

Lytton & Region Economic Recovery

Recovery Work Plan and Recovery Needs:

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O'LEARY & ASSOCIATES LTD.

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Submitted to:

The Village of Lytton

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Section 1: Executive Summary

Background

Lytton and the surrounding region were impacted by an extreme wildfire event during the summer of 2021 following a “heat dome”, during which temperatures reached 49.6 °C, the highest temperature ever recorded in Canada¹. Under these hot, dry conditions, winds of up to 71 kilometres per hour (44 mph) pushed the fire north into the community. The Lytton Creek wildfire destroyed approximately 90% of the Village of Lytton, including over 100 properties, almost 40 homes within the Lytton First Nation (LFN) community and claimed the lives of two people².

It is estimated that over 1,000 residents were displaced from the area and sought replacement accommodation in Whistler, Lillooet, Merritt, Ashcroft, Chilliwack, Abbotsford, and Kamloops, and elsewhere in the province. The residents being dispersed over such significant geographical distances has made community engagement, communications, healing, and initial recovery a challenging process².

In December 2021, the provincial government announced a \$1 million grant to the Village of Lytton to support economic recovery. Shortly afterwards BC experienced its first devastating atmospheric river event, which washed out the Coquihalla Highway and sections of the Trans Canada Highway, cutting off primary access to Lytton and contributed to flooding in some areas of BC (November 2021).

The Village of Lytton has had many challenges and is at the convergence of many political bodies and organizations with different jurisdictions and mandates, but there is a pressing need now, more than ever, to define a path forward in the process of economic recovery.

The Village of Lytton engaged the services of O’Leary and Associates in late 2022 to create an Economic Recovery Plan for the region. This plan will provide guidance to the Village and act as a resource for other agencies operating in the region to support business owners with the recovery process.

Our Perspective

A long time has passed since the devastating fire in the region. There is a lot of frustration and mistrust of government in the community. Organizations have struggled to address the magnitude of the situation, despite best intentions.

From our perspective, the path forward must include both the indigenous and non-indigenous communities. The devastation of Lytton is an opportunity to set the stage for an example of collaboration and reconciliation beyond boundaries on a map.

Our objectives were to facilitate meaningful ground-up solutions for economic recovery – and to demonstrate to the community that we listened to them and translated their needs into an actionable path forward.

¹ "Lytton B.C. sets all-time Canadian heat record for third day in a row". Global News. June 29, 2021. Retrieved March 27, 2023.

² Village of Lytton: Village of Lytton Short-term Recovery Plan – Draft, October 27, 2021

Lytton will recover. Our job was to help this process become as efficient as possible, to provide guidance and strategic direction to the organizations which will make this recovery happen, and to give people hope that there is a path forward to recovery. We hope the reader feels that we have achieved these objectives with this Economic Recovery Plan.

What is Recovery?

Recovery is the restoration, re-development, and /or rehabilitation of facilities, livelihoods and living conditions of economically impacted populations to a level that meets – or in some cases improves upon – the original condition. Recovery planning is a legislated component of community emergency preparedness planning under the Emergency Program Act (Section 6.2).

Recovery is a three-stage process: Short-term recovery or incident stabilization, medium term recovery and Long-term recovery. Short-term recovery activities include assessing damages, providing temporary housing and restoring essential services. In contrast, Long-term recovery is reflected by a return to normal routines and permanent reconstruction efforts that may include improvements to promote a more resilient community. The extent of the recovery process should reflect the scope and scale of the economic impact².

When moving through these stages, impacted communities will need to:

1. Set priorities and objectives for recovery;
2. Articulate the roles and responsibilities of all involved;
3. Set realistic milestones for gauging how much progress has been made; and,
4. Ensure the effective transfer of knowledge, expertise, services and support.

This Economic Recovery Plan was created through three main activities:

1. Actively engaging the business community affected by the 2021 Lytton Creek wildfire. This was accomplished through key stakeholder interviews, presentations at Village of Lytton Council meetings, Community meetings, delegations to Chief and Council, e-mail correspondence and an online Economic Recovery Survey.
2. Data from this engagement was then used to undertake a gap analysis to identify obstacles and opportunities for economic recovery programming and support.
3. This information was then compiled into this report which outlines recommendations for possible programs or actions that the Village of Lytton (and other agencies) could undertake in the short, medium and long-term, to offer effective support to businesses and to foster economic recovery in the region.



Key Findings:

This section will summarize very briefly some of the key findings from both the online survey as well as the key stakeholder interviews. Further information and any figures referenced can be found in “**Section 2: Technical Report**”.

Direct Economic Loss due to the Wildfire in 2021:

The estimated total direct cost the wildfire to Lytton and region businesses based on survey results is estimated to be **\$27,946,030**. Almost all the business owners in the region were property owners (not lessees), so the majority of this amount was attributed to the loss of buildings (just over \$16 million).

Businesses continue to lose money. The largest economic loss category reported in the time period following the wildfire was related to **lost sales (just over \$6 million)**, with the median reported value of \$67,500.00. There are other reasons for ongoing economic loss:

- **Expenses associated with (re)starting up the new business;**
- **Ongoing loss of sales;**
- **Lack of accommodation for labor;**
- **Ongoing expenses associated with temporary operations; and/or,**
- **Ongoing equipment or Inventory costs *from wastage/maintenance.***

Residents feel there is a lack of clear communication (miscommunication)

Almost every stakeholder mentioned frustration when it came to communication. They feel they do not have the information they need, which is fueling uncertainty and rumors. Furthermore, they feel there are multiple simultaneous recovery groups working independently in silos (not communicating with each other).

There are many organizations producing many different messages, flooding the community with information, **the problem is that they are not communicating effectively.** For example: Funding announcements made with little information to guide direction (no clarity on who it will support or how it will work).

Insurance Shortfalls

Nearly 50% of participants in the Economic Recovery Survey who suffered losses due to the wildfire did not have insurance coverage.

The majority of business and homeowners who had insurance for their loss, did not have adequate coverage to rebuild, due to rapidly rising construction costs and inflation.

- **Business owners indicated that they had a total economic shortfall** (more money required, after insurance coverage) of about **\$14.5 million dollars in total**, with most reporting around the \$300,000 mark.
- **Homeowners indicated that they had a total economic shortfall** (more money required, after insurance coverage) of **just under \$7 million in total**, with most reporting around the \$300,000 mark.

Most People Plan on Rebuilding

- **65% of Households who had relocated plan on moving back. An additional 12% would move back if they could get certainty about financial support for rebuilding.**
- **83.3% of business owners do plan to rebuild and restart** or continue to operate their business. This majority is comprised of 25% of business owners who did not lose their business directly to the wildfire and 58.3% who did lose the business to the wildfire, but do plan on rebuilding it.
- **The majority of business owners (55%) indicated that they could not rebuild their business unless their home was also rebuilt.** This clearly demonstrates the link between rebuilding the community as a whole and the economic recovery of the region.
- **The majority of participants (60%) indicated that their intention was to rebuild to Fire Resilient standards**, with 10% of people planning to build to Net-Zero ready and 3% to Net Zero standards. It should be noted that the survey responses were collected BEFORE the announcement of Pacific Economic Development Canada's Lytton Homeowner Resilient Rebuild program.

Economic Recovery Support Programs

The majority of participants (86%) have not been able to participate in any economic recovery programs. This is mostly due to the following reasons:

- **The Community is not "shovel-ready".** This broad category is focused mostly around a lack of access to the building lot which is ready to accommodate a rebuild (including critical infrastructure).
- **Funding Clarification:** many people commented that they are unable to rebuild without financial support and that they need funding clarification before they will start the rebuild process.
- **Funding limitations:** These comments relate to funding being available, but not in the categories needed.

83% of respondents indicated that mental health support resources currently available in the community were not adequate to meet the needs of community members. Mental health support could be the single most important factor when it comes to a community's recovery after a major natural disaster event. This is because the mental health of community members affects every other facet of recovery.



Financial Support for Businesses needs to be an Immediate Priority:

Businesses have made it extremely clear: without financial support they will be unable to rebuild.

Businesses bring investment and employment, which also translates to tax revenue. Without a substantial tax base, the Village will be dependent on transfer payments from the federal and provincial government, and will eventually be forced to unincorporate due to insufficient revenue.

This is the result of a series of unfortunate events:

- **Revenue Cycles:** most businesses in the region around Lytton were “Seasonal” (tourism and agricultural operations), where **80% of sales occur between the months of April and September**. Having this time period disrupted, dramatically impacts financial viability.
- Business owners **were already trying to recover from the adverse impacts from the COVID-19 pandemic**, which resulted in a reduction of revenue and additional debt such as the Canada Emergency Business Account (CEBA) loan.
- **90% of the businesses, government agencies and services in the Village proper of Lytton were destroyed in the Lytton Creek Fire.**
- The **2021 Atmospheric River event**, which happened in November of the same year further impacted the village and delayed recovery.
- For the last two years businesses have been in a **“holding pattern”**, incurring more expenses and not able to generate revenue while waiting for the ability to rebuild their business.

For Economic Recovery to happen, we need people to move back into the Region as soon as possible.

Businesses need people – they represent both customers and labour. With economic recovery it is impossible to separate housing from the economy because of this linkage to businesses.

For those households who are either unsure or not planning to return to Lytton and the Region, we asked them why not?

- **Waiting for the community as a whole to recover:** *“I would like to return to working in Lytton...however such a choice would be heavily influenced by the recovery of the community.”*
- **Waiting for clarity/resolution with Insurance:** *“We have picked out plans for both home and business. Waiting for a response from insurance to see if they’ll approve our home.”*
- **Waiting to see what Financial support will be available:** *“The business rebuild is out of the question unless financial help arrives.”*
- **Uncertainty about the length of time before the community will be rebuilt:** *“How long will the archeological process take?”*



Recommendations:

The follow sections have been divided into short to medium-term recovery recommendations and long-term recovery recommendations. Short-term is defined as 3-6 months, medium-term as 6 months to one year, and long-term as more than a year. **It is understood that although the Village of Lytton has completed this initial recovery work plan and gap analysis, it is unlikely that the Village will be able to take on all the recommendations listed below.**

This information will still prove to be very valuable for other recovery organizations. One of the major issues identified is the large number of agencies attempting to help with the recovery effort, which is causing confusion for business owners looking for support resources. By sharing this data and document, the Village of Lytton can immediately help business owners with recovery by providing valuable on-the-ground information on business recovery needs to other organizations, saving them the time and resources and avoiding duplication of effort.

Possible Short-term Recovery Actions

Immediately Start Work to Create Financial Support Program Development for Business.

Business owners have made it abundantly clear throughout this data that the majority of them cannot rebuild unless they are able to access a variety of financial assistance programs. Business owners continue to incur additional losses and forgo revenue, making recovery prospects even more grim.

It should be a top priority for government funding agencies and non-profits to establish financial support programs to facilitate economic recovery. Examples include:

- **Operating grants and/or loans:** Business need interim capital to continue surviving in the near to medium term. Obviously, the preference would be for grant funding, but a supportive loan program **with low interest rates** was still mentioned as something that would go a long way to helping businesses rebuild when they are able.
- **Grant funding to support escalating rebuild costs:** Almost all business owners indicated that their insurance coverage (if they had insurance) was not adequate to cover construction costs, which have skyrocketed in recent years. Participants in the economic recovery survey indicated that they had a total financial shortfall (more money required, even after insurance coverage) of about \$14.5 million dollars.
- **Start-up grants and/or loans:** Business' need grants or loans to be able to purchase inventory, new equipment, pay for moving costs (if they have relocated operations), marketing materials, software, etc. These are costs required to restart the business (or setup a new one), which are not included in the construction of the replacement building.
- **Canada Emergency Business Account (CEBA) loan forgiveness.** Many businesses took out CEBA loans and are now unable to repay them given the current situation they are facing.
- **Hiring grants:** To help with the costs associated with hiring employees, including employee wages.
- **Tax relief programs:** to allow Lytton businesses extra time to pay taxes, or to create tax incentive programs for those that choose to rebuild.
- **Debt relief programs:** work with lenders to identify strategies to reduce the current debt burden, such as interest only payments, paused or deferred payments or partial loan forgiveness.

