	\$257,211

⁷ Census Mapper calculates the Gini using after-tax household income. Full methodology available at <https://censusmapper.ca/maps/840#10/50.2213/-122.6067>. Gini coefficient data was not available for First Nations.

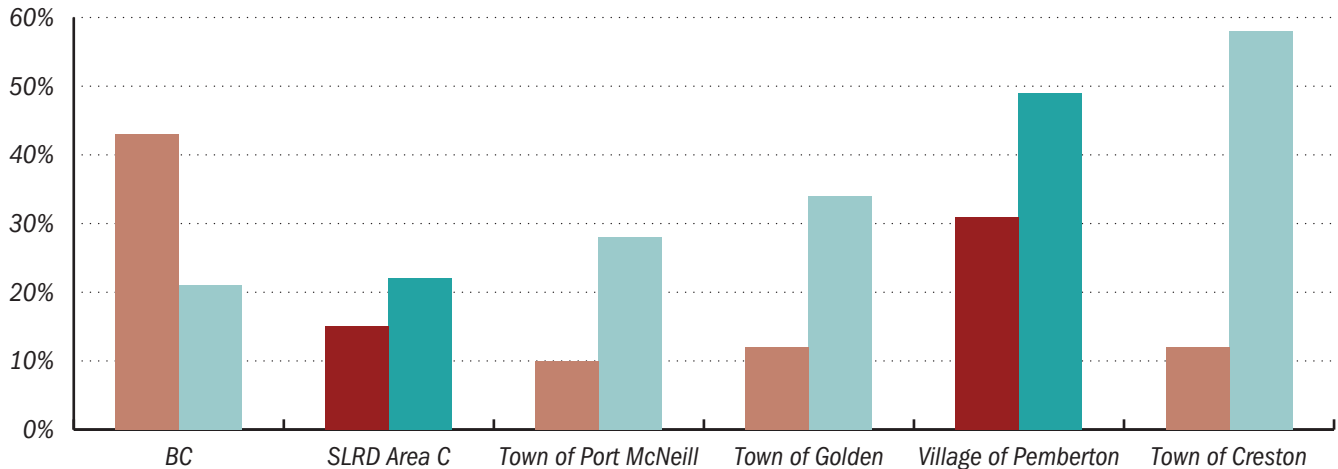
⁸ Statistics Canada. Table 11-10-0134-01 Gini coefficients of adjusted market, total and after-tax income

⁹ Calculated by dividing the total value of all homes in the single-family residential class by the total number of all homes in that same class.

Rental units in the Village of Pemberton are particularly unaffordable, with over double the provincial average of residents spending more than 30% of their income on shelter costs. At the same time, the percentage of owners who spend more than 30% of their income on shelter costs in both the Village of Pemberton and the SLRD Area C is significantly lower than the provincial average.

RESIDENTS SPENDING MORE THAN 30% OF THEIR INCOME ON SHELTER COSTS IN 2016

■ Owners ■ Renters

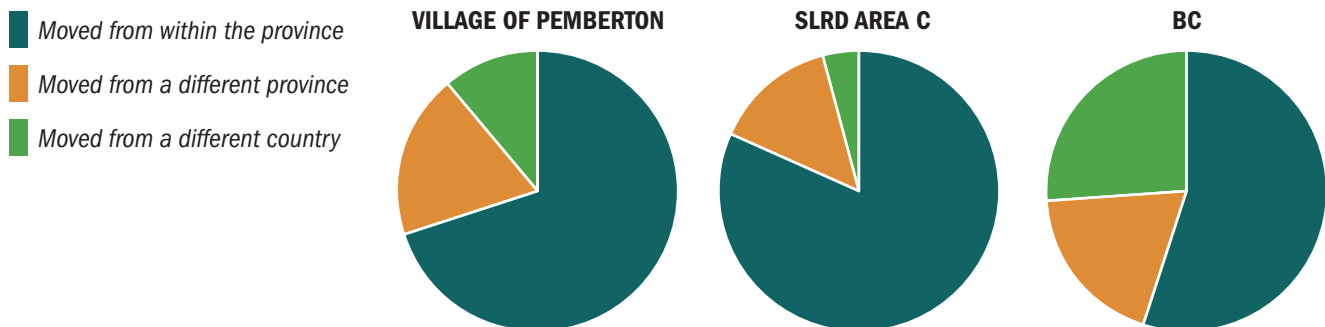


2.8 Mobility and migration

About 35% of Village of Pemberton residents did not live in the area five years before the 2016 Census; the same for about 22% in SLRD Area C, and 18% in Lílwat. These numbers are all higher or around the same as the provincial average of 21%, meaning the Region is about as or more successful at attracting new residents as the provincial average.

