

# COMMUNITY ECONOMIC DEVELOPMENT PROJECTS

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Prepared for: Northern Economic Development and Initiatives Committee  
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# Executive Summary

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The Fraser Basin Council (FBC) is under contract with the NEDI Committee, made up of representatives from the Squamish-Lillooet Regional District and the District of Lillooet to conduct four economic development projects including:

1. Project A: Governance Model Feasibility Study for Shared Service Delivery
2. Project B: Community Visioning
3. Project C: Community Asset Inventory
4. Project D: Economic Leakage Analysis

## **Project A – Governance Model Feasibility Study for Shared Service Delivery**

The feasibility study included conducting a literature review and interviews with other regions that have similar attributes to that of the northern SLRD. The literature along with the interviews revealed similar results, primarily the need for relationships and communication between all of the groups involved in an economic development shared service.

The Fraser Basin Council recommends that an economic development steering committee be formed to guide the direction of a shared economic development service with representation from all of the parties involved across the sub-region. During the first year, the development and implementation of the service should be facilitated by a third party, non-profit society. Once the committee membership and service have been established, the committee may form a new non-profit society/join an existing one and hire a staff person to carry out the work, or continue to utilize a third party. The ongoing work would continue to be guided by the committee.

During the first year the committee should work on building relationships between members, identifying opportunities for sub-regional economic development projects, fund development, and the development of a work plan and communication plan. As committee member relationship are strengthened and with the guidance of a communication plan and a work plan, economic development projects will be developed in the sub-region. Funding for the first year of the service should be paid for by the Squamish-Lillooet Regional District and the District of Lillooet.

## **Project B - Community Visioning**

The community visioning process was conducted at sub-regional workshops, an online survey, and at a region-wide workshop on June 24. Information was included from related goals and priorities in the *SLRD Regional Growth Strategy 2010* and the *District of Lillooet Corporate Strategic Plan 2007*; current feedback from local governments, businesses, and members of the public reflects past goals and priorities.

Feedback from workshops and surveys on the priorities from previously completed economic development studies, reports and plans suggested that there is the most interest in supporting coordinated economic development (Project A), advancing the agricultural area plan and agricultural diversification and business opportunities, retail education and improving infrastructure and transportation.

The feedback from the visioning exercise included changes to the geographic area, outlined the connections between communities based on geography and several expressed that there is no “we”, only, “us and them”. Participants felt that there should be a common vision for the sub-region, though

felt it was not achievable due to a history of not working together. Based on the information collected throughout the visioning process, the following tasks need to be undertaken between all agencies, organizations, groups and individuals in the northern SLRD prior to developing a vision:

1. Improve collaboration, cooperation, and trust
2. Improve communication, dialogue, and networking
3. Improve infrastructure and transportation

### **Project C - Community Asset Inventory**

Much of the information that has gone into the Community Asset Inventory was already gathered and compiled in existing reports. Updated data and other information was collected in interviews and from on-line research. The study area for this project is rich in community assets, as the Community Asset Inventory indicates; however, without a commitment to keeping it current and to mobilizing the information for community development, an asset inventory is just a list.

Three key actions are critical to leveraging community assets to strengthen the community's economy and the connections between and across all its varied populations. Firstly, *all* community residents must be engaged in determining what this asset inventory information means to them and how they want to utilize it. Building strong relationships among the communities' assets – people, organizations, and institutions – constitutes the next critical step down the community building path. The process of systematically matching assets with opportunities calls for active public engagement and participatory mapping of the existing and potential relationships between assets. Secondly, the Community Asset Inventory section of this report should be made into a stand-alone document and made easily available. This must be an accessible public document that can be used as a tool to support business planning for existing and emerging businesses and entrepreneurs, as well as for grant applications for the region's voluntary sector. Finally, this Asset Inventory must grow. Actively engaging the community in a dialogue on Community Economic Development will identify additional assets, not the least among them the existing relationships and potential for new relationships that are critical to community well-being and economic development.

### **Project D - Economic Leakage Analysis**

The economic leakage research and analysis included conducting a review of existing information in reports and studies conducted in the last five years and a survey of the purchasing preferences of local and First Nations governments, area businesses and residents. Identifying the factors that contribute to economic leakage requires active and on-going positive engagement with people, organizations, and institutions. The lack of active engagement within and across community populations in the study area is the single most significant contributing factor to economic leakage.

Addressing the factors that contribute to economic leakage requires leadership from governments and the business community. Establishing a local purchasing policy at the government level is not merely symbolism. Rather, it is a clear demonstration of values that can have tangible economic benefits for communities and the larger region. Taking the initiative on local purchasing across all orders of government in the study area will demonstrate a commitment to working together.

Participants in the Economic Leakage Survey responded most favourably to improving the availability of local food products and services. A focus on the agriculture sector and the food security interest of the residents and of the larger population in BC provides great opportunity for the study area.

# Introduction, Context and Approach

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This project is guided by the Northern Economic Development and Initiatives (NEDI) Committee. The standing Committee is made up of elected officials from Area A and B of the Squamish-Lillooet Regional District (SLRD) and the District of Lillooet. This project is meant to help to foster sustainable economic development across the northern SLRD sub-region.

The role of the NEDI Committee -

*The Committee's first order of business was to review and prioritize the recommendations of the recent Economic Development Assessment, Strategy and Action Plan. The report, commissioned by the SLRD late in 2012 and developed by EDCD Consulting, identified several priority goals including increasing community involvement and communication, strengthening and expanding partnerships and increasing support for the tourism and agriculture sectors. Close to 250 residents and businesses from across the northern sub-region of the SLRD had direct input into the Economic Development Strategy through a community consultation process that included focus groups, one-on-one interviews and online surveys. (District of Lillooet website, 2014)*

Community Economic Development (CED) is an inclusive and participatory process by which community members initiate and generate their own solutions to economic challenges. CED takes an asset-based approach that recognizes that economic, environmental and social challenges are interdependent, complex and ever-changing. CED is based on the belief that people have the capability and the responsibility to undertake community-based initiatives for the benefit of the greater community.

The Northern Economic Development Initiatives (NEDI) Committee, consisting of elected and staff representatives from the District of Lillooet, Squamish-Lillooet Regional District Areas A and B, posted a request for proposals in November 2013 for a consultant to undertake four community economic development initiatives in 2014:

- Conducting a feasibility study to determine the best governance model for sub-regional economic development
- Carrying out a community visioning process
- Developing a comprehensive inventory of the community's assets
- Generating an economic leakage analysis to determine where money is leaking out of the local economy and identifying strategies for plugging the leaks

The Fraser Basin Council (FBC) was hired in late November 2013 to undertake the work. FBC is a non-profit society that advances sustainability in the Fraser River Basin and across BC. Established in 1997, the Council is a collaboration of four orders of government (Federal, Provincial, Local and First Nations) together with representatives from the private sector and civil society. FBC helps bring people together to find solutions to integrate economic, environmental and social issues — with a focus on healthy watersheds and water resources, climate change action and air quality, and sustainable, resilient communities. The Council's vision is *social well-being, supported by a vibrant economy and sustained by a healthy environment*. See [www.fraserbasin.bc.ca](http://www.fraserbasin.bc.ca) for more information.

As stated above, CED is based on the belief that people have the capability and the responsibility to undertake community-based initiatives for the benefit of the greater community. Therefore, FBC undertook this project as facilitators, to seek input of the residents of the Northern SLRD – we did not undertake this project with preconceived answers, nor did FBC present ourselves as experts with the answers. In essence this report is written by the residents, businesses and governments that took part – FBC just captured their ideas and feedback and wrote it down.

It is also important to note that this report is based on feedback from the limited number of people we engaged with. A larger response to surveys and more attendees at workshops would have been ideal, it is recognized that there are limitations to people’s time, capacity to participate, and limitations to communicate with residents of the northern SLRD.

## Reporting Area

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The geographic area of this report is the northern SLRD sub-region, which is defined by the geographic area of SLRD Areas A and B. This area includes St’at’imc territory and the following communities:

- Sekw’el’wás (Cayoose Creek Indian Band)
- T’it’q’et (Lillooet Indian Band)
- Tsal’alh (Seton Lake Indian Band)
- Ts’kw’aylaxw (Pavilion Indian Band)
- Xaxli’p (Fountain Indian Band)
- Xwisten (Bridge River Indian Band)
- District of Lillooet
- Seton Portage – Shalalth
- Yalakom Valley
- Bridge River/West Pavilion
- Texas Creek
- Pavilion Lake
- Duffey Lake Corridor
- Gold Bridge
- Bralorne
- Tyaughton Lake Area
- Gun Lake

# TABLE OF CONTENTS

---

- Executive Summary..... 2
- Project A – Governance Model Feasibility Study ..... 9
  - 1 Introduction ..... 9
    - 1.1 Purpose ..... 9
  - 2 Methodology..... 10
    - 2.1 Economic Development Services - Northern SLRD ..... 10
    - 2.2 Shared Service Delivery in BC..... 10
    - 2.3 Feedback ..... 12
  - 3 Summary & Recommendations ..... 12
    - 3.1 Committee Development - Best Practices ..... 12
    - 3.2 Service Boundaries..... 13
    - 3.3 Service ..... 14
    - 3.4 Committee Membership..... 14
    - 3.5 Governance Structure ..... 15
    - 3.6 Mandate ..... 15
    - 3.7 Funding..... 15
    - 3.8 Implementation ..... 16
- Project B – Community Visioning..... 18
  - 4 Introduction ..... 18
    - 4.1 Purpose ..... 18
  - 5 Methodology..... 18
  - 6 Summary & Recommendations ..... 21
- Project C – Community Asset Inventory ..... 26
  - 7 Introduction ..... 26
  - 8 Methodology..... 26
  - 9 Summary & Recommendations ..... 27
    - 9.1 Community Asset Inventory..... 28
    - 9.2 Communities ..... 28
    - 9.3 First Nations Communities..... 30
    - 9.4 Economic Base ..... 31
    - 9.5 Demographic Profile ..... 32

10 Business Community .....	34
11 Community Infrastructure .....	35
11.1 Transportation .....	35
11.2 Communication .....	36
11.3 Utilities .....	39
11.4 Recycling & Waste Management .....	39
11.5 Provincial Government Services .....	40
11.6 Education .....	40
11.7 Community Services .....	42
11.8 Seniors .....	44
11.9 Youth .....	45
12 Health Care .....	46
12.1 General Health Services .....	46
12.2 Dentistry .....	48
12.3 First Nations Health .....	48
12.4 Emergency Health Services .....	49
13 Community Life .....	49
13.1 Faith-Based Organizations .....	49
13.2 Voluntary Organizations .....	50
13.3 Service Clubs & Societies .....	51
13.4 First Nations Service Organizations .....	52
13.5 Festivals, Events and Cultural Facilities .....	52
13.6 First Nation Cultural Facilities and Events .....	53
13.7 Recreation .....	54
13.8 Walking Trails .....	55
13.9 Multi-Use Trails .....	55
14.1 Provincial Parks .....	56
14.2 Forest Service Recreation Sites .....	56
Project D – ECONOMIC LEAKAGE ANALYSIS .....	57
14 Introduction .....	57
15 Methodology .....	57
15.1 Literature Review .....	57
15.2 Research .....	58
15.3 Survey .....	58
15.4 Workshop .....	59

15.5 Survey Summary .....	59
16 Summary & Recommendations .....	62
17 Appendices .....	63
Appendix A1 - Shared service delivery models in BC in areas with similar population and challenges to the northern sub-region of the Squamish-Lillooet Regional District .....	64
Appendix A2 - Northern SLRD economic development shared service draft budget .....	65
Appendix B1 – detailed list of past reports.....	66
Appendix B2 – Business & Investment questions as presented in online survey and in sub-regional workshops, with input received.....	78
Appendix B3 – Workshop invitation to residents of the northern Squamish-Lillooet Regional District .....	86
Appendix B4 - Online survey results for community priorities and visioning.....	88
Appendix B5 – Community economic development regional workshop agenda.....	125
18 References .....	127



# Project A – Governance Model Feasibility Study

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## 1 Introduction

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Several plans have been drafted in the northern SLRD, most recently the *Economic Opportunity Assessment* (EPI Ecoplan International, 2008b) and the *Economic Development Assessment, Strategy and Action Plan* (EDCD Consulting, 2012). In both of these plans and several other older documents, similar recommendations were made to the SLRD and District of Lillooet. Broadly, those recommendations include improving communication and building relationships between the SLRD, District of Lillooet, and the six St'at'imc communities and providing shared economic development services across the region.

EDCD Consulting (2012) identified the following gaps in service delivery including:

- No structured forum exists for sharing of information among service providers. There is an informal sharing of information; however, this can result in a lack of understanding of each service provider's goals, activities and future developments. This can result in duplication of services or product development.
- No formalized "regional" economic development model exists. For a region to work together on economic development there must be a structured model in place and a commitment from all players that economic development is truly regional.
- No structured forum exists for sharing information among business owners or residents. This results in a lack of understanding of what economic development does for the community or region.
- There is a lack of mentoring and support for businesses in rural areas and for First Nations.
- Community groups do not always have the volunteer capacity to effectively implement projects or initiatives. Without this capacity, it is more difficult to obtain project funding.
- Community groups/committees lack the understanding of their role in cooperation with local government.
- There is no economic development service in Area B.

### 1.1 Purpose

The purpose of Project A is to complete a feasibility study to assess the viability of a shared governance model for a shared community economic development service in the northern SLRD sub-region, composed of Electoral Areas A and B and the District of Lillooet. The study will provide more recommendations for implementation that will help to achieve community economic development in the sub-region.

## 2 Methodology

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The following steps were taken to assess the feasibility and develop the governance model:

- Review of the existing economic development services in the northern SLRD
- Review of existing shared economic development services in regional districts in BC with similar population and in some cases similar issues for example, lack of transportation infrastructure and geographical isolation
- Review of regional economic development literature
- Interviews with economic development officers and staff to help determine the strengths and weaknesses of respective service delivery types and governance models, and to determine current status of working relationships in the northern SLRD
- Public workshop delivery across the northern SLRD

### 2.1 Economic Development Services - Northern SLRD

There are limited economic development services offered in the northern SLRD. There is currently no economic development officer/staff person at the SLRD nor at the District of Lillooet. Despite having no designated economic development service, the SLRD Board allocated \$75,000 to support economic development in the northern SLRD, Areas A, B and Lillooet in addition to the Northern Development Initiatives Trust grant; the Board allocation is for one year only and there has been no discussion regarding annual funding for economic development.

In Area A, the Bridge River Valley Community Association (BRVCA) is a non-profit society that is funded by tax requisition to undertake economic development services in the Upper Bridge River Valley. The Society operates a community resource centre, tourism information booth, and manages several social media applications. BRVCA seeks funding to develop and roll out priority based projects in the area. The Society is currently undertaking a community economic development planning process.

Each of the St'at'imc communities have a staff position or councillor that manages economic development for their respective band and or development corporation; some positions have economic development as part of a broader portfolio. Some of the St'at'imc communities noted recent turnover in their respective economic development positions; some positions are currently vacant. There are several economic projects underway in the region; however, those projects are stand alone and not part of sub-regional or strategic/regional level economic development planning or collaboration.

### 2.2 Shared Service Delivery in BC

The report, *Evaluating the Economic Development Role of BC Local Governments*, (Union of BC Municipalities, 2010) provides an outline of economic development practices by local governments across the province. Local governments, both regional districts and municipalities were surveyed. Communities were divided into groups based on size, the 'small communities' group, less than 5,000 population, made up 40% percent of completed surveys. The conclusions of the publication are as follows:

- One size does not fit all. There is no single best model for local economic development and there are a number of different options available to local governments.

- Each local government must take into consideration their objectives for economic development, the range of services that are already being provided by other agencies, the amount of available funding, and potential partners.
- The “in-house” model of economic development remains the most common organizational structure for BC local governments, but there is a trend toward more arms-length organizations, particularly in the 5 - 20,000 and 50,000 + population categories.
- An economic development advisory committee is a common tool for the delivery of an in-house economic development model, but careful consideration needs to be given to ensuring a broad cross-section of community representation, council and area-wide support, as well as a rigorous and transparent selection process.
- Arrangements for economic development can vary within a regional district, with the approach in each electoral area reflecting its distinct and unique geography, population, economic drivers and community partners.
- The regional nature of the BC economy suggests that economic development is often more suited to a regional approach than a single-community approach. Thinking regionally and engaging in partnerships can be particularly important for small communities.

There are several regional districts and municipalities that are of similar size to the northern SLRD sub-region and many that also have similar issues. The following communities were selected for review as part of the background for Project A based on their size and attributes:

- Regional District of Kootenay Boundary (RDKB)
- Columbia Shuswap Regional District (CSRD)
- Regional District of Bulkley Nechako (RDBN)
- City of Enderby and Słatsin First Nation
- Comox Valley Regional District (CVRD)

In addition to reviewing the economic development programs noted above, each of the economic development officers/staff persons rolling out the programs was interviewed. The purpose of the interviews was to determine the foundational pieces of each of the programs/services, to learn what made the programs successful, and to find out what program developers and managers would do differently if they could. Outlines of economic development organizations associated with the regional districts and communities noted above are listed in Appendix A1.

Similar to the UBCM document, the structure of each of the economic development services is unique based on local objectives. According to economic development officers and staff members, despite obvious program differences, success of their respective programs relied on the same basic ingredients listed below:

- Obtain stable long-term funding
- Have broad representation from all jurisdictions and local business on boards/committees
- Communication between board/committee members
- Outline clear and concise terms of reference, memorandum of understanding or similar guiding document
- Share resources with similar groups wherever possible
- Have a staff person or third party staff person consistently moving forward on objectives and respective action items

## 2.3 Feedback

Across all of the four project areas there has been feedback collected from local governments, including First Nations, local businesses, and the public. Input was gathered via personal communications, online surveys, and at open houses held across the northern SLRD. Based on guidance from the NEDI Committee and feedback from the public, a draft proposal for a sub-regional economic development service was drafted. On June 24<sup>th</sup>, a workshop was held in Lillooet and feedback was received on the draft version of Project A.

Overall the Project A draft was well received as noted below in section 3.0. The feedback was largely focused around communication and relationship building rather than details of the proposed service. Workshop participants felt that it would be best to have an existing (and non-local) charitable society manage an unstructured committee while relationships between the District of Lillooet, Squamish-Lillooet Regional District, Xwisten, Ts'kw'aylaxw, Sekw'el'wás, Tsal'alh, Xaxli'p, and T'it'q'et are strengthened. It was recommended that the Fraser Basin Council continue the economic development work already underway and move into impartial secretariat support role in the fall of 2014.

A key outcome of the workshop was that regular communication and information sharing regarding economic development opportunities and coordination is needed, with representation from all groups, local governments, and First Nations governments in the northern SLRD. The ideal delivery model would merge several existing committees into one comprehensive, coordinated economic development service that can support multiple initiatives across the economic sector.

## 3 Summary & Recommendations

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The recommended shared economic development service for the northern SLRD is based on literature reviewed from other BC jurisdictions regarding economic development, recommendations made by past planning processes, and feedback from local governments including First Nations, local businesses and business groups, and members of society at large.

### 3.1 Committee Development - Best Practices

From the experience of the Fraser Basin Council in providing support to multi-party jurisdictional structures since 1997, effective governance for an unstructured committee or the like, must include the following best practices:

- Representation from all governments and stakeholders – select a nonpolitical chair
- Decision making using consensus
- The development of and adherence to a terms of reference that clearly outlines roles and responsibilities for members
- The development of the following plans:
  - communication (including meeting schedule/type and reporting guidelines)
  - funding
  - work (including milestones and time frame)
- Consider and take on projects that are within the scope of the work plan and terms of reference
- Create opportunities for professional development for members of the group

### 3.2 Service Boundaries

The boundaries for shared services will include the northern Squamish-Lillooet Regional District sub-region (Electoral Areas A and B) as shown below in Figure A1.



Figure A1: SLRD and electoral area boundaries – *Squamish-Lillooet Regional District website*

### 3.3 Service

For the first year the service will be guided by an inclusive, unstructured committee composed of the partners listed in section 3.4. The committee will have secretariat support provided by a third party, non-profit society as relationships are strengthened between committee members. After the first year, a part-time staff person will be hired to carry out the economic development work.

The committee will guide the coordination of sub-regional economic development work including the following:

- 1) Regular sub-regional economic development meetings
  - a) Purpose:
    - i) Identify, explore, and develop economic development opportunities and partnerships and assess existing economic development conditions on key topics and sectors
    - ii) Each host community will present current opportunities, initiatives, challenges, and barriers
    - iii) Develop relationships, trust, and foster a sub-regional perspective for economic development
    - iv) Identify how the work will be done beyond year one from the following options:
      - (1) Ongoing secretariat support from a third part, non-profit society
      - (2) Amalgamation with an existing local non-profit society
      - (3) Forming a new non-profit society
  - b) Timing – quarterly face to face meetings
  - c) Attendance – funding partners and other participants
  - d) Location – will rotate around sub-region between members
- 2) Fund development – leveraging core funding with other sources
- 3) Project development
- 4) Workshop development and delivery (in partnership with all members)
- 5) Coordinated sub-regional training opportunities
- 6) Act as a liaison for existing sub-regional initiatives (Agriculture Area Plan)

The service provided may move to a regional scope (overall or for specific projects) including the entire SLRD, should the committee see fit to do so.

### 3.4 Committee Membership

The unstructured committee will be made up of representation from local governments including First Nations, business organizations, and members of existing committees or groups doing similar work. The committee will include but will not be limited to representation from the following:

- District of Lillooet
- SLRD Area B
- Xwisten (Bridge River Indian Band)
- Tsal'alh (Seton Lake Indian Band)
- Xaxli'p (Fountain Indian Band)
- T'it'q'et (Lillooet Indian Band)
- Sekw'el'wás (Cayoose Creek Indian Band)
- Ts'kw'aylaxw (Pavilion Indian Band)
- SLRD Area A (Bridge River Valley Community Association)
- Lillooet Chamber of Commerce

- Seton Portage – Shalath & District Chamber of Commerce
- St’at’imc Government Services
- Community Futures - Sun Country
- Agriculture Area Planning Representative
- Member of society at large
- Other representation as required

Upon the completion of year one, several communities/areas should be taken into consideration for partnership with the sub-regional committee or at minimum, given regular communication updates where region wide opportunities arise. Areas for consideration include:

- SLRD Electoral Area C
- SLRD Electoral Area D
- Resort Municipality of Whistler
- Village of Pemberton
- District of Squamish
- Lil’wat, Samahquam, Skatin, Douglas, N’Quatqua and Squamish Nations

### 3.5 Governance Structure

The proposed governance structure is an inclusive non-profit society composed of staff-level economic development representatives for each of the funding partners and non-voting participation by non-funding participants. To best support this service, all local government and First Nation staff person members must have economic development as part of their respective portfolios.

The unstructured committee as described above should continue to receive secretariat support from a third-party, non-profit society until there is funding in place to create a staff position and until the economic development society is formed. When the developmental year is complete and the society has been formed including membership, terms of reference, communication plan, and work plan, there will be a half to full-time staff person contracted by the society, housed in an office separate from any of the funding members.

### 3.6 Mandate

To merge several existing committees into one comprehensive coordinated economic development service that can support initiatives in multiple economic sectors across the northern Squamish-Lillooet Regional District.

### 3.7 Funding

A sub-regional shared service requires stable, long-term funding via taxation or contribution or a combination of the two. During the initial development of the committee and service (year one), funding will be split equally between the District of Lillooet and the SLRD. Funding for year two and beyond will be split between the following groups:

- District of Lillooet
- SLRD Electoral Area B
- Xwisten (Bridge River Indian Band)
- Tsal’alh (Seton Lake Indian Band)
- Xaxli’p (Fountain Indian Band)
- T’it’q’et (Lillooet Indian Band)
- Sek’wl’wás (Cayoose Creek Indian Band)

Ts'kw'aylaxw (Pavilion Indian Band) is not listed as a funding partner as that community feels more closely linked to Cache Creek and Kamloops compared with Lillooet. Similarly, SLRD Area A is not included as a funding partner because the communities in that area are more closely linked with the Village of Pemberton both economically and geographically.

Project specific funding will be obtained via grants and other sources applied for by a third party, non-profit society in year one and by a staff person in year two, as guided by the unstructured economic development committee. Initial funding requirements and allocations are outlined in Appendix A2.

### 3.7.1 Funding Sources

There are several funding sources available for economic development across all sectors. Grants and other funding sources are often short term, project specific, and in many cases require matching funds. There is a strong interest in the northern SLRD around agriculture and related products thus agriculture funding sources have been included. Some of the existing funding sources and specific funds are as follows:

1. Northern Development Initiative Trust
  - Capacity Building – Economic Development Capacity Building, Grant Writing Support
  - Community Development - Business Façade Improvement
  - Economic Diversification Infrastructure
  - Community Foundation Matching Grants
2. Mountain Equipment Co-op
  - Community Contributions
3. Investment Agriculture Foundation of BC
  - Buy Local Program
  - Emerging Sectors
  - BC Agrifoods Export Program
  - Food & Beverage Processing Initiative
4. BC Agriculture Research & Development Corporation
5. Vancouver Foundation
6. TD Friends of the Environment Foundation
7. Federation of Canadian Municipalities
  - Green Municipal Fund Feasibility Studies & Field Tests
8. Government of Canada
  - Community Infrastructure Improvement Fund
  - Western Economic Diversification Fund
  - Building Communities Through Arts & Heritage - Local Festivals
  - Aboriginal Affairs and Northern Development Canada

## 3.8 Implementation

Implementation of the governance model for shared service in the northern SLRD sub-region will begin in fall 2014 (pending funding). Year one will be a developmental year where the unstructured economic development committee is provided with secretariat support from a third-party, non-profit society. In year two, the unstructured committee will become a non-profit society, become part of an existing non-profit society, or continue to be supported by a third-part, non-profit society.



### 3.8.1 Year One

During the developmental year, secretariat support for the unstructured committee will be provided by a third-party non-profit society. During the developmental year, the objectives of the committee are as follows:

- Determine and maintain committee membership
- Build relationships between committee members
- Share economic development information and opportunities
- Host quarterly workshops and meetings
- Obtain funding related to the work plan goals and objectives where possible
- Determine the structure of the committee for year two and beyond

Quarterly committee workshops will be held in October, January, April, and July and will address the items listed below.

#### *Workshop 1 - October 2014*

Building Respectful and Effective Aboriginal and Non-Aboriginal Relationships – Fraser Basin Council

#### *Workshop 2 – January 2015*

Committee Development and Governance

- Review draft terms of reference (until such time as the terms of reference is drafted, the committee will follow the best practices in section 3.1)
- Review draft communication plan
- Consider base funding for year two
- Share economic development opportunities

#### *Workshop 3 – April 2015*

Work Planning and Development

- Secretariat to report back to committee with the following:
  - economic development funding opportunities
  - draft work plan for year two
- Finalize committee structure going forward
- Share economic development opportunities

#### *Workshop 4 – July 2015*

Sharing & Moving Forward

- Share information and opportunities
- Finalize model and work plan for year two

### 3.8.2 Year Two

The structure and work plan for year two will be determined during the second and final workshops of year one. Ideally, the committee will identify the following:

- Membership
- Terms of reference
- Base funding/project funding
- Committee structure going forward (continued third-party secretariat support, structured committee/society, or amalgamation with an existing society)

# Project B – Community Visioning

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## 4 Introduction

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The original objective in the request for proposals in November 2013 was to create a sub-regional oriented vision for community economic development in the District of Lillooet and SLRD Areas A and B.

At an April 8, 2014 conference call with the NEDI committee, it was identified that numerous plans, strategies and reports had been previously been completed in the northern SLRD. It was felt that it would be more useful to summarize or “cluster” the recommendations from all previous studies, seeking input in validating and prioritizing projects previously recommended, and developing actions to move them forward (e.g., who, how, when, resourcing, etc.); therefore, the focus of Project B shifted.

### 4.1 Purpose

The initial purpose of Project B was to work through a community visioning process to develop a community vision regarding regional economic development within the northern SLRD sub-region. Considering the shift of focus noted in the introduction, the purpose also shifted from working through a community visioning process to finding all of the results of previous processes and determining whether or not they are relevant. The second part of the purpose is to determine why previous community visions may or may not be fitting at this time.

## 5 Methodology

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The following steps were taken as part of the community visioning process:

- Work with the NEDI committee to develop key documents and information related to facilitating the community vision process – communication strategy, community engagement plan, and website content. Utilize existing communication vehicles such as community newspapers, websites, and blogs;
- Design, coordinate and facilitate two public engagement workshops that connect with a broadly representative cross section of the region/area community members. Using an Appreciative Inquiry approach, participants identify key community values and prioritize elements of the community’s economy, social features, and natural environment;
- Provide technical coordination to design, deliver, and analyse an online survey to capture input from community members unable to attend either of the two workshops;
- To the extent possible, utilize websites/social media, local newspapers/community bulletins to seek input from community members;
- Design, coordinate, and facilitate a third public workshop to provide the results and summary analysis of the Community Vision Process, providing an opportunity for final input and comment.

A literature review was conducted on previously completed economic development studies, reports and plans, in addition to local government strategies, plans and documents. Official community plans exist for SLRD Area A, Area B and District of Lillooet, but were deemed too specific to mention economic development initiatives, and therefore were not reviewed. The following local government plans and strategies support many of the community economic development initiatives as listed below.

In the SLRD *Regional Growth Strategy 2010* (not applicable to SLRD Area A) – four of nine goals are related:

- Goal 2 – transportation – lists regional road improvement needs in the northern SLRD; see strategies on p.23
- Goal 4 – achieve a sustainable economy; see strategies on p.29
- Goal 8 – enhance relations with Aboriginal Communities; see strategies on p.38
- Goal 9 – improve collaboration among jurisdictions; see strategies on p.41

District of Lillooet *Corporate Strategic Plan 2007-17* – seven of ten strategic priorities are related:

- Priority 1 - Improve infrastructure (sewer, water, roads, municipal hall)
- Priority 2 - Strategic transportation issues (airport, highway, rail, public transport)
- Priority 3 - Aboriginal partnerships (heritage centre, governance options with St'at'imc)
- Priority 4 - Maximize agriculture and Crown land opportunities (Lillooet *Land and Resource Management Plan*; grape growing trials; agri-tourism)
- Priority 5 - Create economic development opportunities (work with SLRD; consider unused assets by BC Rail, School District 74)
- Priority 6 - Market Lillooet and tourism industry (downtown square, heritage centre, others)
- Priority 7 - Promote partnerships with business/industry (forestry, wine, mining, BC Hydro and Independent Power Producers, St'at'imc joint ventures)

The following eight key reports that were provided by the NEDI committee in November 2013 were reviewed (number corresponds to reference in Appendix B2):

- 1) EDCD Consulting. 2012. Economic Development Assessment Strategy and Action Plan, Dec 2012 (for Areas A, B and Lillooet).
- 2) LIRN BC. 2006. Lillooet Community Dialogue on Economic Development.
- 3) EPI Ecoplan International. 2008. Lillooet and Area Economic Opportunity Assessment.
- 4) Careless, R. 2005. Lillooet-Lytton Tourism Diversification Project.
- 5) BC Ministry of Jobs, Tourism and Skills Training. 2013. Lytton to Clinton to Lillooet Regional Economic Development Collaborative.
- 6) Nicol, S. 2008. District of Lillooet Tourism Development Study.
- 7) Upland Consulting. 2013. Agriculture Workshop Summary
- 8) Murray, J. 2012. Bridge River Valley Tourism Workshop Report

Each of the eight reports were reviewed, and their goals, objectives, and recommendations/strategies/actions were combined in tables according to the following topics:

- Business – business support, growth, attraction, retention
- Investment – attracting investment of any kind
- Partnerships – partnerships, communications, coordinated economic development services, collaboration
- Agriculture
- Tourism
- Infrastructure – roads, highways, transportation, broadband internet, bricks and mortar

Appendix B1 is the first summary, and the more detailed compilation of the objectives, recommendations/strategies/actions. Recognizing this was too lengthy to present at community workshops, Appendix B2 was created to further condense, or cluster the key recommendations.

In order to seek input on a shared vision for community economic development for the northern SLRD, the following elements were selected from the literature review:

- Working together/collaboration
- Partners/partnership
- Culture
- Outdoor recreation
- Tourism
- Agriculture
- Sustainable
- Prosperous
- Local
- Skilled

Input was sought on the elements needed for a vision and scored by frequency. Personal interaction and open questions in the online survey allowed people to express opinions about whether there is, or should be a shared vision. Two versions of a draft vision were created based on the input received from the sub-regional workshops and online survey, and presented at the June 24 workshop:

- *Draft 1* – Working together to support a local, sustainable and prosperous economy based on tourism, culture, outdoor recreation, and agriculture that is connected to adjacent regions
- *Draft 2* – A sustainable, prosperous local economy focused on tourism, culture, outdoor recreation, and agriculture that is the result of working together and with adjacent regions

A series of sub-regional workshops were held throughout the northern SLRD on May 29-30 (Appendix B3). A story was run in the Lillooet Bridge River News in advance of the workshops and individuals and groups were contacted by email, encouraging their members, constituents or colleagues to attend. Word of mouth via NEDI committee members was also employed. Approximately 30 people attended the workshops over those two days. Input was recorded on large poster boards, and in notes from discussions with individuals in attendance. In addition, an online survey was made available from May 28 to June 16, which received 25 responses (Appendix B4).

The feedback from the sub-regional workshops and the online survey was presented at a region-wide workshop on June 24 in Lillooet (Appendix B5). The June 24 workshop was advertised in the Bridge River Lillooet News, a story was run, and individuals were contacted directly by email, and phoned in advance. That workshop saw over 30 people in attendance, including elected officials, staff, business people, and community interests from throughout the northern SLRD. Priorities and a draft vision were finalized at that workshop.