Establish a Recovery Roundtable Working Group that would act as a collaborative table to identify the roles and responsibilities for all organizations actively working on recovery in the region.

This collaborative working table would meet regularly (2 week intervals) and participants around the table would share operational updates as well as upcoming activities, with the group. The goal of this working group is multipronged:

- Eliminate duplication efforts;
- Matching local and regional private sector resources to specific recovery needs;
- Create and manage a tiered system of re-entry for critical businesses, to ensure that recovery is a coordinated and purposeful effort.
- Be responsible for contributing to the **Overall Community Recovery Plan**, by combining all independently working organization/activities into a cohesive and comprehensive plan.
- Pull all of these updates together into a single, easy to read, public facing document which clearly articulates to the broader community the overall plan and current updates.
- The Economic Recovery Manager would chair and coordinate these meetings (including developing terms of reference and the public facing reporting “dashboard”).

Implement a coordinated initial rebuild plan, which includes both housing and businesses.

As was already mentioned multiple times in this plan, housing is needed for people, people represent both labour and customers for businesses. **Businesses will not survive without people to support them.** Similarly, people are hesitant to move back to the region with no businesses or amenities to support them.

This means there should be a coordinated initial rebuild plan which will ensure that both initial housing and businesses are being built at the same time. This way when the businesses are ready to open their doors, people will be in community looking for employment and there will be consumers to buy products.

Focus energy and capacity of getting these businesses established first in the community. Participants in the Economic Recovery Survey produced this ranking of prioritization for re-establishment:

1. Grocery Store
2. Pharmacy
3. Restaurant
4. Bank
5. Hotel
6. Coffee Shop

Special provisions should be considered around variances and permitting to enable businesses to rebuild and recover as soon as possible. Focus should be put on red tape reduction and an expedited process with possible special variances as long as public health and safety, and environmental protection are not compromised.

It is recommended that the Recovery Manager work closely with these priority business owners, along with residents who are ready and able to rebuild, so that this coordinated initial rebuild plan is implemented.

Work with Government Officials (MLA, TNRD, Village Council) and Interior Health to prioritize the construction of an Urgent Primary Care Centre (UPCC) in Lytton.

The B.C. government is actively rolling out the primary health-care strategy, which includes the construction of multiple Urgent Primary Care Centres (actively being planned now). These centres provide primary care to patients who currently do not have a family doctor or nurse practitioner, and weekend and after-hours care, taking pressure off hospital emergency departments. This is important for several key reasons:

- **Participants identified that Healthcare was the top priority service** (non-business), to aid in population reestablishment back into the community.
- **Urgent Primary Care Centres also represent the creation of a number of high paying jobs.** These individuals will likely live in the region and will spend their wage supporting other local businesses (grocery store, pharmacy, restaurant, coffee shop, etc.)
- **Access to a family doctor is extremely challenging in BC. Families**, when deciding where to establish themselves are prioritizing communities based on their ability to get a family doctor.

Increase Collaboration: Develop Partnerships and Working Groups

People are frustrated with the lack of collaboration and communication between different organizations. This results in ill-feelings, duplication of efforts, inefficient use of resources, less collective power to advocate, money spent on outside contractors instead of supporting local partners, systems which do not work together, etc..

The most frequently mentioned organizations for the Village of Lytton to develop effective working relationships with were the Lytton First Nation (TI'Kemstin) and the TNRD.

The economy of Lytton does not stop at the Village boundaries. All of the businesses and people in the region including the indigenous communities, the TNRD, and the Village are what make up the local economy. It is an interconnected ecosystem of people (labour and customers), business entities, and other organizations (which provide employment or services) which drive the flow of money – which is the economy. So, when looking at economic recovery, all these factors in the region need to be considered and acted upon.

It is recommended that the Village of Lytton setup a framework to have leadership meetings with both groups on a regular basis to discuss recovery initiatives and updates, and seek areas to collaborate and cooperate.



Request to have the Village ground blessed by Nlaka’pamux Elders before construction begins.

The Village of Lytton sits in the middle of the Nlaka’pamux people's territory on a recognized archaeological site which includes burial grounds and ancient artifacts. In recognition of these facts, **a request could be made from Mayor and Council to Chief and Council of Lytton First Nation (TI'Kemstin), for a ceremony to have elders bless the ground before construction of the new Village begins.** Community members from the region could be invited to the ceremony to learn about and share in a cultural experience, but more importantly to help the entire community heal from the collective trauma everyone has been through.

This demonstration of good will and respect could help set the stage for lasting collaborative relationship to forge a new path forward together.

Establish a Community Mental Health and Wellness Working Group

Disasters affect the physical, psychological, and sociocultural well-being of survivors in several ways, including:

- **The actual psychological trauma of the disaster itself.** Wildfires can cause significant emotional trauma, including anxiety, depression, post-traumatic stress disorder (PTSD), and grief. These effects can be immediate or delayed³;
- **The stress and upheaval associated with multiple adversities experienced in the post-disaster environment,** such as displacement from homes, challenges in accessing disaster relief benefits, loss of business revenue, uncertainty related to employment, and the increased need to care for others (e.g., children and the frail elderly)⁴;
- **Disruption of health and medical services, and social services,** impact the ability for survivors to access the support that they need;
- **Disruption of social networks** that can leave people feeling isolated and without support (social effects). Comments from stakeholder interviews reaffirm that this is happening in Lytton; people want a coffee shop or restaurant to be able to socialize and reconnect with community; and
- **An increased risk for destructive behavior,** such as cigarette smoking, alcohol abuse and binge drinking, and domestic violence⁵.

During the recovery period, it is critical to provide community members with the tools and resources they need to cope with the ongoing challenges they face. These resources could be championed by an outside organization such as the United Way, which has effectively acted as a “convener” for multiple organizations in the region.

³ Committee on Post-Disaster Recovery of a Community's Public Health, Medical, and Social Services; Board on Health Sciences Policy; Institute of Medicine. Washington (DC): [National Academies Press \(US\)](#); 2015 Sep 10.

⁴ Healthy, Resilient, and Sustainable Communities After Disasters: Strategies, Opportunities, and Planning for Recovery. Washington (DC): National Academies Press (US); 2015 Sep 10. 7, Behavioral Health.

⁵ Watson PJ, Brymer MJ, Bonanno GA. Postdisaster psychological intervention since 9/11. *American Psychologist*. 2011;66(6):482–494.

Develop a Housing Action Plan that includes temporary and permanent housing options that serves immediate and Long-term needs of the community and region

Business owners have made it very clear that most of them cannot rebuild their businesses unless they are able to rebuild their homes or ensure their employees have home to live in. Additionally, having temporary housing will support construction workers and contractors to build more permanent housing and infrastructure.

The Village of Lytton has submitted a grant application to the Canadian Mortgage and Housing Corporation for their “Rapid Housing Initiative” which is available to help address the urgent housing needs of vulnerable Canadians.

It has been recognized that access to some permanent building sites could be on the horizon, but the community needs to see progress now, before they lose hope in rebuilding the Village. **Collaboration between the Village of Lytton and Lytton First Nations can further leverage each partners assets and resources with regards to housing.**

Advantages of Rapid Temporary Housing Include:

- Very rapid deployment as many units are either pre-existing or built in controlled factory settings.
- If the Village was able to secure these units with grant funding, they could offer them to residents in need at discounted rent. This would:
 - Help people to deal with the financial challenges many are facing
 - Help the Village, by providing a revenue stream to fund municipal services.
- Redeployment of these units after the temporary needs of residents are met. This means they could be:
 - Sold to residents to offer affordable housing options for those who cannot afford to rebuild, or
 - They can be redeployed for other uses by the Village, such as municipal buildings or to be rented out as work-camps to crews deployed in the region.



Possible Medium-term Recovery Actions

Development of a one-on-one direct assistance program to help businesses recover.

This support should extend to all businesses in the region, which together comprise the local economy.

This should include services such as:

- Acting as a single point of contact for businesses when it comes to accessing recovery support programs.
- Navigation and awareness in a constantly changing recovery program landscape.
- Work in collaboration with other organizations to deliver:
 - Entrepreneurship training support: 11% of the respondents in the survey indicated that they don't currently own a business, but they want to start one.
 - Programs to help businesses with disaster planning and the development of business emergency response and continuity plans.
 - Assist with application forms and processes to access recovery initiatives.
 - Provide updates and support for those navigating commercial insurance claims
 - Business and Financial Planning Assistance
 - Language barrier support resources

Provide support for Home-based businesses.

Home-based businesses often fly under the radar, yet **50% of the businesses who participated in the Economic Recovery Survey were home-based.** Over the past 10 years, BC has experienced unprecedented growth in the home-based business sector, which is estimated to account for upwards of 9% of the BC workforce. This trend is expected to continue. There are many different types of home-based businesses in BC and some people are often surprised that nearly every NAICS industry sector in BC has some home-based representation. This growing sector offers several advantages:

- **It is attractive for new Entrepreneurs as it offers:** flexible schedules, low start-up costs, work-life balance, reduced carbon foot-print, and newer technology is making it easier to work from home;
- **Home-based business often represent “remote workers”.** This means they can locate in an affordable community of their choice with lifestyle advantages, yet charge “big city” rates to clients located in major urban centers;
- **Remote workers bring money into a community even if their clients are located elsewhere.** This is what grows a local economy – they will bring money into the economy and spend it at local businesses (grocery store, pharmacy, restaurant, coffee shop, etc.); and,
- **They may be able to re-establish sooner.** If individuals' homes were not destroyed, or if individuals are able to get back into housing quickly, then the progress of commercial lot remediation and rebuilding have no negative impacts on them.



Move ahead with the development of an Overall Community Recovery Plan.

People want a clear and coordinated understanding of the recovery of the community. There is a feeling right now that a number of disjointed/uncoordinated efforts are happening simultaneously, which is creating confusion, uncertainty, and inefficiency. This document is effectively a modified Official Community Plan (OCP). ⅓ of business owners felt the lack of an updated Official Community Plan is holding back recovery. An outside organization can be contracted to do the bulk of the work in developing the OCP, and the **Recovery Roundtable Working Group** can feed into this long-term planning document the planned activities and process of economic recovery. This document should include:

- **Extensive community engagement:** the community wants to participate in the recovery process and help build the plan for the future;
- **Community Emergency Management Plan** – which outlines preparedness and mitigation measures in advance of the next emergency, as well as action plans and responsibilities of various parties; and,
- **Coordination with the Lytton First Nation and other partners in the region** – the plan should look at the bigger picture, so that duplication is avoided and the region as a whole is stronger through shared resources and collaboration.

Create a small voluntary reporting program to track additional costs associated with rebuilding to Fire Resilient Standards, Net-Zero or Net-Zero Ready standards.

There are conflicting perceptions around how much additional money it will cost to rebuild to Fire Resilient Standards, Net-Zero or Net-Zero Ready standards.

This represents an opportunity: construction companies should be capable of providing a quote to rebuild homes with wildfire protection measures and without. If the residents are willing to share their quotes, the Recovery Manager should be able to compile the various quotes to clearly establish the actual increase in construction costs associated with By-laws 710;730 This information will:

- Help to remove uncertainty for residents (identified as an obstacle)
- Inform Village Council and staff to be better able to determine if this By-law needs to be amended further.
- Equip residents with information which could help them determine if the quotes they are receiving are competitive.



Create a goal of having most residents back in the community, along with a functional downtown by the Summer of 2024.

This could be a combination of rebuilt homes, or homes under construction with people living in temporary housing arrangements. Once the people are back, secondary businesses which were not already rebuilt will have a population base to be able to start to rebuild. This goal should also include having the **Village office rebuilt** so that residents can access staff and resources to help them navigate the recovery process. Advantages of this goal include:

- This will give everyone a goal to work towards and **help people to establish a mental timeline**, with “light at the end of the tunnel” to help restore hope and provide encouragement.
- This will ensure that things are happening before the 3 year mark (with some contingency), which could be a **major milestone for some Insurance claims**.
- The community will be in a good position to **be able to capitalize on the 2024 summer season**, where many seasonal businesses in the economy (tourism and agriculture for example) make 80% of their profit for the year.