	Village of Pemberton	SLRD Area C	Lílwat	BC
% of total population who moved between 2011 and 2016	35%	22%	18%	21%

A strong majority of new residents in both the Village of Pemberton and SLRD Area C came from within the province, whereas many more residents new to the Province as a whole came from a different country.¹⁰

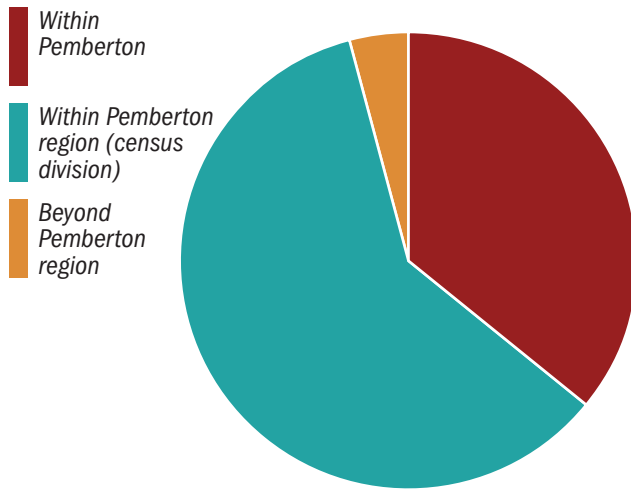


¹⁰ Data for the five First Nations was not available for this indicator.

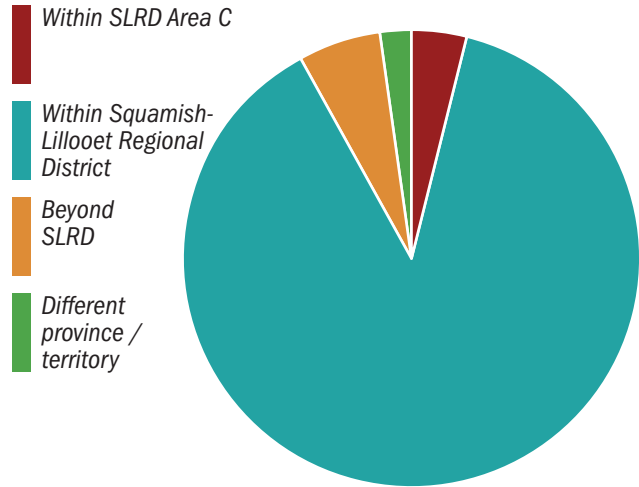
2.9 Journey to Work

Just over a third of Pemberton residents commute within the Village of Pemberton, while 60% commute within the SLRD.¹¹ A much lower percentage, 4%, of SLRD Area C residents commute to work within SLRD Area C; 90% are commuting beyond to other municipalities within the SLRD.