## 6 Summary & Recommendations

This is a summary of what was heard at the sub-regional workshops, the online survey, and the June 24 region-wide workshop along with related goals and priorities from the *SLRD Growth Strategy 2010* and the *District of Lillooet Corporate Strategic Plan 2007*. Feedback from local governments, businesses and members of the public reflect past goals and priorities.

Feedback from the visioning exercise:

- The northern SLRD at this time is not the right geographic area to have a common vision – it is bound together administratively, but has different geography and climate
- SLRD Area A feels connected to Lillooet by necessity (road access 12 months per year), but connected to Pemberton by choice (more economic opportunities, closer access in summer)
- Recognition of connection to Kamloops to east for some St’at’imc communities
- Some expressed that there is no **we**; it is **us and them**
- There should be a common vision for the region, but it is not achievable now due to lack of history of working together
- Recognize primary extraction industries (forestry, mining, agriculture) and not just non-consumptive, emerging ones

Table B1: Sub-regional workshops and online surveys results for vision elements

Principles	Content or Topics	Descriptive
Working together and collaboration (22)	Outdoor recreation (24)	Sustainable (16)
Partnerships (21)	Culture (20)	Local (16)
Sustain what’s here but don’t grow (1)	Agriculture (21)	Skilled (12)
	Tourism (19)	Prosperous (10)
	Gems and rocks (1)	Accessible (1)
	Use of our natural resources (1)	

Neither of the draft visions were endorsed; it was agreed that a common vision is not achievable at this time due to lack of history of working together.

**Recommendation:** determine whether a common vision exists, including the appropriate geographic boundaries, as part of the proposed economic development service after it has been functioning for 1-2 years.

The following are the results of the priority setting exercises from previous reports, strategies, and plans; the top priorities from sub-regional workshops and online surveys were presented at the June 24 workshop, and then further prioritized. It should be noted that numerous plans and economic development initiatives are underway by the six St’at’imc communities.

Table B2: Business and Investment

<b>Objective</b>	<b>Strategy</b>	<b>Priority</b>	<b>How to make it happen</b>
Create an entrepreneurial environment	Host small business workshops in partnership with First Nations	M	Partner with St'at'imc Gov Services, bands
	Develop a mentorship program	M	Use local mentors; face to face; young people need this
	Develop an entrepreneurship program with school district	M	Community Futures has grants for this
Attract investment	Improve access (air, road, rail)	M	Don't focus on rail; uneconomical
	Develop a welcoming approach for new business	M	Initiate program through Chamber of Commerce
	Grow the population by attracting people here for climate, affordability, recreation facilities	M	George Vanderwolf to head up a committee with District of Lillooet. Connect with BC Healthy Communities committee in SLRD Area B
Create positive climate for tourism investment	Work with known prospective developers	L	
	Strengthen relationships with Rocky Mountain Vacations, Chilcotin Holidays	L	

Table B3: Working Together, Partnerships

Objective	Strategy	Priority	How to make it happen
Create Local Economic Development Working Group	Inclusive working group (St’at’imc and local gov.) to communicate and explore joint opportunities	H	Form one committee and “move stuff forward;” inclusiveness essential; related to NEDI Project A; utilize an impartial party to facilitate
Enhance partnerships	Meet regularly to identify partnership opportunities	H	Related to NEDI Project A
	Establish community accords or MOUs with St’at’imc communities and SLRD, District of Lillooet	M	
	Engage big industry players – Tyax, Chilcotin Holidays, Interwest Logging, Aspen Planers, Fort Berens, Blue Goose, Fountainview	M	
Communications	Develop and implement a communications plan for ec dev	M	
	Enhance ec dev communications through quarterly reports, electronic newsletters, social media	M	Use high quality media and hire experts
	Profile small business success stories	M	
	Re-initiate community to community forums	H	Utilize Fraser Basin Council as an impartial party to facilitate

Table B4: Agriculture

Objective	Strategy	Priority	How to make it happen
Support implementation of Ag Area Plan	Support all aspects of the plan; in particular, small scale food processing, refrigeration needed	H	Plan finalized; support implementation, need people, capacity and funds and collaboration across all orders of government.
	Support St’at’imc ag business opportunities	H	Ag producers need assistance on developing relationships with St’at’imc
Grow and diversity regional agriculture	Explore potential for emerging crops (hops, grapes) and mobile abattoir	H	Engage with Hooh Hops (Bitterbane)

Table B5: Tourism

Objective	Strategy	Priority	How to make it happen
Expand and enhance tourism products and experiences	Develop a tourism plan; who do you want to attract?	M	Learn from other areas that have grown their tourism sector; utilize newly formed Tourism Committee
	Develop St'at'imc cultural tours and Aboriginal tourism	M	Some exist; work with Aboriginal Tourism BC; more marketing
	Partnerships with Whistler, Pemberton, Gold Country, Kamloops	M	Encourage circle tours; more marketing promotion and coordination
	Promote outdoor recreation, in particular in Area A, Bralorne	M	Area A Trails Committee is underway; market and link outdoor recreation opportunities on web
	Develop an RV campground with wastewater disposal, hot showers	M	District of Lillooet is working on this
	Retain bus tours in town longer	M	
	Visitor Centre/Museum to promote other experiences, stores	M	
Improve first impressions of Lillooet; beautify downtown	Beautification committee exists but it needs funds and support	M	Remove junk from people's yards through bylaws
Improve business services to tourists (and also residents)	Host a retail education workshop	H	Chamber of Commerce to deliver; District of Lillooet to investigate funding and grants
	Deliver WorldHost for local businesses	H	Aboriginal Tourism BC delivers for free to First Nations and they can invite partners for free

Table B6: Infrastructure

Objective	Strategy	Priority	How to make it happen
Pursue improved transportation infrastructure and critical visitor services	Upgrading and enhanced maintenance on Road 40 and Hurley Road	H	Continue lobbying provincial government
	Lobby for passenger rail and bus, public transportation to Pemberton and Kamloops	M	Don't focus on rail; uneconomical
Improve and develop telecommunications infrastructure	Complete an assessment or inventory of telecommunications services	M	Done for Area A; needed in rest of region
	Increase broadband internet connectivity	M	Done for Area A; needed in rest of region
St'at'imc Heritage and Learning Centre	A 15 000 sq ft facility proposed for central Lillooet with a museum, gallery, performing arts centre, language laboratory, training centre, library and conference centre.	L	Start small, don't wait for funding to do the whole thing



From the sub-regional workshops and online survey, the three most urgent things that need to be undertaken to advance community economic development in the Northern SLRD were identified as:

1. Improve collaboration, cooperation, and trust
  - specifically between St'at'imc and non-St'at'imc communities and governments
  - re-initiate community to community forums
  - improve understanding of the different parties
  - implement cultural awareness training
  - cross-region working group
2. Improve communication, dialogue, networking
3. Improve infrastructure and transportation
  - Hurley Road, Road 40 improvements and maintenance
  - public transportation

### **Recommendations**

- Implement high priority items in Tables B2-B6 above – in particular the Agriculture Area Plan, retail education; refer back to original documents if further detail is needed
- Support the implementation of Project A – this will support collaboration, cooperation, trust, communication dialogue and networking opportunities
- Re-initiate community to community forums to build relationships between St'at'imc and non-St'at'imc communities and governments

# Project C – Community Asset Inventory

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## 7 Introduction

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The purpose of a community asset inventory is to identify the current community assets or resources – people, physical structures, organizational infrastructure, and community services – that can be mobilized to help build or rebuild the economics of a community or region. A community asset or resource is anything that can be used to improve the quality of community life.

The objective of this project is to produce a community asset inventory for the District of Lillooet and the SLRD Area B.

## 8 Methodology

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The steps taken to complete the asset inventory are as follows:

1. Analyze existing community asset inventory information to identify strategic gaps;
2. Conduct information gathering on community assets;
3. Use a community visioning session and communications tool a to have community members and content or verify;
4. Finalize the community asset inventory report after the visioning process is complete.

The information in this inventory was obtained primarily through research, personal interviews and communication with the contact people and organizations identified in the Inventory. Internet research, including community websites research was also utilized.

An extensive catalogue of previous studies, research and process summaries conducted in the SLRD Area A and Area B and/or the District of Lillooet is available on through the SLRD website and was accessed as a source of data for the inventory. ([www.slrd.civicweb.net/Documents/DocumentList.aspx?ID=22857](http://www.slrd.civicweb.net/Documents/DocumentList.aspx?ID=22857))

A community asset inventory for Squamish-Lillooet Regional District Area A was prepared in 2012 through the Economic Development Committee of the Bridge River Valley Community Association (BRVCA). Consultation with the SLRD Area A Director indicated that the Association intends to review and update the asset inventory for Area A on a biennial basis. It was determined that creating a parallel process was neither productive nor efficient. For that reason, the existing Area A asset inventory is identified in this report in the References section. Additional Area A information is included in Demographic Profiles (section 9.5) as some Canada Census 2011 data has become available since the publishing of the Area A report.

Due to a small full-time population, some Area A Census 2011 data was withheld at source. A survey was developed and administered through Survey Monkey, an on-line tool. The BRVCA assisted with the distribution of the survey link to members and residents. Unfortunately, the response rate was too low to consider the results sufficiently accurate to include in this report. As noted in section 9.5, Additional demographic profile information can be found in section 2.0 through 2.1.7 of EDCD Consulting, 2012.

## 9 Summary & Recommendations

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Establishing an asset inventory is a fundamental first step in mobilizing a community to undertake “asset-based community development”. An asset inventory is a dynamic document; without a commitment to update and build on the inventory information, its potential as a tool for community mobilization is unrealized. Therefore this inventory has been indexed and organized to enable updates over time. Community members are significant sources of information on community assets. The process of systematically matching assets with opportunities calls for active public engagement and participatory mapping of the existing and potential relationships between assets.

Because a community development process is asset-based, it is by necessity “internally-focused”. This focus is not intended to minimize either the role external forces can play nor the need to attract additional resources to the community. Rather, this strong internal focus is intended to stress the primacy of local definition, investment, creativity, and control. Thus, one of the central challenges for a community undertaking asset-based community development is to constantly build and rebuild the relationships between and among local residents, local associations and local institutions (Kretzmann & McKnight, 1993). Community residents must be engaged in determining what this asset inventory information means to them and how they want to utilize it. Building strong relationships among the communities’ assets – people, organizations, and institutions – constitutes the second step down the community building path.

Information gaps exist regarding the assets of the six Northern St’at’imc communities in the study area; additional information may exist for each or all of the communities. It cannot be over-emphasised that the lack of existing communications protocols between communities inhibits the sharing of information and results in lost opportunities for collaborative planning and development opportunities.

A powerful community is a place where all kinds of different work is being done by local residents. Therefore, they create many kinds of associations to do the work; these are not necessarily formal associations with regular meetings and directors. Just as often they are informal associations that are built on relations between individuals and “communities of interest”. Through concerted relationship-building activities, all of the communities within the northern SLRD can build a better understanding of the local economy and where the opportunities lie for increasing the level of income earning economic activity.

Recommendations are as follows:

1. Determine what organization or collaboration between organizations will manage the northern Squamish-Lillooet Regional District asset inventory in the long term, with a commitment to update it on a regular basic, at least every four years in conjunction with the Census of Canada.
2. Engage community members in a public process to map the connections between the assets identified in this report; identifying the connections and potential connections will also help identify gaps and opportunities.
3. Undertake a specific and concerted initiative to build respectful and effective Aboriginal/non-Aboriginal relationship between the orders of government: elected officials, staff, community businesses and community members themselves.

## 9.1 Community Asset Inventory

### 9.1.1 Geographical Location

This Asset Inventory encompasses the geographical area defined by the Squamish-Lillooet Regional District Areas A and B and the District of Lillooet. The area encompasses the northernmost reaches of the SLRD, from the Upper Bridge River Valley nestled in the Coast Mountains to the rich agricultural lands stretching into the interior. The District of Lillooet acts as a commercial hub for outlying areas. Culturally diverse, the area sits within the traditional territories of the St'at'imc Nation.

### 9.1.2 Climate

Situated at an intersection of deep gorges in the lee of the Coast Mountains and with an elevation of 250 m, the Lillooet area enjoys a semi-arid climate with over 300 hours of sunshine during summer months and total annual precipitation totalling approximately 390 mm. Rainfall is fairly consistent year round, with slightly less rain during Spring months (February to May) and slightly more rain and snow during November, December and January. Climate change modelling suggests vulnerabilities to the area include potential decrease in summer precipitation and an increase in extreme weather events such as wind and extreme heat. Table C1 shows the local climate statistics.

Table C1: Lillooet – Seton Climate Statistics

Climate Statistics (Lillooet-Seton)	
Days per year with minimum temperature < 0° C	118.8
Days per year with maximum temperature > 20° C	123.6
Days per year with maximum temperature > 0° C	328.6
Days per year of rain	97.3
Days per year of snow	10.9

## 9.2 Communities

### 9.2.1 Squamish-Lillooet Regional District - Electoral Area B

*Squamish-Lillooet Regional District* is a local government federation delivering a range of regional, sub-regional and local services to approximately 38,000 residents living in four member municipalities (Lillooet, Pemberton, Whistler, Squamish) and four unincorporated electoral areas (A, B, C, D).

*Electoral Area B* comprises the basin of the Bridge River below its confluence with the Yalakom River at Moha, the valley of Seton and Anderson Lakes (excepting D'Arcy), and the rest of the upper portion of the SLRD surrounding Lillooet and adjoining parts of the Fraser Canyon. Area B has a population of approximately 450, not including First Nations, based on the 2011 Census.

Within Electoral Area B there are seven communities or neighbourhoods: Seton Portage/Shalalth, the Yalakom Valley, Bridge River/West Pavilion, Texas Creek, Fountain Valley, Pavilion Lake, and the Duffey Lake Corridor. These communities and the surrounding area encompass 3,461 square kilometres of land.

*Seton Portage/Shalalth* population approx. 300, is located about 25 km west of Lillooet, between Seton Lake and Anderson Lake. There are two First Nations communities, comprising several individual reserves of the Tsal'álh First Nation, at either end of the Portage, with the intervening area and some of the Anderson Lake shoreline taken up by a residential and recreational community. Adjacent to Seton Portage and situated on the north-western shore of Seton Lake is Shalalth, home to approximately 500 members.

*Yalakom Valley* is home to a small rural community. There are approximately thirty large parcels of land in the valley with an average size of 50 hectares. Moha is the name given to the lands located at the confluence of the Yalakom and Bridge Rivers. There are no Indian Reserve lands in the Yalakom Valley.

*Bridge River/West Pavilion* encompasses those lands along Highway 40 between the Yalakom and Fraser Rivers. The bulk of this area is encompassed by the Bridge River Indian Reserve, which has a population of approximately 200 people. The confluence of the Bridge and Fraser Rivers is the location of the Bridge River Fishing Grounds, known as Six Mile or Setl. West Pavilion is home to several ranching families. There are approximately 50 parcels in West Pavilion ranging in size from 20 hectares to 260 hectares. These parcels are accessed via Highway 40 and the West Pavilion Road (west of Lillooet).

*Texas Creek*, located on the western shore of the Fraser River where it runs between Lillooet and Lytton, has approximately 65 parcels of land and a number of Indian Reserves (Pashilqua, Kilchult, Riley Creek, Towinock, and Nesikep).

*Fountain Valley* consists of approximately 40 parcels of land in the Fountain area, as well as several Indian Reserves (Fountain, Quatlenemo, Chilhil, Fish Lake, and Nesikep). The parcels range in size from 0.2 hectare lots lining Fountain Lake to 60 hectare parcels.

*Pavilion Lake* includes 50 small parcels of land surrounding Pavilion Lake. On neighboring lands west of Highway 99 and east of the Fraser River, including the Pear Lake area and the Pavilion-Clinton Road, there are approximately 40 parcels. Many of these parcels are consolidated into a single large ranch. The Ts'kw'aylaxw Nation traditional territory is centered on the Pavilion Indian Reserve, located near the western end of Pavilion Lake.

*Duffey Lake Corridor* has only a few parcels of private land and no significant areas of residential development. It is an important recreation corridor for residents of the Sea to Sky Corridor, as well as Vancouver and beyond.

#### **Squamish-Lillooet Regional District**

1350 Aster Street

PO Box 219 Pemberton BC V0N 2L0

T: (604) 894-6371 F: (604) 894-6526

Toll Free: (1-800) 298-7753

[www.slrd.bc.ca](http://www.slrd.bc.ca)

### **9.2.2 District of Lillooet**

*Lillooet* is an incorporated municipality (since 1946) located in Area B of the SLRD and is the only incorporated community in the sub-region. As of the 2011 census, the District of Lillooet had a population estimate of 2,322 people. Lillooet serves as the primary retail and business centre for the region, with an estimated service area draw of approximately 5000 people.

#### **District of Lillooet**

615 Main Street

PO Box 610 Lillooet BC V0K 1V0

T: (250) 256-4289 F: (250) 256-4288

[www.lillooetbc.ca](http://www.lillooetbc.ca)

## 9.3 First Nations Communities

The [St'át'imc](#) are the original inhabitants of the territory which extends north to Churn Creek and south to French Bar; northwest to the headwaters of Bridge River; north and east toward Hat Creek Valley; east to the Big Slide; south to the island on Harrison Lake and west of the Fraser River to the headwaters of Lillooet River, Ryan River, and Black Tusk.<sup>i</sup> The following six bands speak the upper dialect of the St'át'imc language and are neighbors to the District of Lillooet.

### 9.3.1 Sekw'el'wás - Cayoose Creek Indian Band

Located near Lillooet, Sekq'el'wás has approximately 720 hectares of reserve lands and 194 members.

PO Box 484 Lillooet BC V0K 1V0

T: (250) 256-413 F: (250) 256-4138

[www.sekwelwas.ca](http://www.sekwelwas.ca)

### 9.3.2 Xwisten - Bridge River Indian Band

Located 17 km north of Lillooet, Xwisten has approximately 4699 hectares of reserve lands and a membership of 432.

PO Box 190, Lillooet BC V0K 1V0

T: (250) 256-7423 F: (250) 256-7999

[www.xwisten.wordpress.com](http://www.xwisten.wordpress.com)

### 9.3.3 T'ít'q'et First Nation - Lillooet Indian Band

Located next to the village of Lillooet, T'ít'q'et has approximately 1498 hectares of reserve lands and a membership of 394.

PO Box 615 Lillooet BC V0K 1V0

T: (250) 256-4118 F: (250) 256-4544

[www.titqet.org](http://www.titqet.org)

### 9.3.4 Ts'kw'aylaxw - Pavilion Indian Band

Located 36 km north of Lillooet, Ts'kw'aylaxw has a reserve size of approximately 2127 hectares and 543 members.

PO Box 2200 Lillooet BC V0K 1V0

T: (250) 256-4058 F: (250) 256-4058

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

### 9.3.5 Xaxli'p - Fountain Indian Band

Located 15 km east of Lillooet, Xaxli'p has a reserve size of approximately 1582 hectares and 981 members.

PO Box 1330 Lillooet BC V0K 1V0

T: (250) 256-4800 F: (250) 256-4803

[www.xaxlip.ca](http://www.xaxlip.ca)

### 9.3.6 Tsal'alh – Seton Lake Indian Band

Located along the shores of Seton and Anderson Lakes, Tsal'alh has a membership of 630, with approximately 320 members living on reserve.

Site-3 PO Box 76 Shalalth BC V0N 3C0

T: (250) 259-8227 F: (250) 259-8384

[www.tsalalh.net](http://www.tsalalh.net)

## 9.4 Economic Base

### 9.4.1 Tourism

Tourism is an increasingly viable industry in the sub-region. The climate and landscape provide for a variety of recreational activities and the rich cultural history provide for additional tourism opportunities. Tourism-related jobs in the region doubled from 2001-2006 (EPI Ecoplan International, 2008a, p.15). The sub-region hosts five private campsites with 153 sites for tents or RVs and an additional 100 plus camping sites located in provincial parks (ibid., p.22). Accommodation is also available in hotels, motels, B & B's, and area lodges; in Lillooet approximately 147 rooms are available (ibid., p.22). Thirteen tour operators offer services to tourists (ibid., p.22) and according to the 2013 District of Lillooet Business Licence Listing, there are over ten tourism related business operating within the District of Lillooet.

BC's Aboriginal operated and supported tourism vision has enormous appeal to travelers from all over the world. According to a 2013 report by Simon Fraser University's Centre for Tourism Policy and Research, an estimated 3.7 million tourists wish to experience some form of Aboriginal tourism as part of their trips to BC. St'at'imc First Nations have developed tourism products that share their history, art, culture, and lifestyle, including a guided cultural tour of a replica Sheesh'kan, or pit house, visits to an active archeological site, and demonstrations of traditional fishing along the Fraser River.

### 9.4.2 Agriculture

The Lillooet area is currently seeing a shift from traditional agricultural towards specialized farming with an emphasis on organic and small-scale production. In 2008 it was estimated that agriculture supported approximately 400 jobs and generated \$5 million in after-tax income (ibid. p.5). The potential for further development of agriculture and agricultural activities in the sub-region is very high, reflected in the diversity of current farming activities, the region's highly productive soils, and amount of available land.

Viticulture (wine grape production) is increasing in the area. The region was the site of an intensive study from 2007 to 2011 entitled "*Climate and Feasibility Assessment of Growing Wine Grapes in the Lillooet – Lytton Area*" (Vielvoeye and BC Grapegrowers Association, 2007). Fort Berens Estate Winery, the region's first commercial vineyard, is currently operating in Lillooet and has six varieties of wine grapes growing on eight hectares of land; the company plans to expand production to an additional eight hectares in the future ([www.fortberens.ca](http://www.fortberens.ca)). Availability and affordability of land, as well as the region's warm climate, increase the viability of agricultural activities for local producers.

In October 2014 the Squamish-Lillooet Regional District, gave final approval to an [Agricultural Plan](#), for Electoral Area B, District of Lillooet & St'at'imc. The Plan details six priorities and specific recommendations, including implementation timelines, for each priority.

### 9.4.3 Forestry

The Lillooet Timber Supply Area (TSA) covers approximately 1.12 million hectares (ha) and is administered by the Cascades Forest District out of Merritt, BC. Effective May 1, 2009 the Annual Allowable Cut (AAC) in the region is 570,000 m<sup>3</sup>. As of October 2014, approximately 22% of the total TSA, or 250,000 ha is considered suitable for timber harvesting. It is predicted that the mountain pine beetle would have a significant impact on the TSA, anticipating mortality of 80% for the region's mature pine by 2012. Having now run its course, the impacts of the mountain pine beetle are being felt in resource dependent communities, with Lillooet being no exception. Harvesting remains the region's primary forestry activity with local processing opportunities having dissipated in recent years.

St'at'imc communities are involved in forest stewardship that aligns with cultural values and practice. The Xáxli'p Community Forest was established in 2011; it encompasses 23,265 ha of the Fountain Valley, including side drainages. Managed by the Xáxli'p Community Forest Corporation, the Forest Stewardship Plan for the area was approved by the Minister of Forests in 2012. Xáxli'p (formerly known as Fountain Indian Band) is a St'at'imc community that employs an eco-cultural approach to forest stewardship, managing forests for long-term forest health and habitat restoration. [www.xcfc.ca](http://www.xcfc.ca)

### 9.4.4 Mining

Bralorne Gold Mines Ltd has acquired the site of the historic Bralorne Mine, near Gold Bridge, BC, once the most prolific gold mine in British Columbia. The company is currently processing gold and silver from the Bralorne site and is pursuing exploration and potential increased development at neighbouring King and Pioneer Mines. The mine currently employs approximately 50 people from the local area and proposes that this number will increase as the mine expands. The company also states that it spends over \$1 million annually purchasing from local suppliers and provides donations to support local organizations ([www.bralorne.com/s/responsibility.asp](http://www.bralorne.com/s/responsibility.asp)).

In Pavilion, Graymont Western Canada Inc. operates the Pavilion Plant, producing lime and limestone products at a production capacity of 235,000 tons annually. The plant is located on the lands of the Ts'kw'aylawx First Nation, and is located in the Thompson Nicola Regional District. Under the *First Nations Land Management Act*, Ts'kw'aylawx have leased the land to Graymont to continue operations until 2045. The company hires local people and invests approximately \$2 million into the local economy annually ([www.graymont.com/releases\\_04\\_15\\_05.shtml](http://www.graymont.com/releases_04_15_05.shtml)).

## 9.5 Demographic Profile

The following information is based on Statistic Canada 2006 and 2011 Census figures and is organized by Electoral Area. Additional demographic profile information can be found in section 2.0 through 2.1.7, of the *Economic Development Assessment, Strategy and Action Plan, December 2012*.

Table C1: Population

Community/Area	2006	2011	Change
District of Lillooet	2,111	2,322	-2.0%
SLRD Area B (including the unincorporated communities of Seton Portage, Bridge River/West Pavilion, Pavilion Lake, Texas Creek Road, Fountain Valley, Yalakom)	575	451	-37.6%
Northern St'at'imc	2,650	3,200	21%



Table C2: Age and gender

Age Characteristics "Total" is rounded up to the nearest increment of 5	Lillooet			SLRD Area A			SLRD Area B		
	Total	M	F	Total	M	F	Total	M	F
Total - All persons	2,065	1040	1,025	230	130	100	365	195	160
Age 0-4	90	40	45	10	5	5	15	10	5
Age 5-14	245	135	115	20	10	10	35	20	15
Age 15-19	120	65	55	15	5	10	25	15	10
Age 20-24	90	45	45	5	0	5	10	5	5
Age 25-44	435	205	230	55	35	25	55	25	20
Age 45-54	340	180	160	35	25	10	60	30	30
Age 55-64	360	180	180	35	20	15	90	55	35
Age 65-74	225	120	105	35	25	10	60	30	30
Age 75-84	125	60	65	20	10	10	10	5	5
Age 85 +	35	10	25	0	0	0	5	0	5
Median age of the population	42.6	45.6	46.8	46.7	51.5	44.5	52.9	52.8	53

Table C3: Income

Household income	Lillooet	SLRD Area A*	SLRD Area B
Average family size	2.8	2.5	3
Average after-tax family income	68,911	54,430	na
<b>Composition of total income in 2011 of population 15 years and over</b>			
Wages and salaries (%)	70.1	na	39.4
Self-employment income (%)	1.2	na	.07
Investment income (%)	2.3	na	2.3
Retirement pensions, superannuation and annuities (%)	6.5	na	35.8
Government transfer payment (%)	19.2	na	16
Canada/Quebec Pension Plan benefits (%)	5.4	na	6.1
Old Age Security and guaranteed Income supplement (%)	5.8	na	2.1
Employment Insurance benefits (%)	2.0	na	0
Child benefits (%)	1.5	na	2.2

\* Stats Can data withheld at source

## 10 Business Community

The Lillooet and District Chamber of Commerce is the primary support service organization for the District of Lillooet and SLRD Area B. It provides a range of benefits and services to members, including access to extended health and dental plans. The Chamber represents and promotes the business community on the Chamber's business directory page, gets involved in community-improvement projects, and supports tourism initiatives. The Chamber also offers discounts to members with many service organizations including insurance providers, bank merchant services, gas companies, energy programs, and government services.

### **Lillooet and District Chamber of Commerce**

PO Box 650 Lillooet BC V0K 1V0

T: (250) 256-3578

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

[info@lillooetchamberofcommerce.com](mailto:info@lillooetchamberofcommerce.com)

### **Seton Portage - Shalalth & District Chamber of Commerce**

PO Box 2067

Seton Portage BC V0N 3B0

T: (250) 259 3578

The business community is also supported by the following organizations and agencies:

- The District of Lillooet - maintains a list of all licensed businesses within its boundaries that is available from the District office or on the [District website](#).
- First Nations Development Corporations – some but not all of the St’at’imc communities deliver Economic Development initiative through an internal, community specific corporation. In other communities, this function is provided through the Band Administration. See Section 9.3 First Nations Communities for contact information.

## 11 Community Infrastructure

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### 11.1 Transportation

#### 11.1.1 Road Maintenance

The District of Lillooet maintains 52 km of roads. All other roads and bridges are under contract to the Ministry of Transportation and Highways. Interior Roads Ltd. (based in Kamloops) manages the contact for Highways 12, 40 and 99.

615 Main Street Lillooet BC V0K 1V0

T: (250) 256-4289

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

#### 11.1.2 Highways

Located at the junction of Highway 99 North, Highway 12, and Highway 40, Lillooet is centrally located and offers paved access south to Lytton and the Trans-Canada Highway via Highway 12 and west to Gold Bridge on Highway 40. Highway 12 provides access from the south into Lillooet and is also known as the Lytton-Lillooet Highway. Highway 99 runs west from the Cariboo Chilcotin Highway through to Vancouver and is also referred to as the Duffey Lake Road.

#### 11.1.3 Rail

Lillooet Railway Station is a former BC Rail Station and is served daily by the Kaoham Shuttle which travels along the shores of Seton Lake. The Kaoham Shuttle offers charter service, sightseeing tours, and a daily run to nearby communities of Shalalth, D’Arcy and Seton Portage.

- **Kaoham Shuttle**

T: (250) 259-8300

<http://tsalalh.net/shuttle.html>

#### 11.1.4 Air

The District of Lillooet owns and operates the Lillooet Municipal Airport located at 325 Jones Road on the East side of the Fraser River. The runway is approximately 1216 m long and 21 m wide with a clearing of 15 m and can accommodate an 18,144 kg plane. The services provided by the Lillooet Municipal Airport include: fuel sales, tie downs, pilot lounge, and two trailer pad rentals.

- 325 Jones Road Lillooet BC V0K 1V0

T: (250) 256-4289

[Airport information](#)

### 11.1.5 Taxi Services

- **Mile-O-Taxi & Charters** T: (250) 256-7706
- **Hilltop Taxi** T: (250) 256-0450
- **Triple K Transport** T: (250) 256-7418

### 11.1.6 Courier and Mail Services

- **Canada Post**  
627 Main Street Lillooet BC V0K 1V0  
T: (250) 256-7224
- **Canada Post** office located at  
Seton Portage BC V0N 3B0  
T: (250) 259-8387

### 11.1.7 Public Transit

- **BC Transit Corporation** operates Health Connections - Lillooet and surrounding communities have access to the Health Connections, a service that provides transportation options to access non-emergency medical appointments. Buses operate twice weekly from Lillooet to Pavilion, Cache Creek, Savona, and Kamloops. For individuals with mobility difficulties, a special HandyDART service is available.  
[www.transitbc.com/regions/ash/health\\_connections](http://www.transitbc.com/regions/ash/health_connections)
  - Tuesday Service: Lillooet to Kamloops
    - The bus leaves Lillooet 8:00 am, Pavilion 8:45 am, Cache Creek at 9:45 am, arriving in Kamloops at 11:00 am
    - Return: The bus leaves Kamloops at 4:00 pm, Savona at 4:45 pm, Cache Creek at 5:15 pm, Pavilion at 6:15 pm, arriving in Lillooet at 7:00 pm
  - Thursday Service: Lillooet to Kamloops
    - The bus leaves Lillooet at 8:00 am, Lytton at 9:00 am, Spences Bridge at 9:30 am, Ashcroft at 10:05 am, Savona at 10:45 am, arriving in Kamloops at 11:30 am
    - Return: The bus leaves Kamloops at 4:00 pm, Savona at 4:45 pm, Ashcroft at 5:25 pm, Spences Bridge at 6:00 pm, Lytton at 6:30 pm, arriving Lillooet 7:30 pm

## 11.2 Communication

### 11.2.1 Newspapers

- **Bridge River Lillooet News:** The sole newspaper in Lillooet is published weekly on Wednesdays and is located at 979 Main Street. Margaret (Ma) Murray and her husband, George Murray, established the Bridge River-Lillooet News in 1934.  
T: (250) 256-4219  
[www.lillooetnews.net](http://www.lillooetnews.net)

### 11.2.2 Community Newsletters

- **Xaxli'p Community Newsletter:** Xaxli'p, formerly known as Fountain Band, is a First Nations government located approximately 15 km from the Village of Lillooet on Highway 99 North. Xaxli'p is a member of the Lillooet Tribal Council. This newsletter has been published monthly since 2008.  
T: (250) 256-4800
- **Xwisten Newsletter:** The Xwisten community is located 9 km northwest of Lillooet. The Bridge River Indian Band is affiliated with the Lillooet Tribal Council and the St'át'imc Chiefs Council. The Xwisten Newsletter is published monthly.  
T: (250) 256-7423
- **St'át'imc Unified Press:** A monthly newsletter issued by the St'át'imc Nation. Available via the St'át'imc blog at: [www.statimc.posthaven.com](http://www.statimc.posthaven.com)

### 11.2.3 Radio

- **Lillooet Camelsfoot TV and Radio Association** has obtained authority from the CRTC to broadcast English-language low-power community radio station CHLS-FM, 100.5. Radio Lillooet is a small non-profit community-based radio station on air since 2000 and brings voices from the community to Lillooet and its outlying area, celebrating the joys of small-town life.  
T: (250) 256-4863
- **CBC Radio One (92.7-FM)** is an English-language public news and information radio network of the publicly owned Canadian Broadcasting Corporation. It is commercial-free and offers both local and national programming.