Possible Long-term Recovery Actions

Start to focus on Economic Development Initiatives:

At this stage, having established the basics of a local economy, the Village should shift their efforts to focus on more generalized **economic development initiatives**. If funding is available, consider hiring an economic development officer. Some ideas for economic development initiatives include:

- **Entrepreneurship support:** There were multiple ideas focused on providing programming or facilities to help community members to start their own business. Ideas include:
 - **Consider building a low-cost co-working space to support entrepreneurs and remote workers.**
 - **Work with Innovate BC or Community Futures to create a local start-up incubator.**
 - **Work with organizations to provide workshops and educational resources for entrepreneurs.**
 - **Development of a food-hub to support agriculture in the region**
 - **Put together a guide for starting a business in Lytton.**
- **Attracting new businesses to town:** Business attraction is one of the key pillars of economic development. Most of the ideas focused around a process of identifying key strength/features of Lytton and then targeting industries/businesses that align with these differentiators to attract them to setup shop in the region. Ideas include:
 - **Development of tourism trails and operators**
 - **Indigenous Tourism**
 - **Agritourism**
 - **Wildfire or Sustainability related tourism**
 - **Wineries and organic farming**
 - **Positioning Lytton as an Artisan community (arts & cultural tourism)**
 - **Become a hub for remote workers (leverage Lyttonnet, affordability and proximity to Vancouver)**
 - **Become a hub of the Fraser Valley (Health Care, Agriculture)**
- **Business Retention and Expansion support:** It is often most cost effective to help local existing businesses to expand, than it is to attract new businesses to the region. Having support programming to ensure local businesses continue to thrive is a proven way to grow a local economy.

Shift municipal rebuilding focus to building out more “nice to have” amenities for the citizens in the region.

After the functional “basics” of the community are first prioritized, focus efforts on more “nice to have amenities”. Some examples of ideas suggested include a swimming pool, library, rec centre, museum, parks, recreation activity centre, community hall, etc.. It should be noted that many of these facilities could be housed within a “multiplex” style building, which might offer some cost savings through economies of scale.

Consider implementing innovative community features. These are community differentiators which could have a focus such as climate change, sustainability and reducing the carbon footprint of the region. One example could include a district heating system (alternative heating source for buildings).

A feasibility study should be commissioned to help evaluate options and ideas should be generated through community engagement initiatives (to understand what the community wants).

These amenities and innovative features will not only improve the community moral and livability but can also help to attract more people to the region, further growing the tax-base and economy.

Create an active campaign to market and promote the region.

The impact from the wildfires will likely last over multiple years and so a sustained long-term commitment to marketing and promotion will be needed to assist the tourism sector, which was a core industry for the region, to recover and grow. Further to this, promoting the region could help support the attraction of new businesses and future residents.

Specific ideas include: and create a new unified brand, developing marketing and attraction materials to be used on websites or to be provided at info centers, leveraging individual marketing budgets into a greater impact, new highway signage, emphasizing existing assets like Stein Valley Nlaka'pamux Heritage Park, etc..

It is recommended that the Village work with other organizations in the region to leverage resources, such as other villages and towns, First Nations communities, the Thompson Okanagan Tourism Association (TOTA), Indigenous Tourism BC and Destination British Columbia.

Integrate Emergency Response Assets into the Community

With the rebuilding of the Village, there is an opportunity to integrate permanent Emergency Response Assets into the Community. Some suggestions include:

- Install **sirens and set muster stations**. There was mention of an old system with a bell, where the whole community could hear the bell and know that something was happening in the Village almost instantaneously.
- Purchase **firefighting equipment and infrastructure**, this includes structural support units, portable water reservoirs, pumps and sprinklers.
- Create a program to install **sprinklers on all rooftops** of buildings and structures.
- **Build strategic fire breaks and assess the lay of the land** so that future fires may be more easily understood and controlled.
- Explore the possibility of purchasing and **installing multiple “webcams”** (similar to those used on major highways). This can help to market the region to tourists, become a source of information for locals, help control misinformation, and give real-time pictures on the ground during emergencies.

Consider creating a world-class permanent Emergency Response and Evacuation Centre.

Lytton, having lived this experience, could use what they have learned to help others. With climate change, extreme weather events are happening with greater and greater frequency – this problem of extreme natural disaster events in the province is not going away. **By creating an Emergency Response and Evacuation Centre, Lytton could be well positioned to help others while bringing money into the local economy.** This would have the additional benefit of having an emergency response center ready to go if the need arises once again for the community.

This could be comprised of a dedicated emergency operations center, kitchen and communal areas, and redeployment of temporary housing units (used in the rebuilding) into a permanent “camp”. These resources could be used by evacuees from other regions in the province, or by emergency response staff which are deployed in the area.

Find Capital Funding to Improve the Water Infrastructure for the Village and the region.

Residents want access to more water. They believe the lack of water, and/or the because the water system is reliant on electricity, increased the fuel around the village (from dry grass, no green buffers) but also impacted the ability to effectively fight a fire once one had started. People mentioned sprinklers on rooftops, fire hydrants, the ability to regularly water spaces throughout the hottest months (no water restrictions).

Several suggestions referenced the advantages of a dedicated, gravity-fed water system for firefighting that does not have to be treated (non-potable). This water resource could be used to keep the area green and to support a fire-suppression infrastructure (fire hydrants). It would not be susceptible to electrical failures, increasing reliability while decreasing maintenance costs. **It is recommended that the Village investigate the feasibility of creating a water system such as this.**



Section 2: Technical Report

Findings from Online Survey and Stakeholder Engagement Sessions

It is important to note that O’Leary and Associates strongly believes that the best outcomes for any Economic Recovery Plan always starts with community engagement. Instead of a “top-down” approach, we build our Economic Recovery Plans from the “ground-up”. This way what we are doing is using our expertise and experience to help the people of Lytton to build their own Economic Recovery Plan.

This is important for a number of reasons, including: nobody knows the Village of Lytton and the Region as well as they do, nobody understands the struggles they are facing better than they do, there is an automatic sense of ownership when people can see their voices are being heard, and by helping them to build their own plan we are helping them to take proactive steps to a brighter future.

It should be noted that it takes much more time, energy, and resources to build an Economic Recovery Plan this way, but the results are worth the extra effort.

With our Community Engagement the data collected can be broadly defined in five major groups: information about the businesses affected by the wildfires, information about community members/residents affected by the wildfires, the support resources they need, the economic impact of the wildfires, and how the Village of Lytton and other organizations can assist with recovery.

Key Stakeholder Interviews Overview

The project team, following our methodology, first engaged in Key Stakeholder interviews. It is important that this step is undertaken first because it gives the project team an overall understanding of the situation in the community. This information is not only informative, it also is used to layout the framework of the larger Economic Recovery Survey by identifying key data that needs to be collected and therefore, the questions which need to be asked.

Key stakeholders are broadly defined as individuals who are known in the community to be pillars of influence, actively engaged in recovery efforts, individuals who feel they have key information that needs to be shared with the project team, or generally hold large amount of knowledge which relates to the project.

The first step in identifying the key stakeholders was to engage the CAO, the Mayor, and to make a presentation at a Village Council meeting to create awareness of the project and ask individuals to self identify as Key Stakeholders. From there, at the end of each stakeholder interview we would ask “who else do we need or should we to meet with?” which then identified other key stakeholders in the community.

These Key Stakeholder meetings took place between December 1, 2022 – March 10, 2023. There was a total of 52 hours of stakeholder engagement: 26 interviews representing 9 business owners, 4 elected officials from the region, and 13 organizations and residents. Consistent open ended “guiding” questions were asked of everyone, responses were recorded and included in the data and respondents were encouraged to “take the discussion wherever they wanted”. This way individuals were not constrained by set questions or answers.

Many of these interviews lasted an hour or more, with some participants requesting a second interview later after they thought of other info which could be helpful. CAO Baker participated in many of these sessions (at the discretion of participants) to start to help to create an “economic recovery relationship” between the Village of Lytton and the Region, so that individuals became aware that the Village was actively working on an economic recovery plan.

Lytton and Region Economic Survey Overview

The Economic Recovery Survey was conducted between February 9 and March 1, 2023, with the aim of engaging a variety of participants in the region to better understand the economic impact, obstacles to economic recovery, and opportunities for economic recovery from their perspective. The survey received a total of 119 online responses, providing valuable insights for the Economic Recovery Plan.

Statistical Analysis:

Lytton & Region Responses	
Number of survey participants	119
Total Population in Region (Village of Lytton & TNRD Electoral area I)	2,369
Percentage of participation	5.023%
Statistical Significance	
Confidence Level	98%
Margin of error:	10.46%

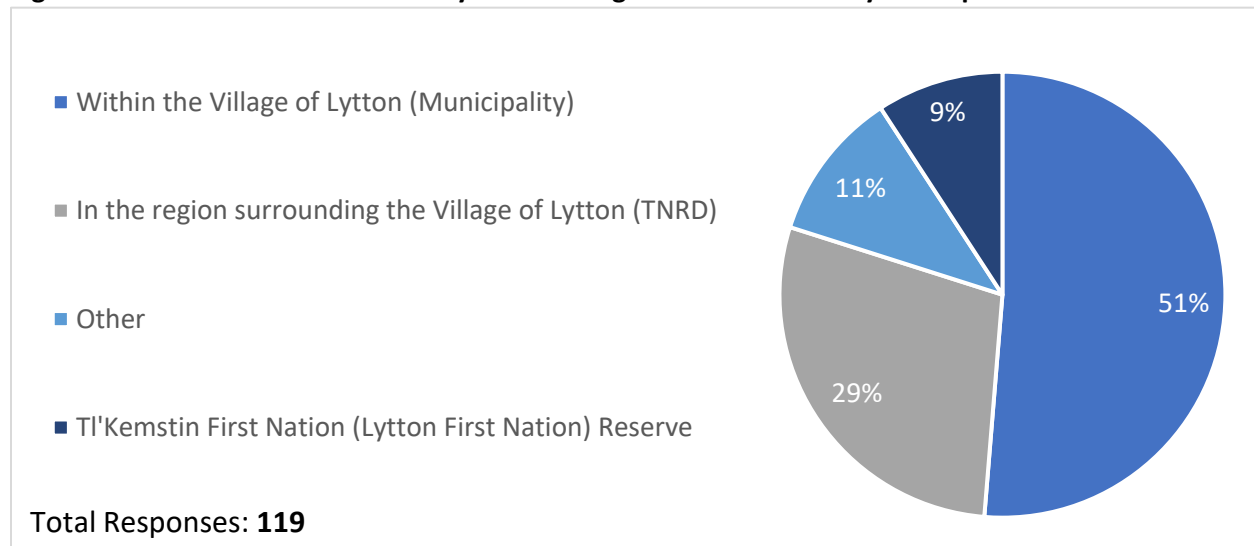
With a sample size of 119 and a population size of 2,369 in Lytton and Region, this data is statistically significant, representing a 98% confidence level and 10.46% margin of error. In other words, there is a 98% chance that the data in the report is representative of the population, plus or minus 10.46%.

Distribution and Location of Respondents

The survey results showed that the majority of the respondents (51%,) were located within the Village of Lytton. The next largest group of respondents were from the region surrounding the Village of Lytton (29%). The Economic Recovery Survey did include participation from the Lytton First Nation Reserve (9%), which we were happy to see.

The survey also received responses from other locations, such as Tsawwassen, Victoria, and from other First Nations in the area, representing 11% of the total respondents.