VILLAGE OF PEMBERTON RESIDENTS' COMMUTE



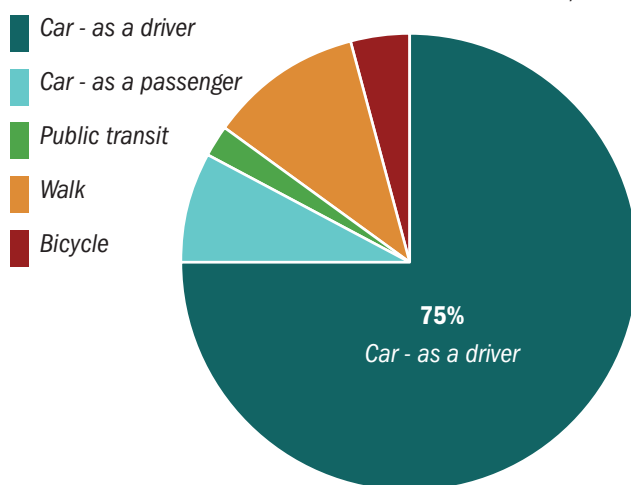
SLRD AREA C RESIDENTS' COMMUTE



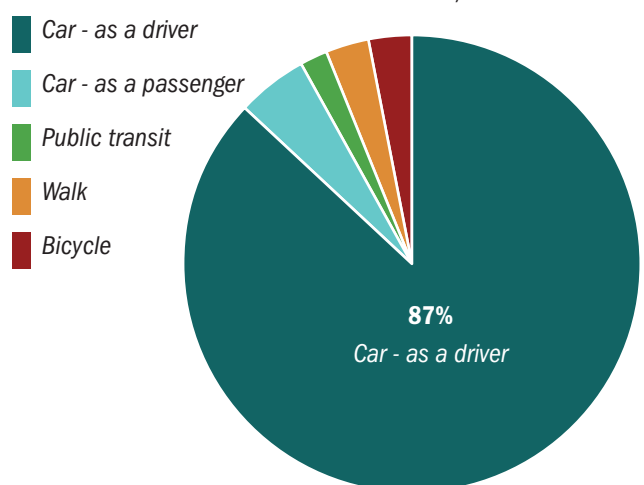
2.9.1 Mode Share

In both the Village of Pemberton and SLRD Area C, driving is the highly predominant mode of commuting. After that, commuters in both areas were more likely to walk or bike than take public transit.

VILLAGE OF PEMBERTON MAIN MODE OF COMMUTING, 2016



SLRD AREA C MAIN MODE OF COMMUTING, 2016



¹¹ Note that this count is based on those who commute, which excludes those who work remotely or from home.

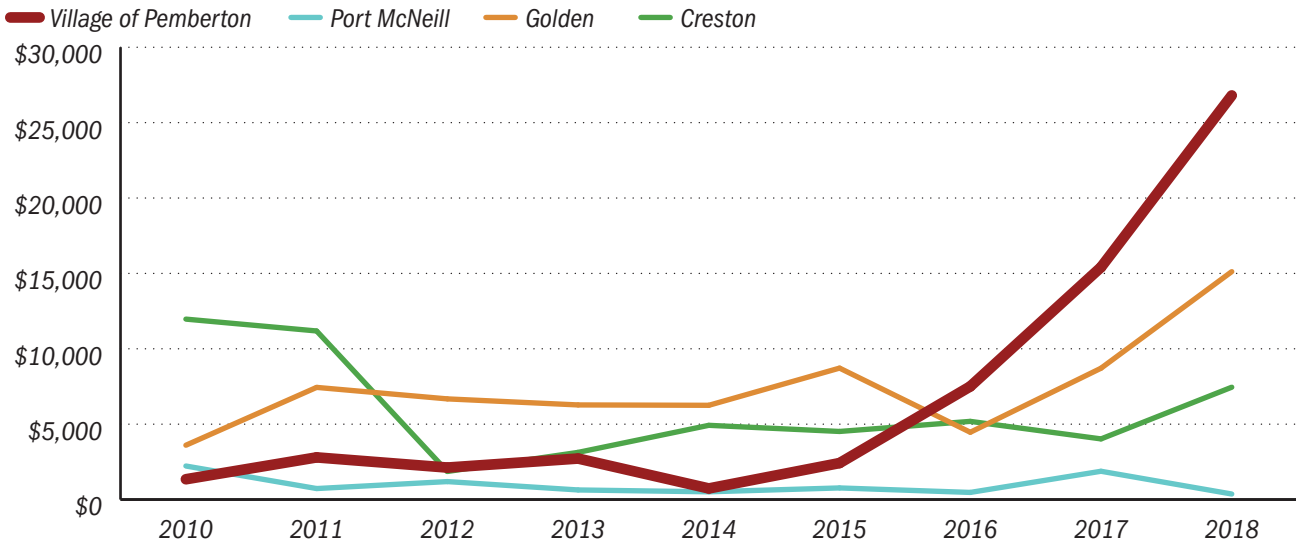
2.10 Building Permits

Growth in the Region has prompted much construction over the past few years, particularly in some areas such as the Village of Pemberton and Mount Currie. Due to the various jurisdictions within the Region, it is difficult to quantify trends (given available data) across the whole Region; however, some highlights are shown below.