### 11.2.4 Telephone

Telephone land lines are not universally provided in the sub-region. Remote areas such as the Yalakom Valley are not currently serviced, as is the case with some remote individual properties. Cellular coverage is not universal in the sub-region. Service is available in Lillooet itself, but is lost within approximately 7 - 10 km in any direction outside the municipality. The following telephone service providers are available:

- **Telus** is the provider of landline service  
T: (1-877) 809-8902  
[www.telus.com](http://www.telus.com)
- **Xplornet** provides digital satellite telephone access as a private carrier  
T: (1-866) 841-6001  
[www.xplornet.com](http://www.xplornet.com)
- **VirtualHelp Electronics** is located at 19-155 Main Street and provides cell phone and computer needs.  
T: (250) 256-0131 F: (250) 256-0141

### 11.2.5 Internet Services

- **Lytton Area Wireless Society** is a limited internet service provider for rural areas surrounding Lillooet  
T: (250) 256-0008  
[www.lyttonnet.com](http://www.lyttonnet.com)
- **Shaw Communications** offers DSL internet service in the Lillooet area  
T: (1-800) 472-2222  
[www.shaw.ca](http://www.shaw.ca)
- **Telus** is an internet provider in the Lillooet area  
T: (1-877) 809-8902  
[www.telus.com](http://www.telus.com)
- **Xplornet** provides satellite internet access across the sub-region as a private carrier  
T: (1-866) 841-6001  
[www.xplornet.com](http://www.xplornet.com)

### 11.2.6 Public Internet Access

- **Lillooet Library**  
930 Main Street Lillooet BC V0K 1V0  
T: (250) 256-7944
- **Lillooet Visitor Centre**  
790 Main Street Lillooet BC V0K 1V0  
T: (250) 256-4308
- **D'Oro Coffee Lounge**  
639 Main Street Lillooet BC V0K 1V0  
T: (250) 256-2255
- **Royal Canadian Legion-Branch 66**  
737 Main Street Lillooet BC V0K 1V0  
T: (250) 256-7332

### 11.2.7 Television

- **Shaw Communications** is a television service provider in the Lillooet area  
T: (1-800) 472-2222  
[www.shaw.ca](http://www.shaw.ca)
- **Telus** is a television provider in the Lillooet area  
T: (1-877) 809-8902  
[www.telus.com](http://www.telus.com)

## 11.3 Utilities

- **BC Hydro**  
T: (1-800) 224-9376  
[www.bchydro.com](http://www.bchydro.com)
- **Fortis BC**  
T: (1-800) 224-2710  
[www.fortisbc.com](http://www.fortisbc.com)
- **Water and Sewer** - A full and current list of public work services and utilities, including water and sewer, provided by the District of Lillooet is available at: <http://lillooetbc.ca/Municipal-Government/Municipal-Departments/Public-Works.aspx>

## 11.4 Recycling & Waste Management

The District of Lillooet provides solid waste pick up once a week within its boundaries. The day of the week designated for pick up depends on the neighbourhood. Compost and recyclables are not picked up but can be taken to the District solid waste facility.

- **Lillooet Solid Waste Management Facility** is located at 405 Landfill Road in Lillooet and is operated by the SLRD. A detailed listing of what can be recycled there is found at: <http://www.slrd.bc.ca/sites/default/files/pdfs/LLF%20Recycling%20Green%202014%20.pdf>  
T: (604) 894-6371  
Toll Free: (1-800) 298-7753
- **SLRD** provides additional information on Lillooet and Area Facilities at: [www.slrd.bc.ca/services/recycling-composting-solid-waste/facilities-programs/lillooet-and-area-facilities](http://www.slrd.bc.ca/services/recycling-composting-solid-waste/facilities-programs/lillooet-and-area-facilities)  
T: (604) 894-6371  
Toll Free: (1-800) 298-7753
- **Lillooet Feed Garden and Floral Centre**- Bottle recycling (alcohol only)  
Hours of Operation: Monday - Saturday 9:00 am - 4:30 pm  
104 Main Street Lillooet BC V0K 1V0  
T: (250) 256-7055
- **BC Liquor - Old Mill Plaza** - Bottle recycling (alcohol only)  
Hours of Operation: Monday – Thursday & Saturday: 10:30 am - 6:00 pm, Friday: 10:30 am - 8:00 pm  
340 Park Drive Lillooet BC V0K 1V0  
T: (250) 256-9019

- **The Country Store** - Bottle recycling - accepts water, pop, juice bottles and cans, juice cartons, and newspapers  
Hours of Operation: Monday - Saturday 9:00 am - 4:00 pm  
1080 Moha Road Lillooet BC V0K 1V0  
T: (250) 256-4502
- **Rev-It-Up** - Accepts outdoor power equipment  
Hours of Operation: Monday - Friday 8:00 am to 6:00 pm, Saturday 9:00 am - 4:00 pm  
310 Main Street Lillooet BC V0K 1V0  
T: (250) 256-4121

## 11.5 Provincial Government Services

- **Service BC Centre** provides frontline provincial government services and information  
Suite A – 639 Main Street Lillooet BC V0K 1V0  
T: (250) 256-7548  
[www.servicebc.gov.bc.ca/locations/lillooet.html](http://www.servicebc.gov.bc.ca/locations/lillooet.html)
- **Conservation Office** is a public safety provider focused on natural resource law enforcement and human wildlife conflicts prevention and response.  
615 Main Street Lillooet BC V0K 1V0  
T: (250) 256-4636

## 11.6 Education

### 11.6.1 Administration

- **School District 74** (Gold Trail)  
351- 6th Avenue Lillooet BC V0K 1V0  
T: (855) 453-9101  
[www.sd74.bc.ca](http://www.sd74.bc.ca)

### 11.6.2 Early Childhood

- **Lillooet Infant Development Program** (IDP) helps parents to make the best use of available services and to increase their knowledge about child growth and development.  
951 Murray Street Lillooet BC V0K 1V0  
T: (250) 256-7877
- **Children & Family Development Ministry of Children and Family Development** (MCFD) and their child protection staff are supported by the provincial office of the Child Protection Division.  
514 Main Street Lillooet BC V0K 1V0  
T: (250) 256-2710

### 11.6.3 Primary

- **Cayoosh Elementary School** serves both primary and intermediate students from grades k-7  
351 - 6th Avenue  
PO Box 649 Lillooet BC V0K 1V0  
T: (250) 256-4212



- **George M. Murray Elementary** serves both primary and intermediate students from grades k-7  
281 Hollywood Crescent  
PO Box 968 Lillooet BC V0K 1V0  
T: (250) 256-7543

#### 11.6.4 Secondary

- **Lillooet Secondary** is the only secondary school in Lillooet and serves students grades 8-12  
920 Columbia Street Lillooet BC V0K 1V0  
T: (250) 256-4274

#### 11.6.5 Private

- **Fountainview Academy** is operated by the Seventh-day Adventist Church, Fountainview Academy is an international private school and organic farming experience. It is located within the Thompson Nicola Regional District, but serves rural Lillooet.  
7615 Lytton-Lillooet Hwy Spences Bridge BC V0K 1V0  
T: (250) 256-5400  
[www.fountainacademy.ca](http://www.fountainacademy.ca)

#### 11.6.6 Post-Secondary

- **Thompson Rivers University** satellite campus offers post-secondary programs.  
10-155 Main Street Lillooet BC V0K 1V0  
T: (250) 256-4296  
[www.tru.ca/community/centres/lillooet.html](http://www.tru.ca/community/centres/lillooet.html)

#### 11.6.7 First Nations Education

- **Upper St'at'imc Culture, Language and Education Society** offers St'at'imc cultural and educational programming.  
814 Hwy 99  
PO Box 1420 Lillooet BC V0K 1V0  
T: (250) 256-7523  
[www.uslces.org](http://www.uslces.org)
- **Ski'l Mountain Community School** on Ski'l Mountain, Shalalth, BC. Run in partnership between Seton Lake Band and the Gold Trail School District 74; includes a preschool program up to Grade 12, teaching local culture and language as well as the BC provincially mandated curriculum.
- **School District 74**  
400 Hollis Road  
PO Box 250 Ashcroft BC V0K 1A0  
T: (250) 453-9101 F: (250) 453-2425  
Toll Free: (855) 453-9101  
[www.sd74.bc.ca](http://www.sd74.bc.ca)
- **Tsal'alh - Seton Lake Indian Band**  
Site 3 PO Box 76 Shalalth BC V0N 3C0  
T: (250) 259-8227

## 11.6.8 Adult Education

- **Lillooet Adult Learning Center** serves the needs of students 16 years of age and older who wish to complete secondary school graduation or upgrade skills for post-secondary options.  
76 5th Avenue  
PO Box 40 Lillooet BC V0K 1V0  
T: (250) 246-4745
- **Lillooet Learning Communities Society** has been serving the community since 1999 and supports, encourages, and enhances learning opportunities in the area by sponsoring and co-sponsoring workshops directed at building a stronger community. The Board of Directors has equal participation between First Nation and non-First Nation directors.  
T: (250) 256-0682

## 11.6.9 Parent Advisories

- **Cayoosh Parents Advisory Committee**  
T: (250) 256-4212
- **Lillooet Secondary School Parent Advisory**  
T: (250) 256-4274

## 11.7 Community Services

### 11.7.1 Financial

- **Interior Savings Credit Union & ATM**  
674 Main Street Lillooet BC V0K 1V0  
T: (250) 256-4238  
[www.interiorsavings.com](http://www.interiorsavings.com)
- **Canadian Imperial Bank of Commerce (CIBC)**  
649 Main Street Lillooet BC V0K 1V0  
T: (250) 256-4221  
[www.cibc.com](http://www.cibc.com)
- **Community Futures Thompson Country**  
Suite 230-301 Victoria Street Kamloops BC V0C 2A3  
T: (250) 828-8772  
Toll Free: (1-877) 335-2950  
[www.communityfutures.net](http://www.communityfutures.net)
- **Community Futures Development Corporation of Central Interior First Nations**  
215-345 Yellowhead Highway Kamloops BC V2H 1H1  
T: (250) 828-9833  
[www.cfdcofcifn.com](http://www.cfdcofcifn.com)

## 11.7.2 Employment Services

The Lillooet Employment Service Network consists of programs/organizations working together to deliver the Employment Program of BC (EPBC) at the WorkBC Employment Services Centre in Lillooet including:

- **The Open Door Group** in Lillooet administers the WorkBC Employment Centres program on behalf of Community Futures Thompson Country.  
639-B Main Street Lillooet BC V0K 1V0  
T: (250) 256-7758  
<http://lillooetesc.ca>
- **Lillooet Friendship Centre Society** provides a wide range of community services to First Nations residents in the sub-region, including employment Services, through participation in the Lillooet Employment Services Network.  
357 Main Street Lillooet BC V0K 1V0  
T: (250) 256-4146  
[www.lfcs.ca](http://www.lfcs.ca)

## 11.7.3 Culture

- The **Lillooet Visitor Centre and Museum** is situated downtown in a former Anglican Church, St. Mary the Virgin. The museum features First Nations artifacts and Gold Rush era relics.  
790 Main Street Lillooet BC V0K 1V0  
T: (250) 256-4308
- **The Lillooet Public Library** is run by the Lillooet Area Library Association  
930 Main Street Lillooet BC V0K 1V0  
T: (250) 256-7944  
[www.lillooet.bc.libraries.coop](http://www.lillooet.bc.libraries.coop)
- **The District of Lillooet Recreational, Educational and Cultural Centre** offers a variety of services and facilities including: a 25 m indoor pool, sauna and hot tub, a fully equipped cardiovascular and weight training gym, squash court, climbing wall, full size gymnasium, an outdoor playfield with a playground, and a 85' x 200' arena with concession and mezzanine.  
930 Main Street  
PO Box 610 Lillooet BC V0K 1V0  
T: (250) 256-4037
- **First Nations cultural centres** are listed in section 13.4

## 11.7.4 Emergency and Protective Services

- **Lillooet Volunteer Fire Department**  
570 Main Street Lillooet BC V0K 1V0  
T: (250) 256-7222 – *non emergency calls*

- **Seton Valley Volunteer Fire Department** (Seton Portage / Shalalth Fire Protection service - Electoral Area B)  
Chief: Frank Richings  
T: (250) 259-8239  
[frichings@telus.net](mailto:frichings@telus.net)
- **911 Service** is available throughout the sub-region
- **Lillooet RCMP Detachment**  
PO Box 710 Lillooet V0K 1V0  
T: (250) 256-4244
- **First Nations Police Services**  
Stl'atl'imx Tribal Police  
PO Box 488 Lillooet BC V0K 1V0  
T: (250) 256-7784  
[www.stlatlimxpolice.ca](http://www.stlatlimxpolice.ca)
- **Lillooet and District Rescue Society** is a charity and society that provides highway rescue, low angle rescue, swift-water rescue and assist other emergency services in Lillooet and surrounding areas.  
T: (250) 256-0191  
[lillooet\\_rescue@telus.net](mailto:lillooet_rescue@telus.net)  
[www.embc.gov.bc.ca/em/index.html](http://www.embc.gov.bc.ca/em/index.html)
- Also see section 12.4, Emergency Health Services

## 11.8 Seniors

### 11.8.1 Housing

- **McLean Manor/ Red Rock Manor:** McLean Manor is an affordable housing development providing eight apartments of modular housing to seniors and people with disabilities. The development consists of two buildings with four apartments each and is directly managed by the Province through BC Housing. This development is adjacent to the existing Red Rock Manor, which provides 22 apartments of seniors housing and is also directly managed by BC Housing.  
1011 Ray Street Lillooet BC V0K 1V0  
T: (250) 256-2196

### 11.8.2 Activities

- **Lillooet Seniors Drop-In Centre (Catholic Church Hall):** For people over 50 there is no charge but seniors are encouraged to purchase an annual membership fee for \$10. Activities include: bridge, crib and other card games, crossword puzzles, board games, crafts, dinners, dancing, art, movies, shuffleboard, monthly birthday teas, potluck dinners, special events, fun competitions, tai chi classes, and free computer and internet training.  
Suite 30 - 11<sup>th</sup> Avenue Lillooet BC V0K 1V0  
T: (250) 256-0402

- **Carpet Bowling**  
Mondays and Thursdays at the gymnasium or mezzanine at the Lillooet and District Recreation Centre  
930 Main Street Lillooet BC V0K 1V0  
T: (250) 256-7527  
[rec@lillooetbc.ca](mailto:rec@lillooetbc.ca)  
<http://lillooetbc.ca/Recreation-Activities/Recreation-Centre.aspx>
- **Playing Cards**  
Cribbage on Mondays and bridge on Fridays at the Red Rock Manor  
Red Rock Manor  
1011 Murray Street Lillooet BC V0K 1V0  
T: (250) 256-2196

## 11.9 Youth

- **The Lillooet Recreation, Education and Cultural Centre** offers a variety of services and facilities for youth and families including: 25 m indoor swimming pool, sauna & hot tub; 85' x 200' arena with concession and mezzanine; fully equipped fitness facility with cardiovascular and weight training equipment; squash court; climbing wall; full size gymnasium; commercial kitchen; 3 meeting rooms; outdoor playfield with playground; full catering & vending services; variety of workshops & programs; a public library & licensed daycare are also on site.  
930 Main Street Lillooet BC V0K 1V0  
T: (250) 256-7527  
[rec@lillooetbc.ca](mailto:rec@lillooetbc.ca)  
<http://lillooetbc.ca/Recreation-Activities/Recreation-Centre.aspx>
- **Lillooet Area Library Association Youth Night** is on Mondays from 5pm - 7pm. Activities include games, movies, computer time, reading, crafts, cooking, or just hanging out at the library. The youth and staff decide on the activities for each month. The REC Centre contributes the use of the gym for pickle-ball and other games. This is a program for youth 11 – 14 years of age.  
930 Main Street Lillooet BC V0K 1V0  
T: (250) 256-7944  
[www.lillooet.bc.libraries.coop](http://www.lillooet.bc.libraries.coop)

# 12 Health Care

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The District of Lillooet and SLRD Area B are part of the Interior Health Region which serves the Thompson, Cariboo, and Shuswap.

## 12.1 General Health Services

- **BC Health Link** provides web access to medically-approved information on more than 5,000 health topics, symptoms, medications, and tips for maintaining a healthy lifestyle. You can also search the online Directory to find health services in the sub-region. Call 811 from anywhere in British Columbia to speak with a nurse any time of the day or night. On weekdays, you can speak to a dietitian about nutrition and healthy eating. At night, pharmacists are available to answer your medication questions.

T: 811

[www.healthlinkbc.ca](http://www.healthlinkbc.ca)

- **BC NurseLine** provides 24-hour, confidential health information and advice. Anywhere in the province, call BC NurseLine to speak to a registered nurse 24-hours or a pharmacist from 5 pm to 9 am every day. Specially trained nurses answer questions about health topics and procedures, identify symptoms, and help you decide when to see a health professional. Information and referrals are also provided to other services. Pharmacists are available to answer your questions about medications.

Toll Free: (1-866) 215-4700

[http://victoria.tc.ca/Community/RenColl/news/2007/apr/bc\\_nurseline.html](http://victoria.tc.ca/Community/RenColl/news/2007/apr/bc_nurseline.html)

- **Interior Public Health – Lillooet Branch Office:** Public Health programs focus on the promotion of health, prevention of disease and injury, and protection of the environment. Programs and services are offered at the individual, group and community levels and in a variety of sites (homes, schools, care facilities, workplaces, health units etc.)

951 Murray Street (Hospital Site)

Bag 700 Lillooet BC V0K 1V0

T: (250) 256-1314

[www.interiorhealth.ca/Pages/default.aspx](http://www.interiorhealth.ca/Pages/default.aspx)

Programs include:

- Prenatal and postpartum
- Infant and child ages 0-5; school
- Teen
- Adult and senior
- Educational resources
- Facilities licensing
- Environmental health

- **Lillooet Hospital & Health Centre:** Emergency Services are available at the Lillooet Hospital 24 hours per day. Other services include: acute care, surgical services, medical imaging, laboratory, dietician service/diabetes educator, mental health and addition service, home and community care, home support, adult day care, support living, residential care.  
 951 Murray Street  
 Bag 300 Lillooet BC V0K 1V0  
 T: (250) 256-4233  
[www.lillooetbc.com/Residents/Health-Services.asp](http://www.lillooetbc.com/Residents/Health-Services.asp)
- **The Lillooet Medical Clinic** has 4.5 full time physicians – includes one surgeon and one anesthetist. The office is set up to provide comprehensive care for all aspects of family medicine, including obstetrics. Patients are referred to appropriate specialists when another opinion or special procedure is required.  
 Suite 107 – 8th Avenue  
 PO Box 850 Lillooet BC V0K 1V0  
 T: (250) 256-7505
- **Lillooet Hospice Society**  
 143 16<sup>th</sup> Avenue Lillooet BC V0K 1V0  
 T: (250) 256-4910
- **Lillooet Spa and Wellness Centre** provides both therapeutic and relaxing health-related services and products. The Centre employs three registered massage therapists, a registered acupuncturist and a clinical counsellor. They accept doctor referrals, extended health benefits, CINUP for Indian Band Employees and MSP Premium Assisted Benefits.  
 836 Main Street Lillooet BC V0K 1V0  
 T: (250) 256-2156  
[www.lillooetwellnesscentre.ca](http://www.lillooetwellnesscentre.ca)
- **Lillooet Physiotherapy Centre**  
 1194 Main Street Lillooet BC V0K 1V0  
 T: (250) 256-0058
- **Mesa Chiropractic**  
 104-909 Main Street Lillooet BC V0K 1V0  
 T: (250) 256-2258
- **Massage Therapy**  
 G. Walker, Registered Massage Therapist  
 T: (250) 256-4939
- **Registered Clinical Counseling**  
 T. Allan, Clinical Counselor  
 929 Main Street, Lillooet BC V0K 1V0  
 T: (250) 256-4906

## 12.2 Dentistry

- **Lillooet Dental Clinic**  
Suite 119 - 8<sup>th</sup> Avenue Lillooet BC V0K 1V0  
T: (250) 256-4616

Services available include:

- General family dentistry
- Crown and bridge including lumineers
- Complete and partial dentures
- Invisalign orthodontics
- Root canal therapy
- Preventive care
- Treatment of gum disease
- Tooth whitening

## 12.3 First Nations Health

- Canadian Indian Health Services  
296 Main Street  
PO Box 131 Lillooet BC V0K 1V0  
T: (250) 256-7017

Public Health and Community Health for First Nations on Reserve include:

- **Rose Casper Healing Centre**  
579 Ski'il Mountain Road Shalath BC V0N 3C0  
T: (250) 259-8433
- **Xaxli'p Health Centre**  
Fountain Valley Road & Highway 99 Lillooet BC V0K 1V0  
PO Box 2168  
T: (250) 256-4800 F: (250) 256-0085  
Toll Free: (1-888) 321-2711  
[www.xaxlip.ca](http://www.xaxlip.ca)
- **Lillooet Friendship Centre**  
357 Main Street  
PO Box 2170 Lillooet BC V0K 1V0  
T: (250) 256-4146

Programming includes:

- **Healthy Options:** A community health initiative that provides opportunities for community members to experience programs and services that impact personal health.
- **Addiction Services:** Primary and tertiary services that include: one to one sessions, group sessions, referrals to treatment, and community education.



- **Lillooet Food Bank Services:** The Lillooet Food Bank at the Lillooet Friendship Centre is registered with the Provincial and National Food Bank affiliates and provides supplementary and emergency food supplies to those in need. Service is available to individuals and families and is free of charge and open to the community at large.
- **Victims Assistance, Safe Home, and Trauma Counseling Services:** All social health programs operate at an office, home visit, and crisis level and offer one to one sessions, group sessions, and provide services across a wide geographical area.
- **The Family Place:** The Family Place has a number of family, early childhood development programs, infant development, infant massage, moving and growing classes, birthing support (Dula), and pre-natal classes.
- **Health Connections – Lillooet & Lytton Transit System:** Transit services from Lillooet to Kamloops BC to increase access for residents to non-emergency medical appointments.

## 12.4 Emergency Health Services

- **Lillooet Hospital and Health Centre:** 24 hour emergency services  
851 Murray Street Lillooet BC V0K 1V0  
T: (250) 256-4233
- **BC Ambulance:** For medical emergencies  
T: (250) 256-7111

# 13 Community Life

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## 13.1 Faith-Based Organizations

- **St Andrew's United Church**  
577 Main Street Lillooet BC V0K 1V0  
T: (250) 256-7037
- **Seventh-day Adventist Church**  
7615 Lytton-Lillooet Highway 12 Lillooet BC V0K 1V0  
T: (250) 256-7184
- **Jehovah's Witnesses**  
560 Highway 12 Lillooet BC V0K 1V0  
T: (250) 256-4224
- **Lillooet Gospel Chapel**  
1147 Main Street Lillooet BC V0K 1V0  
T: (250) 256-7655

- **St. Johns Roman Catholic Church**  
1116 Main Street Lillooet BC V0K 1V0  
T: (250) 256-4564
- **Lillooet Christian Fellowship**  
478 Hollywood Crescent Lillooet BC V0K 1V0  
T: (250) 256-7913
- **Lillooet Native Fellowship**  
357 Main Street Lillooet BC V0K 1V0  
T: (250) 256-7709
- **Religious Society of Friends (Quakers)**  
PO Box 1389 Lillooet BC V0K 1V0  
T: (250) 256-7178

## 13.2 Voluntary Organizations

- **Lillooet Beautification Committee** is a group of volunteers that works to enhance the appearance of the downtown area. The Committee began in 1998 and their first project was planting trees along Main Street.  
T: (250) 256-7424
- **Lillooet Farmers Market** is held every Friday morning, May through October  
626 Main Street Lillooet BC V0K 1V0  
T: (250) 256-1547
- **Lillooet Food Matters** is a non-profit society that was formed to promote and increase food security and cooperative organic food growing. It also serves as a community network facilitating the development of sustainable agriculture in the sub-region while incorporating traditional knowledge of survival on the land.  
[www.lillooetfoodmatters.blogspot.ca](http://www.lillooetfoodmatters.blogspot.ca)
- **Lillooet Peace and Ecology Group**  
T: (250) 256-4816 or (250) 256-7971
- **Lillooet Regional Invasive Species Society**  
PO Box 228 Lillooet BC V0K 1V0  
[www.lriss.ca](http://www.lriss.ca)  
T: (250)256-4292
- **Lillooet District Historical Society** operates the Lillooet Museum and Visitor Centre.  
790 Main Street Lillooet BC V0K 1V0  
T: (250) 256-4308

- **Lillooet Music Society** is a small organization dedicated to providing a variety of quality entertainment. The Society was formed in the fall of 1995 and became registered as a non-profit organization in 2005.  
T: (250) 256-0615
- **Lillooet Restorative Justice Program** provides an alternative to the formal court system through provision of community justice forum opportunities and has been operating in the community since 2001.  
T: (250) 256-0683
- **Alternatives to Violence Program** is a volunteer-run conflict transformation program. This program consists of three-day workshops hosted by volunteer facilitators.  
T: (250) 256-7178

### 13.3 Service Clubs & Societies

- **Lillooet Lions Club Society** aims to meet the needs of the community by raising money for: sight, hearing and speech conservation, diabetes awareness, youth outreach, international relations, environmental issues, and other programs.  
737 Main Street Lillooet BC V0K 1V0  
T: (250) 256-4014
- **The Order of the Eastern Star Chapter #94** is a Freemasonry – related organization open to both men and women. The order is based on teachings from the Bible, but is open to people of all religious beliefs.  
T: (250) 256-4563
- **Royal Canadian Legion Branch 66** is an organization committed to veterans, their families, and the communities they call home.  
737 Main Street Lillooet BC V0K 1V0  
T: (250) 256-7332
- **Ladies Auxiliary to Royal Canadian Legion**  
T: (250) 256-4647
- **Lillooet Naturalist Society** promotes the enjoyment and understanding of nature by their members and the public, establishes protected natural areas, and promotes and engages in the funding and research needed for protecting the integrity of all natural ecosystems.  
[www.lillooetnaturalistsociety.org](http://www.lillooetnaturalistsociety.org)
- **BPO Elks No. 467** - The Elks of Canada is the largest, all-Canadian, fraternal organization that was founded in British Columbia in 1912. The Elks motto is “Promoting and Serving Community Needs”. In 1998 the Elks opened their doors to both men and women.  
920 – A Moha Road Lillooet BC V0K 1V0  
T: (250) 256-7435

## 13.4 First Nations Service Organizations

- **Lillooet Friendship Centre** offers victim assistance programs, addiction treatments, addiction services, and a food bank program.  
357 Main Street Lillooet BC V0K 1V0  
T: (250) 256-4146
- **Uxwalmixw Centre Society** offers a gathering place for celebrations (weddings, funerals and drumming). The society runs the horticulture program and hires students for summer employment. All the vegetables and fruit grown through the horticulture program is given to the elders. Any extra fish people catch can be brought to the center and it is canned for the elders and for special events.  
10 Paul Street Lillooet BC V0K 1V0  
T: (250) 256-0101
- **The Stl'atl'imx Tribal Police Service** is BC's only tribal police force. It evolved from a security program implemented by the Lillooet Band Council in 1986. Under this program, security personnel patrol reserve areas, engage in preventative and peacekeeping work, and report criminal activity to the RCMP as appropriate.  
879 Main Street Lillooet BC V0K 1V0  
T: (250) 256-7784
- **Lillooet Tribal Council** is the official English name of the largest tribal council of what is also known as the St'at'imc Nation, though does not include all governments of St'at'imc peoples.  
80 Seton Lake Road Lillooet BC V0K 1V0  
T: (250) 256-7506

## 13.5 Festivals, Events and Cultural Facilities

- The **Apricot Tsaqwem Festival** is an annual event held in July. It is named for the apricots and Tsaqwem (a local First Nations word for "Saskatoon berry") which ripen in the Lillooet area during the summer and is celebrated with free music, street dances, wine tasting, games, races, golf, local indigenous culture, and more.
- **Annual Lillooet Beer and Wine Fest** is hosted by The Lillooet Beer & Wine Association in the fall. The event features arts and crafts market, beer & wine garden, live music, and food.
- **Salmon In The Canyon Festival** is an annual family event featuring a salmon BBQ and showcasing local produce, music, hands-on games and activities, salmon mini-golf, garbage/weed reuse costume contest, art and craft demonstrations, and information booths. This event is hosted by Cayoose Creek and the Lillooet Naturalist Society.
- **Walking with Smolts Community Celebration** takes place in April when the young salmon are leaving their natal streams to make the journey to the ocean. They will not be back for a few years and school-aged children and youth take an Interactive Walk along a trail to the Fraser River on a visual journey full of adventure. The event is hosted by Lillooet Naturalist Society, Lillooet Salmon Talks, Sekw'el'wás, Splitrock Environmental, community volunteers, and other local organizations.

- **Annual Bike Rodeo** is a free event that takes place at the Recreation Centre. Contestants decorate their bikes and can have their bikes and helmets inspected for safety. This is a free event for children ages 6-12.
- **The Sturgeon Derby** takes place in July and includes a fishing derby, a dinner and many prizes.
- **The Miyazaki House** is used for community events and local artwork display. It is also open as a Heritage House Tuesday to Saturday from 10-4 for free tours.  
643 Russell Street Lillooet BC V0K 1V0  
T: (250) 256-0686  
[www.miyazakihouse.com](http://www.miyazakihouse.com)
- **Lillooet Visitor Centre and Museum** provides local, regional and provincial information on tourist facilities and historical sites. The visitor centre also provides public washrooms and internet access.  
790 Main Street Lillooet BC V0K 1V0  
T: (250) 256-4308  
[lillooetbc.ca/Visit-Lillooet/Visitor-Information-Centre.aspx](http://lillooetbc.ca/Visit-Lillooet/Visitor-Information-Centre.aspx)
- See section 11.9, Recreation, Education, and Cultural Centres

## 13.6 First Nation Cultural Facilities and Events

- **The Ucwalmicw Centre** is founded upon principles of healthy and strong communities and the upholding of cultural values and identity. As a native cultural, educational, ecological, and arts organization, the Centre takes a lead role in the movement for sustainable community development and strengthening of indigenous knowledge and traditional pathways.  
PO Box 152 Lillooet BC V0K 1V0  
T: (250) 256-0101
- **The Upper St'át'imc Language, Culture and Education Society** operates the St'át'imc Cultural Experiences Project. This project was created to provide visitors from far and near with the opportunity to participate in an authentic St'át'imc experience.  
814 Hwy 99  
PO Box 1420 Lillooet BC V0K 1V0  
T: (250) 256-7523  
[www.uslces.org](http://www.uslces.org)
- **The St'át'imc Heritage and Learning Centre** is dedicated to the ancestors, and, with deep respect, to the Elders, who, by sharing their wisdom and leadership, provide the knowledge, skills and values that have assured and will continue to assure the vibrancy of the St'át'imc culture.  
T: (250) 256-7119  
[www.uslces.org/centre.html](http://www.uslces.org/centre.html)

- **Splitrock Environmental** is an award-winning Aboriginal business, owned by the St'at'imc community of Sekw'el'wás. It specializes in ecological stewardship, environmental monitoring, native plant propagation and ethnobotany. Their environmental services include habitat, fish and wildlife inventory, mapping, and monitoring. They also offer **environmental and cultural tours**.  
814 Highway 99 Lillooet BC V0K 1V0  
T: (250) 256-3109  
[www.splitrockenvironmental.ca](http://www.splitrockenvironmental.ca)
- **St'at'imc Cultural Experiences** offer spawning channel tours and salmon educational tours.  
650 Industrial Place Lillooet BC V0K 1V0  
T: (250) 256-0673
- **Xwisten Experience Tours** offers archaeological pit house and fishing tours.  
5202 Mohad Rd, Lillooet, BC V0K 2E3  
T: (250) 256-7844  
[www.xwistentours.ca](http://www.xwistentours.ca)

## 13.7 Recreation

The sub-region's location and natural setting provides natural amenities for summer and winter outdoor experiences ranging from serene to extreme, including:

- Hiking
- Skiing
- Fishing
- Golfing
- Snowmobiling
- Mountaineering (ice climbing and rock climbing)
- Cycling (mountain biking and road biking)
- Kayaking
- Horseback riding
- All-terrain vehicle (ATV) riding and dirt-biking
- Paragliding
- Exhilarating driving routes
- Relaxing picnic areas
- Scuba diving (Pavilion Lake)
- Wildlife and birds viewing and photography
- [lillooetbc.ca/Recreation-Activities/Outdoor-Activities.aspx](http://lillooetbc.ca/Recreation-Activities/Outdoor-Activities.aspx)

The District Municipality of Lillooet has several recreation organizations and facilities that serve residents of both the sub-region as well as the district residents including the following:

- **Hockey leagues** include the Lillooet Men's Rec Hockey League, Lillooet Oldtimer's Hockey League, and Lillooet and District Minor Hockey Association.
- **The Lillooet Memorial Curling Club** has four sheets of jet ice, a bar and lounge, lockers, a concession and a pro shop.  
178 Mountainview Road Lillooet BC V0K 1V0

- **Basketball court / skateboard park** was constructed in 1998 by a group of local volunteers. There is skateboard park in one of the two basketball courts.  
1010 Main Street Lillooet BC V0K 1V0
- **Baseball diamonds and soccer fields** are located in Conway Park. Users are asked to contact the Lillooet & District Recreation Centre for rental information.
- **Cayoosh Creek Campground** is located next to the Fraser River. Privately operated, it provides both pull through RV and tent sites.  
100 Cayoosh Park Road Lillooet BC V0K 1V0  
T: (250) 256-4180
- **Lillooet Rod and Gun Club** provides ranges for rifle, handgun, trap, silhouette (.22 rimfire rifle) and archery shooting.  
T: (250) 256-0622  
[www.lillooetrodandgun.blogspot.ca](http://www.lillooetrodandgun.blogspot.ca)
- **Lillooet Sheep Pasture Golf Course** is a small but challenging and picturesque nine hole course.  
T: (250) 256-0550  
[www.lillooetgolf.com](http://www.lillooetgolf.com)

## 13.8 Walking Trails

- **Red Rock** – An easy hike that provides a spectacular view of Lillooet nestled in the canyon, of rivers snaking through the valley, and of the mountains beyond
- **Fraser River Lions' Trail** – An easy hike which takes about an hour to walk, beginning from above Murray Park
- **The Enterprise Heritage Walk, Jade Trail, and Lillooet's Golden Mile of History** are great easy hiking options that also incorporate culture and history.
- **The Seton Ridge Trail** - A moderate 2.8 km outside of Lillooet. The trail involves a climb through thick forest, with the end result a breathtaking view of Seton Ridge. The round-trip takes about three hours.
- **The Gott Creek Trail** – A difficult and challenging trail. The distance is about 4 km one way. Hikers will require a 4X4 for the approximately 1.5 hour drive to the marked trailhead. The hiking trail is well signed and maintained for easy access.