Figure 1: Self-identified Location of Lytton and Region Economic Survey Participants:

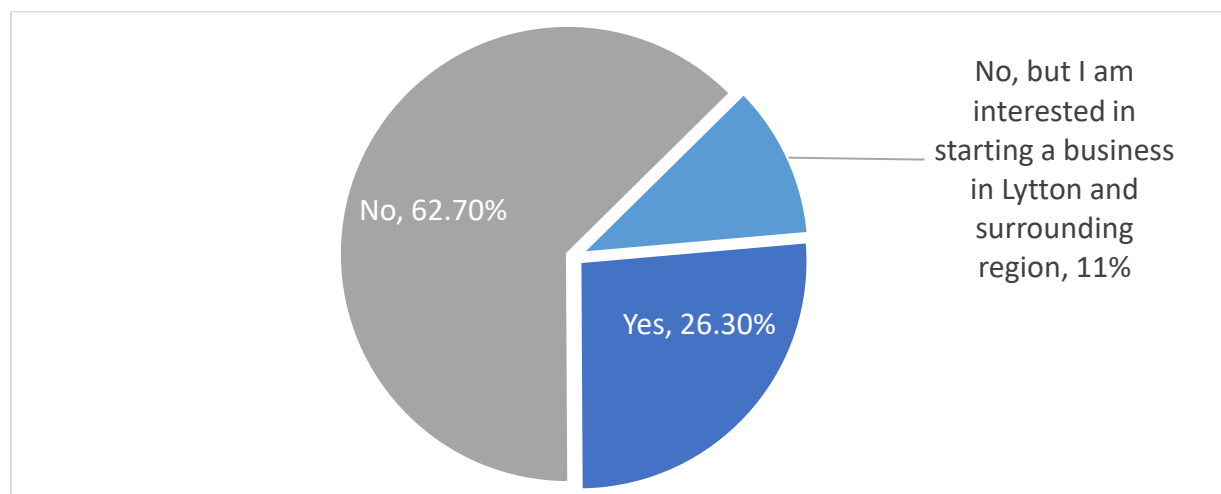


Business Owner Representation in the Survey

Of the total respondents, 31 identified themselves as business owners (26% of respondents). Based on the number of businesses in the region, this would indicate that likely almost every business owner participated in the Economic Recovery Survey.

Through stakeholder interviews a unique bit of data was identified; how many people in the region who don't currently own a business are thinking of starting one? Encouragingly, 11% of respondents (13 respondents) indicated that while they are not a business owner, they are interested in starting a business in Lytton and surrounding region, which would indicate that some people feel there is an economic opportunity and that some of our focus needs to be centered on new business start-ups, not just recovery of the businesses which were lost.

Figure 2: Economic Survey Participants Responses to the Question: "Are you a Business Owner":



Broader Community Insights:

This next section of the report will focus on data which relates to the community and region, not just business specific information. Many stakeholders had larger unanswered questions which impact the economic recovery of the region. Most of this data relates more broadly to the intentions and level of impact for the population in the region. This is very important from an economic perspective as a certain amount of population is required for businesses to be viable as people in the region not only represent potential customers, but also a potential workforce.

General Observations:

Overall, not much has changed with the community's sentiments since the original engagement to create the draft Short-Term Recovery Plan in the fall of 2021. The stakeholders we engaged continue to report frustrations, express concerns, and display anxiety regarding their feeling of a lack of clear communications and no coordinated plan for the community's recovery. This is driving uncertainty, which is stalling the recovery efforts.

People are still looking for interim housing and the ability to access their properties to start the rebuild process nearly two years after the disaster. There is a general worry that if people do not start to rebuild soon that they will not return to the region, which will impact the viability of businesses and the tax base for the Village. Just about every respondent has made it clear that without financial support, they will not be able to rebuild, given the extraordinary delays and increased costs due to inflation.

Migration of Population in the Region:

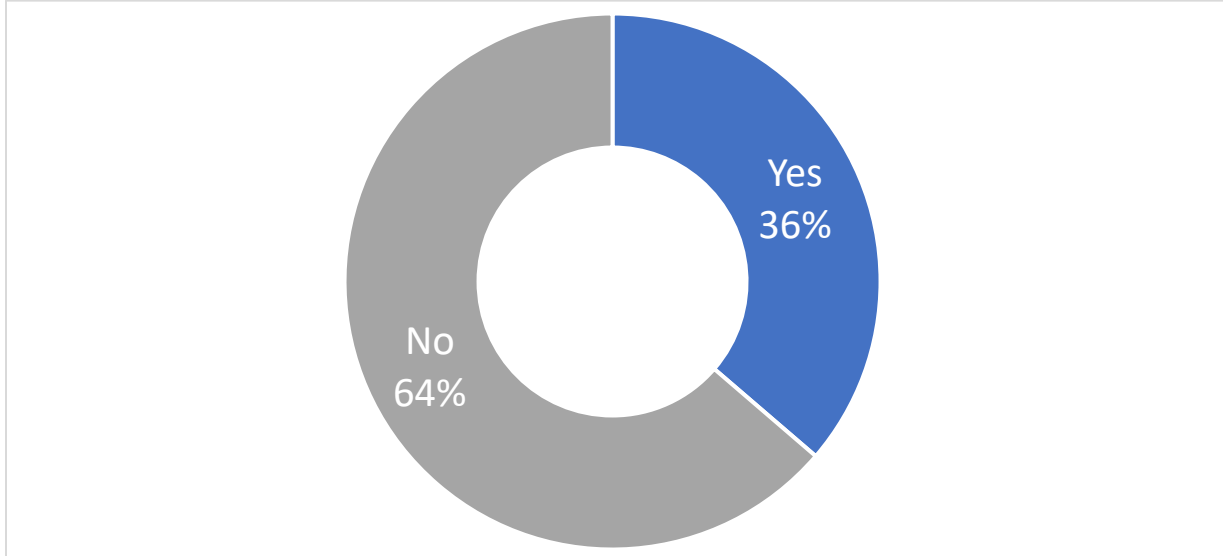
It was estimated that at one point, over 1,000 residents were evacuated from the region. These individuals were dispersed primarily amongst Whistler, Lillooet, Merritt, Ashcroft, Chilliwack, Abbotsford, and Kamloops, with the others going to other areas of the province⁶.

Participants of the Economic Recovery Survey were asked if they had relocated after the 2021 wildfire. Stakeholders were very curious to see what percentage of the population had relocated as, anecdotally being a small community, they had some idea, but the population had not been officially polled.

The more pressing question in most people's minds: Do the people who have moved away plan on moving back to Lytton or the region in the future? The recovery process is approaching the 2-year mark and the worry is that people who have relocated have been away for so long, or have lost everything and have nothing to come back to, so they may have restarted their lives in different communities and may intend to permanently relocate.

⁶ Village of Lytton: Village of Lytton Short-term Recovery Plan – Draft, October 27, 2021

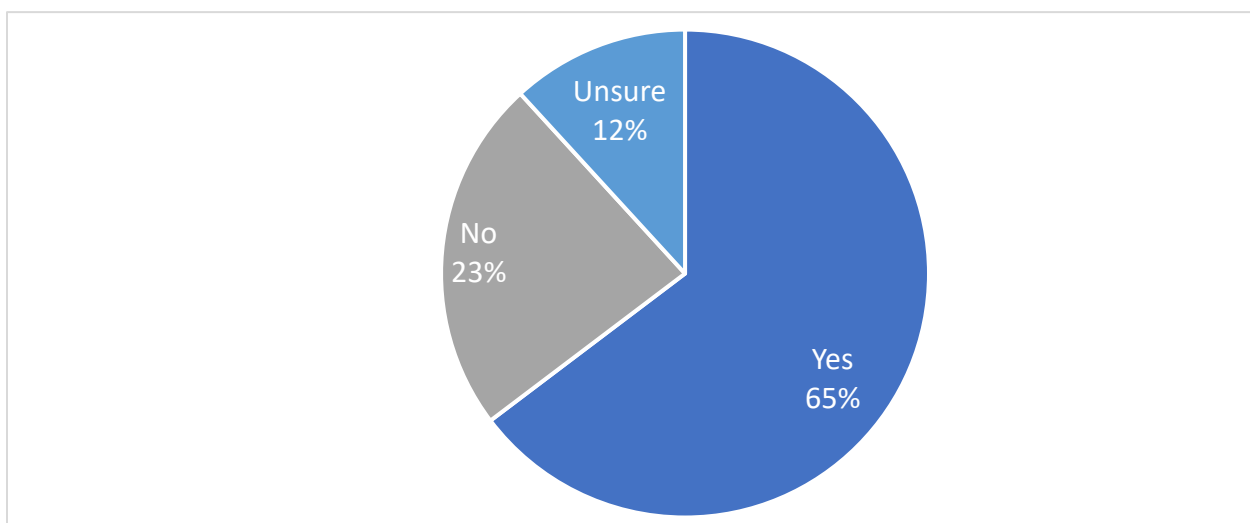
Figure 3: Economic Survey Participants Responses to the Question: “Have you relocated after the 2021 wildfire?”



As can be seen in Figure 3 above, 36% of our survey participants have relocated. This represents 43 respondents. Most survey participants would likely have only had a single family member in their household participate in the survey, so this means likely 43 or more households/family-units have relocated directly due to delays in recovering from the 2021 wildfire.

Of these 43 households/family-units that indicated they had moved away; they were asked a follow-up question: Do you plan to rebuild/move back to Lytton or region in the future? The good news is that 65% (or 28 households/family-units) do plan to move back to Lytton or the region in the future.

Figure 4: Economic Survey Participants Responses to the Question: “Do you plan to rebuild/move back to Lytton or region in the future?”



Only 23% (or 10 households/family-units) indicated that they had permanently relocated after the 2021 wildfires and 12% (or 5 households/family-units) said that they were unsure at this time. These

respondents (who indicated they did not plan to move back or were unsure) were asked another follow-up question: Please explain why?

For those households who are either unsure or not planning to return to Lytton and the Region, we asked them why not?

Most answers related to a couple of key themes which can be summarized with the following comments:

- **Length of time for the rebuild:** *“It has taken too long. We needed stability in our lives, so we settled in a new community.”*
- **Uncertainty about financial support for rebuilding:** *“We would like to move back to Lytton, however, this would all depend on if there are any home and business financial rebuilding support.”*
- **Uncertainty about non-financial support for rebuilding:** *“If no home and business rebuild support, most people including myself will not be moving back.”*

For those households who are planning to return to Lytton and the Region, we asked them why they haven’t returned already?

Most answers related to a couple of key themes which can be summarized with the following comments:

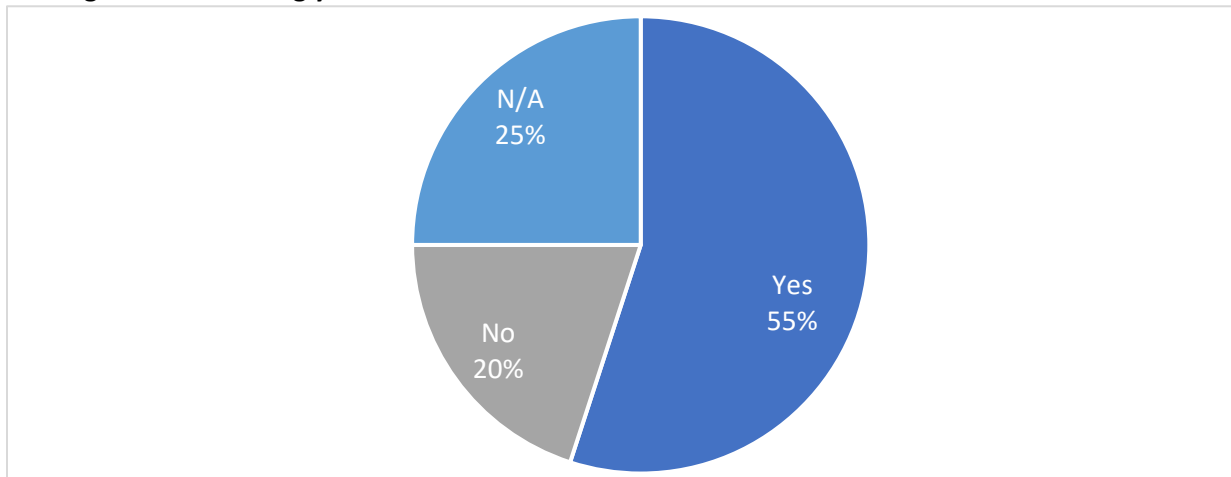
- **Waiting for the community as a whole to recover:** *“I would like to return to working in Lytton...however such a choice would be heavily influenced by the recovery of the community.”*
- **Waiting for clarity/resolution with Insurance:** *“We have picked out plans for both home and business. Waiting for a response from insurance to see if they’ll approve our home.”*
- **Waiting to see what financial support will be available:** *“The business rebuild is out of the question unless financial help arrives.”*
- **Uncertainty about the length of time before the community will be rebuilt:** *“How long will the archeological process take?”*

Insights Related to Rebuilding the Community:

This section represents questions asked to all 119 participants of the Economic Recovery Survey and all relate to more generalized community rebuilding data. Because the economy of Lytton and the Region depends on the community rebuilding to some magnitude large enough to support businesses (and a local economy), it became clear that some data needed to be captured regarding the broader community rebuilding needs, not just business focused economic recovery needs (which are captured in a later section of this report).