Village of Pemberton

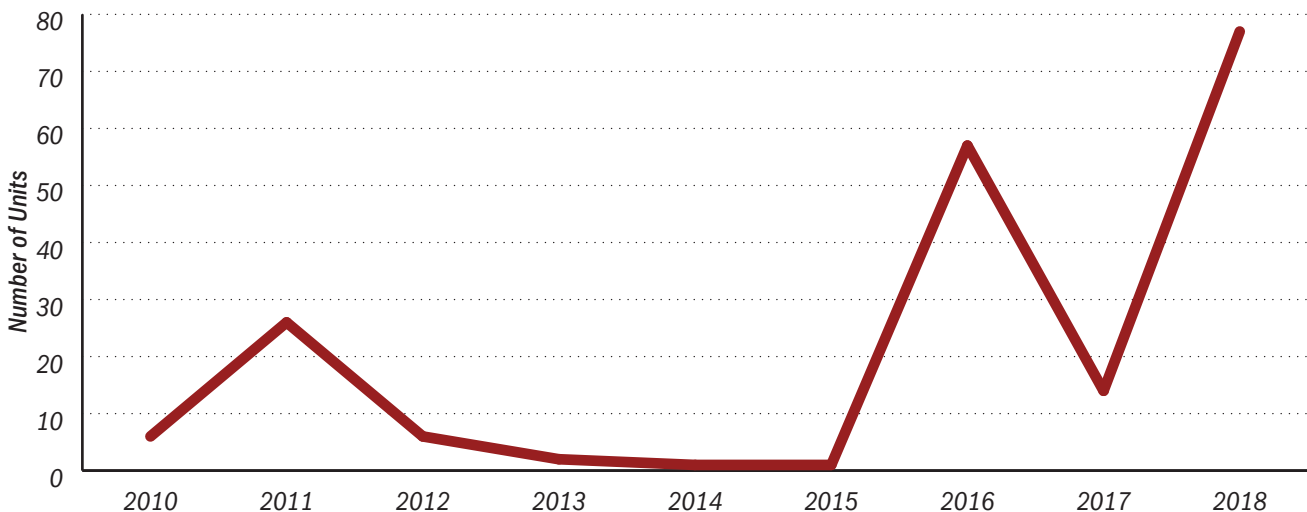
The total value of building permits in the Village of Pemberton has risen steadily since 2015, significantly surpassing the growth trends of Golden, Port McNeill, and Creston. Between 2010 and 2018, the Village of Pemberton saw a 19% increase in the total value of building permits, which was significantly higher than all three benchmark communities (which ranged between -1% to 3%). In the Village of Pemberton, residential building permits accounted for 98% of total building permits in the first half of 2019.

TOTAL BUILDING PERMITS (\$ 000)



As far as the number of residential units being built in the Village of Pemberton, 26 new units were added to the market between January and June of 2019, compared to just seven new units between January and June of 2018.

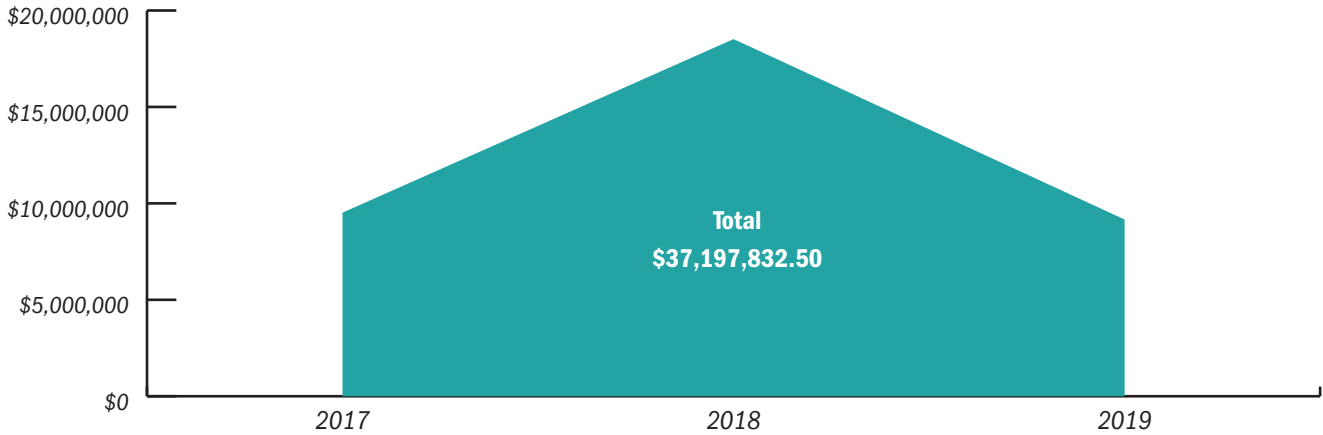
VILLAGE OF PEMBERTON RESIDENTIAL BUILDING PERMITS



SLRD Area C

In SLRD Area C, the total value of all building permits (residential, commercial, institutional and government buildings, and industrial) between 2017 and 2019 was \$37,197,832.50. Approximately 98% of these permits are residential.