## 13.9 Multi-Use Trails

- **Peanut Lake** – A beautiful hard packed earth trail with very few rocks, roots or mud. This trail rises approximately 675 m in elevation, over 7 km
- **China Head** – A 220 km multi-use trail system that is not technically difficult. To access from Lillooet, travel north on Bridge River Road across the bridge (6.8 km) then right on West Pavilion

Road. Stay on W Pavilion, left on the Moore Lake turnoff (80 km). Moore Lake is approximately 8 km along.

The following trails are accessed via the Yalakom Valley:

- **Nine Mile Ridge**  
[cnw.hcbc.ca/gmaps/trail?Trail=112](http://cnw.hcbc.ca/gmaps/trail?Trail=112)  
[www.leelau.net/2003/Ninemile/ninemile.htm](http://www.leelau.net/2003/Ninemile/ninemile.htm)
- **Shulaps Traverse**  
[www.leelau.net/2006/shulapssept0206/shulapssept0206.htm](http://www.leelau.net/2006/shulapssept0206/shulapssept0206.htm)  
[www.leelau.net/2001/Chilcotin2001/Shulaps/shulaps.htm](http://www.leelau.net/2001/Chilcotin2001/Shulaps/shulaps.htm)
- **Burkholder Lake Trail**  
[www.goldtrail.com/Site%20Pages/Burkholder%20Lake%20trail.pdf](http://www.goldtrail.com/Site%20Pages/Burkholder%20Lake%20trail.pdf)  
[www.adventureguidebc.com/location/burkholder-trail/](http://www.adventureguidebc.com/location/burkholder-trail/)

The following trails are accessed via Texas Creek Road:

- **Della Creek Trail**  
[www.pinkbike.com/news/della-downhill-lillooet-2010.html](http://www.pinkbike.com/news/della-downhill-lillooet-2010.html)  
[www.trailpeak.com/trail-Della-Creek-MTB-near-Lillooet-BC-6271](http://www.trailpeak.com/trail-Della-Creek-MTB-near-Lillooet-BC-6271)  
[nsmb.com/3183-lillooet-della-downhill/](http://nsmb.com/3183-lillooet-della-downhill/)

## 14.1 Provincial Parks

- **Yalakom Provincial Park**  
[www.env.gov.bc.ca/bcparks/explore/parkpgs/yalakom](http://www.env.gov.bc.ca/bcparks/explore/parkpgs/yalakom)
- **Fred Antoine Provincial Park**  
[www.env.gov.bc.ca/bcparks/explore/parkpgs/fred\\_antoine](http://www.env.gov.bc.ca/bcparks/explore/parkpgs/fred_antoine)
- **Joffre Lakes Provincial Park**  
[www.env.gov.bc.ca/bcparks/explore/parkpgs/joffre\\_lks](http://www.env.gov.bc.ca/bcparks/explore/parkpgs/joffre_lks)

## 14.2 Forest Service Recreation Sites

- Recreation and Trails Sites BC provides a fully teachable database by site, activity, name, and region  
[www.sitesandtrailsbc.ca/default.aspx](http://www.sitesandtrailsbc.ca/default.aspx)
- The searchable map for the SLRD sub-region/Lillooet and area can be found at:  
[www.sitesandtrailsbc.ca/search/search-location-southern-interior-west.aspx](http://www.sitesandtrailsbc.ca/search/search-location-southern-interior-west.aspx)



# Project D – ECONOMIC LEAKAGE ANALYSIS

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## 14 Introduction

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It can seem obvious – a basic economic fact of life – that if an area is economically challenged, it needs money brought into it. This might be by attracting inward investment that will create new jobs opportunities and support infrastructure development or by building tourist attractions and services that will bring visitors – and their money – into the area. But how much of that new, inward money actually makes it into the local economy? How hard does that money work? In other words, how many times is it re-spent locally before it finally leaks away? Money coming into an area can have minimal long-term impact if the wealth flows straight out again because there is nothing to hold it in the area.

The objective of this project is to produce an economic leakage analysis report for the District of Lillooet and SLRD Areas A and B:

- Conduct a supply and demand analysis of identified community assets utilizing existing material and research;
- Include identified asset knowledge gaps and community product and service preferences in the information gathering process gathering process of Project C;
- Recommend strategies to address economic leakages, where feasible, that link physical resources, assets, with individual capacity, and capital;
- Identify new business and business expansion/ diversification opportunities by cross referencing Community Asset Inventory with identified product, and services;
- Finalize Economic Leakage Analysis report after the visioning process is completed.

## 15 Methodology

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### 15.1 Literature Review

A full literature review was conducted of all documents and document links provided to Fraser Basin Council by the NEDI Committee. For the purposed of Project D, an additional review of the following documents was undertaken:

- Economic Base Analysis, District of Lillooet, Electoral Area A & B, Northern St’at’imc, August 2008 (EPI Ecoplan International, 2008a)
- Economic Opportunity Assessment, District of Lillooet, Electoral Area A & B, Northern St’at’imc, September 2008 (EPI Ecoplan International, 2008b)
- Lillooet-Lytton Tourism Diversification Project, February 2005 (Careless, 2005)
- Community Tourism Foundations Program Tourism Development Plan, March 2008

Documents, meeting summaries and reports of the Area B/Lillooet Agricultural Area Committee, as provided to FBC at <https://slrd.civicweb.net/Documents/DocumentList.aspx?ID=22857> were also reviewed.

## 15.2 Research

Internet research yielded examples of economy leakage methodologies, tools and resources from other jurisdictions. Of particular note is the work of the New Economics Foundation:

- The Money Trail: Measuring your impact on the local economy (New Economics Foundation, 2002a)
- Plugging the Leaks: Making the most of every pound that enters your local economy (New Economics Foundation, 2002b)

While the New Economics Foundations is a United Kingdom-based organization, the focus of these two documents is specifically on rural communities with a strong agricultural focus to the local economy.

## 15.3 Survey

For the purpose of this study FBC focused on gathering data three main groups: local and First Nations governments, community/regional residents and businesses. The intent of the survey was not to capture data on every possible item that could be identified and listed. Rather, a selection of goods and services that either the survey, thus, would capture trends in purchasing attitudes and practices. A survey was developed in an online format ([www.surveymonkey.net](http://www.surveymonkey.net)) that asked each respondent to self-identify as a member of one of these three group then answer six questions about their/their organization's purchasing practices. The survey could be completed more than once by a respondent if they identified with more than one group (i.e. once as a business and again as a resident). Respondents were asked to answer on a sliding scale of choices (e.g. always buy local; sometimes buy local; never buy local). Room for verbal responses and comments were provided for most questions. The survey also posed questions on values around local purchasing and local purchasing policies, in the case of governments and businesses.

The survey was also made available in a print format and dropped off at Lillooet Municipal Hall and each of the St'at'imc band offices for collection. Data from completed print surveys was then entered manually into the on-line tool.

Finally, at the June 24, 2014 Region-wide Community Economic Development Workshop held in Lillooet, print format surveys were available and could be completed by attendees who had not already done so. These results were also added manually to the on-line tool.

The survey opened on May 22, 2014 and closed on July 4, 2014, running for six weeks in total. The survey was launched in the local newspaper, Bridge River Lillooet News, and on the SLRD's and District Municipality of Lillooet's website. A link to the survey was included in all media coverage and on the websites. In addition, the survey information and link was sent to everyone who has participated in public activities and meetings related to the overall NEDI/FBC projects. The Lillooet and District Chamber of Commerce distributed the survey link to its membership. Utilizing the Snowball Sampling Technique<sup>1</sup>, all recipients of the survey information and link were encouraged to forward it to their own members, contacts and networks.

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<sup>1</sup> Snowball sampling can be placed within a wider set of methodologies that takes advantage of the social networks of identified respondents, which can be used to provide a researcher with an escalating set of potential contacts. <http://srmo.sagepub.com/view/the-sage-encyclopedia-of-social-science-research-methods/n931.xml>

Response rates ranged from 100% of local and First Nations governments to 14 responses by local/regional businesses to 79 responses from residents. The full summary of the survey responses, as well as respondents' comments and questions, are not included as an appendix due to its length (it is available from FBC on request). The low response rate impacts the viability of any conclusions that may be drawn from the information but several elements are worth noting and are discussed further in the Conclusion and Recommendations sections of this report.

## 15.4 Workshop

A breakout discussion session on economic leakage was held as part of the June 24, 2014 Community Economic Development Workshop in Lillooet. After a general discussion on economic leakage, participants identified several goods and services that were not easily accessed locally, settling on office supplies as a commodity that was identified in several places in the preliminary survey date as needed by First Nations and local governments, businesses and residents. The group then identified options and the steps needed to instigate the coordination of collaborative purchasing to bring down transportation costs and to engage with a local business to commit to carrying office supply items if collective purchasing could ensure quantity and timing for orders.

## 15.5 Survey Summary

### 15.5.1 Local Purchasing Patterns: Residents of Lillooet, SLRD Area A and Area B

There were 75 respondents to the residents section of the survey; 89% consider buying local very important or important.

#### *Goods*

A high percentage of respondents prefer to purchase food items locally whenever possible.

*"I don't really consider purchasing vegetables, meats and other products that are not grown or made [locally] as buying local, but I do purchase them at local stores when I can't purchase from grower/producers locally."*

Lack of availability rated the highest at 85% as a reason for not buying the listed goods locally. There are other items that a resident would purchase infrequently such as furnishing, electronics, and clothing that rated lower on the scale, with 60 - 75% of respondents indicating they never make those purchased locally. The convenience of purchasing goods that may be available locally when in larger centres making other purchases or for appointments was also cited.

#### *Services*

A high percent of respondents - 92% - use local trade/contracting services for home maintenance and repairs. A high percent of respondents - 81% - don't use local professional services (e.g. accountant, lawyer, etc.). No one response from the selection provided stood out as a reason for not buying services locally.

Goods of note that were identified as difficult for residents to source locally:

- More local food – meat and meat products, local fruits and produce, year round

Services providing “value-added” in the agriculture/food sector were a common theme of respondents’ comments:

- Brewery
- Abattoir/local processing of beef, pork and poultry
- Fruit and juice cannery
- Local butcher, sausages, bacon etc.

These comments were made in the resident section of the survey and not in the business section; we assume then that these do, in fact, reflect a desire to see “goods”, as opposed to services for existing businesses.

### 15.5.2 Local Purchasing Patterns: Local & First Nations Governments

All local and First Nations governments responded to this section of the survey. While most identified local purchasing as important for their organization, only a third have a local purchasing policy in place. All of the responses indicated that there are products and services they have difficulty purchasing locally. It was noted that public entities have an obligation to take the most competitive price when contracting skills and equipment and “consider local contractors if they meet the requirements of the RFP...weigh the positive benefits when reviewing a quote”.

Goods of note that were identified as difficult for local and First Nations governments to source locally:

- Technical services, including Internet Technology (IT) support, web design and hosting, printing, graphic design
- Office supplies, including paper, copier supplies, laminating, janitorial supplies
- Transportation costs

### 15.5.3 Local Purchasing Patterns: Businesses

There were thirteen respondents to this section of the survey and over 80% considered buying local important for their business. Over 90% consistently hire locally, but professional services such as bookkeeping, accounting and legal advice are sourced out of area, 46% of the time. 50% of respondents source the goods they sell locally. It was acknowledged that some businesses need specialized goods and services particular to their sector that are not available locally (and may never be realistically sourced locally).

Goods and services of note that were identified as difficult for businesses to source locally:

- Office supplies
- Local produce for resale
- Cost effective transportation for moving goods in and out of the community
- Staff and service training

## 15.5.3 Conclusions

### **Understanding the Local Economy**

A growing body of evidence suggests that businesses most beneficial to a community economy are those that are locally owned and import – substituting. Local ownership means that working control of a company or business is held within a small geographic area. Import-substituting means that the business is focused first and foremost (though not exclusively) on local markets.

Local ownership is significant for community economic development in several ways:

- Locally owned businesses generally contribute more to the “multiplier effect” than non-local businesses because the former spend more locally;
- A community made up of locally owned businesses is better equipped to promote smart growth, draw tourists, attract young talent, and seed an entrepreneurial culture;
- Every time a community imports a good or service that it could cost effectively produce for itself, it “leaks” dollars and loses the critically important multipliers associated with them;
- Unnecessary imports deny community a diversified base of businesses and skills that are needed to take advantage of unknown (and unknowable) future challenges and opportunities.

The idea of developing local linkages to increase the multiplier effect of money circulation locally is very important. Local people, businesses and public-sector budget-managers hold the key to for many of these connections. It is only if an inward investment is really embedded with a thick web of local linkages and ties, that it can secure a long-term future.

What does this mean in practical terms for the economic well-being of the SLRD Areas A & B, the District of Lillooet, and the six St’at’imc communities that comprise this study area? The local economy is interconnected, dependant on every individual spender and the purchasing decisions made by individuals in many jobs. Because of this it is everybody’s issue.

The combined spending power of residents and businesses means that solutions involving them all will be much more effective. The public sector, including local and First Nations governments, are the greatest single budget holders in the study area – including schools, business support agencies, healthcare organizations, and procurement departments. Each of their spending decisions could increase the money in local pockets.

Plugging economic leakage is not about trying to close off a community from connections with the outside world; instead, it is about increasing local linkages in order to make maximum use out of all incoming inward investment, whether its source is government spending, business spending or consumer spending. This will make the community richer and so better able to buy from other communities those items or services that it desires that are not available locally.

# 16 Summary & Recommendations

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## **1. Build Respectful and Effective Aboriginal/non-Aboriginal Relationships**

Critical to addressing economic leakage in the region is developing respectful and effective relationships between the Aboriginal and non-Aboriginal communities at all levels – government, business and resident alike. Over 60% of residents in the region are Aboriginal and it is a safe assumption that no initiative to identify and address economic leakage in the area will success without the full participation of the six St’at’imc communities. The lack of existing effective relationships and communications protocols with the St’at’imc cannot be overlooked as a factor in the low response rate to the economic leakage survey.

Clear recommendations for action to address relationship building have been identified by EDCD Consulting (2012) for the Squamish-Lillooet Regional District Area A and Area B and the District of Lillooet. “Building trust between communities and governments” has also been identified as a critical step in project process by EPI Ecoplan International (2008b, p.5, and 2008a, p.4, 21, 37).

## **2. Develop a Local Purchasing Policy**

While there is an obvious obligation to taxpayers to ensure that the lowest and best price is achieved in purchasing products and services, value conditions can be included in policies to ensure that local individuals, businesses and industry are provided open and equitable opportunities to compete for the community’s business. A purchasing and procurement policy that supports the principle of local purchasing provides leadership and demonstrates a public commitment to the local economy.

## **3. Facilitate a Local Business Forum or Workshop Series**

There are several agencies identified in the Project C Asset Inventory, with a mandate to support entrepreneurship and small business development including Community Futures Thompson Country and Community Futures Development Corporation of Central Interior First Nations. These organizations are already operating in the study area and in the course of this project expressed an interest in working with all communities to identify tools and resource for small business, both existing and start up. They are a logical starting point for establishing partnerships to deliver a forum and/or workshop series that could address several issues identified in Project D, including:

- Products and services for small businesses
- Financing and venture capital development
- Cooperative purchasing & transportation amalgamation

## **4. Undertake Active Community Engagement**

The strong ties that form the basis for community-driven problem solving depend on active relationship building. The pressures driving people apart are many and frequently cited: aging population, youth out-migration, increased mobility rates, cross cultural tensions, dependence upon outside, professional helpers. Reversing that trend is not something that can be realized in a short time frame or developed by external consultants. It takes a commitment to the long term fostering of relationships both across and within communities.

A workshop series or discussion forum format could be utilized to engage residents in building community. Topics could include:

- Understanding the multiplier effect – how does it work – or not work – in the community?
- Cooperative and collaborative purchasing – experiences in other communities

- Community asset mapping – what are the connections between the institutions, organizations and individuals identified in the Asset Inventory? Between youth and seniors? Voluntary groups and the business community? How can these connections be fostered in a positive to mobilize the community for economic development?

## 17 Appendices

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# Appendix A1 - Shared service delivery models in BC in areas with similar population and challenges to the northern sub-region of the Squamish-Lillooet Regional District

Regional District/Town	Organization	Purpose/Mission	Operational Mandate	Funding Level, Source	Structure	Cooperative Mechanisms & Communication	Decision Making System	Accountability	Dispute Resolution Process	Core Services	Strengths	Challenges
Kootenay Boundary (RDKB)	Lower Columbia Community Development Team Society (LCCDTS), volunteer society	to advance the economic strength of the region by overseeing the development and cooperative implementation of initiatives important to the area	identifies regional priorities through strategic planning sessions and utilizes working committees to address identified needs	\$15,000/year, RDKB	volunteer society - made up of political and non-political professionals	face to face meetings	decided (voted on) by executive committee	board of directors is accountable to working committees	no formal process identified	identification of projects and priorities for the LCIC to roll out	large board - broad representation of perspectives reflected, political and non-political members	not enough funding
	Lower Columbia Initiatives Corporation (LCIC)	roll out initiatives identified by the LCCDTS	undertake programs and projects designed to diversify and grow the local economy	\$224,000/year (3 years), RDKB	partnership between 5 eastern municipalities and 2 electoral areas - owned subsidiary of the LCCDTS; 1 representative from each of the participating municipalities and electoral areas	monthly face to face meetings	consensus	board and executive director are accountable to the business community across participating municipalities and electoral areas	majority vote	fund raising, project development and roll out, website purchase and management, development of regionally based initiatives, community profile	maintenance of municipal individuality within a regional focus, cost savings due to regional focus, no politicians in ED position,	outcomes need to be seen, people generally don't support research
Columbia Shuswap (CSRSD)	City of Revelstoke and Electoral Area B	support community economic development through projects and investments	roll out community economic development initiatives as guided by the City of Revelstoke and Electoral Area B	\$250,000 total paid via taxation what is not paid for by Revelstoke is made up for by Area B, approximately \$75,000	CSRSD has a community economic development officer (CEDO) on staff, an advisory body appointed by city council and CSRSD; this advisory body guides the work that is done	face to face meetings	consensus then voted on by executive committee	the CEDO is accountable to the City of Revelstoke Chief Administrative Officer	voting is the mechanism for dispute resolution	the support of diverse regional economic development initiatives including the museum, community forest, increased investment and tourism via website	economic development office, chamber of commerce and community futures are in the same office (low overhead) and all operate within the same boundary, there is a terms of reference in place that guides all the work	none described
	Golden and Electoral Area A - Golden Area Initiatives (no longer functioning)	Using community economic development principles and strategies, the Golden and Area Community Economic Development Society (GAI) with regional alliances and strategic partners. In this role, the Society strives to be proactive and strategic by nature, promote changes and long-term sustainability, increase community involvement, capacity and empowerment, and achieve economic, environmental, and social balance in its initiatives.	to provide economic development services, support businesses, stimulation and diversification of the economy, and to market, promote, coordinate and manage economic development services in the Town of Golden and Electoral Area A of the Columbia Shuswap Regional District.	\$262,000 - funded by the Town of Golden, CSRSD, Golden and Area Community Economic Development Society	not for profit society	quarterly reports	by vote	Society is accountable to funders, CSRSD and the Town of Golden CAO	voting is the mechanism for dispute resolution	prepare promotional materials, socio and economic data, promote the Golden Area for ec. dev. purposes, provide assistance to leaders and businesses, advocate on behalf of town and RD on public projects, function as the primary contact for business, coordinate and source funding, enhance the local economy, provide reports quarterly	being an independent society, ability to apply for grants (non-profit society status), less process and greater flexibility, five year guaranteed funding	not enough accountability, not enough reporting/communication with funders, not enough alignment with higher level plans already in place, disengaged board, no meetings/communication, not operating according to vision and terms of reference
Bulkley Nechako (RDBN)	a department within the RDBN	to improve economic diversity across the region	to develop and roll out economic development projects that benefit the region as a whole i.e. a mining website that includes all regional profiles	undisclosed funding level, funded through taxation, and grants where possible. Societies are funded by towns.	15 mayors and directors make up the group and provide funding. Municipalities have EDO or have formed a society. First nations and broader business community are invited to meetings. Geographically separated electoral area operates on its own, there is no town associated	face to face meetings twice a year to develop a regional work plan and provide project updates	by vote	accountable to RDBN	voting is the mechanism for dispute resolution	communication service, eg. mining website with all of the community profiles attached	funding by taxation, process brings region together, operates better as a larger entity, the combination of all municipalities is enough to offer to tourists.	engagement is very important and the more communication the better. EDO's need to buy in to the process and the projects
City of Enderby & Splatins First Nation	working group	to become a united front to then tackle issues that both groups agree on	look for economic development opportunities that benefit both groups	provide \$10,000 each to support working group meetings and jointly apply for funding pots when possible (collaborative funding etc.)	working group made up of five people from the Enderby Board and Splatins Council	monthly face to face meetings - there is a memorandum of understanding and Protocol Agreement in place	consensus	accountable to respective board/council	the Protocol Agreement outlines dispute resolution - this document is not public	conduct economic development projects that will help both communities eg. transportation project, internet café	The Protocol Agreement (terms of reference) broaches issues including the intentions of both parties, communication, and title and rights. This allows economic development work to move forward independent of higher level political issues. This relationship has allowed both parties to share cultural events, and youth projects that benefit both communities	there is always a need for funding, difficult to strike a similar relationship with other First Nations
Comox Valley (CVRD)	Comox Valley Economic Development Society	to support regional economic development	encourage investment across the region	taxation through regional district	society membership includes: City of Courtenay, Town of Comox, Village of Cumberland, and the Comox Valley Regional District areas A, B and C.	quarterly face to face meetings, including other groups, local First Nations	voting - Robert's Rules	report to respective boards	voting is the mechanism for dispute resolution	provide communication/website, support business community	long term funding, ability to bring all of the players together including the business community, effective governance in place	communication can be challenging both with the board and with the public, communication around planning and reporting back on what was accomplished



## Appendix A2 - Northern SLRD economic development shared service draft budget

<b>Labour- third party</b>				
<b>Date</b>	<b>Hours</b>	<b>Rate (\$/d)</b>	<b>Total (\$)</b>	<b>Comments</b>
September 1, 2014	20	500.00	1,333.33	
October 1, 2014	40	500.00	2,666.67	face to face meeting
November 1, 2014	20	500.00	1,333.33	
December 1, 2014	20	500.00	1,333.33	
January 1, 2015	40	500.00	2,666.67	face to face meeting
February 1, 2015	20	500.00	1,333.33	
March 1, 2015	20	500.00	1,333.33	
April 1, 2015	40	500.00	2,666.67	face to face meeting
May 1, 2015	20	500.00	1,333.33	
June 1, 2015	20	500.00	1,333.33	
July 1, 2015	40	500.00	2,666.67	face to face meeting
August 1, 2015	20	500.00	1,333.33	
September 1, 2015	20	500.00	1,333.33	
<b>Total</b>	<b>340</b>		<b>22,666.67</b>	45 days, div into 225 days/yr = 0.2 FTE
<b>Expenses – third party</b>				
<b>Expenses – third party</b>	<b>Quantity</b>	<b>Rate (\$)</b>	<b>Total (\$)</b>	<b>Comments</b>
mileage	3500	\$0.52	\$1,820.00	
mileage, around the northern SLRD	2000	\$0.52	\$1,040.00	
accommodation	10	\$120.00	\$1,200.00	
meals	10	\$60.00	\$600.00	
<b>Total</b>			<b>\$4,660.00</b>	
<b>Expenses - participants, meetings</b>				
catering for meetings	4	\$500.00	\$2,000.00	
mileage for participants	2000	\$0.52	\$1,040.00	estimate of mileage for participants to attend
<b>Total</b>			<b>\$3,040.00</b>	
<b>Grand Total - year 1</b>			<b>\$30,366.67</b>	
<b>Component</b>				
<b>Component</b>			<b>Total (\$)</b>	<b>Comments</b>
staff salary or consultant			\$50,000.00	part time, either consultant or staff person
travel			\$10,000.00	
office, phone, internet			\$12,000.00	
printing, communication			\$8,000.00	
seed funding for leveraging funds			\$20,000.00	
catering for meetings	4	\$500.00	\$2,000.00	
mileage for participants	2000	\$0.52	\$1,040.00	estimate of mileage for participants to attend
<b>Total</b>			<b>\$103,040.00</b>	estimated annual costs

# Appendix B1 – detailed list of past reports

## Business – business support, growth, attraction, retention

Goal	Objective	Recommendation, strategy or action	Reference document	Lead organization	Geographic Area	Status
Develop and environment to maintain and encourage business growth and expansion	Implement a business retention and expansion (BRE) program	Investigate participation in BC Business Counts or other BRE programs	EDCD Consulting, 2012. Goal 5.3, Objective 5.3.1, p.82.	Lillooet EDO, SLRD	Northern SLRD	
		Participate and complete BRE training		Lillooet EDO		
		Implement BRE program in region		Lillooet EDO, SLRD		
	Establish a redevelopment zone	Investigate other community redevelopment programs	EDCD Consulting, 2012. Objective 5.3.2, p.83.	Lillooet EDO	DoL	
		Redevelopment zone designation		Lillooet EDO		
		Prepare marketing tools		Lillooet EDO		
	Create an entrepreneurial environment	Develop and host small business workshop in partnership with First Nations	EDCD Consulting, 2012. Objective 5.3.3, p.83.	Lillooet EDO, SLRD	Northern SLRD	
		Develop a mentorship program		Lillooet EDO, SLRD		
		Work with local school district to develop an entrepreneurship program for high school students		Lillooet EDO, SLRD		
		Investigate other successful entrepreneurship programs		Lillooet EDO		
	Support mining activity	Monitor existing mine activity	EDCD Consulting, 2012. Objective 5.3.4, p.84.	District of Lillooet, BRVEDS, SLRD	DoL, Area A	
		Work with Bralorne mine to develop an employee/resident attraction package		District of Lillooet, BRVEDS, SLRD		
		Partner with Bralorne mine re: local job fair/supplier boot camp		District of Lillooet, BRVEDS, SLRD		
	Develop a welcome home program	Investigate best practices in communities/regions that have initiated a program	EDCD Consulting, 2012. Objective 5.3.5, p.85.	Lillooet EDO, SLRD	Northern SLRD	
		Determine feasibility, costs and steps to implement a program		Lillooet EDO, SLRD		
Explore feasibility of bio-energy sector	Identify private sector partners to review opportunity	EDCD Consulting, 2012. Objective 5.3.6, p.86.	Lillooet EDO	Northern SLRD		
	Investigate feasibility of downtown wi-fi	Investigate costs to establish downtown wi-fi	EDCD Consulting, 2012. Objective 5.3.7, p.86.	Lillooet EDO	DoL	
		Consult with other communities who have implemented free wi-fi		Lillooet EDO		
		Determine if wi-fi is feasible for downtown Lillooet		Lillooet CAO		
Local business support and retention		More access to lending and credit	LIRN BC, 2006.	None identified		
		Make industrial land available				
		Focus efforts on existing business, retain them				
		Reduce red tape, provide assistance to business for services				
Small business			EPI Ecoplan	None identified		

Goal	Objective	Recommendation, strategy or action	Reference document	Lead organization	Geographic Area	Status
centre (secondary opportunity from the study)			International, 2008.			

**Investment – attracting investment of any kind**

Goal	Objective	Recommendation, strategy or action	Reference document	Lead organization	Geographic Area	Status
Investment attraction		Improve access (air, road, rail)	LIRN BC, 2006.	None identified		
		Improve servicing to industrial land				
		Develop a welcoming approach to new businesses				
		Develop a community development environment of partnering				
Create a positive climate for tourism investment		Develop print and electronic investor materials	Careless, 2005. Section 9.1, p.49.			
		Create an economic climate to attract tourism investment				
		Work with already identified prospective developers				
		Deepen the relationship with Intrawest and Rocky Mountain Vacations				
		Undertake a Lillooet-Lytton investor promotion effort				
		Develop an onsite investor tour and reception package				
		Promotional initiative to attract new residents				
		Seek funding from Western Economic Diversification				
Market industrial land development and attract new investment			BC JTST, 2013.			
Create stand-alone website InvestLillooet.com	Secure domain name	EDCD Consulting, 2012. Objective 5.2.4, p.76.	Lillooet EDO	Northern SLRD		
	Redirect current webpages to new domain		Lillooet EDO, DoL			
	Determine Area A participation		Lillooet EDO, SLRD			
	Determine Year 2 planning and development					

**Partnerships – partnerships, communications, coordinated economic development services, collaboration**

Goal	Objective	Recommendation, strategy or action	Reference document	Lead organization	Geographic Area	Status
Improve and strengthen communication and planning.	Increase community involvement and communication	Develop and implement communications plan	EDCD Consulting, 2012. Goal 5.1, Objective 5.1.1, p.69.	SLRD, DOL	DoL	
		Establish format and structure for town hall meetings		SLRD, Lillooet EDO		
		Host bi-annual meetings in 2013		SLRD, Lillooet EDO		
	Enhance economic development communication	Activity reports (quarterly)	EDCD Consulting, 2012. Objective 5.1.2, p.70.	Lillooet EDO	Northern SLRD	
		Meet with local governments regularly to update and identify partnerships and opportunities		Lillooet EDO, SLRD		
		Electronic newsletter (quarterly)		Lillooet EDO		
		Develop earned media (newspaper, radio)		Lillooet EDO		
		Monitor and utilize social media to focus on economic development		Lillooet EDO		
		Raise awareness of business success stories		Lillooet EDO, BRVEDS		
		Create a good news repository		Lillooet EDO, BRVEDS		
	Create community unity (community Charrette/vision)	Develop and implement a communications plan	EDCD Consulting, 2012. Objective 5.1.3, p.71.	SLRD, DOL	DoL and Area B, possibly Area A	
		Determine Area A's participation		SLRD		
		Develop a Charrette/vision planning session for DoL and Area B		Lillooet EDO, SLRD Communications		
	Increase community dialogue by hosting a Mayor's/Regional Director's annual luncheon	Develop annual luncheon	EDCD Consulting, 2012. Objective 5.1.4, p.71.	Lillooet EDO, CAO, SLRD	Northern SLRD	
		Establish budget				
Create guest list						
Host luncheon						

Enhance economic development services	Establish Economic Development and Tourism Advisory Committee	Establish committee	EDCD Consulting, 2012. Goal 5.2, Objective 5.2.1, p.73	Lillooet EDO, DoL, Area A, BRVEDS, Area B	Northern SLRD	
		Create committee manual		Lillooet EDO		
		Annual review of committee		Lillooet EDO, DoL, Area B		
	Establish economic development shared services agreement	Review department structure and staffing needs	EDCD Consulting, 2012. Objective 5.2.2, p.74.	Lillooet EDO, CAO, SLRD	DoL, Area B	
		Develop terms of reference or shared services agreement with Area B		Lillooet EDO, DoL, SLRD		
		Regular communications with Area A to identify projects, initiatives		Lillooet EDO, BRVEDS		
	Facilitate economic development training for local leaders	Approach BCEDA for potential dates	EDCD Consulting, 2012. Objective 5.2.3, p.75.	Lillooet EDO, SLRD	Northern SLRD	
		Host workshop in		Lillooet		

		Northern SLRD		EDO, SLRD		
Develop supportive local government policies	Complete and internal and regional review	EDCD Consulting, 2012. Objective 5.2.5, p.77.	Lillooet EDO, DoL, SLRD	Northern SLRD		
	Compile a best practices review from other BC communities		Lillooet EDO, DoL, SLRD			
	Business First program		Lillooet EDO, DoL			
Develop information and promotional material	Review and finalize community profiles	EDCD Consulting, 2012. Objective 5.2.6, p.78.	Lillooet EDO, SLRD	Northern SLRD	Complete?	
	Complete review of existing promotional material		Lillooet EDO, SLRD			
	Develop regional investment guide featuring all community profiles – year 2					
	Develop other promotional material (e.g., sector profiles, opportunity profile) – year 2					
Launch external regional awareness program	Develop list and budget of events	EDCD Consulting, 2012. Objective 5.2.7, p.79.	Lillooet EDO, SLRD	Northern SLRD		
	Contact PNP (Provincial Nominee Program) to schedule presentation		Lillooet EDO, SLRD			
	Develop PNP presentation		Lillooet EDO, SLRD			
	Review existing and potential memberships		Lillooet EDO, SLRD			
	Create schedule of event attendance and appropriate budget		Lillooet EDO, SLRD			
Undertake an investment readiness assessment (year 2)	Allocate budget for readiness assessment	EDCD Consulting, 2012. Objective 5.2.8, p.80.	Lillooet EDO	Northern SLRD		
Relocate Economic Development office	Discussions with DoL administration and council and SLRD	EDCD Consulting, 2012. Objective 5.2.9, p.81.	Lillooet EDO, CAO, SLRD	DoL, Area B		
	Determine location, budget, funding for new economic development office		Lillooet EDO, CAO, SLRD			
	Communicate and move office		Lillooet EDO, SLRD			
Strengthen and expand partnerships	Organize joint meetings with First Nations (Economic Development Corporations)	EDCD Consulting, 2012. Goal 5.7, Objective 5.7.1, p.100	Lillooet EDO	DoL		
			Arrange quarterly meetings with First Nations economic development officers (EDOs)		Lillooet EDO	
Establish community accords with First Nations	Meet with St'at'imc Chiefs Council to introduce concept	EDCD Consulting, 2012, Objective 5.7.2, p.100	Lillooet EDO, CAO, Mayor	DoL		
	Host District of Powell River an Sliammon First Nation		Lillooet EDO			
	Develop and sign community accord		Lillooet EDO			
Build a stronger working relationship between Lillooet Economic Development and Bridge River Valley	Appoint ex-officio Area A/BRVEDS representative to Economic Development and Tourism Advisory Committee	EDCD Consulting, 2012, Objective 5.7.3, p.101	Lillooet EDO, BRVEDS	DoL, Area A		

	Economic Development Society (BRVEDS)	Identify economic development initiatives for partnership		Lillooet EDO, BRVEDS		
		Open discussions on formal economic development model for northern SLRD		Lillooet EDO, BRVEDS, SLRD		
Develop and enhance partnerships between government, DoL, First Nations and industry			Nicol, 2008. Goals p.12.			
Create community tourism action strategies and implementation work plans		Establish a native/non-native forum for tourism	Careless, 2005. Section 9.2, p.49.			
		Build a multi-level tourism development partnership				
Create a Local Economic Development Working Group (primary opportunity of the study)	Local ED Working Group would allow the following: <ul style="list-style-type: none"> <li>Explore and develop cooperative or joint opportunities</li> <li>Assess existing economic development conditions on key topics and sectors</li> <li>Consider jointly hosting forums with an emphasis on attracting business and investors</li> <li>Support and assist with joint fund raising and project development</li> <li>Develop initiatives to promote and market the region to businesses, investors and tourists</li> </ul>	Working Group envisioned to include SLRD Areas A and B, District of Lillooet, six St'at'imc communities, Lillooet Chamber of Commerce, Lillooet Tribal Council, St'at'imc Chiefs Council, Upper St'at'imc Language, Culture and Education Society, and others.  Terms of Reference or Memorandum of Understanding (draft in Appendix B of report) to be developed.  Meetings envisioned to be quarterly.	EPI Ecoplan International, 2008. P.13	SLRD		
Joint Economic Development Strategy (primary opportunity of the study)	A joint economic development strategy would meet the following objectives: <ul style="list-style-type: none"> <li>Build trust among and between communities and governments</li> <li>Improve quality of life for all</li> <li>Foster understanding of what sustainability in the region means</li> <li>Protect, promote and respect the culture and</li> </ul>		EPI Ecoplan International, 2008. P.15	SLRD		

	heritage of all communities <ul style="list-style-type: none"> <li>▪ Create employment opportunities for all ages</li> <li>▪ Improve all local government capacities for joint planning and decision making</li> <li>▪ Support new and existing businesses</li> </ul>					
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## Agriculture

Goal	Objective	Recommendation, strategy or action	Reference document	Lead organization	Geographic Area	Status
Support the growth of the agriculture industry	Support the development and implementation of the Agriculture Area Plan	Review AAP to prioritize recommendations for implementation	EDCD Consulting, 2012, Goal 5.4, Objective 5.4.1, p.88	Lillooet EDO	DoL, Area B	
	Assist in establishing a Farmers' Institute	Work with Agriculture Advisory Committee on Farmers' Institute	EDCD Consulting, 2012, Objective 5.4.2, p.88	Lillooet EDO, SLRD	DoL, Area B	
		Develop terms of reference for Farmers' Institute		Lillooet EDO, SLRD		
		Establish Farmers' Institute – Year 2				
	Develop a specific agriculture marketing initiative	Await final AAP recommendations	EDCD Consulting, 2012, Objective 5.4.3, p.89	Lillooet EDO, SLRD	DoL, Area B	
		Apply for provincial funding – Year 2		Lillooet EDO		
		Establish marketing programs – Year 2		Lillooet EDO, consultant		
	Create an Agriculture Awareness Program	Await final AAP recommendations	EDCD Consulting, 2012, Objective 5.4.4, p.90	Lillooet EDO, SLRD	DoL, Area B	
		Work with Agriculture Committee on agri-tourism opportunities		Lillooet EDO		
		Utilize BRE program to meet with agriculture industry to gain insight on ideas for agri-tourism		Lillooet EDO		
		Create a website based on agriculture experiences – year 2				
		Host a farm day – Year 2				
Viticulture and other horticultural crops (secondary opportunity of the study)			EPI Ecoplan International, 2008.	None identified		
Grow and diversity regional agriculture		Undertake background research and present info on: <ul style="list-style-type: none"> <li>▪ Climatic conditions</li> <li>▪ Preferred crops, emerging crops (grapes, hops)</li> <li>▪ Inland aquaculture potential</li> <li>▪ Mobile abbatoir</li> <li>▪ Thompson-Shuswap Food Connections project</li> </ul>	BC JTST, 2013.			

