

A Community “Why” – it’s value proposition – requires VISION to create and expand.



V I S I O N

THE VISION STATEMENT

We visualize a strong sense of community pride based on programs which will include the provision of quality community services, expanded land use, infrastructure enhancement, and beautification. We will maintain our small town friendly character. We will practice sound environmental stewardship while generating new business opportunities and promoting our area.

Most community vision statements are dry...a lost opportunity. Think Dragon's Den. This is where a community should have robust conversation about – and not consensus (impossible) but gist of agreement....because it drives policy actions that deliver on vision.

VISION EXAMPLE: CANAL FLATS OCP

A good vision statement leads with value proposition (different / better), has a middle that contains actionable strategies that deliver value proposition, and have an emotive hook (because most of our decision making is emotionally-driven (neuroscience research).



OUR VISION

Canal Flats is...

... the affordable, innovative, **THE KEY MEANS TO AN END**, family-friendly Village building a new future in diverse housing options, quality of place initiatives, tourism and light industry **THE DEFINITIVE STRATEGY** development, and redevelopment of a unique work-live downtown.

We will be a key employment centre in a Columbia Valley that reconnects people to nature ... and **THE EMOTIONAL PITCH TO A each other, FOOTLOOSE WORKFORCE**

A prism applied to all actions....



**Break Down
Big Goals
Into Small
Steps**

Never discount the power of small wins.
STRONG VISION enables stepping-stones in
action.

Research indicates that approximately 80% of investment is LOCAL
– those already living in the community who build business from
the ground up.