TOTAL VALUE OF SLRD AREA C BUILDING PERMITS (2017 - 2019)

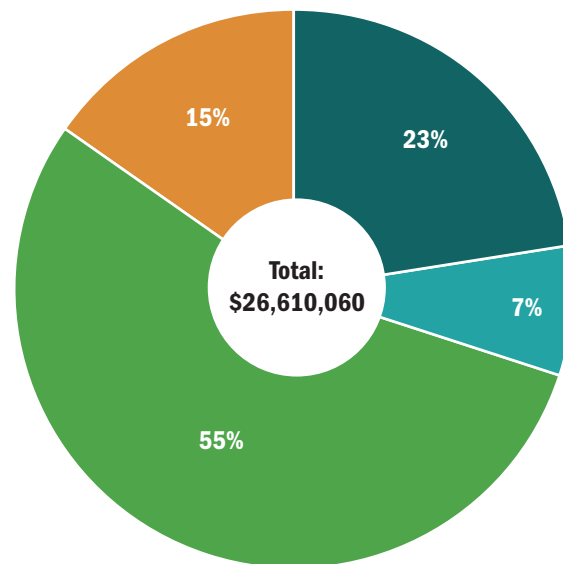


Lilwat Nation

Part of the growth in Mount Currie falls within Lilwat's jurisdiction. Over the past five years, Lilwat has overseen significant construction, ranging from various housing projects to the T'szil Learning Centre, to commercial projects like a new gas station.

TOTAL VALUE OF LILWAT CONSTRUCTION (2014 - 2019)

■ Residential ■ Industrial/Infrastructure ■ Institutional/Community ■ Commercial



2.11 Municipal Tax Rates

Commercial property tax rates for businesses in the Village of Pemberton are competitive relative to other municipalities in the Province, and comparable on average to other benchmark municipalities and SLRD municipalities.¹²

	TAX CATEGORY			
	Major industry	Light industry	Business	Farm
Village of Pemberton, as compared to other benchmark and SLRD municipalities	5th highest of 7	Lowest of 7	Lowest of 7	4th highest of 7
Village of Pemberton, as compared to other municipalities in the Province	145th highest of 162	130th highest of 162	149th highest of 162	106th highest of 162

¹² Other municipalities looked at included Creston, Golden, Port McNeill, Whistler, Squamish, and Lillooet. Given the data available, we were unable to conduct a comparison to SLRD Area C and the five First Nations.