Goal	Objective	Recommendation, strategy or action	Reference document	Lead organization	Geographic Area	Status
		Communicate crop diversification opportunities to local farmers				
		Support local farmers in succession planning				
Agriculture Area Plan initiatives	Agricultural marketing and branding		Upland Consulting, 2013.	DoL, SLRD, Area B	DoL, Area B	
	Water balance model, water availability for agriculture					
	First Nations agriculture business opportunities					
	Small scale food processing					

**Tourism – includes some tourism specific infrastructure or tourism business support**

Goal	Objective	Recommendation, strategy or action	Reference document	Lead organization	Geographic Area	Status
Support and expand tourism	Develop a tourism marketing strategy	Review previous tourism studies completed for northern SLRD	EDCD Consulting, 2012, Goal 5.5, Objective 5.5.1, p.91	Lillooet EDO	Northern SLRD	
		Develop a targeted tourism/ marketing plan		Lillooet EDO		
	Create a community inventory of tourism products and infrastructure	Download and review the toolkit from the Ministry website	EDCD Consulting, 2012, Objective 5.5.2, p.92	Lillooet EDO	Northern SLRD	
		Develop funding application for summer employment program		Lillooet EDO		
		Complete and publish inventory		Lillooet EDO		
	Create stand-alone tourism website	Secure domain name	EDCD Consulting, 2012, Objective 5.5.3, p.93	Lillooet EDO	Northern SLRD	
		Redirect current webpages to new domain		Lillooet EDO, DoL		
		Monitor new domain activity		Lillooet EDO		
		Website planning and development – Year 2				
	Pursue locations for more prominent visitor information centre	Determine most feasible location	EDCD Consulting, 2012, Objective 5.5.4, p.93	Lillooet EDO, CAO	Northern SLRD	
		Develop partnerships		Lillooet EDO, CAO		
		Secure funding		Lillooet EDO		
		Design and build – Year 2				
	Enhance signage in all northern SLRD communities	Review and improve signage policies	EDCD Consulting, 2012, Objective 5.5.5, p.94	Lillooet EDO, SLRD	Northern SLRD	
		Develop directional signage at museum and other identified locations		Lillooet EDO, BRVEDS		
	Support and expand festivals	Explore the creation of a winter-based festival	EDCD Consulting, 2012, Objective 5.5.6, p.94	Lillooet EDO, BRVEDS	Northern SLRD	
		Continue support of existing festivals		Lillooet EDO, BRVEDS		
		Develop a visitors survey for expansion or improvements to festivals		Lillooet EDO, BRVEDS		
	Support and expand arts, culture and heritage	Establish a regional arts, culture and heritage committee	EDCD Consulting, 2012, Objective 5.5.7, p.95	Lillooet EDO, BRVEDS	Northern SLRD	
		Draft terms of		Lillooet EDO,		



Goal	Objective	Recommendation, strategy or action	Reference document	Lead organization	Geographic Area	Status
Support and expand tourism		reference for arts, culture and heritage committee		BRVEDS		
		Inventory arts, culture and heritage businesses, organizations and opportunities		Lillooet EDO, BRVEDS		
		Summer arts centre – Year 2				
	Develop retail and downtown business and education workshop	Host a retail education workshop	EDCD Consulting, 2012, Objective 5.5.8, p.96	Lillooet EDO	DoL	
		Develop a shop local program - Year 2				
	Investigate First Impressions program (Year 2)	Gather information on First Impressions Community Exchange (FICE)	EDCD Consulting, 2012, Objective 5.5.9, p.97	Lillooet EDO, BRVEDS	Northern SLRD	
Implement FICE program – Year 2						
Tourism development		Identify tourism assets	LIRN BC, 2006	None identified		
		Enhance existing facilities				
		Improve first impressions , beautify Lillooet downtown				
Build and strengthen the economy through tourism, to support local population base and business community	More effectively partner with adjacent destination areas, communities and First Nations	Develop effective tourism partnerships with adjacent destination areas, communities and First Nations	Murray, 2012. Strategy 3, p.60			
		Tourism development and marketing partnerships with Lillooet and Pemberton	Murray, 2012, tactic 3.1, p.61			
		Consultations with local First Nations to identify and pursue tourism partnership opportunities	Murray, 2012, tactic 3.2, p.64			
To maximize economic benefits of existing visitor activity through enhanced product delivery in summer, incremental marketing for winter season		Facilitate/encourage development of new or enhanced tourism products	Murray, 2012. Strategy 2, p.52	BRVEDS		
	Develop heritage tourism potential through enhancement and interpretation of buildings, sites, and First Nations culture	Develop natural and cultural heritage interpretive signage and tours	Murray, 2012. Tactic 2.1, p.53	BRVEDS		
	Develop major summer festival in Bridge River Valley	Develop a new summer festival to attract visitors to the Valley	Murray, 2012. Tactic 2.2, p.55	BRVEDS		
	Revitalize critical visitor facilities, including Bridge River Valley gas station and accommodation facilities	Facilitate enhancement of the local tourist accommodations base	Murray, 2012. Tactic 2.3, p.57	BRVEDS		
	Further enhance marketing and promotional activities for summer and winter	Undertake incremental Bridge River Valley tourism marketing and promotional activities	Murray, 2012. Strategy 4, p.66	BRVEDS		
		Develop a Bridge River Valley summer visitors guide	Murray, 2012. Tactic 4.1, p.66	BRVEDS		
		incremental tourism marketing and	Murray, 2012. Tactic 4.2, p.68	BRVEDS		

Goal	Objective	Recommendation, strategy or action	Reference document	Lead organization	Geographic Area	Status
		promotional activities aimed at Lower Mainland and Sea to Sky				
Development of more destination amenities and infrastructure		Signage initiatives	Nicol, 2008. Strategy 1.	DoL, GCCS, Chamber, Lillooet EDO, Visitor Centre		
		Assist with development of cultural centre	Nicol, 2008. Strategy 3.	USLCES		
		Strategic assistance for DoL tourism infrastructure	Nicol, 2008. Strategy 4.	DoL, Lillooet EDO		
		New hotel attraction	Nicol, 2008. Strategy 5.	DoL, Lillooet EDO		
		New resort development	Nicol, 2008. Strategy 6.	Lillooet EDO		
		Evaluate the performance of the Visitor Centre	Nicol, 2008. Strategy 29.	None identified		
		Consider a Community Visitor Ambassador program	Nicol, 2008. Strategy 30.	Lillooet EDO		
		Deliver SuperHost to local businesses	Nicol, 2008. Strategy 31.	Chamber		
Expanded roster of market-ready products and experiences		Festival expansion	Nicol, 2008. Strategy 7.	Lillooet EDO		
		Follow up to grade growing research project	Nicol, 2008. Strategy 8.	Lillooet EDO		
		Agri-tourism development	Nicol, 2008. Strategy 9.	Lillooet EDO		
		Pre-business planning for new nature-based products	Nicol, 2008. Strategy 10.	Lillooet EDO		
		Enhance or expand St'at'imc tours	Nicol, 2008. Strategy 11.	USCLES, St'at'imc communities		
		Research Aboriginal tourism assistance opportunities	Nicol, 2008. Strategy 12.	USCLES, St'at'imc communities		
		Promote new market-ready products	Nicol, 2008. Strategy 13.	Lillooet EDO		
		Encourage more product packaging and activity development	Nicol, 2008. Strategy 14.	Lillooet EDO		
Professional and competitive industry		Encourage adoption of industry and government professional standards	Nicol, 2008. Strategy 15.	Lillooet EDO		
Establish a market brand		Commission a new brand for Lillooet	Nicol, 2008. Strategy 17.	Lillooet EDO		
Improved market position and awareness in key travel markets		Create and expand an image bank	Nicol, 2008. Strategy 18.	Lillooet EDO		
		Create a kit folder/press kit	Nicol, 2008. Strategy 19.	Lillooet EDO		
		Produce a quality local map series	Nicol, 2008. Strategy 20.	Lillooet EDO		
		Evaluate and upgrade the Lillooet Visitor Guide	Nicol, 2008. Strategy 21.	Lillooet Economic Development Commission		
		Create a new website	Nicol, 2008. Strategy 22.	Lillooet EDO		
		Integrate the inventory into an online web portal	Nicol, 2008. Strategy 23.	Lillooet EDO		
		Establish a website optimization program	Nicol, 2008. Strategy 24.	Lillooet EDO		

Goal	Objective	Recommendation, strategy or action	Reference document	Lead organization	Geographic Area	Status
		Build a media relations program	Nicol, 2008. Strategy 25.	Lillooet EDO		
		Audit existing expenditures and reconfigure to target markets	Nicol, 2008. Strategy 26.	Lillooet EDO		
		Create a FAM tour program	Nicol, 2008. Strategy 27.	Lillooet EDO		
Increased visitor volumes and spending		Target free independent, touring and outdoor recreation travellers in the regional market	Nicol, 2008. Strategy 16.	Lillooet EDO		
Develop and enhance partnerships between government, DoL, First Nations and industry			Nicol, 2008.			
Create community tourism action strategies and implementation work plans		Establish community tourism action groups	Careless, 2005. Section 9.2, p.49.			
		Assess tourism resources and strengths				
		Choose one or two pilot projects				
Destination accommodation (secondary opportunity from the study)			EPI Ecoplan International, 2008.	None identified		
Joint Tourism and Marketing media (secondary opportunity from the study)			EPI Ecoplan International, 2008.	None identified		
Tourism business retention , expansion and attraction		Business succession	BC JTST, 2013.			
		Events strategy				
		Mobile phone application				
		Signage				

**Infrastructure – roads, highways, transportation, bricks and mortar**

Goal	Objective	Recommendation, strategy or action	Reference document	Lead organization	Geographic Area	Status
Enhance and improve infrastructure	Continue to pursue improved transportation infrastructure	Establish a transportation infrastructure working group	EDCD Consulting, 2012, Goal 5.6, Objective 5.6.1, p.98	Lillooet EDO, SLRD	Northern SLRD	
		Develop a communications plan		Lillooet EDO, SLRD		
	Improve and develop communications infrastructure	Establish a local telecommunications committee	EDCD Consulting, 2012, Objective 5.6.2, p.98	BRVEDS, SLRD	Area A	
		Complete a telecommunications assessment		BRVEDS, SLRD, Telecommunications Committee		
		Develop and implement a concentrated communication plan				
	To improve infrastructure and services for tourism	Improve visitor information and signage	Further develop basic tourism infrastructure	Murray, 2012. Strategy 1, p.44		
Develop visitor information entry kiosks and way finding signage			Murray, 2012, tactic 1.1, p.44	BRVEDS		
Improve road access to Bridge River Valley, via Hwy 40 and Hurley Road		Encourage principal access road upgrading and enhanced maintenance	Murray, 2012, tactic 1.2, p.48	BRVEDS, SLRD, Lillooet, Pemberton,		
Revitalize critical visitor facilities, including Bridge River Valley gas station and accommodation facilities		Facilitate revitalization of gas station at Gold Bridge	Murray, 2012, tactic 1.3, p.50	BRVEDS		
St’at’imc Heritage and Learning Centre (primary opportunity of the study)	A 15 000 sq ft facility proposed for central Lillooet with a museum, gallery, performing arts centre, language laboratory, training centre, library and conference centre.		EPI Ecoplan International, 2008. P.17	Upper St’at’imc Language, Culture and Education Society		
New visitor centre (secondary opportunity from the study)			EPI Ecoplan International, 2008.	None identified		
Develop and establish community services and infrastructure		Broadband internet connectivity (also affordable seniors housing, health care services, facilities)	BC JTST, 2013.			
Improved transportation options		Lobbying for bus and train services	Nicol, 2008. Strategy 2.	DoL, EDO, Chamber		

**Other – all other initiatives**

Goal	Objective	Recommendation, strategy or action	Reference document	Lead organization	Geographic Area	Status
Community Lifestyles		Develop into a tourist destination	LIRN BC, 2006.	None identified		
		Have festivals and events that provide employment		None identified		
		Have a theme for town		None identified		
		Economic diversification, but modest growth		None identified		
		More nightlife and cultural events		None identified		
Training opportunities			Fraser, 2008.			
Expand local training and education opportunities			BC JTST, 2013.			

## Appendix B2 – Business & Investment questions as presented in online survey and in sub-regional workshops, with input received

### Business and Investment

Goal: develop an environment that maintains and encourages business growth and expansion and attracts investment

Objective	Recommendation or strategy	Lead organization	Status – what's underway?	Priority (H, M, L)	How to make this happen?
Implement a business retention and expansion (BRE) program <sup>1</sup> Local business support and retention <sup>2</sup> and develop a small business centre <sup>3</sup>	Investigate participation in BC Business Counts; complete training; implement BRE program in region	Lillooet EDO, SLRD			
	More access to lending and credit	None identified			
	Make industrial land available				
	Focus efforts on existing business				
	Reduce red tape, provide assistance to business				
Create an entrepreneurial environment <sup>1</sup>	Host small business workshops in partnership with First Nations	Lillooet EDO, SLRD			
	Develop a mentorship program	Lillooet EDO, SLRD			
	Develop an entrepreneurship program with school district	Lillooet EDO, SLRD			
Develop a welcome home program for young people who have left <sup>1</sup>	Investigate best practices in communities or regions that have initiated a program	Lillooet EDO, SLRD			
	Determine feasibility, costs and steps to implement a program	Lillooet EDO, SLRD			
Explore feasibility of bio-energy sector <sup>1</sup>	Identify private sector partners to review opportunity	Lillooet EDO			
Explore feasibility of Lillooet wi-fi <sup>1</sup>	Investigate costs to establish downtown wi-fi; consult with other communities	Lillooet EDO			
Attract investment <sup>2</sup>  Market industrial land development <sup>5</sup>	Improve access (air, road, rail)				
	Improve servicing to industrial land				
	Develop a welcoming approach to new businesses				
Create stand-alone website InvestLillooet.com <sup>1</sup>	Secure domain name; redirect current webpages;	Lillooet EDO, DoL			
	Determine Area A participation	Lillooet EDO, SLRD			
Create a positive climate for tourism investment <sup>4</sup>	Work with known prospective developers; deepen the relationship with Intrawest and Rocky Mountain Vacations				

**Partnerships**

Goal: improve and strengthen communication and planning; enhance economic development services and partnerships

Goal	Objective	Recommendation, strategy or action	Reference document	Lead organization	Geographic Area	Status		
Improve and strengthen communication and planning.	Increase community involvement and communication	Develop and implement communications plan	EDCD Consulting, 2012. Goal 5.1, Objective 5.1.1, p.69.	SLRD, DOL	DoL			
		Establish format and structure for town hall meetings		SLRD, Lillooet EDO				
		Host bi-annual meetings in 2013		SLRD, Lillooet EDO				
	Enhance economic development communication	Activity reports (quarterly)	Meet with local governments regularly to update and identify partnerships and opportunities	EDCD Consulting, 2012. Objective 5.1.2, p.70.	Lillooet EDO	Northern SLRD		
			Electronic newsletter (quarterly)		Lillooet EDO, SLRD			
			Develop earned media (newspaper, radio)		Lillooet EDO			
			Monitor and utilize social media to focus on economic development		Lillooet EDO			
			Raise awareness of business success stories		Lillooet EDO, BRVEDS			
			Create a good news repository		Lillooet EDO, BRVEDS			
			Create community unity (community Charrette/vision)		Develop and implement a communications plan		Determine Area A's participation	EDCD Consulting, 2012. Objective 5.1.3, p.71.
	Develop a Charrette/vision planning session for DoL and Area B	SLRD						
		Lillooet EDO, SLRD Communications						
	Increase community dialogue by hosting a Mayor's/Regional Director's annual luncheon	Develop annual luncheon	Establish budget	EDCD Consulting, 2012. Objective 5.1.4, p.71.	Lillooet EDO, CAO, SLRD	Northern SLRD		
							Create guest list	
								Host luncheon
	Enhance economic development services	Establish Economic Development and Tourism Advisory Committee	Establish committee	EDCD Consulting, 2012. Goal 5.2, Objective 5.2.1, p.73	Lillooet EDO, DoL, Area A, BRVEDS, Area B	Northern SLRD		
			Create committee manual		Lillooet EDO			
Annual review of committee			Lillooet EDO, DoL, Area B					
Establish economic development shared services agreement		Review department structure and staffing needs	EDCD Consulting, 2012. Objective 5.2.2, p.74.	Lillooet EDO, CAO, SLRD	DoL, Area B			
		Develop terms of reference or shared services agreement with Area B		Lillooet EDO, DoL, SLRD				
		Regular communications with Area A to identify projects, initiatives		Lillooet EDO, BRVEDS				
Facilitate economic development		Approach BCEDA for potential dates	EDCD Consulting,	Lillooet EDO, SLRD	Northern SLRD			

Goal	Objective	Recommendation, strategy or action	Reference document	Lead organization	Geographic Area	Status
	training for local leaders	Host workshop in Northern SLRD	2012. Objective 5.2.3, p.75.	Lillooet EDO, SLRD		
	Develop supportive local government policies	Complete and internal and regional review	EDCD Consulting, 2012. Objective 5.2.5, p.77.	Lillooet EDO, DoL, SLRD	Northern SLRD	
		Compile a best practices review from other BC communities				
		Business First program				
	Develop information and promotional material	Review and finalize community profiles	EDCD Consulting, 2012. Objective 5.2.6, p.78.	Lillooet EDO, SLRD	Northern SLRD	Complete?
		Complete review of existing promotional material				
		Develop regional investment guide featuring all community profiles – year 2				
		Develop other promotional material (e.g., sector profiles, opportunity profile) – year 2				
	Launch external regional awareness program	Develop list and budget of events	EDCD Consulting, 2012. Objective 5.2.7, p.79.	Lillooet EDO, SLRD	Northern SLRD	
		Contact PNP (Provincial Nominee Program) to schedule presentation				
		Develop PNP presentation				
		Review existing and potential memberships				
		Create schedule of event attendance and appropriate budget				
	Undertake an investment readiness assessment (year 2)	Allocate budget for readiness assessment	EDCD Consulting, 2012. Objective 5.2.8, p.80.	Lillooet EDO	Northern SLRD	
	Relocate Economic Development office	Discussions with DoL administration and council and SLRD	EDCD Consulting, 2012. Objective 5.2.9, p.81.	Lillooet EDO, CAO, SLRD	DoL, Area B	
		Determine location, budget, funding for new economic development office				
		Communicate and move office				
	Strengthen and expand partnerships	Organize joint meetings with First Nations (Economic Development Corporations)	Initiate discussions for joint meeting(s)	EDCD Consulting, 2012. Goal 5.7, Objective 5.7.1, p.100	Lillooet EDO	DoL
			Arrange quarterly meetings with First Nations economic development officers (EDOs)			
Establish community accords with First Nations		Meet with St'at'imc Chiefs Council to introduce concept	EDCD Consulting, 2012, Objective 5.7.2, p.100	Lillooet EDO, CAO, Mayor	DoL	
		Host District of				Lillooet EDO



Goal	Objective	Recommendation, strategy or action	Reference document	Lead organization	Geographic Area	Status
		Powell River an Sliammon First Nation				
		Develop and sign community accord		Lillooet EDO		
	Build a stronger working relationship between Lillooet Economic Development and Bridge River Valley Economic Development Society (BRVEDS)	Appoint ex-officio Area A/BRVEDS representative to Economic Development and Tourism Advisory Committee	EDCD Consulting, 2012, Objective 5.7.3, p.101	Lillooet EDO, BRVEDS	DoL, Area A	
		Identify economic development initiatives for partnership		Lillooet EDO, BRVEDS		
		Open discussions on formal economic development model for northern SLRD		Lillooet EDO, BRVEDS, SLRD		
Develop and enhance partnerships between government, DoL, First Nations and industry			Nicol, 2008. Goals p.12.			
Create community tourism action strategies and implementation work plans		Establish a native/non-native forum for tourism	Careless, 2005. Section 9.2, p.49.			
		Build a multi-level tourism development partnership				
Create a Local Economic Development Working Group (primary opportunity of the study)	Local ED Working Group would allow the following: <ul style="list-style-type: none"> <li>Explore and develop cooperative or joint opportunities</li> <li>Assess existing economic development conditions on key topics and sectors</li> <li>Consider jointly hosting forums with an emphasis on attracting business and investors</li> <li>Support and assist with joint fund raising and project development</li> <li>Develop initiatives to promote and market the region to businesses, investors and tourists</li> </ul>	Working Group envisioned to include SLRD Areas A and B, District of Lillooet, six St'at'imc communities, Lillooet Chamber of Commerce, Lillooet Tribal Council, St'at'imc Chiefs Council, Upper St'at'imc Language, Culture and Education Society, and others.  Terms of Reference or Memorandum of Understanding (draft in Appendix B of report) to be developed.  Meetings envisioned to be quarterly.	EPI Ecoplan International, 2008. P.13	SLRD		
Joint Economic Development Strategy (primary)	A joint economic development strategy would		EPI Ecoplan International, 2008. P.15	SLRD		

Goal	Objective	Recommendation, strategy or action	Reference document	Lead organization	Geographic Area	Status
opportunity of the study)	meet the following objectives: <ul style="list-style-type: none"> <li>▪ Build trust among and between communities and governments</li> <li>▪ Improve quality of life for all</li> <li>▪ Foster understanding of what sustainability in the region means</li> <li>▪ Protect, promote and respect the culture and heritage of all communities</li> <li>▪ Create employment opportunities for all ages</li> <li>▪ Improve all local government capacities for joint planning and decision making</li> <li>▪ Support new and existing businesses</li> </ul>					

**Agriculture**

Goal: support the growth, expansion and diversification of the agriculture industry

Objective	Recommendation or strategy	Lead organization	Status – what’s underway?	Priority (H, M, L)	How to make this happen?
Support the development and implementation of the Agriculture Area Plan <sup>1,7</sup>	Review AAP to prioritize recommendations for implementation	Lillooet EDO, DoL, SLRD, Area B			
	Develop water balance model, water availability for agriculture	DoL, SLRD, Area B			
	First Nations agriculture business opportunities	DoL, SLRD, Area B			
	Small scale food processing	DoL, SLRD, Area B			
Grow and diversity regional agriculture <sup>5</sup>	Undertake background research/lit review on: <ul style="list-style-type: none"> <li>▪ Climatic conditions</li> <li>▪ Preferred crops, emerging crops (grapes, hops)</li> <li>▪ Inland aquaculture potential</li> <li>▪ Mobile abattoir</li> <li>▪ Thompson-Shuswap Food Connections</li> <li>▪ Viticulture, horticulture</li> </ul>				
Assist in establishing a Farmers’ Institute	Work with Agriculture Advisory Committee	Lillooet EDO, SLRD			
Develop a specific agriculture marketing and branding initiative <sup>1,7</sup>  Create an Agriculture Awareness Program <sup>1</sup>	Await final AAP recommendations	Lillooet EDO, SLRD			
	Explore agri-tourism opportunities; create website based on agriculture experiences	Lillooet EDO			

## Tourism

Goal: enhance the local economy through expansion of the tourism sector, development of products and amenities

Objective	Recommendation or strategy	Lead organization	Status – what's underway?	Priority (H, M, L)	How to make this happen?
Expand and enhance tourism products and experiences <sup>1,2,3,4,5,6,8</sup>	Support existing festivals; expand summer and winter festival <sup>1,8</sup>	Lillooet EDO, BRVEDS			
	Agri-tourism	Lillooet EDO			
	St'at'imc cultural tours, Aboriginal tourism <sup>6</sup>	St'at'imc communities, Upper St'at'imc Language, Education and Culture Society			
	Support arts, culture and heritage; establish committee; inventory businesses opportunities <sup>1</sup>	Lillooet EDO, BRVEDS			
	Partnerships with Pemberton, Whistler <sup>8</sup>	Lillooet EDO, BRVEDS			
Marketing	Stand alone tourism website <sup>1,8</sup>	Lillooet EDO			
	Visitor guides, mobile app development <sup>5</sup>	Lillooet Economic Development Commission			
	Tourism marketing strategy <sup>1</sup>	Lillooet EDO			
	Improve media relations				
Destination amenities	New hotel, resort	BRVEDS			
Improve first impressions and business service	First Impressions Community Exchange (FICE) <sup>1</sup> ; beautify downtown Lillooet <sup>2</sup>	DoL, BRVEDS			
	Host a retail education workshop <sup>1</sup>	Lillooet EDO			
	SuperHost for local biz <sup>6</sup>	Chamber of Commerce			
	Develop a targeted tourism/ marketing plan	Lillooet EDO			

## Infrastructure

Goal: enhance and improve infrastructure (transportation, telecommunications, signage/kiosks, information centres)

Objective	Recommendation or strategy	Lead organization	Status – what’s underway?	Priority (H, M, L)	How to make this happen?
Pursue improved transportation infrastructure <sup>1</sup> and critical visitor services <sup>8</sup>	Establish a transportation infrastructure working group <sup>1</sup>	Lillooet EDO, SLRD			
	Upgrading and enhanced maintenance on Hwy 40 and Hurley Road	BRVEDS, SLRD, Lillooet, Pemberton,			
	Revitalize Bridge River Valley gas station <sup>8</sup>	BRVEDS			
	Lobby for bus, train	DoL, Lillooet EDO, Chamber			
New or relocated visitor centre in Lillooet <sup>1,3</sup>	Increase prominence of visitor centre; explore locations and feasibility	Lillooet EDO, CAO			
Improve and develop telecommunications infrastructure <sup>1</sup>	Establish a committee; complete an assessment or inventory of services	BRVEDS, SLRD			
	Increase broadband internet connectivity <sup>5</sup>				
Improve signage and kiosks	Further develop basic tourism infrastructure and way-finding signage				
	Develop visitor information entry kiosks and way finding signage	BRVEDS			
St’at’imc Heritage and Learning Centre <sup>3</sup>	A 15 000 sq ft facility proposed for central Lillooet with a museum, gallery, performing arts centre, language laboratory, training centre, library and conference centre.	Upper St’at’imc Language, Culture and Education Society			

# Appendix B3 – Workshop invitation to residents of the northern Squamish-Lillooet Regional District

## COMMUNITY ECONOMIC DEVELOPMENT INITIATIVES IN 2014

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As at May 28, 2014

All residents of the Squamish-Lillooet Regional District (SLRD) Areas A and B, District of Lillooet and St'at'imc communities are invited to participate in one or more community workshops outlined below, or provide input through an online survey:

### **Sub-regional Community Workshops: May 29-30, various locations (see below)**

The objectives are as follows:

- To present a summary of recommendations from all the previous economic development studies and to seek your opinions on priorities and how to action them
- To seek resident insights on the economic leakage analysis – where does your money go? How much stays in the region, and how much leaves?

The format will be an open house. Come and see the material, talk to Mike, Tracy and Maureen of the Fraser Basin Council, network with others, and share your feedback verbally or on a comment form or survey.

Proposed dates and locations are as follows:

- Xwist'en (Bridge River), Thursday May 29, 8:30AM-10:00AM
- Tsal'ah (Seton Lake), Thursday May 29, 11:00AM-12:00PM
- Upper Bridge River Valley, Thursday May 29, 1:00PM-3:30PM at Gold Bridge Community Club
- Lillooet, Thursday May 29, 6:00PM-8:00PM – Lillooet REC Centre, Room 201
- Lillooet, Friday May 30, 9:00AM-11:00AM – Lillooet REC Centre, Room 201
- Xaxli'p (Fountain), 12:30PM-2:00PM, boardroom
- Ts'kw'aylaxw (Pavilion), Friday May 30, 2:30PM-4:00PM

### **Region-wide Workshop: SAVE THE DATE – Tuesday June 24, 2014, Lillooet**

The objectives are as follows:

- Bring together representatives from all the communities in Areas A and B, District of Lillooet and St'at'imc, and build relationships as a region
- Present draft community economic development projects and seek feedback

The format will be a workshop, with presentations from Fraser Basin Council on what they have developed, with facilitated discussion and small break-out groups to provide feedback.

Tuesday June 24, and from 10AM-3PM to allow travel time, at the Lillooet REC Centre. Financial support for travel is being investigated.

### Online survey

Whether you can get to a sub-regional workshop or not, we also invite you to share your thoughts through an online survey to learn more about economic leakage, and your priorities for community economic development in the region. The survey can be accessed at <https://www.surveymonkey.com/s/NorthernSLRDvision>

**For more information or to get on a distribution list to receive future information, please contact:**

Mike Simpson  
Senior Regional Manager  
Tel. 250-314-9660 (Kamloops)  
Cell 250-299-1202  
[msimpson@fraserbasin.bc.ca](mailto:msimpson@fraserbasin.bc.ca)

### *What is Community Economic Development?*

Community Economic Development (CED) is an inclusive and participatory process by which community members initiate and generate their own solutions to economic challenges. CED takes an asset-based approach that recognizes that economic, environmental and social challenges are interdependent, complex and ever-changing. CED is based on the belief that people have the capability and the responsibility to undertake community-based initiatives for the benefit of the greater community. **The best solutions are rooted in local knowledge, and we need to hear from you!**

### *About the NEDI Community Economic Development projects*

The Northern Economic Development Initiatives (NEDI) Committee, consisting of elected and staff representatives from the District of Lillooet, Squamish-Lillooet Regional District Areas A and B, has hired the Fraser Basin Council to undertake four community economic development initiatives in 2014:

1. Conducting a feasibility study to determine the best governance model for regional economic development
2. Carrying out a community visioning process
3. Developing a comprehensive inventory of the community's assets
4. Generating an economic leakage analysis to determine where money is leaking out of the local economy and identifying strategies for plugging the leaks.