80

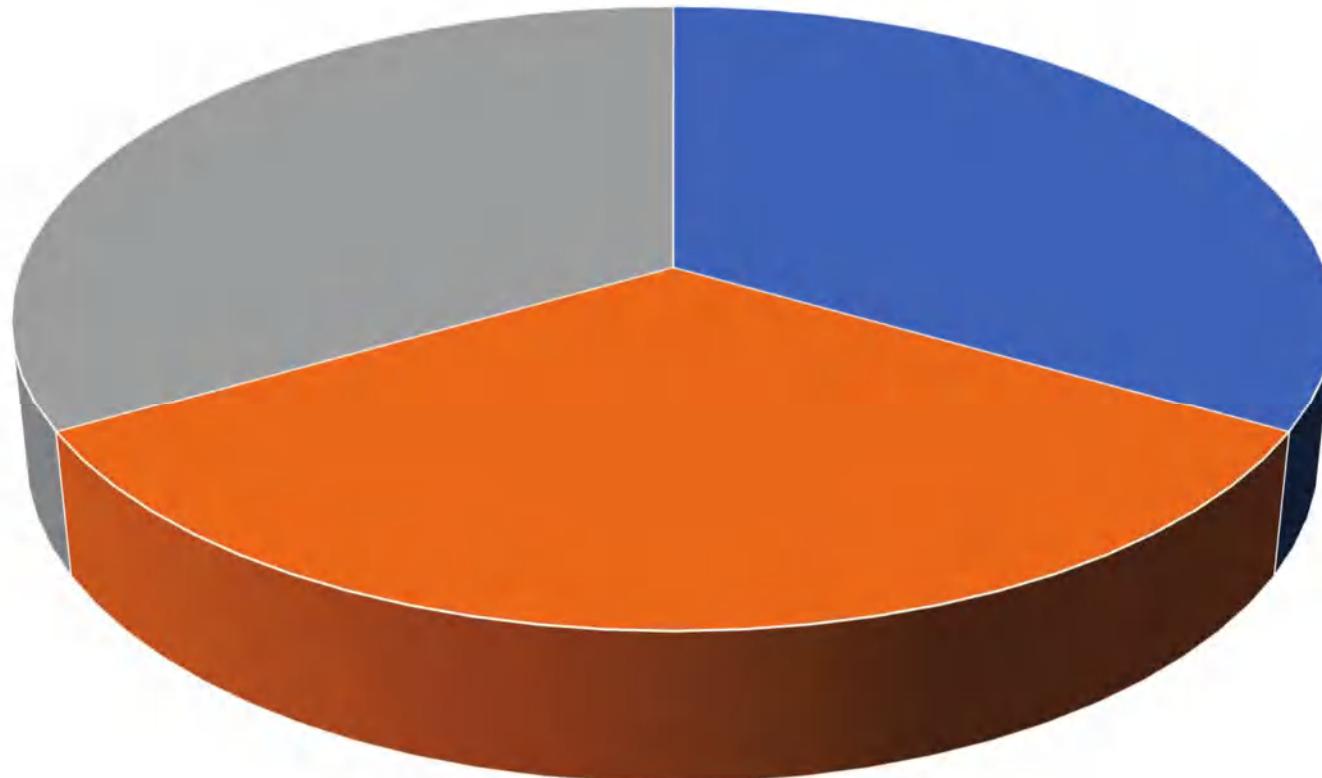
Pursue HAPPYNESS

MEANING

Why do I as a person matter (sense of destiny)?
Why does my community matter?
If the two can be connected there's potential for powerful community-building.

PLEASURE

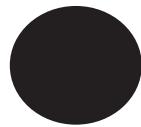
The smile on the face. E.g. humour.



Research indicates there's three – roughly equal – components of happiness.

ENGAGEMENT

Friends, family, relationships, hobbies. Communities are where this is pursued most deeply, making communities a deep source of happiness.