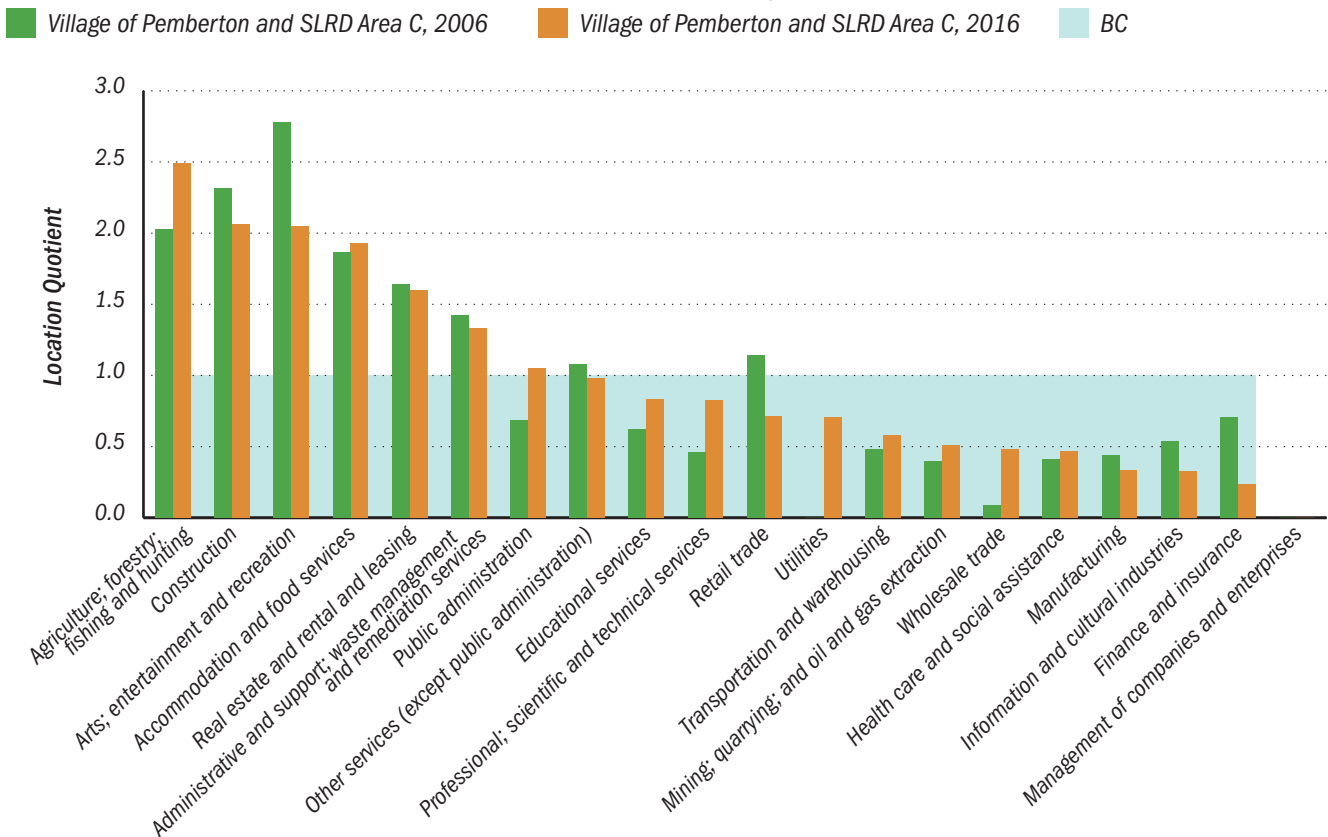
3.0 INDUSTRY STRENGTH ANALYSIS

Location quotient analysis¹³ has been used to determine the relative strength of industries in the Region¹⁴ as compared to provincial averages. An LQ of 1 is equal to the provincial average (as displayed by the horizontal yellow line on the chart), meaning the higher the location quotient, the stronger the Region is in that sector compared to BC. LQs from both 2006 and 2016 have been shown to show changes over time.

As shown in the chart below, Agriculture, forestry, fishing and hunting has the highest relative concentration of jobs in the area, which reflects the region’s historic economic base in agriculture and forestry. This is followed by Construction which reflects the region’s high rate of building permits in recent years, although it did decline in both relative strength and the number of jobs (shown above in Section 2.5 Employment Industries).

The strength of the third and fourth highest industries, Arts; entertainment and recreation, and Accommodation and food services, are likely largely tied to the high economic value of tourism in the Region.