The following chart demonstrates this connection very clearly. It summarizes the responses from business owners when asked if restarting their business is contingent on rebuilding their home.

Figure 5: Economic Survey Participants Responses to the Question: “Is restarting your business contingent on rebuilding your home?”



As can be seen in the pie-chart above, the majority of business owners (55%) indicated that they could not rebuild their business unless their home was also rebuilt. Another way to look at this, without replacement housing, 55% of the businesses which were closed due to the 2021 wildfires will not reopen. This clearly demonstrates the link between rebuilding the community as a whole and the economic recovery of the region.

It should be noted that 25% of business owners indicated that this question is not applicable to them, which would likely indicate that their home was not lost in the 2021 wildfires, yet they still closed their business. The survey did not drill down deeper, but the likely conclusion is that either the business was lost in the wildfire or they had to close their business due to a lack of customers or staff.

Official Community Plan

One process which was started and then paused, was the creation of a new Official Community Plan. For those readers who are not familiar, an Official Community Plan (OCP) is a comprehensive long-term land use and development plan created by a local government to guide the growth and development of a community. It is a legal document that sets out a vision and policies for the future of the community and provides a framework for decision-making on matters such as zoning, development permits, and subdivision approvals.

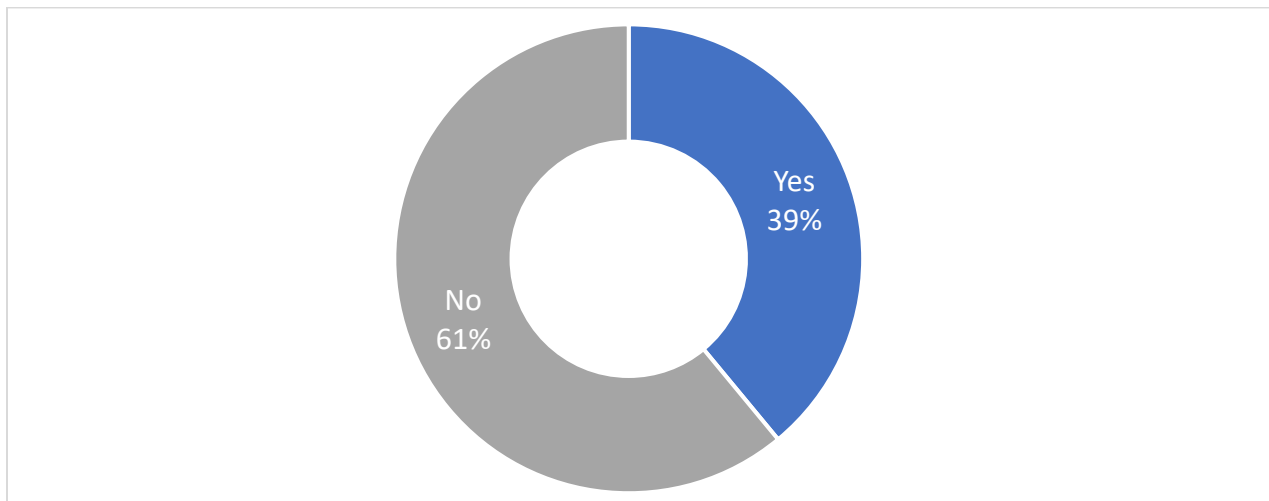
The OCP typically includes a description of the community's current state, as well as goals, objectives, and policies for future development in areas such as transportation, housing, parks and open spaces, economic development, and environmental protection. It also outlines the land use designations and regulations that will govern development within the community and provides guidance for the preparation of detailed neighborhood plans and development permits.

The OCP is developed through a public consultation process that involves input from residents, stakeholders, and other interested parties, and is adopted by the local government after a series of public hearings and review processes. Once adopted, the OCP provides a policy framework for all subsequent land use and development decisions made by the local government and serves as a key tool for ensuring that growth and development occurs in a coordinated and sustainable manner.

As the community has a lot of different initiatives and processes currently underway, with many more identified or in the planning process and a limited amount of capacity and resources, it is prudent to prioritize those which will directly enable economic recovery and “park” those which can wait until further down the road.

As such, the Economic Recovery Survey specifically asked business owners Do you feel the lack of an updated Official Community Plan is holding your business back from recovery? The majority of business owners, nearly two-thirds, said “no” (61%). The majority of business owners, nearly ⅓, said “no” (61%). This means that only ⅓ felt that an OCP would enable their business to recover faster.

Figure 6: Economic Survey Participants Responses to the Question: Do you feel the lack of an updated Official Community Plan is holding your business back from recovery?



This is likely due to uncertainty around zoning, permitting or infrastructure – all components of an OCP that come into play with new construction of any kind (not just commercial).

It should be noted that respondents were given a third option: “What is an Official Community Plan?” so that those who did not know what an OCP is, and therefore could not answer the question, did have an option to respond. None of the respondents choose this option however, indicating that all of the business owners who participated were familiar with the concept of an OCP.

These results don’t mean that the Village of Lytton should hold off on the OCP, they only indicate that the perception from business owners is that the OCP is not an obstacle to economic recovery for ⅓ of them.

Rebuilding to Net-Zero or Fire Resilient Standards

A contentious issue around the rebuild of the community has been a push started by previous council to implement by-laws to increase the community’s fire resilience and to incentivize low-carbon or “green” construction to combat climate change, which was a contributing factor to the 2021 wildfires.

The project team reviewed previous council meeting minutes, Building By-law No. 710, 2022 (Administration of the Building Code and Regulation of Construction), Building By-law No. 711, 2022 (Wildland/Urban Interface Fire Protection for Buildings and Accessibility for Life Safety) as well as community feedback which has been documented.

Most of the concern has centered around additional rebuilding costs, worry about an inability to comply due to logistics or operational constraints and a worry that the look and feel of the community will be dramatically altered.

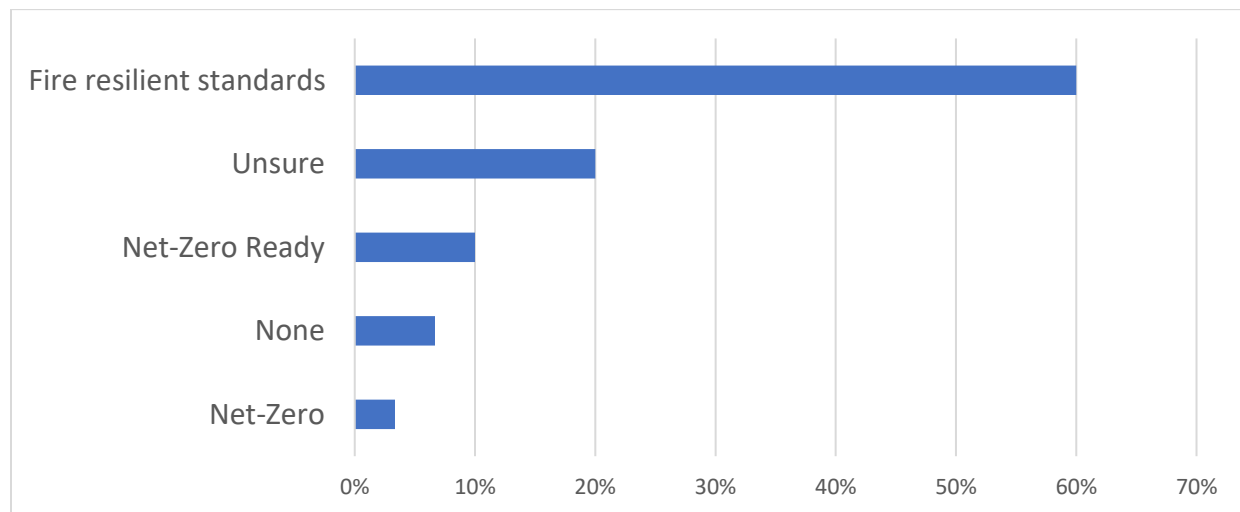
The Village has created a webpage to act as a resource for residents to better understand the impacts of these by-laws and to address concerns: <https://lytton.ca/recovery/rebuilding/>

A direct quote from this website indicates: *“Wildfire protection measures in the proposed building bylaw can be completed as quickly as current building practices. Compared with Lytton’s pre-fire constructions that burned down in 2021, the proposed building bylaw will add an average of \$5,000 in construction cost, with benefits 10-20 times greater than the initial cost.”* This would seem to indicate that perhaps there is a disconnect between resident’s perceptions and the Village’s perception of added costs for rebuilding.

This represents an opportunity: construction companies should be capable of providing a quote to rebuild homes including wildfire protection measures and without. **If the residents are willing to share their quotes, the Village staff should be able to compile the various quotes to clearly establish the actual increase in construction costs associated with By-law 730. This information will help to remove uncertainty for residents (identified as an obstacle) and inform Village Council and Staff to be better able to determine if this By-law needs to be amended.**

Survey Participants who indicated that there were planning on rebuilding in Lytton were asked if they had intentions to rebuild to Fire Resilient Standards, Net-Zero or Net-Zero Ready standards. The following figure summarizes the results:

Figure 7: Economic Survey Participants Responses to the Question: "If you plan to rebuild/ move back to Lytton, do you plan to rebuild to any of the following standards?" (Check all that apply)



Not surprisingly, most participants (but not all of them) indicated that their intention was to rebuild to Fire Resilient standards. This is likely due to the existence of a By-law 730 which mandates that this standard is implemented. The next most frequent response was “unsure” (20%) which once again speaks to the uncertainty felt by the community – driven by a feeling of a lack of information or clear direction.

A portion of the respondents (7%) indicated that they had no intention to build to any standard. Net-Zero ready and Net Zero standards comprised 10% and 3% of the responses.

On June 14, 2022, Pacific Economic Development Canada (also known as Pacific Can, is a Federal Government Agency) launched two new programs to support the rebuilding of Lytton as a leading example of resilient, net-zero designs:

- \$6 million for the new Lytton Homeowner Resilient Rebuild program to support eligible homeowners who will rebuild to net-zero and fire-resistant standards; and
- \$7.2 million to create the Lytton Business Restart program to help small- and medium-sized businesses re-establish in the community. This funding will include support for Indigenous businesses and those operated by women, youth and other underrepresented groups.

It should be noted that the survey responses were collected before PacificCan shared further details on these two programs. It would be very interesting to see if this number jumps rather dramatically if these participants are once again asked the same question – indicating that the incentive program is achieving its desired outcomes. There is an opportunity to clarify and streamline each of these programs to help ensure that they are designed to support businesses and community members in an effective and efficient manner.