Different or better is about creating perception of community as more than a black dot on the map – with all its positive benefit to investment, resident relocation, and tourism visit decision making.



Our brains are
hard-wired to
see different /
better.

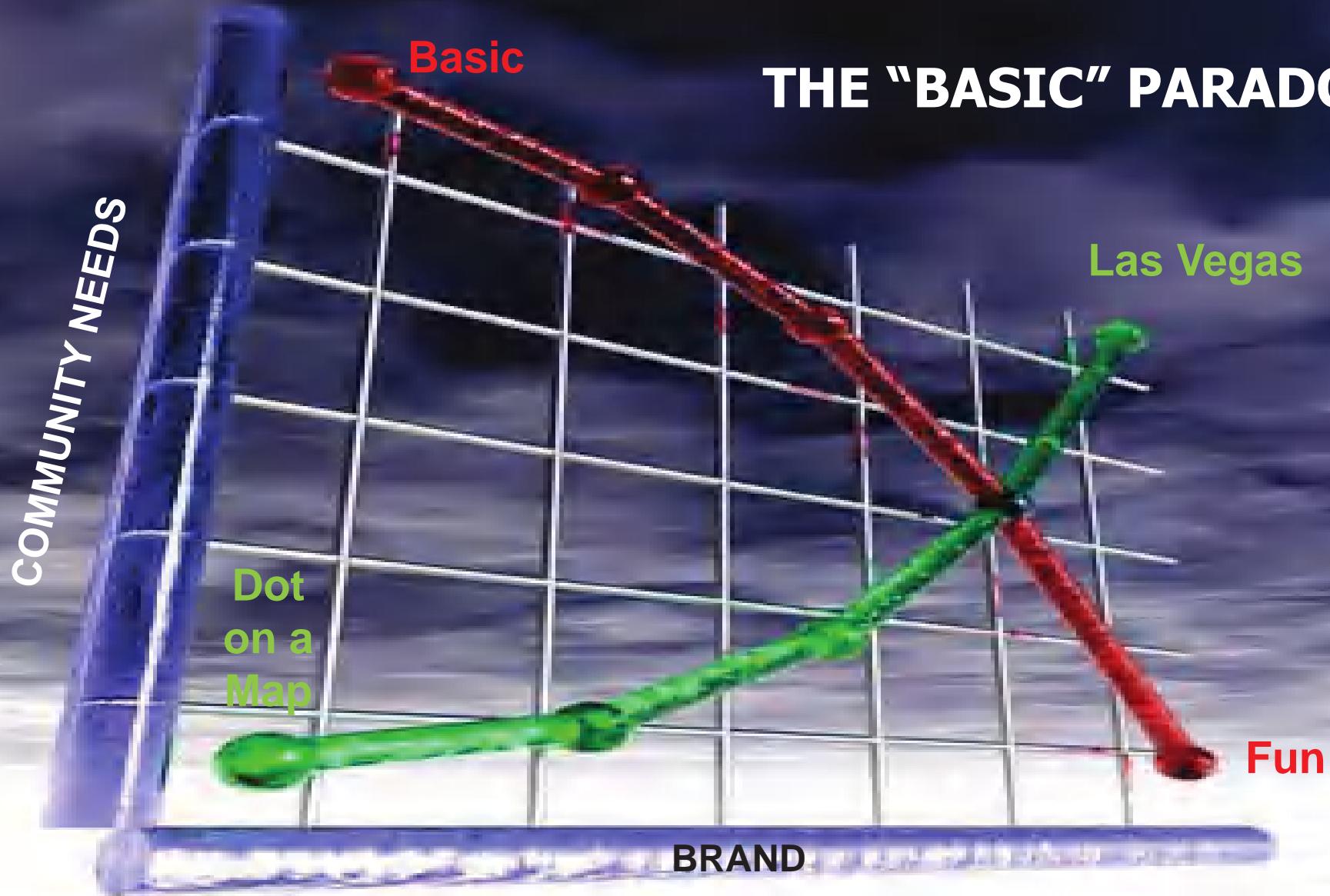
Approx. 20% of workforce in most communities is self-employed and/or works from home. These “Independents” have freedom of locational choice, and choose location based on lifestyle factors. Rural communities – with their inherent connectivity to people and place – can effectively compete with larger urban centres.