COMPARATIVE STRENGTH OF ECONOMIC SECTORS BY JOBS PER INDUSTRY, 2006 - 2016



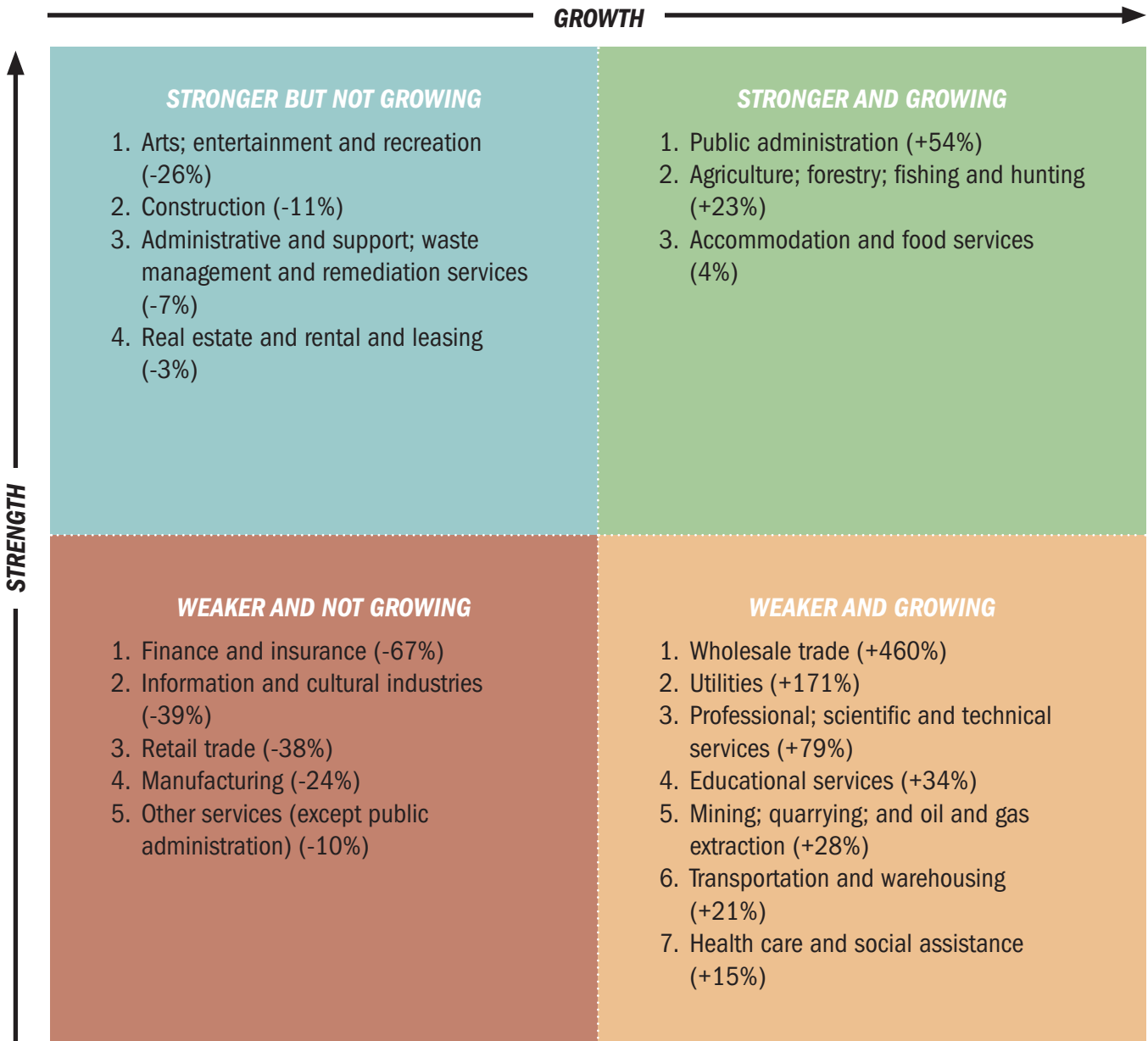
¹³ The data used in this calculation was based on the number of people employed in each industry in 2016.

¹⁴ Based on a total of the Village of Pemberton and SLRD Area C for this chart. Comparable First Nations data was not available.

3.1 Industry Trends

In order to understand current trends, it's helpful to look at the greatest changes over time in comparative industry strengths. The percentages in the table show the changes in LQ between 2006 and 2016.

Changes in Comparative Industry Strengths, 2006 - 2016



4.0 AREAS OF CAPITAL AND CHALLENGE AREAS

4.1 Areas of Capital

The information below highlights some of the many areas of capital, or assets, that the Region has to offer.

Human Capital

(e.g., knowledge, information, organizational and leadership capacity, and educational institutions)

- Strengthening intergovernmental working relationships
- The Wellness Almanac
- Líl'wat - Tszil Learning Centre (educational institution)

Socio-Cultural Capital

(e.g., arts and culture, landmarks, community events, political and governing bodies)

- Pemberton Museum
- Squamish Líl'wat Cultural Centre
- Líl'wat7úl Cultural Centre
- Líl'wat Rodeo
- Slow food cycle community event
- Various local governments (SLRD, Village of Pemberton, Individual Nations, Tribal Council,)
- Many highly active NGOs which create/build amenities such as skate park and One Mile Lake Nature Centre.