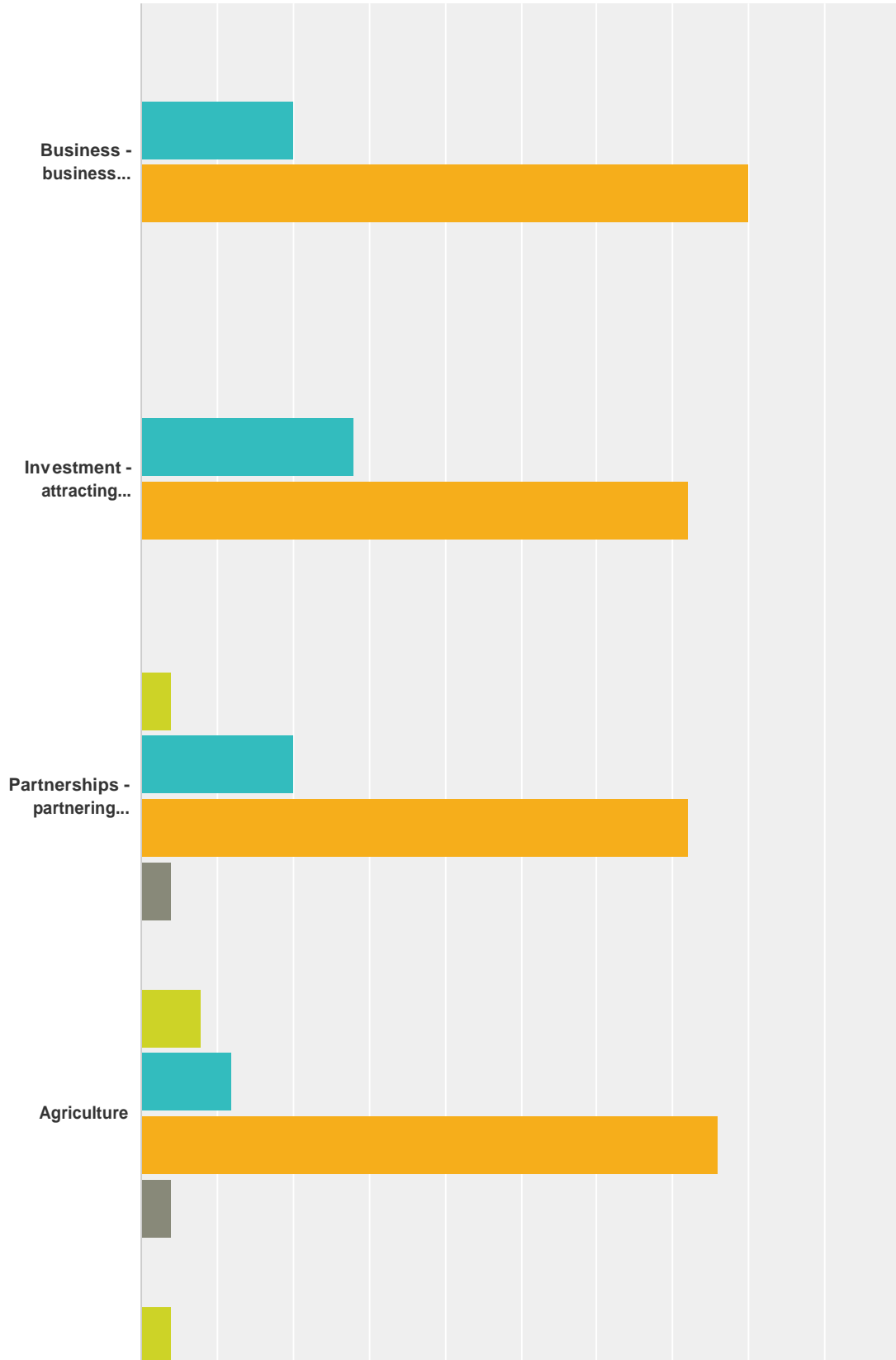
### *About the Fraser Basin Council*

The Fraser Basin Council (FBC) is a non-profit society that advances sustainability in the Fraser River Basin and across BC. Established in 1997, the Council is a collaboration of four orders of government (Federal, Provincial, Local and First Nations) together with representatives from the private sector and civil society. FBC helps bring people together to find solutions to balance economic, environmental and social issues — with a focus on healthy watersheds and water resources, climate change action and air quality, and sustainable, resilient communities. The Council's vision is *social well-being, supported by a vibrant economy and sustained by a healthy environment*. See [www.fraserbasin.bc.ca](http://www.fraserbasin.bc.ca) for more information.

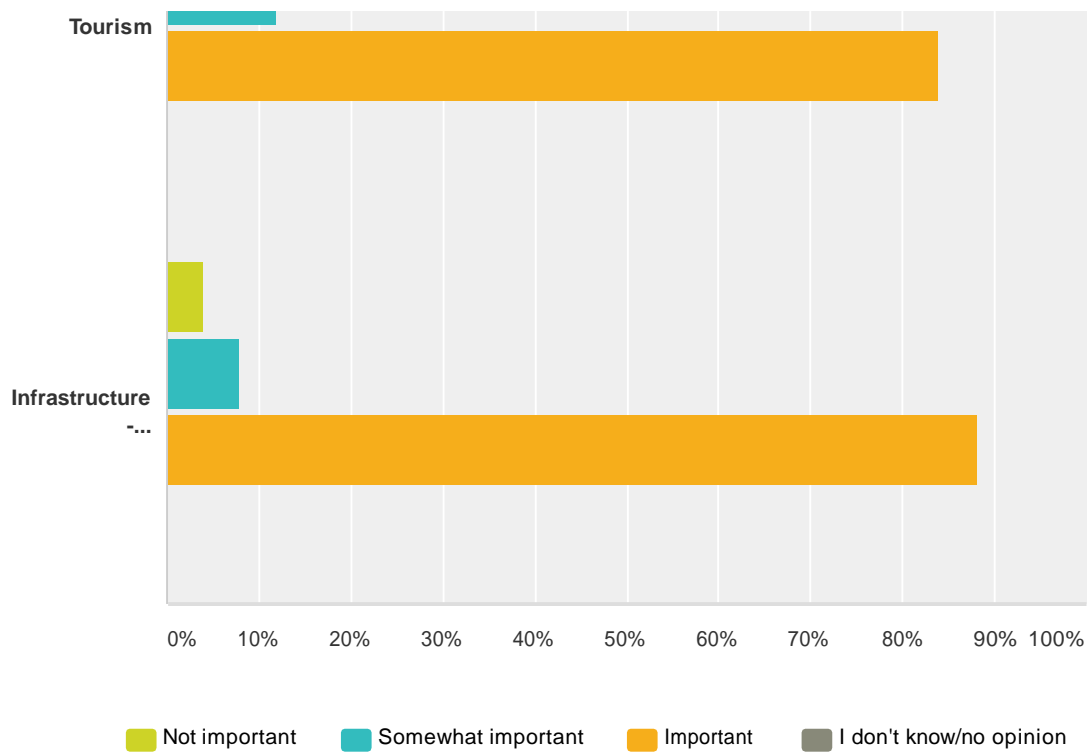
# Appendix B4 - Online survey results for community priorities and visioning

**Q1 Please rank the following on their importance to future economic development in the Northern SLRD:**

Answered: 25 Skipped: 0





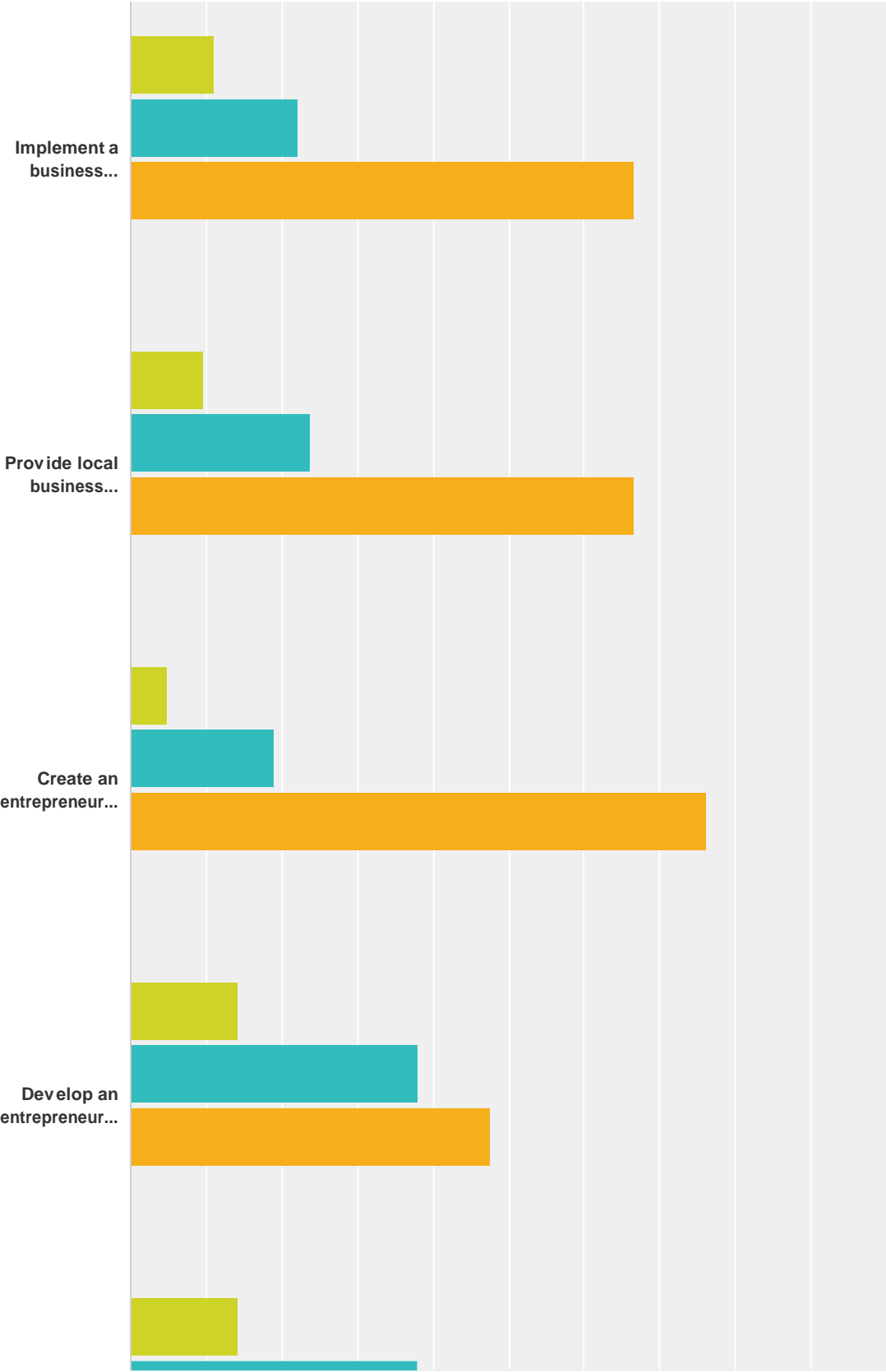


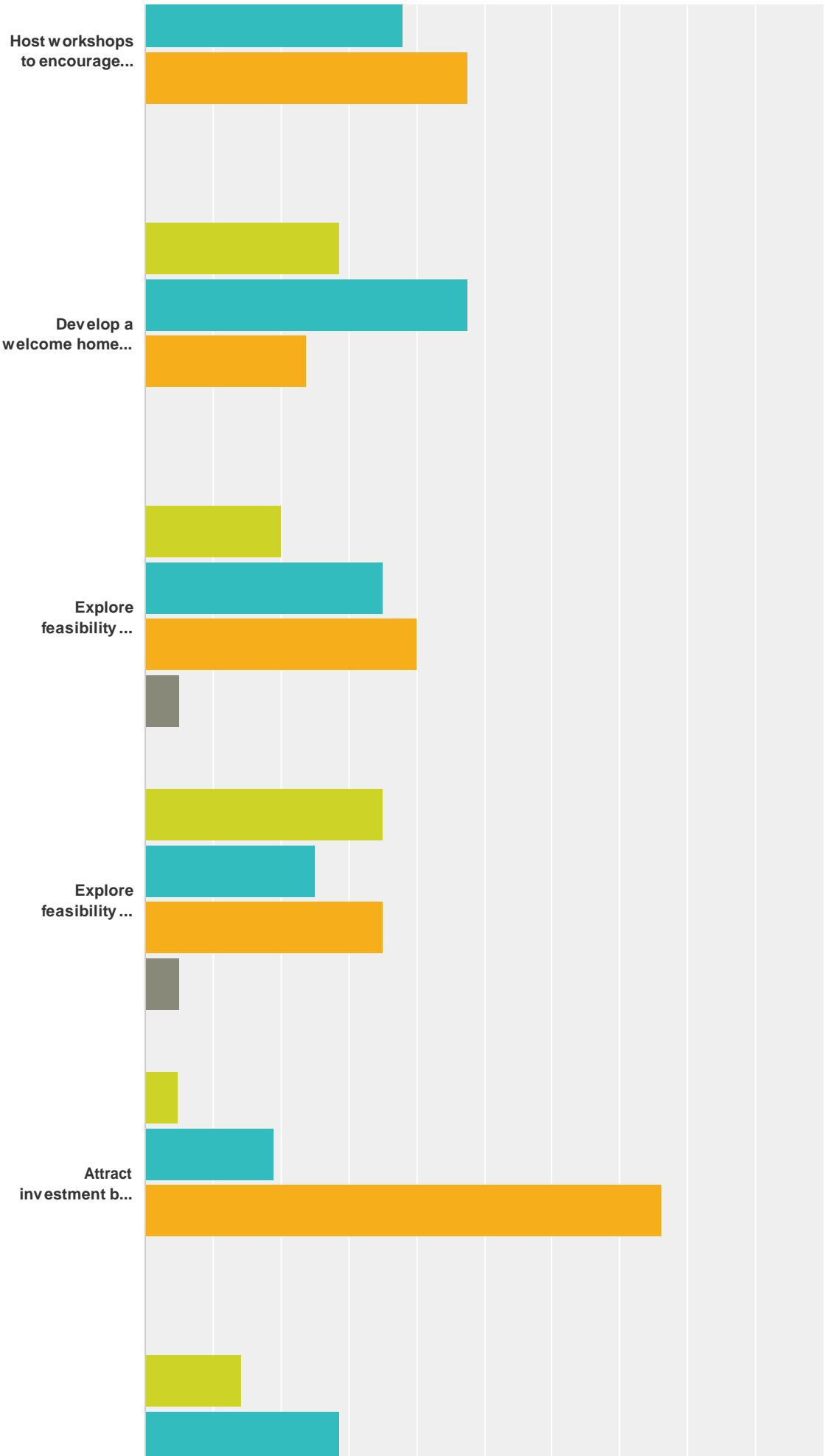
	Not important	Somewhat important	Important	I don't know/no opinion	Total
Business - business support, growth, attraction, retention	0.00% 0	20.00% 5	80.00% 20	0.00% 0	25
Investment - attracting investment of any kind	0.00% 0	28.00% 7	72.00% 18	0.00% 0	25
Partnerships - partnering opportunities, coordinated economic development services, collaboration	4.00% 1	20.00% 5	72.00% 18	4.00% 1	25
Agriculture	8.00% 2	12.00% 3	76.00% 19	4.00% 1	25
Tourism	4.00% 1	12.00% 3	84.00% 21	0.00% 0	25
Infrastructure - transportation, roads, highways, bus, rail, broadband internet, telecommunications	4.00% 1	8.00% 2	88.00% 22	0.00% 0	25

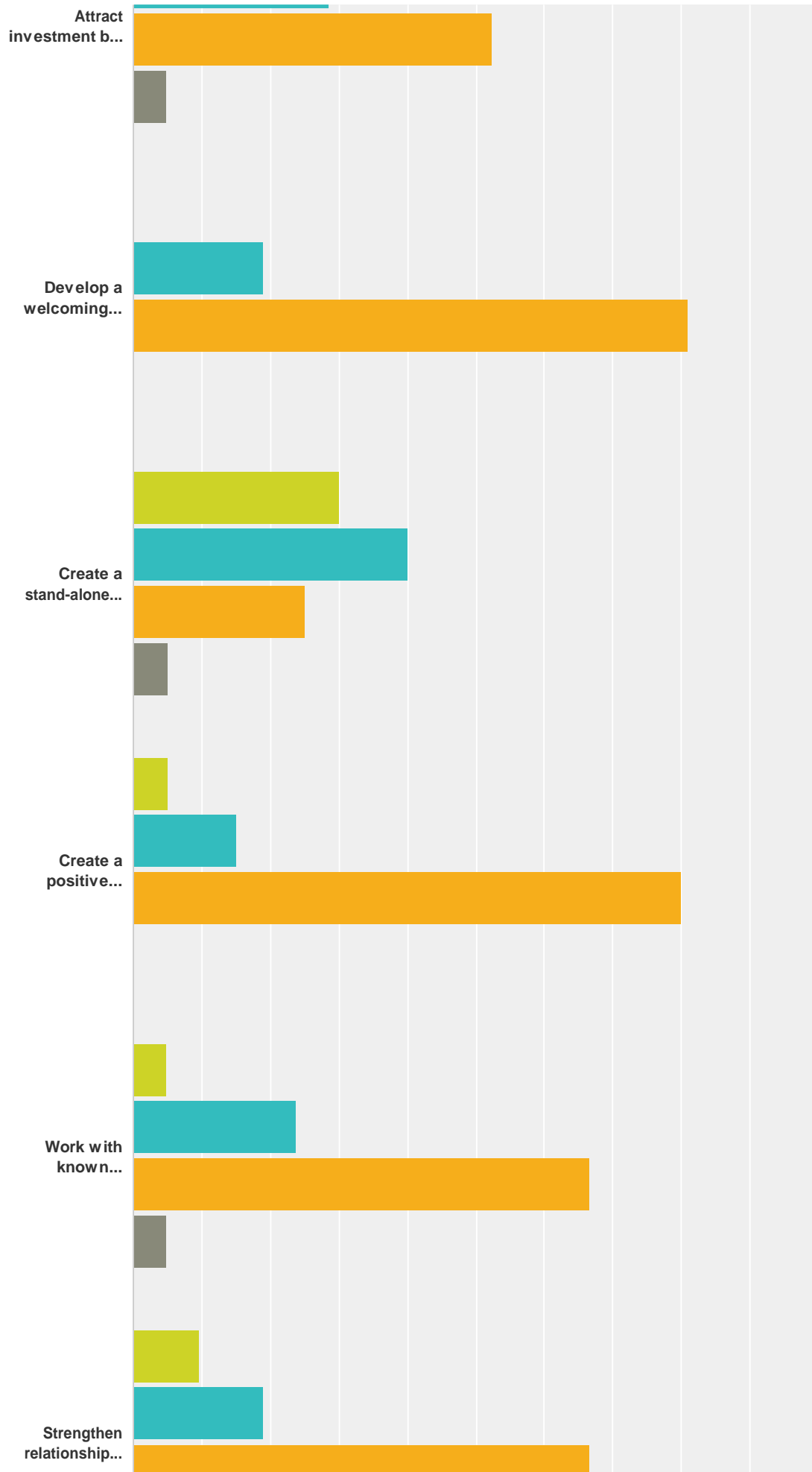
**Q2 The following objectives/recommendations pertain to BUSINESS AND INVESTMENT.**

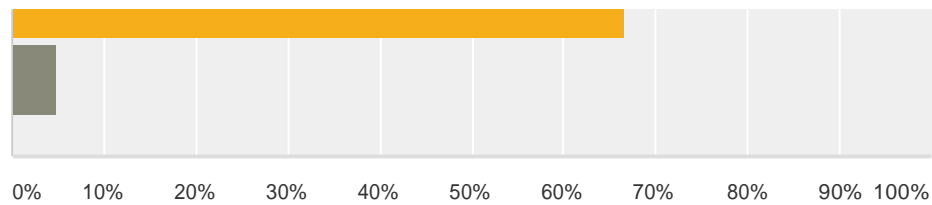
**Please rank the importance of the following:**

Answered: 21 Skipped: 4









■ Low priority    
 ■ Medium priority    
 ■ High priority    
 ■ I don't know/no opinion

	Low priority	Medium priority	High priority	I don't know/no opinion	Total
Implement a business retention and expansion program	11.11% 2	22.22% 4	66.67% 12	0.00% 0	18
Provide local business support/develop small business centre	9.52% 2	23.81% 5	66.67% 14	0.00% 0	21
Create an entrepreneurial environment - utilize mentorship	4.76% 1	19.05% 4	76.19% 16	0.00% 0	21
Develop an entrepreneurial program with school district	14.29% 3	38.10% 8	47.62% 10	0.00% 0	21
Host workshops to encourage and promote entrepreneurship	14.29% 3	38.10% 8	47.62% 10	0.00% 0	21
Develop a welcome home program for young people who have left the Northern SLRD	28.57% 6	47.62% 10	23.81% 5	0.00% 0	21
Explore feasibility of bio-energy sector	20.00% 4	35.00% 7	40.00% 8	5.00% 1	20
Explore feasibility of Wi-Fi in downtown Lillooet	35.00% 7	25.00% 5	35.00% 7	5.00% 1	20
Attract investment by improving access (air, rail, highway)	4.76% 1	19.05% 4	76.19% 16	0.00% 0	21
Attract investment by improving servicing to industrial land	14.29% 3	28.57% 6	52.38% 11	4.76% 1	21
Develop a welcoming approach to new businesses	0.00% 0	19.05% 4	80.95% 17	0.00% 0	21
Create a stand-alone website InvestLillooet.com	30.00% 6	40.00% 8	25.00% 5	5.00% 1	20
Create a positive climate for tourism investment	5.00% 1	15.00% 3	80.00% 16	0.00% 0	20
Work with known prospective developers in the tourism sector	4.76% 1	23.81% 5	66.67% 14	4.76% 1	21
Strengthen relationship with Intrawest and Rocky Mountain Vacations	9.52% 2	19.05% 4	66.67% 14	4.76% 1	21

**Q3 Is your organization working on any of the previous BUSINESS AND INVESTMENT initiatives? Do you know of another organization working on them? Please explain.**

Answered: 7 Skipped: 18

#	Responses	Date
1	No	6/13/2014 12:10 PM
2	IDK	6/13/2014 8:58 AM
3	Yes	6/3/2014 4:41 PM
4	No	5/30/2014 5:53 PM
5	We are supporting local business through implementation of a shop local program. We have helped a little with tourism by providing public washrooms. I believe the St'at'imc are investigating a pellet plant (bio-energy).	5/30/2014 3:47 PM
6	Yes, we are developing web presence, improving services to industrial land, developing a welcoming approach to new businesses.	5/29/2014 11:14 AM
7	NA Other organization working on plan - possibly the Chamber of Commerce ?	5/29/2014 8:50 AM

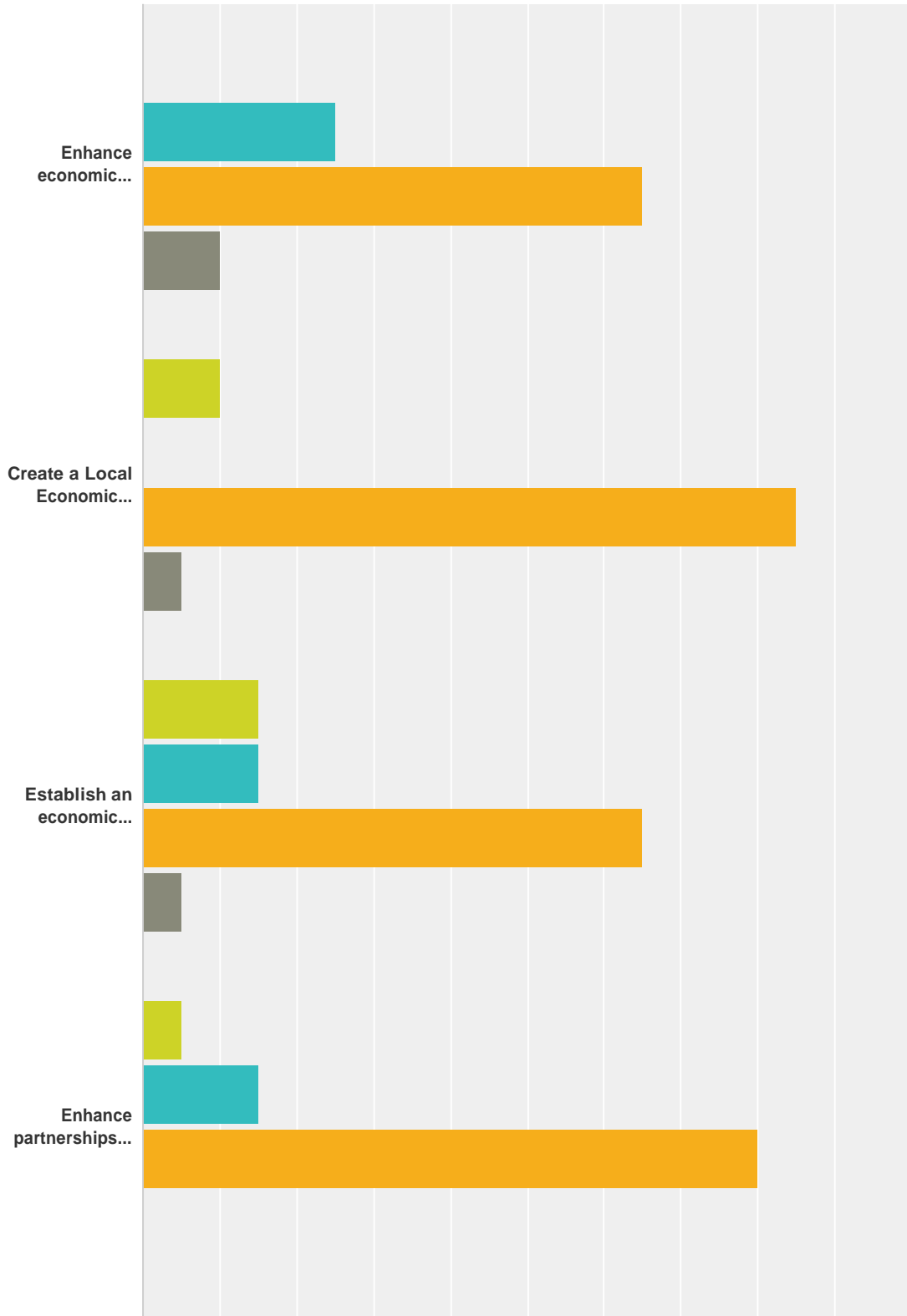
**Q4 Are there any other goals, objectives,  
or recommendations that you have in the area of  
BUSINESS AND INVESTMENT that you would like to identify?**

Answered: 10 Skipped: 15

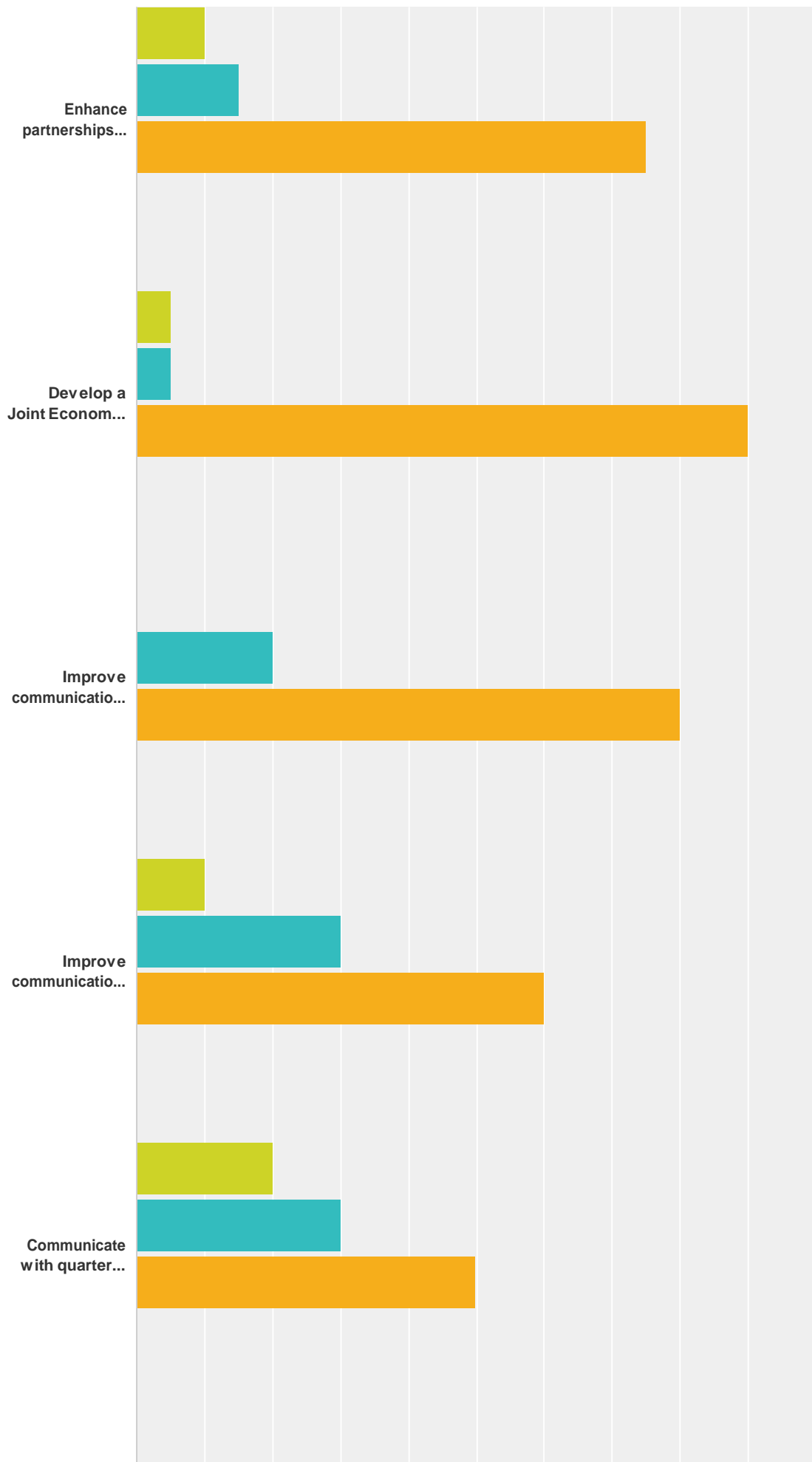
#	Responses	Date
1	Better support from council in hiring local businesses for local projects, and being more open to new ideas.	6/13/2014 12:10 PM
2	IDK	6/13/2014 8:58 AM
3	Local investment capital via models used in Nova Scotia (CEDIF) and Coops (Alberta) very important to develop in BC and use in our area	6/4/2014 7:45 PM
4	FIRST NATION RELATIONSHIP	6/4/2014 7:31 AM
5	Definitely regional tourism synergies.	6/3/2014 4:41 PM
6	Make it easier to have a small business, reduce regulation, etc. Legislation is geared to much larger "small business" than we have in this community and it is very hard to start small the way the regulations are now.	6/2/2014 5:46 AM
7	No	5/30/2014 5:53 PM
8	No.	5/30/2014 3:47 PM
9	Livability. Lillooet needs to improve existing community infrastructure like the REC Center and develop more trails work walking and biking to link adjacent communities and access to Seton Lake/Fraser River.	5/29/2014 11:14 AM
10	Fostering a positive and welcoming atmosphere	5/29/2014 8:50 AM

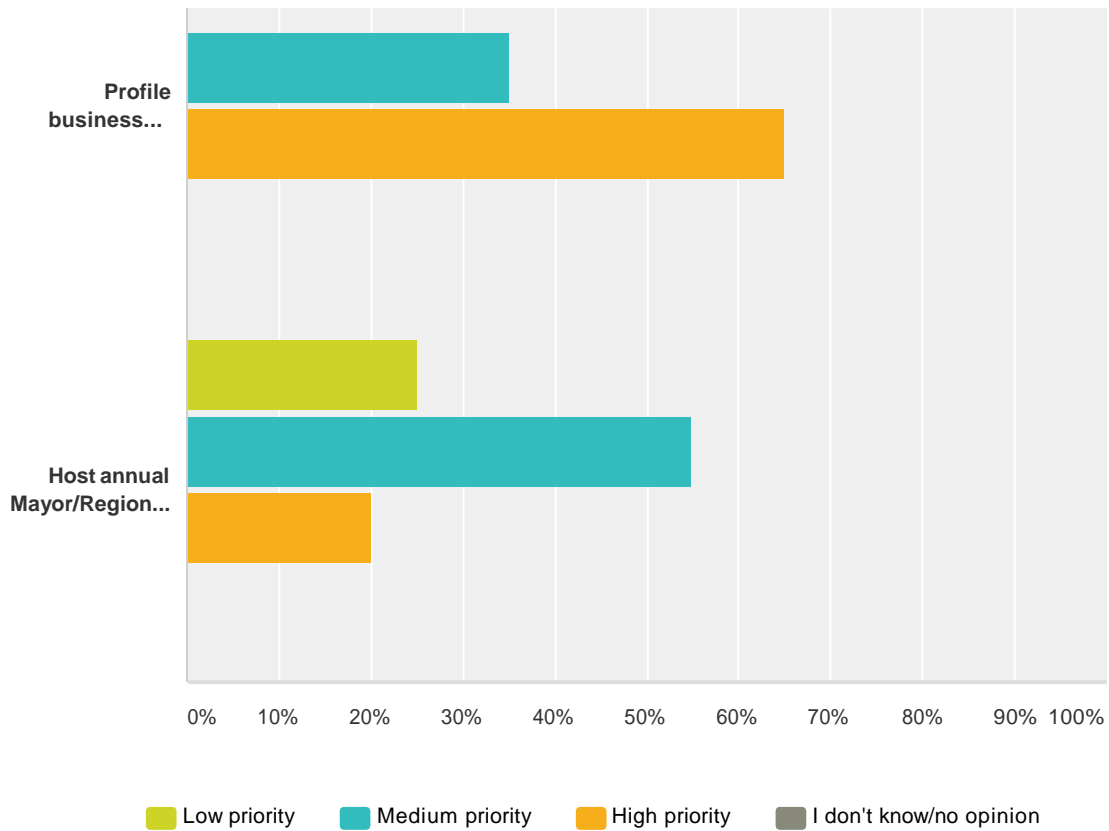
**Q5 The following objectives/recommendations pertain to PARTNERSHIPS, including partnering, communications, coordinated economic development services and collaboration. Please rank the following**