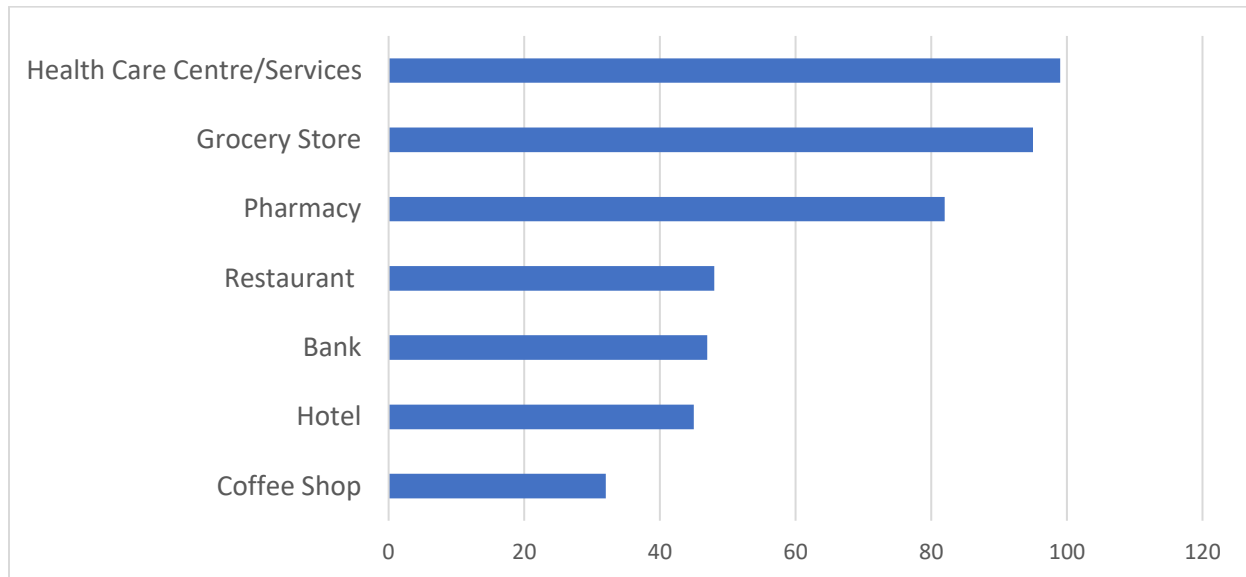
Priority Amenities/Businesses

During the stakeholder interviews, many participants commented on the need for a specific business or amenity in order to draw residents back to the community. Comments would often follow the pattern of: “people won’t come back unless they have a _____ to go to”, where the blank was filled in with various suggestions such as a grocery store to shop at, a coffee shop to meet at, a restaurant where they can go for a meal, etc.

To better understand what the community felt were the basic amenities/businesses needed to “kick-start” the economic recovery of the Village and bring back those residents who left, the Economic Recovery Survey asked all 119 participants to rank in order of priority the suggestions heard during the Key Stakeholder Interviews. The following figure summarizes these results:



Figure 8: Economic Survey Participants Responses to the Question: "Rank in priority amenities/businesses that need to re-open in Lytton:"



As can be seen in Figure 8, the top overall priority as indicated by the community was for a Health Care Centre/Services. This was very closely followed by the need for a grocery store, then pharmacy. After those top three responses, there was a bit of a gap before a restaurant, bank, hotel and then coffee shop were ranked.

This would seem to indicate that the clear priorities are the first three items in this list, while the next three are considered secondary in priority – these results could help inform a “staged economic rebuild” to best serve the community.

Business Specific Data:

Background:

90% of the businesses, government agencies and services in the Village proper of Lytton were destroyed in the fire. These business owners, like many in the province, were already trying to recover from the adverse impacts from the COVID-19 pandemic, which resulted in a reduction of revenue and additional debt such as the Canada Emergency Business Account (CEBA) loan for many. For the last two years they have been in a “holding pattern”, incurring more expenses and not able to generate revenue while waiting for the ability to rebuild their business. There is an overall justified feeling of frustration.

Industry Sector Profile:

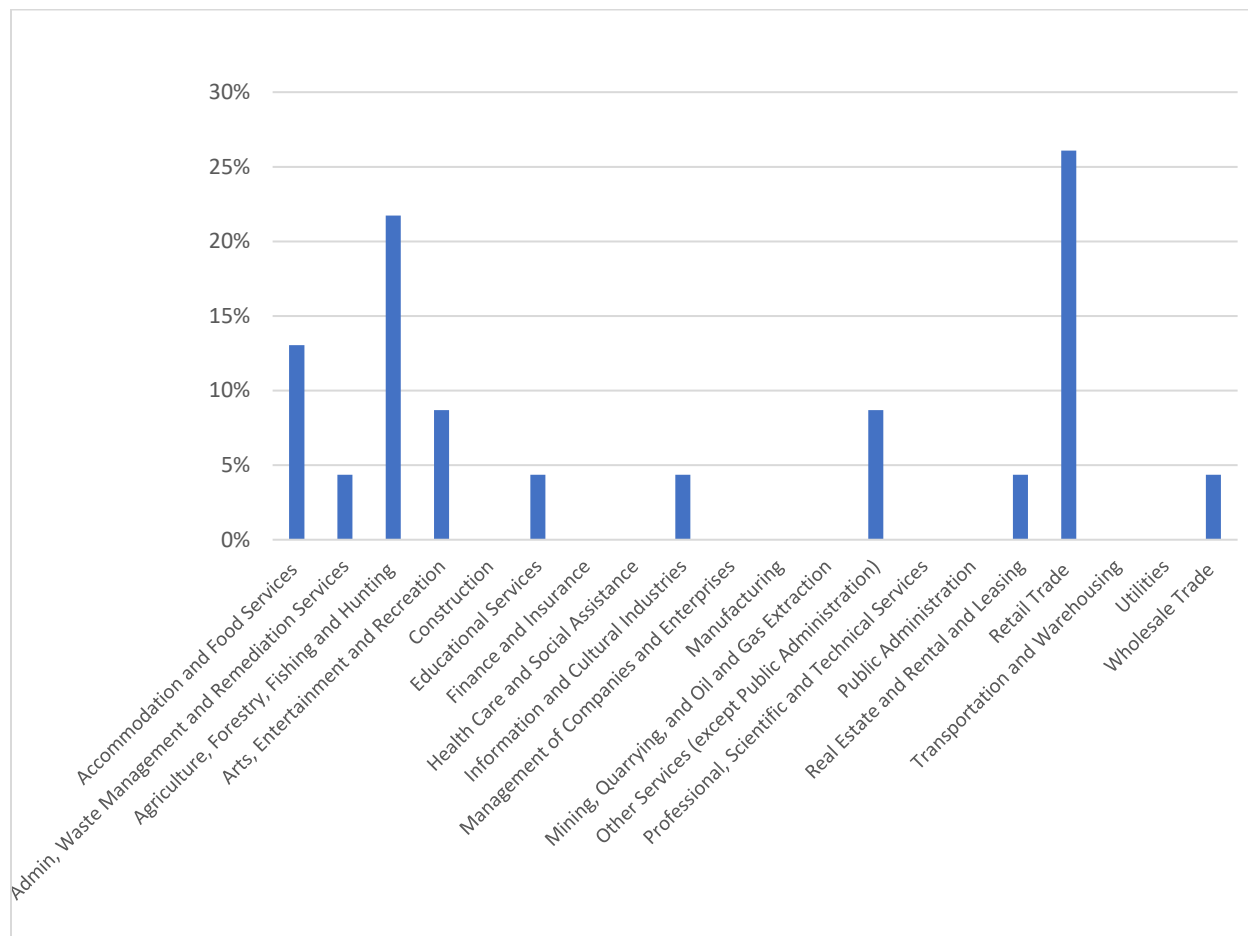
Businesses affected by the 2021 wildfires in Lytton and Region ranged dramatically from market farms to museums, grocery stores to accommodations, and adventure tourism to retail.

The top five industry sectors, as defined by the North American Industry Classification System (NAICS), represent nearly 80% of the total representation in the online survey. These industry sectors were, in order from largest to smallest:

- Retail Trade which includes gas stations, grocery stores, and other storefronts;
- Agriculture, Forestry, Fishing and Hunting, which includes fishing and hunting lodges, farming, ranching, etc.;
- Accommodation and Food Services, which includes RV resorts, hotels, motels, and restaurants;
- Arts, Entertainment and Recreation, which includes establishments primarily engaged in operating facilities or providing services to meet the cultural, entertainment and recreational interests of their patrons; and,
- “Other Services” which includes businesses primarily engaged in repairing, or performing general or routine maintenance on motor vehicles, machinery, equipment, and other products to ensure that they work efficiently; providing personal care services, funeral services, laundry services and other services to individuals;

The full industry sector representation is outlined in the table below (Figure 9).

Figure 9: Business Sector Representation by North American Industry Classification System (NAICS)



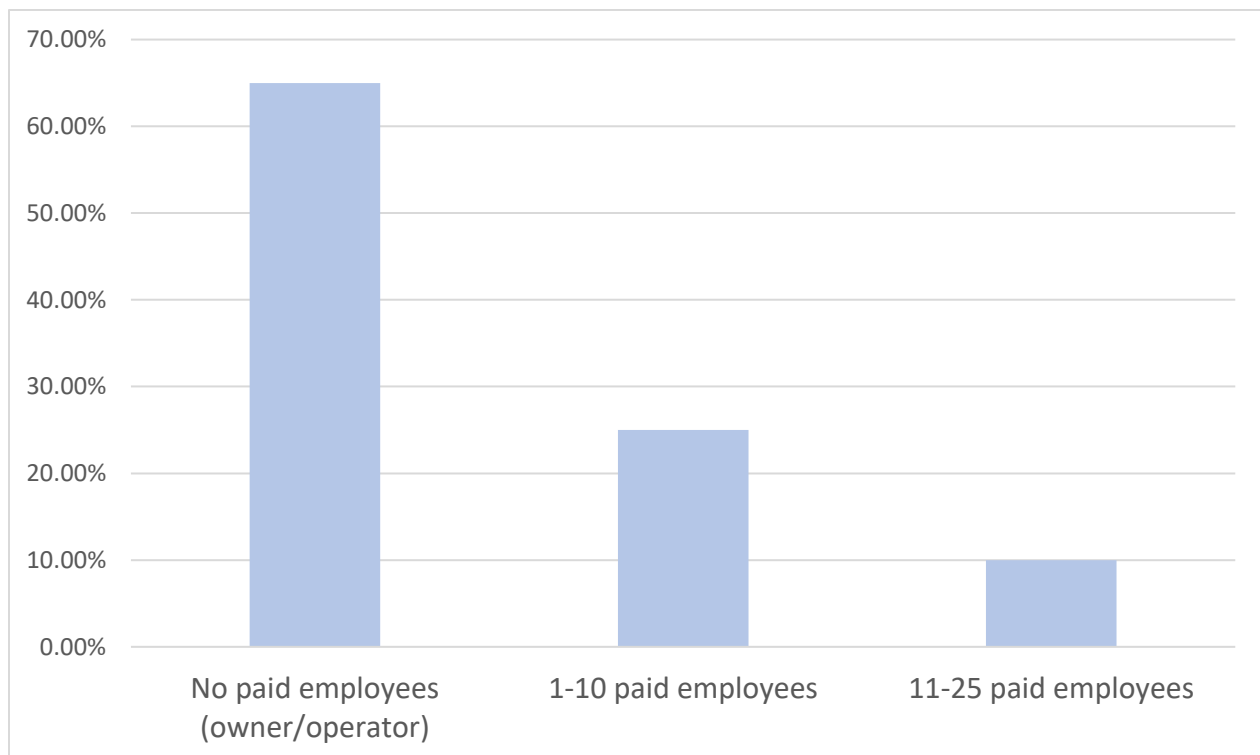
Size of the Businesses affected by the 2021 Wildfire:

Two key measures used by Statistics Canada to categorize the size of a business are the annual revenues and the number of paid employees. Both questions were asked in the Economic Recovery Survey and the results are shown below.

Number of Paid Employees:

When looking first at the number of employees reported by the survey participants which were business owners, we can see in Figure 10 that 25% of the businesses had ten or fewer employees, with the majority (65%) of businesses being owner/operator (no paid employees). Only 10% of the respondents were larger than the 10 paid employee threshold.