Financial / Institutional Capital

(e.g., financial services, partnerships, strategic plans)

- One major bank location (Scotiabank) and one credit union (BlueShore)
- Wealth Creation Action Plan between Samahquam and Skatin Nations
- Líl'wat Business Group
- In-SHUCK-ch Development Corporation (IDC)
- Existing economic development plans in some participating communities (e.g., Líl'wat)

Economic Capital

(e.g., industrial, agricultural, and vacant lands, tourism, business and development corporations, natural resources)

- Ample ALR lands
- Pemberton Industrial Park
- Líl'wat's planned commercial core development
- Tourism amenities include accommodation, wedding industry, mountain biking, agritourism, etc.

- Forestry agreements, ventures, and logging companies
- BC Hydro revenue sharing agreements (independent power projects)
- Medical marijuana production facility
- Craft brewing/distillery
- Speł'kúmtn Community Forest and Corporation

Natural Capital

(e.g., natural assets and resources, access to nature, ecosystem services)

- Recreation opportunities year round
- Hot springs (Sloquet), provincial parks, lakes, rivers
- Mountain biking trail system
- Renewable energy sources (e.g., hydro)
- Gates Creek Spawning Channel (tourist attraction and important habitat)
- Unique and important fish (i.e., salmon) and wildlife habitat, including many species and ecosystems at risk.
- Critically important watershed in the Fraser River watershed.
- UNESCO Geopark status being explored
- Volcanology based tourism (Mt. Meager) which has attracted significant academic interest, National Geographic documentary (2020), NASA investment (2021)
- The Friendship Trail and Bridge

Physical Capital

(e.g., transportation infrastructure, community facilities, utilities, information systems)

- Pemberton Airport
- Two BC Transit Routes between communities
- Supermarkets, convenience stores, gas stations
- Líl'wat Broadband Services
- Upgraded fibre optic service
- Green Coast Ventures ridesharing company

4.2 Key Challenges

While the Region has many assets to build on, it also faces some key challenges and gaps that are listed below. It's important to note that while these challenges are important and should be kept in mind when planning for economic development, some of them also come with new opportunities.

Transportation

- While some transportation infrastructure does already exist (e.g., the Pemberton Airport and two BC Transit bus routes), it is highly limited. This makes it particularly difficult for geographically spread out communities to participate as fully in the economy.
- Lobbying efforts and applications for Provincial support to improve local transportation have already taken place but with limited success.
 - *Opportunity:* the recent approval of Green Coast Ventures Inc., which will operate across Whistler, Squamish, Pemberton, and Lillooet as BC's first ride-hailing company.

Climate Change

- The area faces significant climate change and environmental risks (e.g., flooding, forest fires, landslides, deglaciation).
 - *Opportunity:* warming temperatures and longer summers could lead to longer growing seasons in the future with potential for different crops.
 - *Opportunity:* Academic partnerships for assessing, planning and mitigating climate change effects through cross-governmental/academic partnerships.

Limited Social and Community Amenities

- Limited internet and cellular connection in the area affects the ability to attract remote workers.
- Insufficient childcare spaces affect families and particularly women's ability to participate in the labour force.
 - *Opportunity:* Lílwat and Pemberton are exploring funding opportunities to develop new childcare spaces
- Limited community programming options (e.g., after school activities for youth, family programs).
 - *Opportunity:* NGOs and other organizations have an opportunity to develop social enterprises around child and youth programming.

Growth Pressures

- Many people are moving to the area, which raises the cost of housing through increased demand and the overall cost of living. For example, the average value of a private dwelling in the Village of Pemberton rose from \$229,429 in 2001 to \$438,341 in 2016.
- The increased number of homes being built requires more developable land.
 - *Opportunity:* supports jobs in the construction industry as well as increased municipal revenue through property taxes as many new homes are being built. Growth can deliver many good benefits (e.g., a larger population can lead to a more diversified workforce, and support expanded community programming and amenities), when managed properly such as through the Regional Growth Strategy.
 - *Opportunity:* Partner with the Tǫzil Learning Centre to offer post-secondary training to support need for trained workers
- Unmanaged tourism without proper infrastructure, policy, amenities, etc. could overwhelm local communities and natural surroundings.
 - *Opportunity:* Tourism supports local businesses and brings significant revenue to the area, which can be leveraged strategically (e.g., through a hotel tax).

Limited Job Opportunities

- Beyond working remotely, there are limited job opportunities for professionals in the Region.
 - *Opportunity:* there are many professional services that are not currently available or are limited to one provider in Pemberton, creating an opening for an entrepreneur to start their own business (e.g., notary, accounting, insurance).

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