Answered: 20 Skipped: 5









	Low priority	Medium priority	High priority	I don't know/no opinion	Total
Enhance economic development services in the region	0.00% 0	25.00% 5	65.00% 13	10.00% 2	20
Create a Local Economic Development Working Group (envisioned to include SLRD Area A, B, District of Lillooet, six St'at'imc communities, and others)	10.00% 2	0.00% 0	85.00% 17	5.00% 1	20
Establish an economic development shared services agreement (envisioned to include SLRD Area A, B, District of Lillooet, six St'at'imc communities, and others)	15.00% 3	15.00% 3	65.00% 13	5.00% 1	20
Enhance partnerships - all orders of government meet regularly to identify partnerships and opportunities	5.00% 1	15.00% 3	80.00% 16	0.00% 0	20
Enhance partnerships - establish community accords with St'at'imc communities	10.00% 2	15.00% 3	75.00% 15	0.00% 0	20
Develop a Joint Economic Development Strategy with all interests in the region	5.00% 1	5.00% 1	90.00% 18	0.00% 0	20
Improve communication by establishing a communications plan	0.00% 0	20.00% 4	80.00% 16	0.00% 0	20
Improve communications by hosting bi-annual town hall meetings	10.00% 2	30.00% 6	60.00% 12	0.00% 0	20
Communicate with quarterly economic development reports in print, electronic and through social media	20.00% 4	30.00% 6	50.00% 10	0.00% 0	20
Profile business success stories	0.00% 0	35.00% 7	65.00% 13	0.00% 0	20
Host annual Mayor/Regional District director luncheon	25.00% 5	55.00% 11	20.00% 4	0.00% 0	20

**Q6 Is your organization working on any of the previous PARTNERSHIP initiatives? Do you know of another organization working on them? Please describe.**

Answered: 7 Skipped: 18

#	Responses	Date
1	No	6/13/2014 12:14 PM
2	bring back the Community to Community Forums	6/13/2014 9:01 AM
3	Slowly	6/3/2014 4:45 PM
4	No	5/30/2014 5:55 PM
5	The NEDI Committee is hopefully the start of these partnerships. Each of the St'at'imc bands has their own economic development corp and there is an umbrella organization, SGS.	5/30/2014 3:53 PM
6	No comment	5/29/2014 11:16 AM
7	na	5/29/2014 8:52 AM

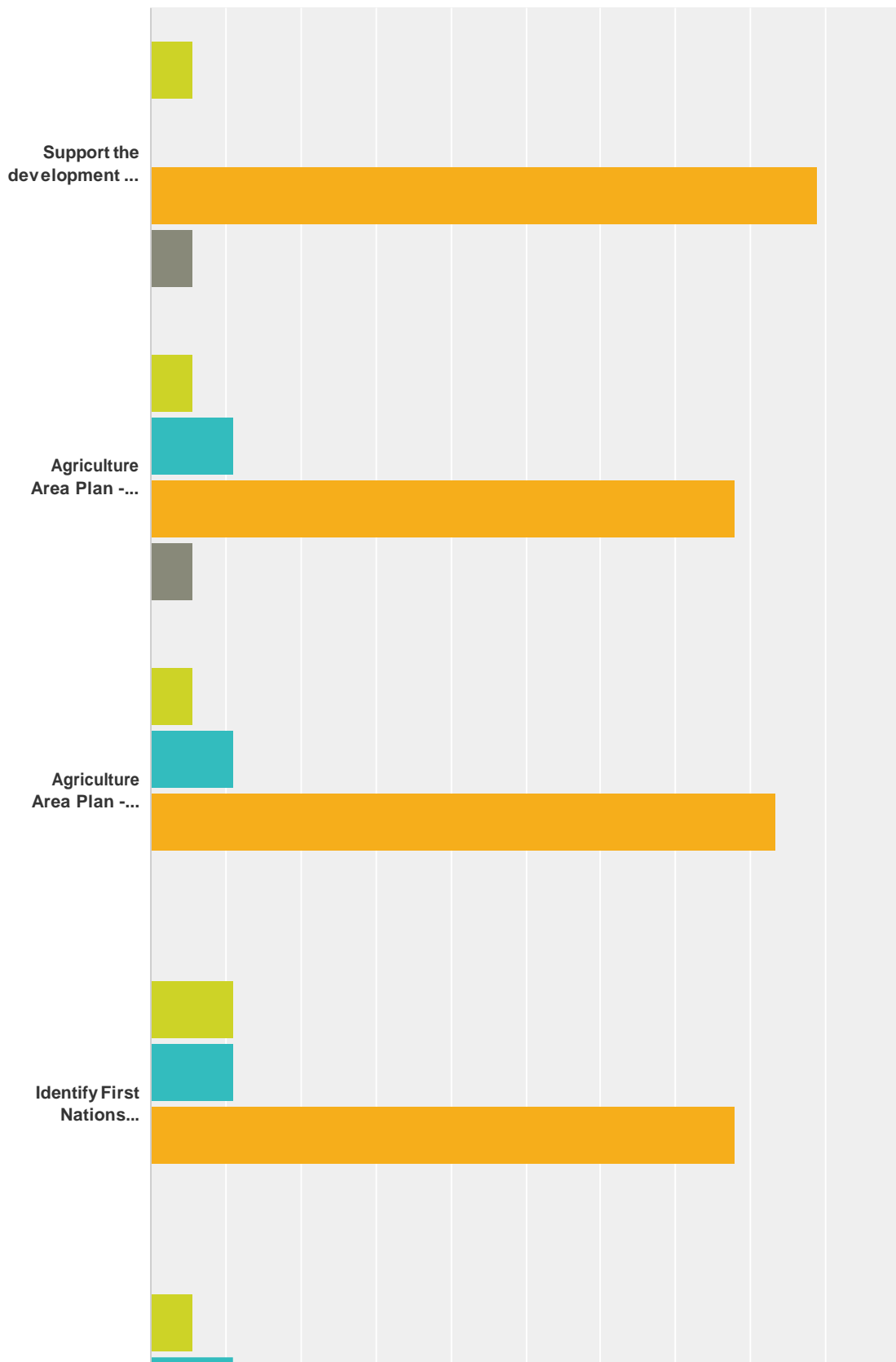
**Q7 Are there any other goals, objectives or recommendations in the area of PARTNERSHIPS that you would like to identify?**

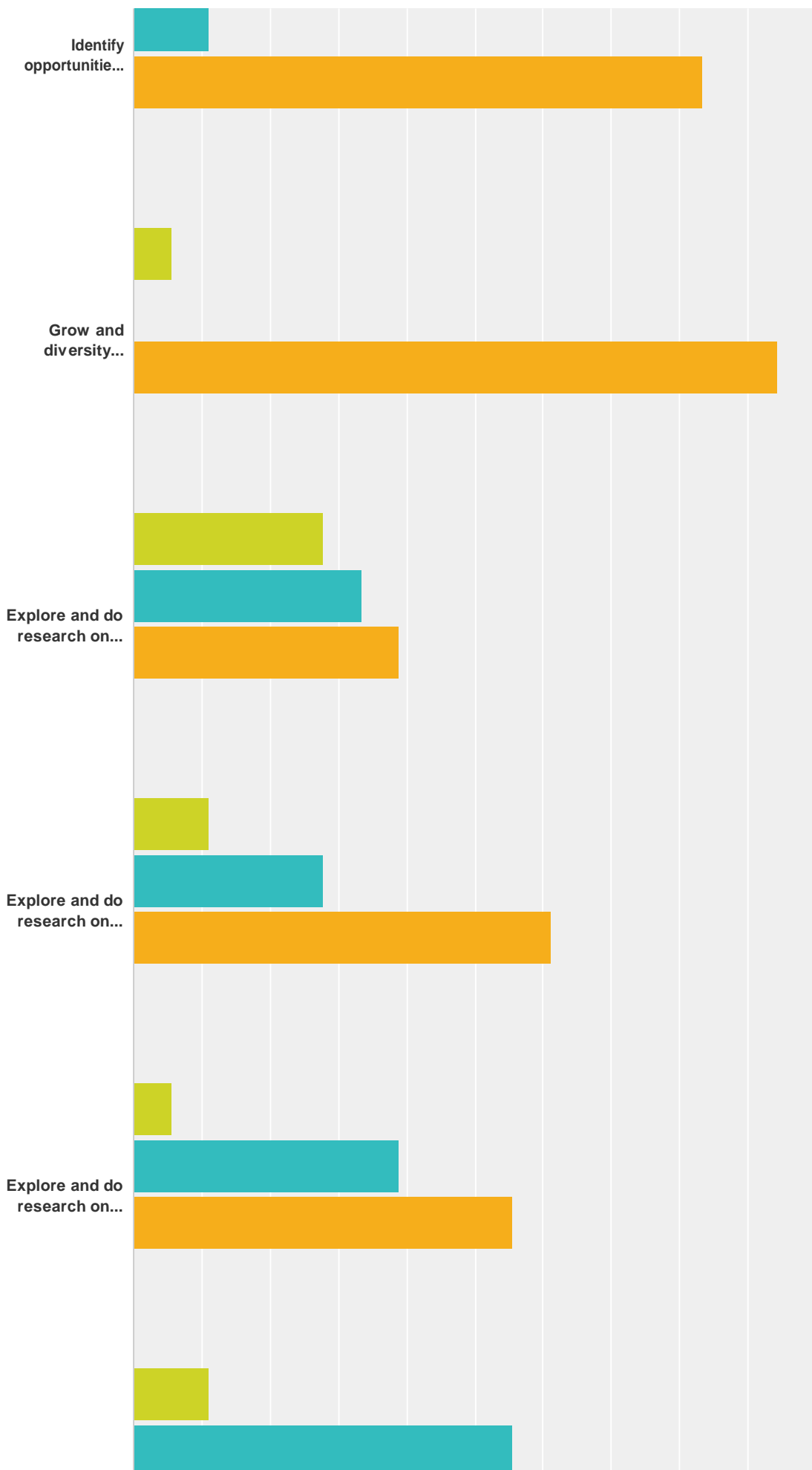
Answered: 9 Skipped: 16

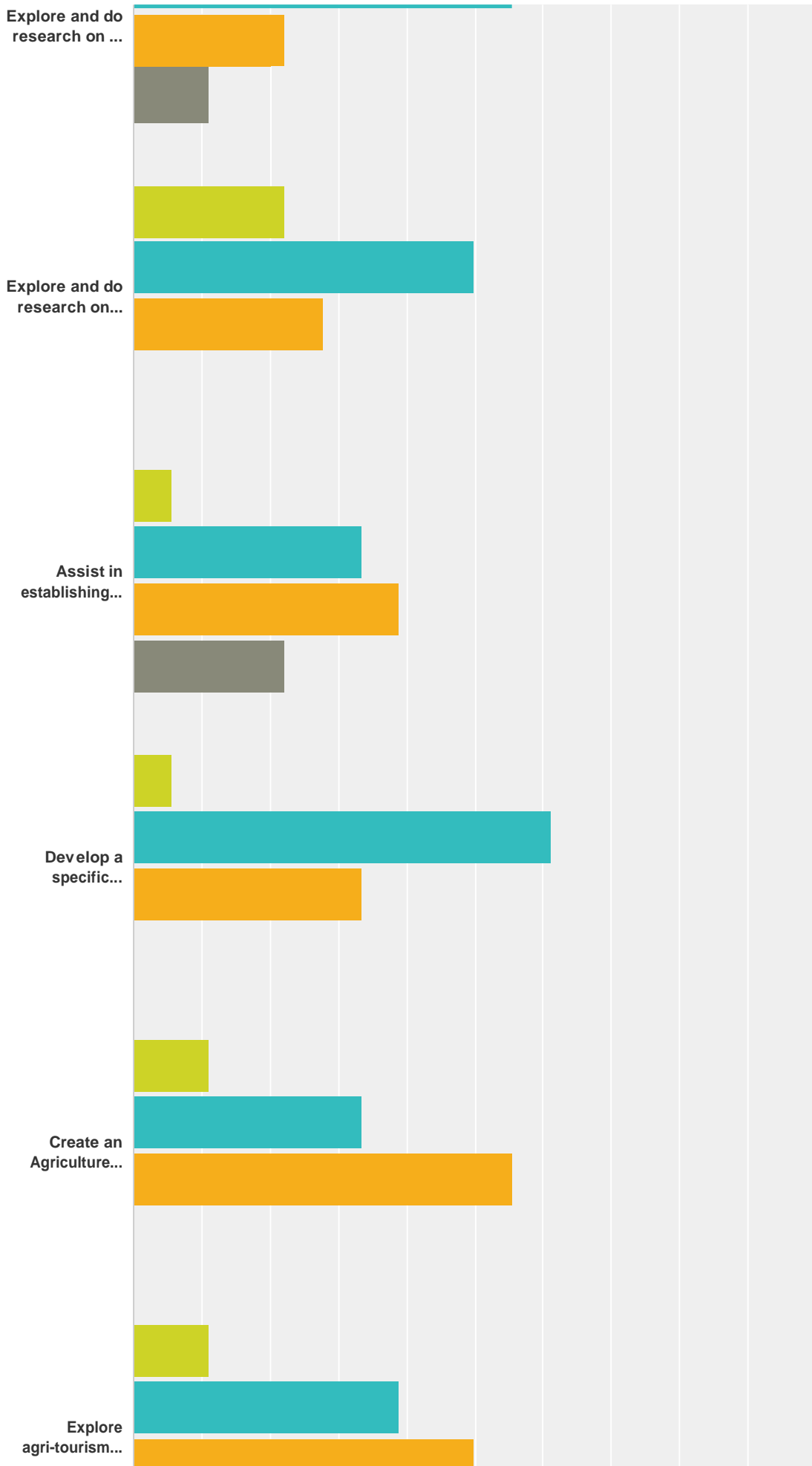
#	Responses	Date
1	Partnerships seem to really bog things down. There are so many "partnership agreements" that take years to make and are then shelved. I think it's up to individuals to start their businesses - it won't really help if government creates boards and working groups and reports. Waste of money and time! The St'at'imc trying to start the pellet plant is an example of a partnership business that is unlikely to come to fruition. The winery is a good example of individuals starting a business and succeeding, without partnering with anyone.	6/13/2014 12:14 PM
2	none	6/13/2014 9:01 AM
3	Should partner with Gold Bridge to improve Hurley river road as the rout could be a great way to improve through traffic	6/4/2014 9:37 PM
4	DoL TO WORK ON BETTER RELATIONSHIP BETWEEN SLRD AND FIRST NATIONS	6/4/2014 7:33 AM
5	We need to engage some of the big players in our region such as Tyax Resort, Tyax Adventures , Chilcotin Holidays, Aspen Planers, Interwest etc. so they become partners in our region and play an active role in it.	6/3/2014 4:45 PM
6	Partnerships need to bridge issues. In our area we have serious social issues that hold us back economically. If broad based groups are getting together they should look at the big picture, not just at economics, but include environmental and social perspectives.	6/2/2014 5:48 AM
7	No	5/30/2014 5:55 PM
8	No.	5/30/2014 3:53 PM
9	Working together, shared infrastructure, cooperate instead of compete, regional funding from existing industry by BC Hydro instead of BC Hydro only fund Bands.	5/29/2014 11:16 AM

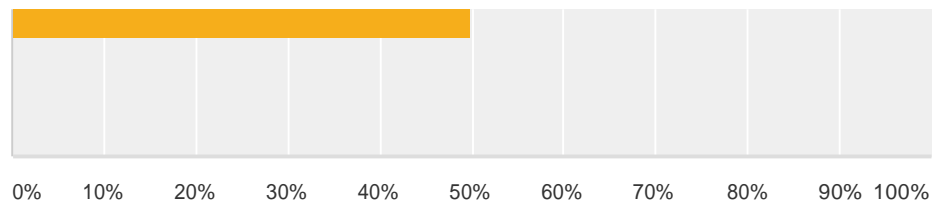
**Q8 The following objectives/recommendations pertain to AGRICULTURE.  
Please rank the importance of the following**

Answered: 18 Skipped: 7









■ Low priority    
 ■ Medium priority    
 ■ High priority    
 ■ I don't know/no opinion

	Low priority	Medium priority	High priority	I don't know/no opinion	Total
Support the development and implementation of the Agriculture Area Plan	5.56% 1	0.00% 0	88.89% 16	5.56% 1	18
Agriculture Area Plan - prioritize recommendations	5.56% 1	11.11% 2	77.78% 14	5.56% 1	18
Agriculture Area Plan - develop a water balance model and determine water availability for agriculture	5.56% 1	11.11% 2	83.33% 15	0.00% 0	18
Identify First Nations agriculture business opportunities	11.11% 2	11.11% 2	77.78% 14	0.00% 0	18
Identify opportunities for small scale food processing	5.56% 1	11.11% 2	83.33% 15	0.00% 0	18
Grow and diversity regional agriculture	5.56% 1	0.00% 0	94.44% 17	0.00% 0	18
Explore and do research on climatic conditions	27.78% 5	33.33% 6	38.89% 7	0.00% 0	18
Explore and do research on preferred and emerging crops such as grapes, hops	11.11% 2	27.78% 5	61.11% 11	0.00% 0	18
Explore and do research on horticulture	5.56% 1	38.89% 7	55.56% 10	0.00% 0	18
Explore and do research on a mobile abattoir	11.11% 2	55.56% 10	22.22% 4	11.11% 2	18
Explore and do research on inland aquaculture potential	22.22% 4	50.00% 9	27.78% 5	0.00% 0	18
Assist in establishing a Farmers' Institute	5.56% 1	33.33% 6	38.89% 7	22.22% 4	18
Develop a specific agriculture marketing and branding initiative	5.56% 1	61.11% 11	33.33% 6	0.00% 0	18
Create an Agriculture Awareness Program	11.11% 2	33.33% 6	55.56% 10	0.00% 0	18
Explore agri-tourism opportunities	11.11% 2	38.89% 7	50.00% 9	0.00% 0	18



**Q9 Is your organization working on any of the previous AGRICULTURE initiatives? Do you know of another organization working on them? Please describe.**

Answered: 7 Skipped: 18

#	Responses	Date
1	no	6/13/2014 12:18 PM
2	Still in the works	6/13/2014 9:04 AM
3	YES SLRD AG PLAN	6/4/2014 7:36 AM
4	No	6/3/2014 4:46 PM
5	My family has a market garden and we produce a lot of food.	6/2/2014 5:51 AM
6	Don't know	5/30/2014 5:57 PM
7	na	5/29/2014 8:54 AM

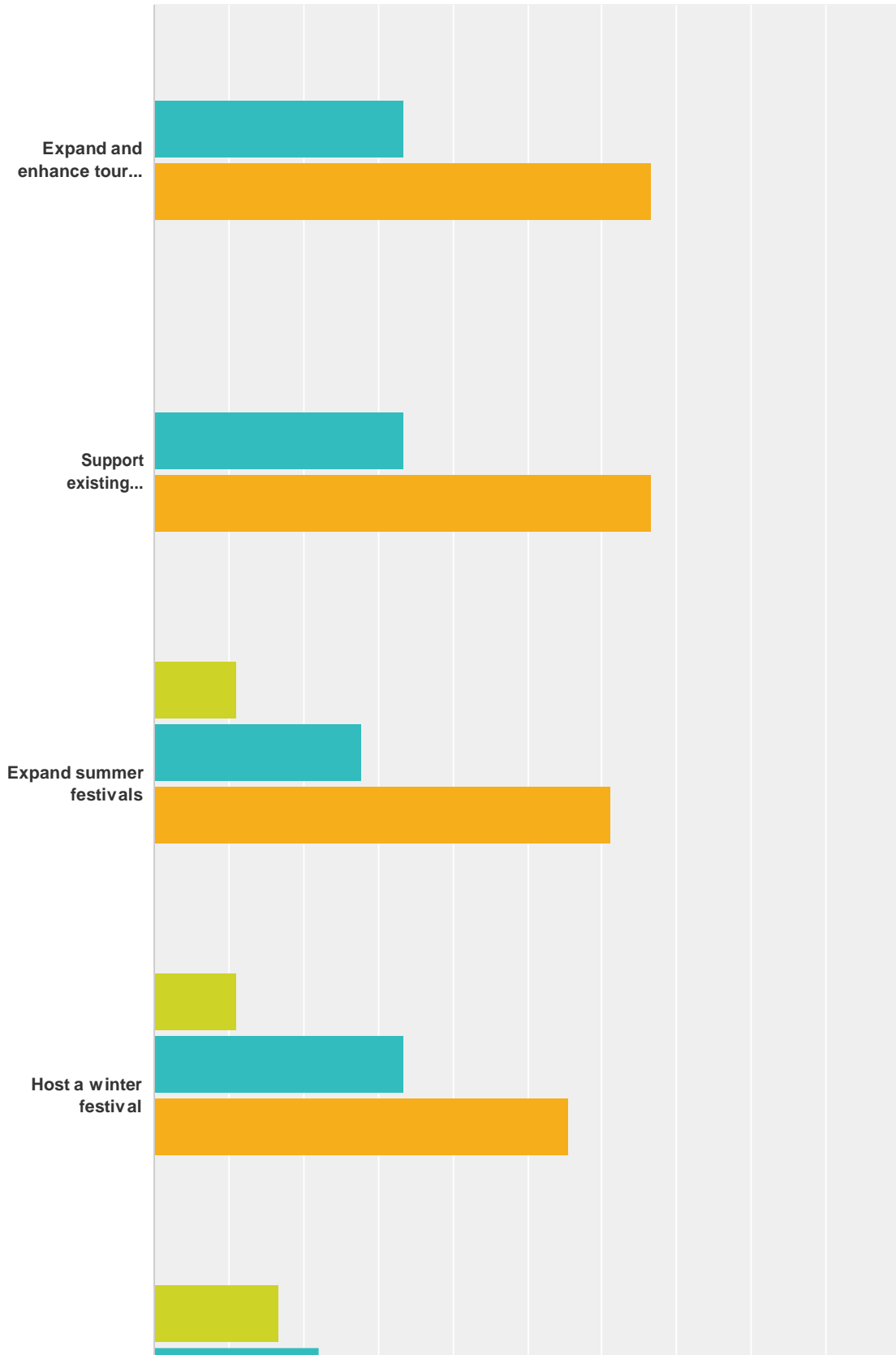
**Q10 Do you have any other goals/objectives/recommendations for AGRICULTURE that you would like to identify?**

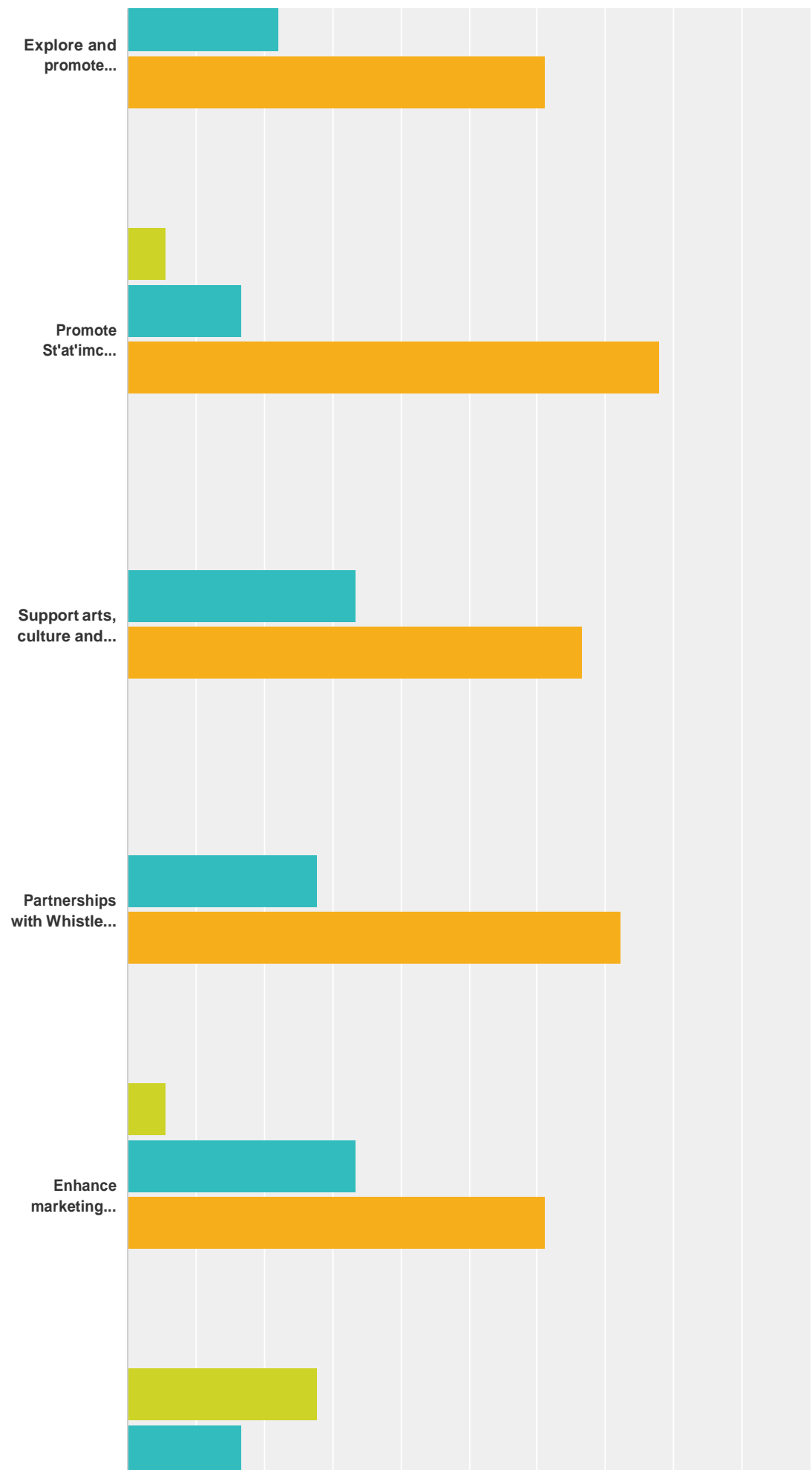
Answered: 6 Skipped: 19

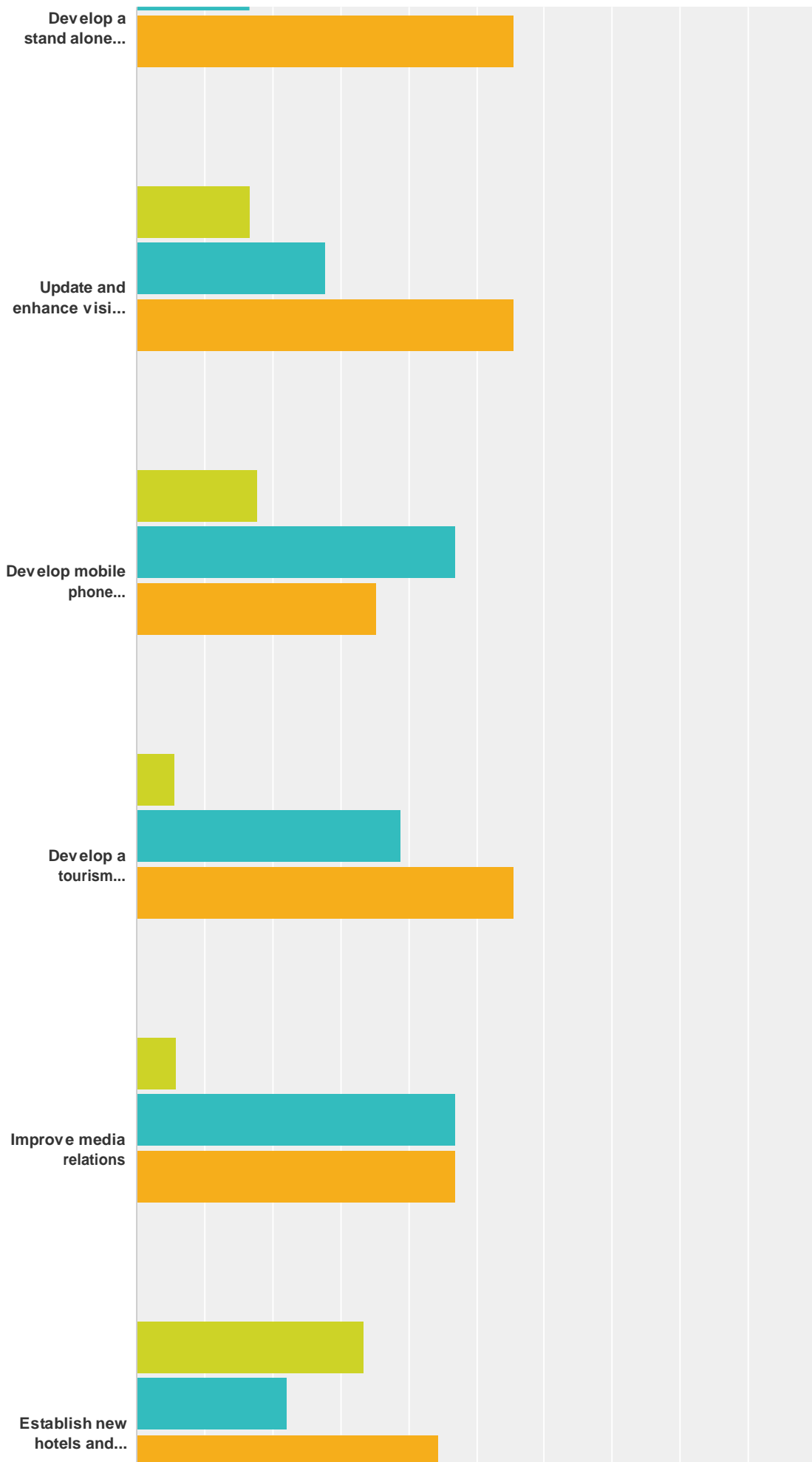
#	Responses	Date
1	Organizational and government reports can be helpful in business planning for farmers, but again I really think it is up to the individual to take initiative in starting their own farm. A branding scheme for Lillooet might be helpful, kind of how the Okanagan has branded itself as a winery region. Lillooet should be branded as Organic and GMO Free! Any help from government in supporting farmers is good - if farmers want to start a farmers institute then government should help. But the idea and initiative has to come from the farmers themselves, rather than a "top down" approach with government creating organizations for farmers and hoping that the farmers will participate.	6/13/2014 12:18 PM
2	access to funding	6/13/2014 9:04 AM
3	LAND AND WATER INVENTORY	6/4/2014 7:36 AM
4	No	6/3/2014 4:46 PM
5	Climate change is a major factor in this sector. It is pointless to make plans based on what we think the climate is doing, instead we have to plan for maximum flexibility and be ready to produce food under a wide variety of climatic conditions.	6/2/2014 5:51 AM
6	Local and regional sustainability.	5/30/2014 5:57 PM

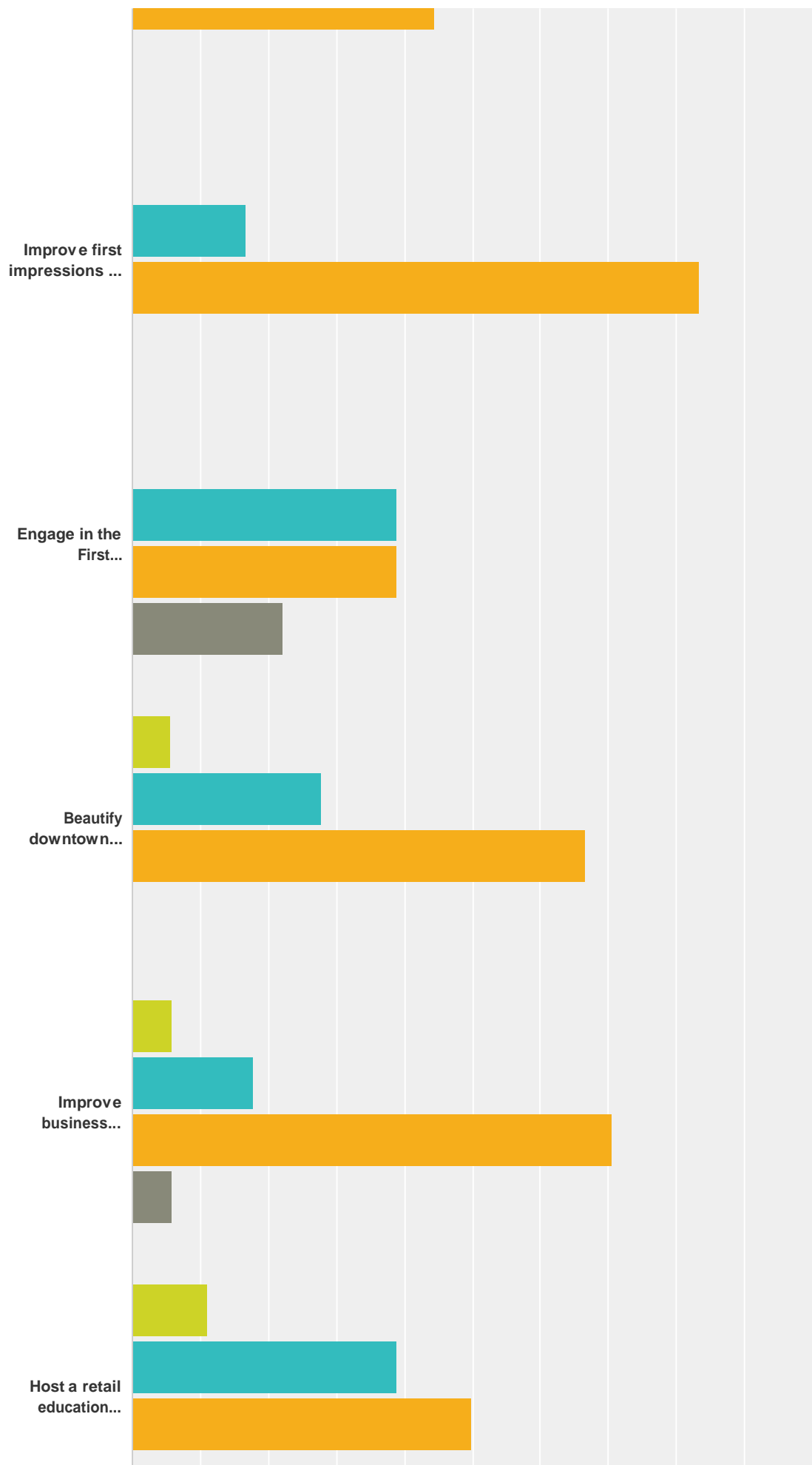
**Q11 The following objectives/recommendations pertain to TOURISM. Please rank the importance of the following:**