20

Research indicates approx. 7% of Canadians live where they do based on a tourism visit – making tourism a powerful investment attraction / resident relocation dynamic.



THE "BASIC" PARADOX





3. COMMUNITY MATTERS (THE VALUE OF PLACEMAKING)

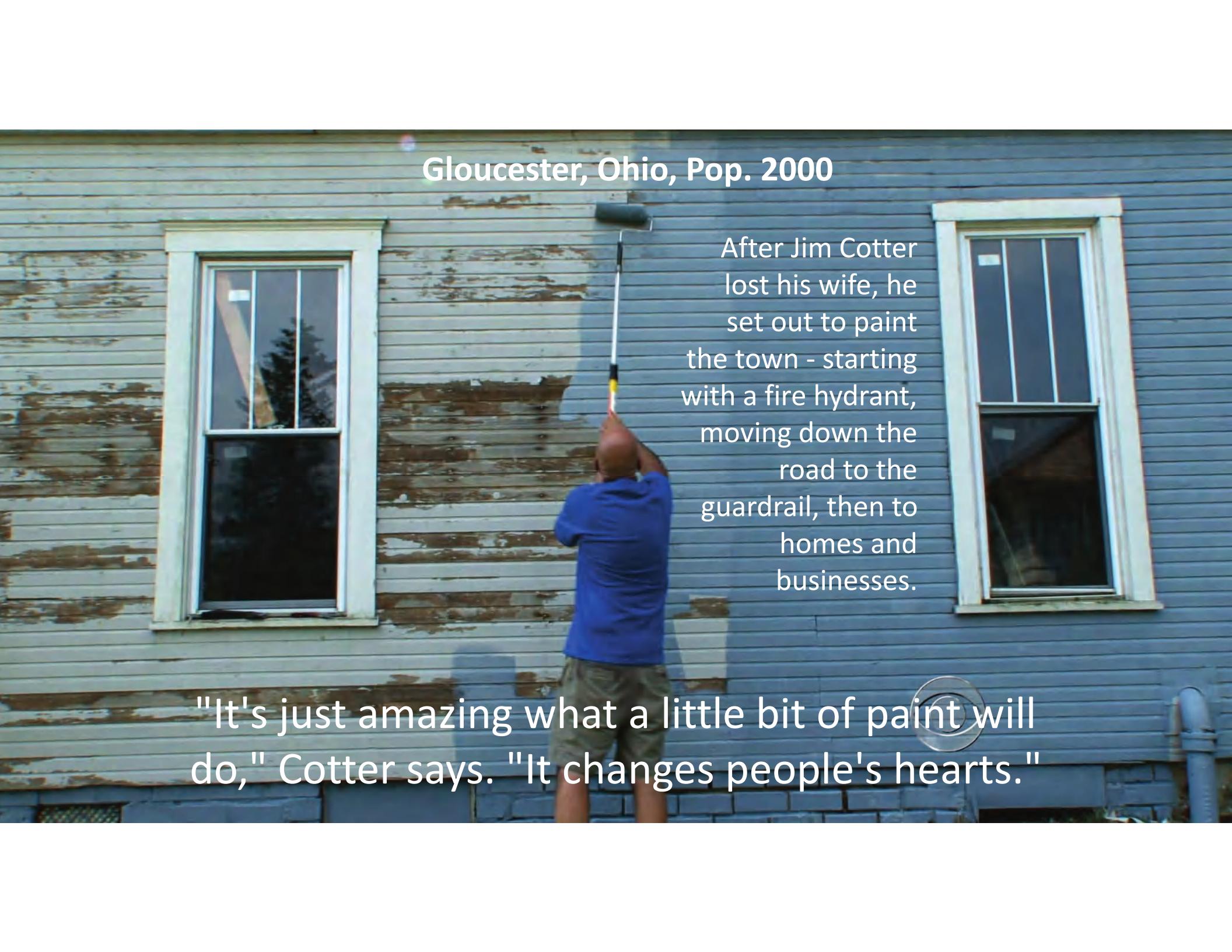
COMMUNITY MATTERS

- Placemaking is rising in importance as we shift to a knowledge economy and a greater share of the workforce chooses where they live based on lifestyle and amenity. People increasingly “make their job” vs follow jobs around. People want to live in beautiful communities that have specific types of amenity they align with.
- Creating differentiating “whimsy and surprise” aligns with this dynamic. This doesn’t need to be expensive. It’s simply a prism of asking how any action in physical space can be made more beautiful/unique. Small things are cumulative when it comes to community pride, investment and tourist interest.
- From iconic to “small” (next slides) – our impression of placemaking is exponential not incremental.

Change
creates critics.
Imaginative
change
creates even
more critics.



Gloucester, Ohio, Pop. 2000

A man in a blue shirt and khaki shorts is painting the side of a weathered wooden house. He is using a long-handled roller to paint the light blue horizontal siding. The house has two white-framed windows. The scene is set outdoors with a brick wall and a pipe visible in the foreground.

After Jim Cotter lost his wife, he set out to paint the town - starting with a fire hydrant, moving down the road to the guardrail, then to homes and businesses.

"It's just amazing what a little bit of paint will do," Cotter says. "It changes people's hearts."







30 AVE SW



**THE
MARKET
IS THE
CATALYST**

15-20% ROI is a norm...20-30% for real estate industry

We need to understand economics better. We can be effective at implementing vision when we enable the market

Housing Affordability: THE POWER OF THREE

We crunched the fully-costed numbers in Canal Flats, and they are compelling...

1 Unit		2 Units, 2nd Unit Long Term Rental	3 Units - Long Term Rental	3 Units - Vacation Rental 3rd Unit
	% of Gross Income			
753	27% Affordable	18% Affordable	11% Extremely Affordable	-6% Net Investment Return
1200	40% Unaffordable	30% Affordable	24% Affordable	7% Net Investment Return
1800	58% Unaffordable	48% Unaffordable	41% Unaffordable	24% Affordable
		<i>Plus 8.1% return on investment - 2nd unit</i>		<i>Plus 7.8% return on investment - 2nd/3rd unit</i>

Depending on size of residential and accessory dwelling units, THE POWER OF 3 illustrates the transition of housing from unaffordable to “investment return” with transition from 1 through 3 residential units on a property.

Based on median Canal Flats household income (Census Canada, 2021) related to 30% income/housing cost ratio representing a common measure of affordability in Canada.

Standard Rental - \$1200/month. Vacation Rental - \$2116/month (\$180 summer, 70% occupancy x 4 months, \$150 winter, 25% occupancy x 245 days (Airbnb)

Full costing at summer, 2022 land costs, \$300/sq. ft. single family dwelling and \$250/sq. ft. accessory dwelling unit build price, current mortgage rates, current municipal tax and utility rates, and maintenance estimated at 1% of build cost/yr.

In Canal Flats, understanding of the market...that a third unit on a property PAID net income to a homeowner (a powerful value proposition)...made policy creation and community embrace – via an endorsed OCP – possible.