Figure 10: Number of paid employees



This representation is not overly surprising as BC's economy is comprised of 98% small businesses (as defined by 50 employees or less) and approximately 60% of those small businesses are owners without paid help (Figure 11 below)⁷. Looking further at the data we can see that the distribution of business size, based on number of employees, matches almost perfectly the provincial averages:

- Owner/operator: Provincial average 60% vs. Economic Recovery Survey Data 60%
- 1-10 Paid Employees: Provincial average ~31% vs. Economic Recovery Survey Data 25%
- 11-25 Paid Employees: Provincial average ~8% vs. Economic Recovery Survey Data 10%

⁷ BC Stats Small Business Profile 2021 calculated using data supplied by Statistics Canada

Figure 11: Breakdown of Businesses in British Columbia, 2021

	Number of businesses	Per cent of all businesses	Growth 2016-2021 (#)	Growth rate 2016-2021
Total businesses with 0 to 4 employees	430,600	83%	25,100	6.2%
Self-employed without paid help	311,900	60%	17,400	5.9%
Businesses with 1 to 4 employees	118,700	23%	7,700	6.9%
Businesses with 5 to 9 employees	39,000	8%	1,100	2.8%
Businesses with 10 to 19 employees	25,300	5%	1,100	4.4%
Businesses with 20 to 29 employees	9,100	2%	1,000	12.2%
Businesses with 30 to 49 employees	6,700	1%	-100	-1.3%
Total small businesses	510,700	98%	28,100	5.8%
Total large businesses (50+ employees)	8,600	2%	700	8.6%
Total all businesses	519,300	100%	28,800	5.9%

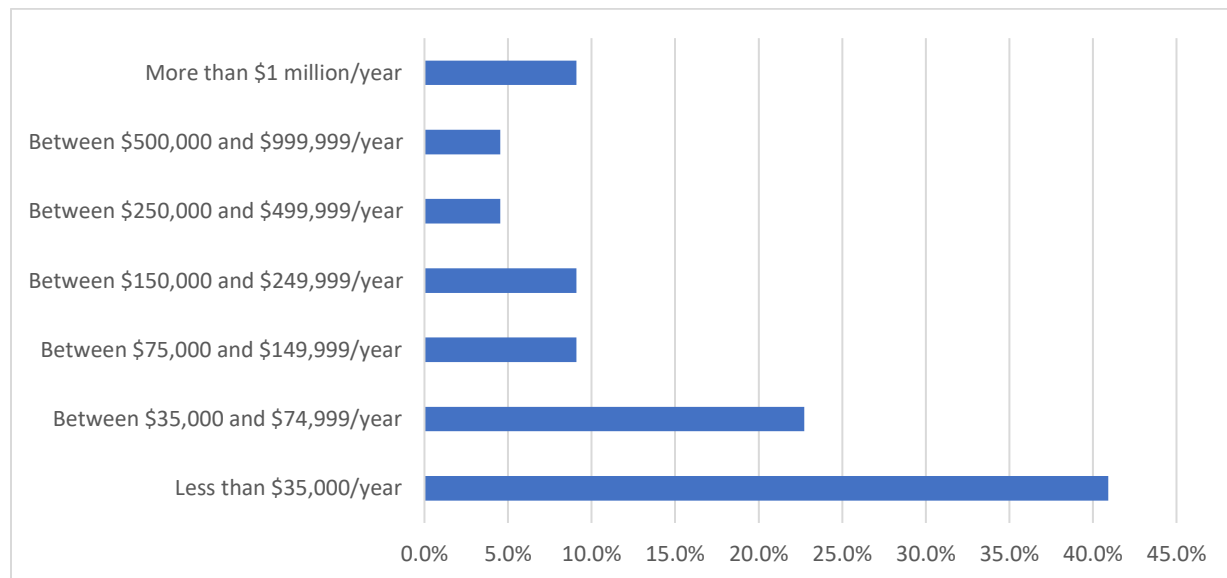
*Figures do not add to 100% due to rounding

Source: BC Stats using data supplied by Statistics Canada

Annual Revenues:

Next, we asked participants to indicate their typical annual revenue. We can see that most businesses surveyed (nearly 43.5%) have annual revenues below \$35,000. The next largest category up, annual revenues between \$35,000 and \$74,999 per year, also had the next largest representation at 21.7%. After this we can see the numbers taper off as the annual revenues increase. It should be noted that every annual revenue category did have some representation.

Figure 12: Typical Annual Revenues (Sales)

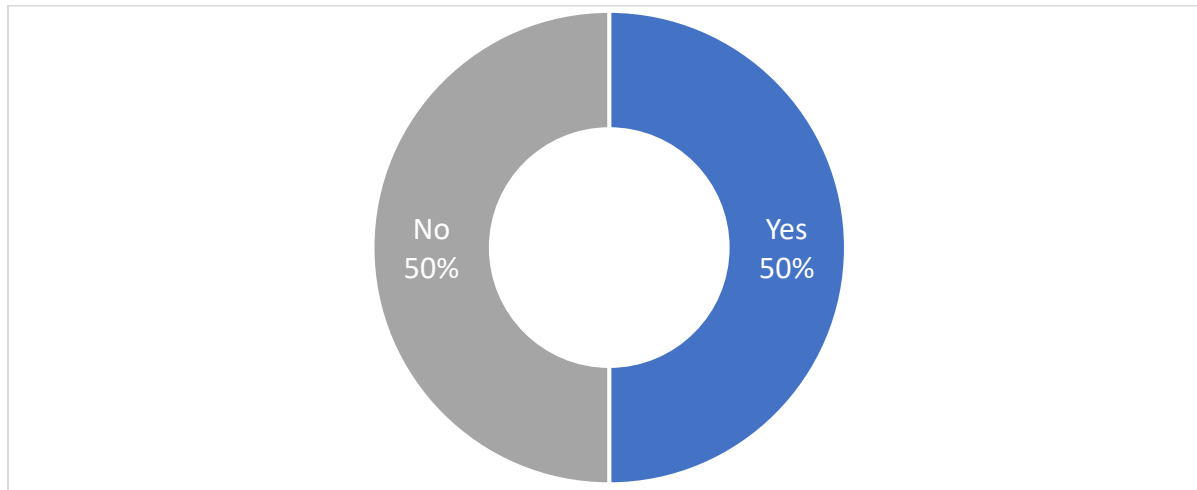


Home-based Businesses:

Business owners who participated in the Economic Recovery Survey had the opportunity to identify their business as either a home-based business or a more traditional “bricks and mortar” business with a commercial location.

Of the 31 business owners who participated in the survey, seven of them chose not to answer this question. Of those who did answer, exactly 50% of them or 12, identified as home-based.

Figure 13: Home-based Businesses Representation



Home based businesses often fly under the radar as many of them are unaware that they, just like other businesses, are required to obtain appropriate permits and licences (where applicable). The lack of awareness does not however diminish their contribution to a local economy through employment, spending in the local economy and ability to bring money into a community from outside of the local economy.

Over the past 10 years, BC has experienced unprecedented growth in the home-based business sector, which is estimated to account for upwards of 9% of the BC workforce. There are many different types of home-based businesses in BC and some people are often surprised that nearly every NAICS industry sector in BC has some home-based representation, with very few exceptions such as retail and utilities sectors (prohibited uses).

A recent Home-Based Business Survey completed by the City of Nanaimo’s Economic Development department shows that the top five industry sectors most likely to have home-based representation are: Professional Scientific and Technical, Construction, Repair, Maintenance and Personal Services, Health Care & Social Services & Child Daycares and Arts, Entertainment and Recreation⁸.

⁸ [City of Nanaimo - Home Based Business Survey Report.docx \(nanaimo.ca\)](#)

Industry Sector NAICS Classification	Count	Percent
Professional Scientific and Technical	85	19.3%
Construction	78	17.7%
Repair, Maintenance and Personal Services	72	16.3%
Health Care & Social Services & Child Daycares	63	14.3%
Arts, Entertainment and Recreation	39	8.8%
Educational & Training Services	20	4.5%
Finance, Insurance, Real Estate, Rental, Leasing	19	4.3%
Wholesale Trade	16	3.6%
Manufacturing	16	3.6%
Administration, Support, Waste Remediation	10	2.3%
Transportation, Warehousing & Storage	8	1.8%
Accommodation and Food Services	7	1.6%
Agriculture, Forestry, Fishing and Hunting	4	0.9%
Information & Cultural Industries	4	0.9%
Total	441	100.0%

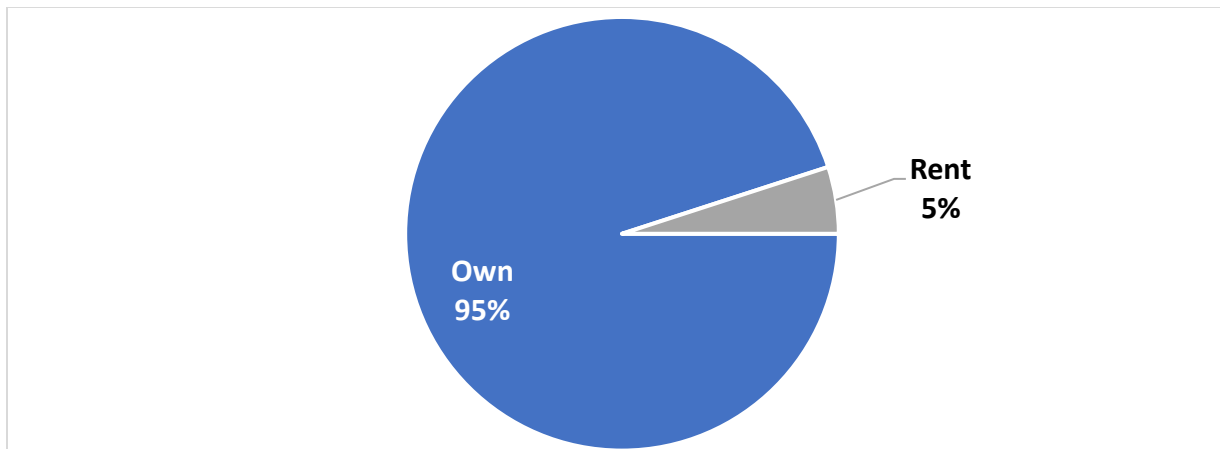
There are several factors that are increasing the popularity of home-based businesses, including:

- **Flexible schedules:** Home-based businesses allow entrepreneurs to set their own schedules, which can be particularly appealing to those who want to work around other commitments, such as caring for children or elderly family members.
- **Low start-up costs:** Many home-based businesses can be started with minimal capital, as entrepreneurs can often use existing equipment and resources to get started. This can be particularly attractive to those who may not have access to traditional funding sources.
- **Technology advancements:** With the rise of e-commerce platforms and digital marketing tools, it's easier than ever for home-based businesses to reach a global audience and operate online.
- **Work-life balance:** For many people, working from home provides the opportunity to better balance work and personal life, reducing the time and stress associated with commuting and allowing for more flexibility in scheduling.
- **Increased demand for remote work:** The COVID-19 pandemic has accelerated the trend of remote work, making it more socially acceptable and practical for many businesses to operate remotely. This has led to a surge in the number of home-based businesses.
- **Environmental concerns:** The environmental impact of commuting and office-based work is also a factor driving the popularity of home-based businesses, as more people seek to reduce their carbon footprint and live a more sustainable lifestyle.

Property Ownership or Rental

Another interesting piece of data collected through the Economic Recovery Survey was related to property ownership. This was a follow-up question which was directed to business owners who indicated that they operated out of a store-front (not home based) and asked them if they rented or owned their property. As can be seen in the graph below, 95% of the businesses in the survey indicated that they own their commercial property, with only 5% indicating that they lease or rent the space.

Figure 14: Property Ownership for Non-homebased Businesses



According to the British Columbia Commercial & Industrial Property Owners Association, as of 2020, approximately 70% of businesses in the province were leasing their commercial space rather than owning it⁹. This suggests the majority of business owners in BC are renters rather than property owners, pretty much the exact opposite of what we are seeing with the business owners in the Village of Lytton and the surrounding region.

This is likely due to several factors:

- Real estate or property values in and around Lytton are likely lower than many other larger economic centers in BC – making ownership a more viable option for entrepreneurs looking to start a business in the region.
- There could have been fewer “landlords” meaning that there might not have been as many options for commercial leases – so the only choices available to entrepreneurs would be purchasing a commercial property.