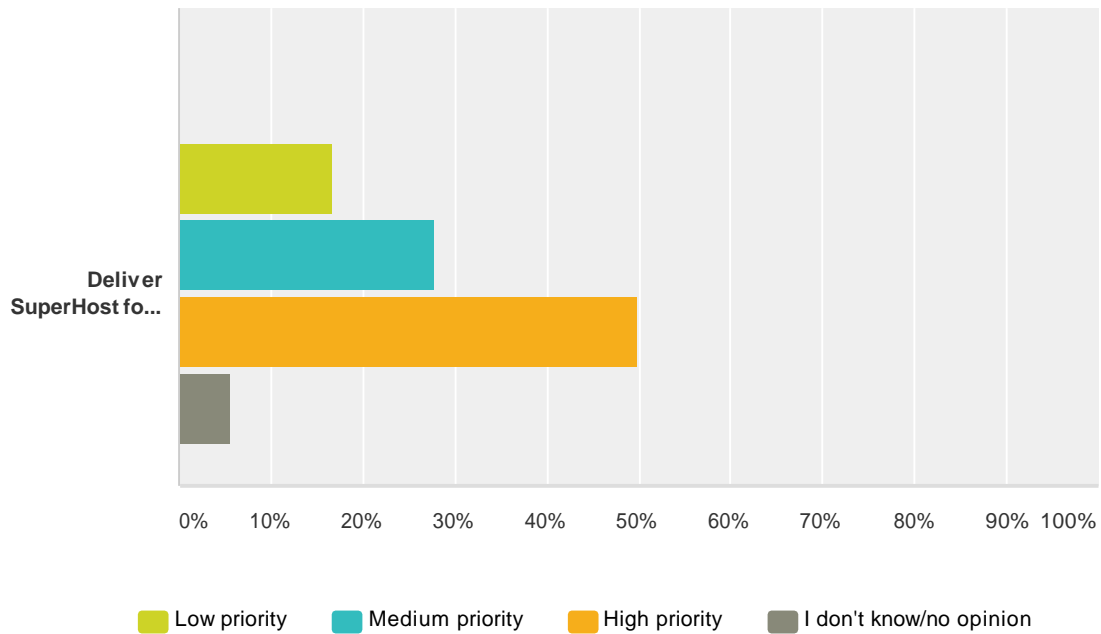
Answered: 18 Skipped: 7











	Low priority	Medium priority	High priority	I don't know/no opinion	Total
Expand and enhance tourism products and experiences	0.00% 0	33.33% 6	66.67% 12	0.00% 0	18
Support existing festivals	0.00% 0	33.33% 6	66.67% 12	0.00% 0	18
Expand summer festivals	11.11% 2	27.78% 5	61.11% 11	0.00% 0	18
Host a winter festival	11.11% 2	33.33% 6	55.56% 10	0.00% 0	18
Explore and promote agri-tourism	16.67% 3	22.22% 4	61.11% 11	0.00% 0	18
Promote St'at'imc cultural tours and Aboriginal tourism	5.56% 1	16.67% 3	77.78% 14	0.00% 0	18
Support arts, culture and heritage through a committee and inventory of businesses and opportunities	0.00% 0	33.33% 6	66.67% 12	0.00% 0	18
Partnerships with Whistler and Pemberton, to encourage tourists there to come here	0.00% 0	27.78% 5	72.22% 13	0.00% 0	18
Enhance marketing initiatives for tourism	5.56% 1	33.33% 6	61.11% 11	0.00% 0	18
Develop a stand alone tourism website	27.78% 5	16.67% 3	55.56% 10	0.00% 0	18
Update and enhance visitor guides	16.67% 3	27.78% 5	55.56% 10	0.00% 0	18
Develop mobile phone applications	17.65% 3	47.06% 8	35.29% 6	0.00% 0	17
Develop a tourism marketing strategy	5.56% 1	38.89% 7	55.56% 10	0.00% 0	18
Improve media relations	5.88% 1	47.06% 8	47.06% 8	0.00% 0	17

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Establish new hotels and destination resorts

33.33%

22.22%

44.44%

0.00%



	6	4	8	0	18
Improve first impressions of Lillooet and the region	<b>0.00%</b> 0	<b>16.67%</b> 3	<b>83.33%</b> 15	<b>0.00%</b> 0	18
Engage in the First Impressions Community Exchange	<b>0.00%</b> 0	<b>38.89%</b> 7	<b>38.89%</b> 7	<b>22.22%</b> 4	18
Beautify downtown Lillooet	<b>5.56%</b> 1	<b>27.78%</b> 5	<b>66.67%</b> 12	<b>0.00%</b> 0	18
Improve business services to tourists	<b>5.88%</b> 1	<b>17.65%</b> 3	<b>70.59%</b> 12	<b>5.88%</b> 1	17
Host a retail education workshop	<b>11.11%</b> 2	<b>38.89%</b> 7	<b>50.00%</b> 9	<b>0.00%</b> 0	18
Deliver SuperHost for local businesses	<b>16.67%</b> 3	<b>27.78%</b> 5	<b>50.00%</b> 9	<b>5.56%</b> 1	18

**Q12 Is your organization working on any of the TOURISM initiatives listed in the previous question? Do you know of another organization working on them? Please describe.**

Answered: 8 Skipped: 17

#	Responses	Date
1	no	6/13/2014 12:29 PM
2	We have been involved in First Nations tourism for a number of years	6/13/2014 9:11 AM
3	YES SLRD DOING THIS STUDY	6/4/2014 7:38 AM
4	Yes	6/3/2014 4:49 PM
5	No	5/30/2014 6:01 PM
6	The Lillooet Chamber of Commerce is studying buy local programs and we are seriously looking at developing an Ambassador program modelled on the program in Tofino. It could incorporate the SuperHost component and retail education.	5/30/2014 4:02 PM
7	Yes - Many	5/29/2014 11:24 AM
8	na	5/29/2014 9:03 AM

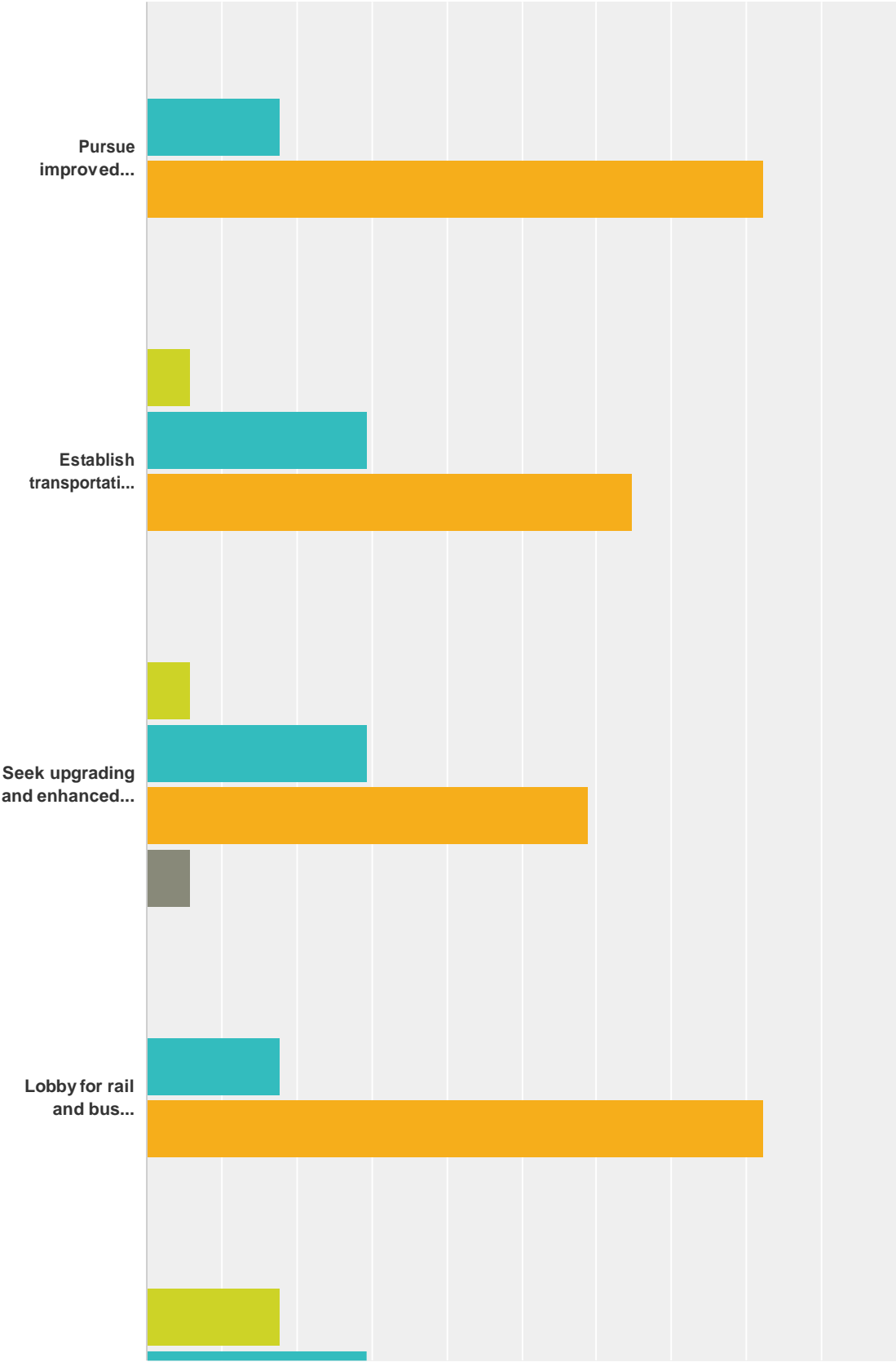
**Q13 Are there any other goals, objectives or recommendations around TOURISM that you would like to identify?**

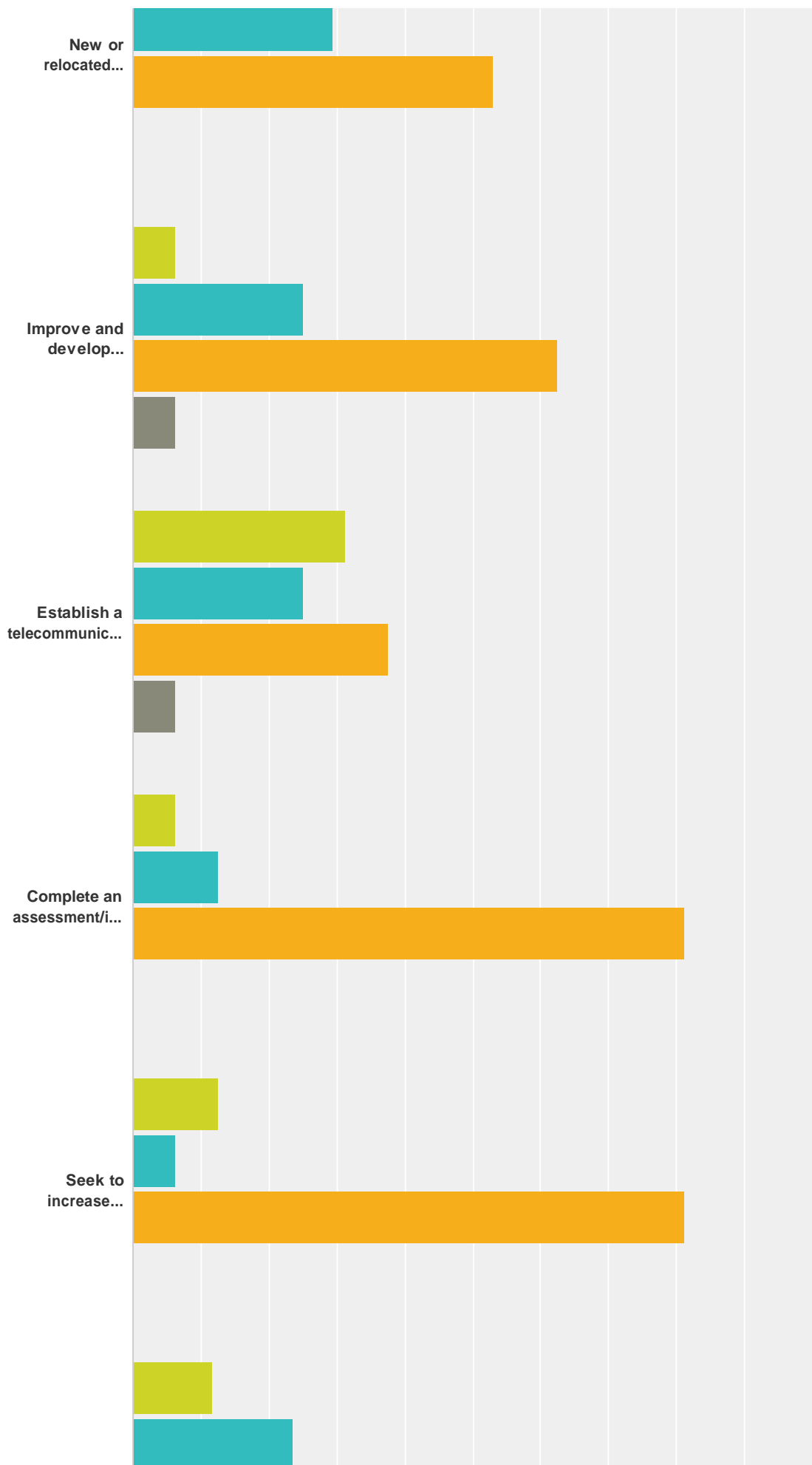
Answered: 5 Skipped: 20

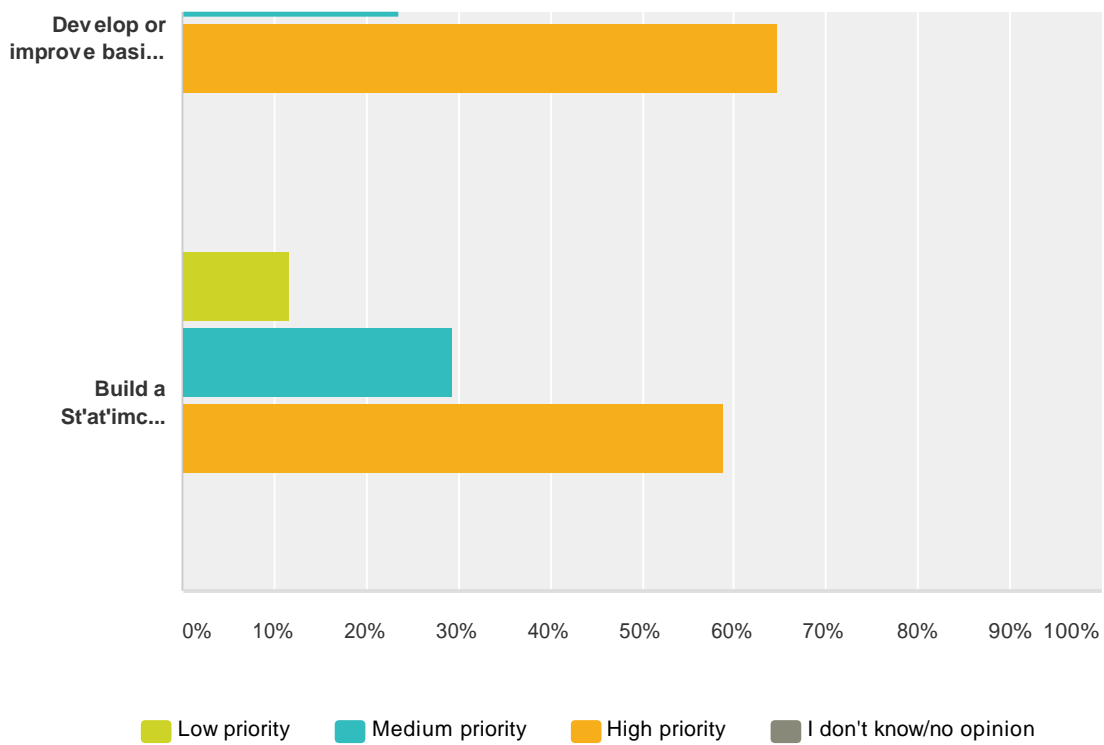
#	Responses	Date
1	While the landscape is beautiful, the town of Lillooet is ugly. There is too much junk in people's yards and businesses look run down. Council should have bylaws around how much garbage can be in peoples yards, and support people and businesses in cleaning up. Businesses are pretty low end - a tourist looking for lunch will be sorely disappointed, especially after coming from Pemberton. We should expand on non-motorized outdoor tourism, working on hiking trails, backcountry cabins, mountain biking network, etc. It would be helpful if the Lillooet website had links to trail access and places to ice climb. It would also be great if there was a mountain biking club or backcountry club - I'm excited to see the backcountry hiking club coming from the REC centre! The wine and beer festival is awesome - Council needs to support it. Another opportunity is bringing popular bands into town for young people. There are actually quite a few fun young people around but it seems that music and events are geared towards seniors or families.	6/13/2014 12:29 PM
2	More info on our first tourist, Simon Fraser	6/13/2014 9:11 AM
3	I think tourism has a limited potential to boost our local economy. It should be seen as a secondary economic driver, as it depends heavily on a strong economy. It is a good thing to ride when the going is good, but we should be planning around more essential goods and services. If we have good stuff for ourselves people will want to visit our communities.	6/2/2014 5:54 AM
4	Attract tourists to what we have, using things like the Lillooet hiking guide. Avoid creating false tourist traps. Market to people who will appreciate what is here and enhance what is here without destroying it.	5/30/2014 6:01 PM
5	We need proper trails and infrastructure before we can expect tourists to come: Marina on Seton Lake, more circle tours from Lillooet, resort development, trails, trails, trails! Develop climbing areas around town, Work with bands to open up areas for trails and respectful multi-purpose use. A proper visitor center, mountain bike trails, better restaurants. Restaurants that cater to customers, not restaurants that open when it is convenient for themselves.	5/29/2014 11:24 AM

**Q14 The following objectives and recommendations pertain to INFRASTRUCTURE. Please rank the importance of the following**

Answered: 17 Skipped: 8







	Low priority	Medium priority	High priority	I don't know/no opinion	Total
Pursue improved transportation infrastructure and critical visitor services	0.00% 0	17.65% 3	82.35% 14	0.00% 0	17
Establish transportation infrastructure working group	5.88% 1	29.41% 5	64.71% 11	0.00% 0	17
Seek upgrading and enhanced maintenance on Hwy. 40 and the Hurley Road	5.88% 1	29.41% 5	58.82% 10	5.88% 1	17
Lobby for rail and bus service; revitalize Bridge River Valley gas station)	0.00% 0	17.65% 3	82.35% 14	0.00% 0	17
New or relocated visitor information centre in Lillooet to increase prominence and visibility	17.65% 3	29.41% 5	52.94% 9	0.00% 0	17
Improve and develop telecommunications infrastructure	6.25% 1	25.00% 4	62.50% 10	6.25% 1	16
Establish a telecommunications committee	31.25% 5	25.00% 4	37.50% 6	6.25% 1	16
Complete an assessment/inventory of infrastructure and services	6.25% 1	12.50% 2	81.25% 13	0.00% 0	16
Seek to increase broadband internet connectivity	12.50% 2	6.25% 1	81.25% 13	0.00% 0	16
Develop or improve basic tourism infrastructure such as signage and kiosks	11.76% 2	23.53% 4	64.71% 11	0.00% 0	17
Build a St'at'imc Heritage and Learning Centre (15 000 sq ft facility to serve as a museum, art gallery, performing arts centre, language laboratory, training centre, library, conference centre)	11.76% 2	29.41% 5	58.82% 10	0.00% 0	17

**Q15 Is your organization working on any of the INFRASTRUCTURE initiatives? Do you know of another organization working on them? Please describe.**

Answered: 5 Skipped: 20

#	Responses	Date
1	no	6/13/2014 12:30 PM
2	Have brought High Speed internet to our community	6/13/2014 9:14 AM
3	Yes	6/3/2014 4:50 PM
4	No.	5/30/2014 6:04 PM
5	The Lillooet Chamber is working on a new welcome sign at the entrance to town.	5/30/2014 4:06 PM

## Q16 Do you have any other goals, objectives or recommendations pertaining to INFRASTRUCTURE?

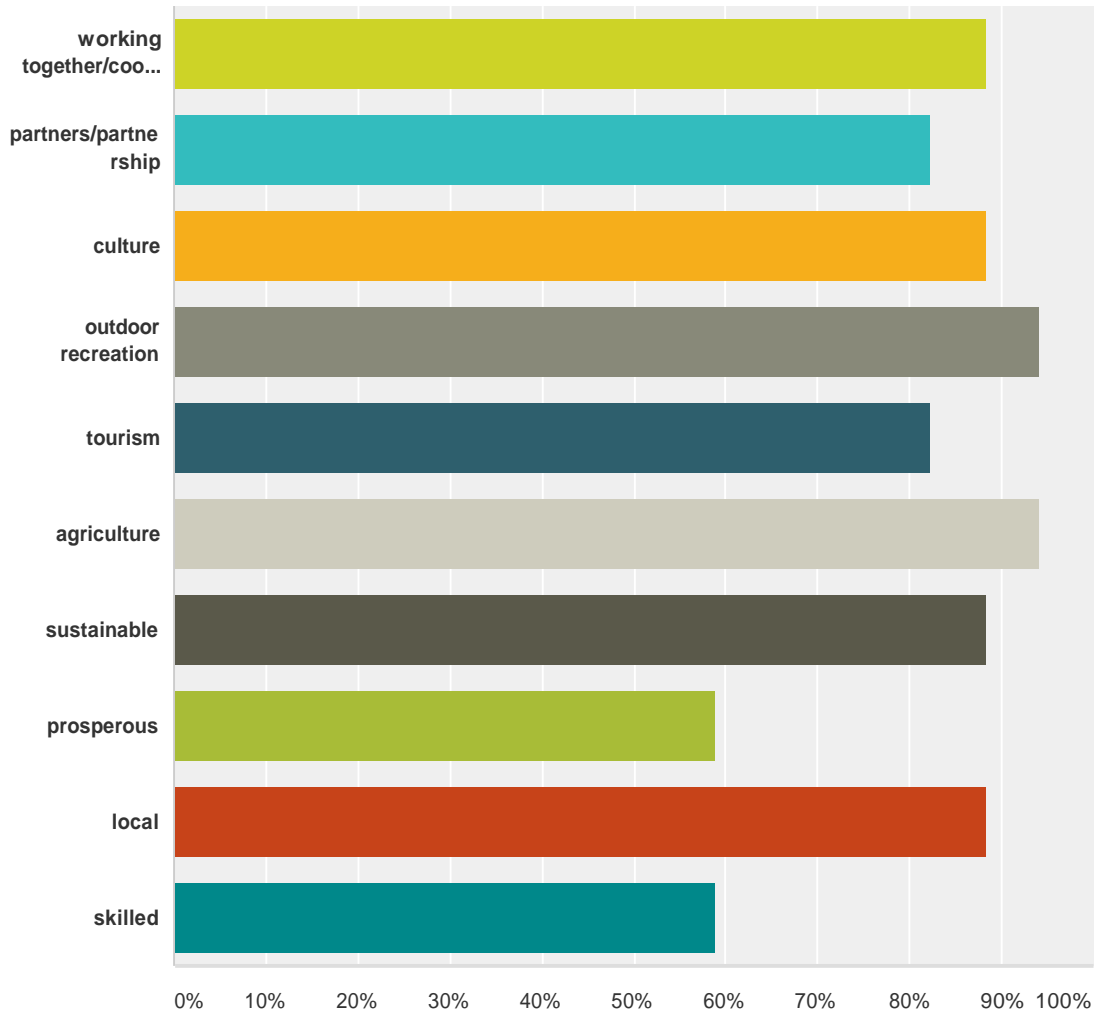
Answered: 5 Skipped: 20

#	Responses	Date
1	Lillooet seems to do a bad job of making new infrastructure look nice. The public washrooms are really ugly, and there was an opportunity there to build a nice looking facility. The visitor's centre is so old and dusty. At the moment it represents the rundown look of town, but it should be renovated to look new and sunny and airy, since that is how tourists should perceive the town. Regarding signage, there are way too many old billboards and signs coming into town. They should be taken down or refreshed. We need more trees in town that are taken care of. A community beautification should include new sidewalks, lamp posts, and business frontages.	6/13/2014 12:30 PM
2	Working with MOTI on Hwy 40 through Reserve	6/13/2014 9:14 AM
3	Public transportation within Lillooet and between Lillooet and Kamloops/Pemberton. Increased internet connectivity to include the edges and outskirts of Lillooet.	5/30/2014 6:04 PM
4	it would be nice if this came up as a discussion item through a feasibility study to see if there is any merit to implement in our region! <a href="http://trendinghot.net/invention-will-change-world-just-watch/">http://trendinghot.net/invention-will-change-world-just-watch/</a>	5/29/2014 11:40 AM
5	Trails! Improve Duffy lake road and Hwy 12. Special bike lanes.	5/29/2014 11:25 AM



**Q17 The NEDI Committee has asked for the creation of a shared vision for community economic development for the Northern SLRD/St'at'imc territory. Please indicate (check as many as you like, and list more in the blanks) which of the following elements need to be included in a vision for the region.**

Answered: 17 Skipped: 8



Answer Choices	Responses	
working together/cooperative/collaboration	88.24%	15
partners/partnership	82.35%	14
culture	88.24%	15
outdoor recreation	94.12%	16
tourism	82.35%	14
agriculture	94.12%	16

sustainable	88.24%	15
prosperous	58.82%	10
local	88.24%	15
skilled	58.82%	10
<b>Total Respondents: 17</b>		

#	Other (please specify)	Date
1	USE OF OUR NATURAL RESOURCES	6/4/2014 7:45 AM
2	accessible	5/30/2014 6:06 PM

**Q18 What do you think are the THREE MOST URGENT THINGS that need to be completed to advance community economic development in the Northern SLRD/St'at'imc territory?**

Answered: 12 Skipped: 13

#	Responses	Date
1	A way to foster and maintain Communication, Co-operation and shared Vision. Joint marketing strategies. Understanding of Customer Service.	6/13/2014 5:35 PM
2	Make town more visually attractive. Improve businesses so that tourists enjoy being here.	6/13/2014 12:33 PM
3	Community to Community forums	6/13/2014 9:16 AM
4	Collaboration, willingness to work with First Nations in all areas not only Economic Development, support of First Nations businesses that already exist	6/6/2014 2:21 PM
5	Hurley Road and Hwy. 40 improvement	6/4/2014 9:41 PM
6	Develop a cross region working group to create the goals regionally.	6/4/2014 7:50 PM
7	1) COMMUNICATION AND UNDERSTANDING OF THE 3 PARTIES. 2) FINANCIAL COSTS 3) TRUST 3)	6/4/2014 7:45 AM
8	Working together/cooperative/collaboration. Training Communications	6/3/2014 4:53 PM
9	public transportation between communities and to larger centres, improved educational opportunities to increase capacity at all levels, more support for small business	6/2/2014 6:03 AM
10	Public transportation Partnerships Sustainability	5/30/2014 6:06 PM
11	Cooperation between St'at'imc and non-St'at'imc More support for existing local business and entrepreneurs Encouragement for more viticulture and agri-tourism	5/30/2014 4:10 PM
12	Facebook links so that we can all access the opportunities at all levels, committees, boards, jobs!	5/29/2014 11:45 AM

**Q19 Is there anything else you would like to add, that hasn't been covered in a previous question?**

Answered: 2 Skipped: 23

#	Responses	Date
1	The list above is a little confusing, some items are actual things, and others are ideas and ideals. A serious overarching issue here is St'at'imc title. Often people want Native people to come to the table and participate in these things without taking the time to understand the position that they are taking. SGS is trying to establish sovereignty in this territory which would have the other parties going to their table.... which is not how things are developing. We need to understand what Aboriginal Rights and Title mean here and be willing to work within that context.	6/2/2014 6:03 AM
2	This is so cool to see this type of vision planning that is happening!	5/29/2014 11:45 AM

# Appendix B5 – Community economic development regional workshop agenda

## REGION-WIDE WORKSHOP COMMUNITY ECONOMIC DEVELOPMENT 10AM-3PM, Tuesday June 24, 2014 Lillooet REC Centre, Mezzanine

Final agenda as at June 17, 2014

All residents of the Squamish-Lillooet Regional District (SLRD) Areas A and B, District of Lillooet and St'at'imc communities are invited to participate.

### Workshop Objectives

- Bring together representatives from all the communities in Areas A and B, District of Lillooet and St'at'imc communities to build relationships and explore common interests
- Communicate and network about economic development initiatives
- Present draft community economic development projects and identify priority actions

Time	Topic	Who or Format
10:00	Welcome, introductions, review agenda/objectives	Mike Simpson, FBC
10:40	Community economic development priorities – top priorities from sub-regional workshops and survey, and vision results	Mike Simpson, FBC
11:00	Economic leakage analysis – where does money leave the communities and the region?	Maureen LeBourdais, FBC
11:20	Economic development service – functions, governance, feasibility/costs	Tracy Thomas, FBC
11:40	Community asset inventory	Maureen LeBourdais, FBC
12:00	Lunch (provided) and networking	
1:00	Small group discussion ( <i>questions</i> ) <ul style="list-style-type: none"> <li>• Community economic development priorities (<i>what resources are needed to move ahead and who has them; who is involved; what actions need to take place and when</i>)</li> <li>• Economic development service (<i>does it cover the right functions; how do we pay for it; who takes the lead on setting it up; when to commence</i>)</li> <li>• Economic leakage (<i>how to address the leaks; what new business opportunities exist; cross reference with asset inventory, skills gaps</i>)</li> </ul>	Facilitated small groups <ul style="list-style-type: none"> <li>• Mike Simpson</li> <li>• Tracy Thomas</li> <li>• Maureen LeBourdais</li> </ul>
2:30	Reporting out from groups	Report to large group
2:45	Next steps	Large group
3:00	Adjourn	

Financial support for travel may be available through the NEDI committee – contact Marg Hohner at [mhohner@lillooetbc.ca](mailto:mhohner@lillooetbc.ca) or 250-256-4289.

**For more Information, please contact:**

Mike Simpson  
Senior Regional Manager  
Tel. 250-314-9660 (Kamloops)  
Cell 250-299-1202  
[msimpson@fraserbasin.bc.ca](mailto:msimpson@fraserbasin.bc.ca)

*What is Community Economic Development?*

Community Economic Development (CED) is an inclusive and participatory process by which community members initiate and generate their own solutions to economic challenges. CED takes an asset-based approach that recognizes that economic, environmental and social challenges are interdependent, complex and ever-changing. CED is based on the belief that people have the capability and the responsibility to undertake community-based initiatives for the benefit of the greater community. **The best solutions are rooted in local knowledge, and we need to hear from you!**

*About the NEDI Community Economic Development projects*

The Northern Economic Development Initiatives (NEDI) Committee, consisting of elected and staff representatives from the Squamish-Lillooet Regional District Areas A and B and District of Lillooet, has hired the Fraser Basin Council to undertake four community economic development initiatives in 2014:

1. Conducting a feasibility study to determine the best governance model for regional economic development
2. Carrying out a community visioning process
3. Developing a comprehensive inventory of the community's assets
4. Generating an economic leakage analysis to determine where money is leaking out of the local economy and identifying strategies for plugging the leaks.

*About the Fraser Basin Council*

The Fraser Basin Council (FBC) is a non-profit society that advances sustainability in the Fraser River Basin and across BC. Established in 1997, the Council is a collaboration of four orders of government (Federal, Provincial, Local and First Nations) together with representatives from the private sector and civil society. FBC helps bring people together to find solutions to balance economic, environmental and social issues — with a focus on healthy watersheds and water resources, climate change action and air quality, and sustainable, resilient communities. The Council's vision is *social well-being, supported by a vibrant economy and sustained by a healthy environment*. See [www.fraserbasin.bc.ca](http://www.fraserbasin.bc.ca) for more information.

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Many of the resources below are available at

<https://slrd.civicweb.net/Documents/DocumentList.aspx?ID=22857>

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