*"There are simply no answers for some
of the great pressing questions. You
continue to live them out, making your
life a worthy expression of leaning into
the light"*

(Barry Lopez)

Legacy...and other emotive words like this, are powerful words that secure more community engagement by appealing to "we" instead of "I"

Leave a LEGACY

OUR LEGACY-MAKING QUESTIONS

Why will residents, visitors, and investors choose Lytton over other places in future, in the context of rapid change?

What has Lytton done to REALLY be ambitious vs tread water?

How have you personally contributed to inspirational community building?



WHAT'S
YOUR
STORY?

STRENGTHS CHALLENGES ENABLERS

SOME LYTTON INSIGHTS

DATA

- 2021 – 210 residents. Peak 2,500–3,000 people early to mid-1900s — transportation and regional service hub for the Canadian Pacific Railway, forestry, and agriculture.
 - Government services (65% of jobs by industry) and tourism (22% of jobs by industry) are the core of the economy
 - There's a beacon of economic light: management, scientific and consulting services (5% of jobs by industry).
- Net 55% loss of jobs 2015-2025. Growth in health services and tourism. Losses in school, farms, local / provincial / Nlaka'pamux administration.

Nlaka'pamux are an important contributor to the economy (Lytton First Nation airport project (Tklemcheen Lodge), Tklemcheen Industrial Park / RV Park / Aggregates, Housing

- Tourism Wages (\$25K/yr) 50% of average across all sectors (\$50K/yr)

- Construction activities escalate: Village facilities including the new outdoor pool, Village Offices, the Community Hub, new Fire Hall, and continued servicing upgrades.
 - New and returning businesses building.
 - Temporary workforce housing need – 85-90 (deficit 33-46)
 - Single family housing re-build – 5 /yr
- Commercial and Mixed-Use Re-Build – 2 mixed use buildings in each of 2026 and 2027.

TOURISM MASTER PLAN (2021-2030)

- Motivating selection of Fraser Canyon as a scenic and interesting route
- Motivating travellers visitors to visit or stop in the Fraser Canyon. "The Total Rest Stop"

Product: Destination resorts/lodges, Touring, Adventure, Wilderness Getaway, Cultural, Agriculture

ECONOMIC DEVELOPMENT RECOVERY PLAN (2023)

Infrastructure projects: Fire Hall, public washrooms (with Farmers Market), Village Offices/festival space, Public Works building and essential staff accommodation. Business re-start. Home re-building

HOUSING = ECONOMIC DEVELOPMENT





- **Templates – “strawberry boxes”**
- **No R1 - 2+ units/property, densification**
 - Lower parking standards
- **Minimal home-based business regulation**
- **More permitted uses/land use**
 - No min. + max. house sizes
 - Greater site coverage
- **Up to 10 units per acre (with Master Plan) for larger aggregated properties.**
- **Mixed-use / work-live**
 - Adaptive housing
- **Automatic approvals**
- **Fast-tracked approvals**
 - Incentives
- **Reduced permit fees**

Housing is an example of many options, and (usually) too little comprehensiveness of strategic direction-setting for a community. The bullet points to the right show a more comprehensive consideration to discuss specific community context/action. To generate affordability, MULTIPLE policies must be employed.

**WHEN WE DON'T KNOW
THE FUTURE, WE FIGHT
FOR WHAT WE KNOW.**



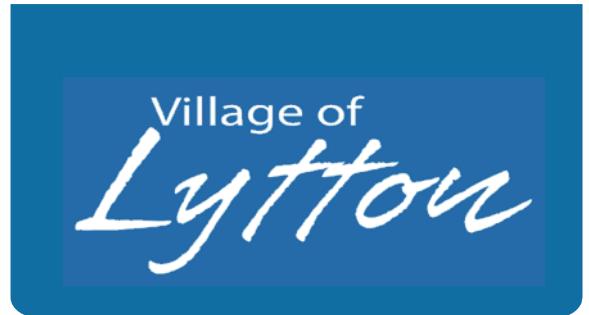
Doing little things well is a step toward doing big things better.

Vincent van Gogh

 quotefancy

Strategic options: We can “mirror” current demographic and desires. We can also consider a “window” into a world that is changing, and how to plan a path forward considering “voices” (e.g. youth, working families) who have less of a voice at present.





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LEARN MORE AT: www.lytton.ca/ocp-update