Looking at this data with an economic recovery lens, because the business owners in the region were mostly property owners, rather than tenants, the economic impact from a fire that destroys a business is much larger than what would typically be seen in the rest of the province. This is due to several reasons:

- **Larger asset loss:** It is not only the contents which were lost, but also the larger business asset: the building(s) which often make up most of a balance sheet.
- **Larger remaining liabilities:** Unless the property was owned outright, there would be a mortgage associated with the commercial property. Even though a building is lost in the fire, the debt remains (i.e., the mortgage is still there, along with the associated payments and debt).

⁹ British Columbia Commercial & Industrial Property Owners Association: Year in Review 2020. The Voice of the Commercial Real estate Industry in BC. (2020)

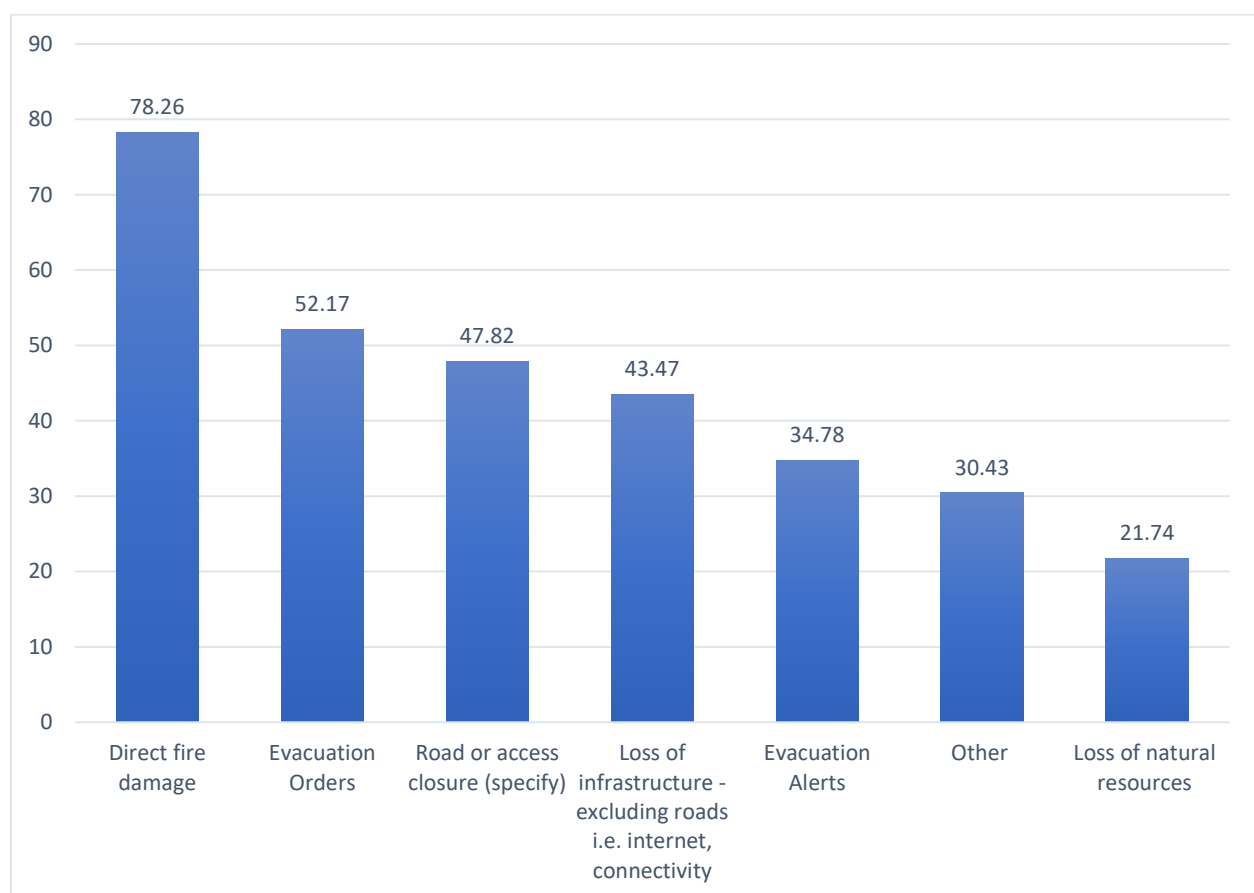
Business Economic Loss:

This next section of the Economic Recovery Plan will focus on data related to the economic loss experienced by businesses directly due to the 2021 wildfire, as well as the period since the fire.

Cause of Financial Loss:

Overwhelmingly the economic losses suffered by businesses in Lytton and surrounding region due to the wildfires of 2021 were related to direct fire damage (78.26%). These devastating losses continue to impact businesses as many have yet to rebuild or reopen due to lack of access and pending archaeological studies, along with funding and financing constraints. This will be examined in further detail below.

Figure 15: Economic Survey Participants Responses to the Question: What were the main causes of financial loss for your businesses? (Check all that apply)



Additionally, businesses have experienced financial losses from evacuation orders (52.17%), road or access closure (47.82%), and loss of infrastructure (43.47%).

These closures have prevented customers from accessing businesses, prevented owners from accessing their own businesses, prevented suppliers from bringing supplies, and shipping companies from bringing finished goods or produce out of the region.

Quantification of Economic Loss:

Quantifying the economic loss due to the 2021 wildfires is a challenging task as most small businesses are not publicly traded companies and therefore their financial information is not public. This is further complicated by the fact that most business people do not want their financial information to be shared with others, including their competitors, customers, employees, etc.

We asked business owners to self-report in dollar figures the direct amount of loss experienced due to the wildfire in 2021, as well as the ongoing economic loss experienced since the summer of 2021. It is important to differentiate between these two pieces of data as most commercial property insurance coverage will only cover direct loss due to a claim, which is usually asset values (often depreciated) along with some allowance for additional expenses incurred while waiting for replacement of those assets (or settlement).

There are different commercial products available which can cover losses to a business which are not direct asset loss. One example is business interruption insurance, which is a form of insurance designed to help support businesses which cannot operate because of an insurable loss. This will be covered in more detail later, in the data relating to insurance coverage.

Direct Economic Loss due to the Wildfires in 2021:

The total estimated direct cost the wildfires had on Lytton and region businesses based on survey results is estimated to be \$27,946,030 (Figure 16 below).

Figure 16: Economic Survey Participants Responses to the Question: "How much financial loss did your business experience in the summer of 2021 due directly to wildfires?"				
	Equipment	Buildings	Lost Sales	Inventory
Mean	\$ 203,500.00	\$ 1,343,002.50	\$ 513,653.85	\$ 132,000.00
Median	\$ 50,000.00	\$ 435,515.00	\$ 70,000.00	\$ 25,000.00
Mode	\$ 130,000.00	\$ 435,515.00	\$ 15,000.00	\$ 110,000.00
Standard Deviation	\$ 373,735.42	\$ 2,247,804.54	\$ 1,309,769.00	\$ 214,378.48
Total	\$ 3,052,500.00	\$ 16,116,030.00	\$ 6,677,500.00	\$ 1,980,000.00

Not surprisingly, given that most business owners indicated that they owned their commercial buildings as opposed to leasing the space, **the largest direct economic impact category was related to the loss of buildings. The total amount reported in loss was just over \$16 million, with the median reported value of \$435,515.00.** It should be noted that the distribution of the reported values were not normalized (which can be seen with the very large reported standard deviation), so it is not recommended to rely on the Mean (average) as it is not very representative of the data.

The next largest category of loss was related to lost sales with a total amount of reported loss at approximately \$6.75 million. This distribution curve of this data suggests that the most accurate representation for the majority of the responses in this case was the Mode (most frequently reported number) which was \$110,000 in lost sales for most businesses.

Equipment followed with just over \$3 million in lost assets, with the median value of \$50,000 and the most frequently reported number being \$130,000. Lastly Inventory made up the smallest category with the median value of \$25,000 and the most frequently reported number being \$110,000.

Financial loss Since the 2021 Lytton Wildfire:

The total estimated economic loss **since** the wildfires (Summer of 2021 onwards) based on survey results is estimated to be \$12,769,000 (Figure 17 below).

Figure 17: Economic Survey Participants Responses to the Question: “How much financial loss has your business experienced SINCE the 2021 wildfire?”				
	Equipment	Buildings	Lost Sales	Inventory
Mean	\$ 429,166.67	\$ 402,503.75	\$ 537,071.43	\$ 164,500.00
Median	\$ 265,000.00	\$ 403,507.50	\$ 67,500.00	\$ 67,500.00
Mode	#N/A	#N/A	\$ 15,000.00	#N/A
Standard Deviation	\$ 512,041.80	\$ 300,220.18	\$ 1,277,920.21	\$ 186,934.70
Total	\$ 1,545,000.00	\$ 803,000.00	\$ 6,064,000.00	\$ 357,000.00

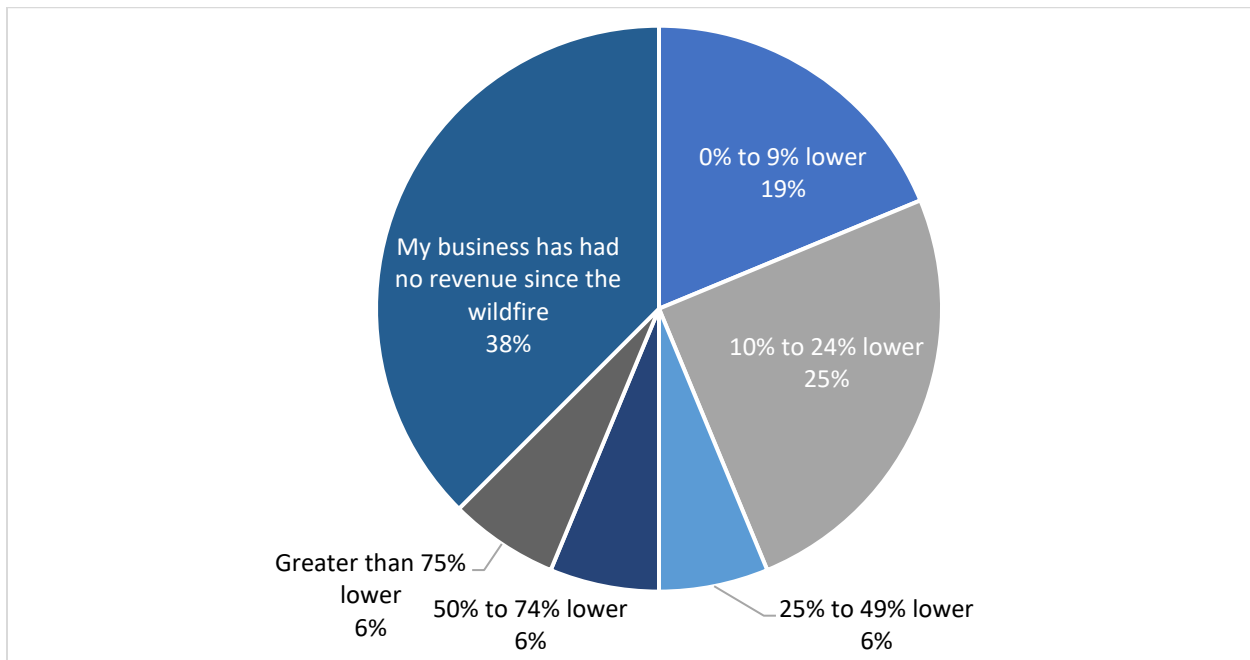
Not surprisingly, **the largest economic loss category reported in the time period following the wildfire was related to lost sales. The total amount reported in loss was just over \$6 million, with the median reported value of \$67,500.00.** As mentioned earlier, this data did not have a normalized distribution (which again can be seen with the very large reported standard deviation), so it is not recommended to rely on the Mean (average) as it is not very representative of the data.

The next largest category of loss, in the time period following the wildfire, was related to equipment with a total amount of reported loss at approximately \$1.5 million. It is unclear how this equipment was lost since the wildfire, but it could be related to damages through remediation, lack of upkeep or maintenance, etc.

Buildings followed with just over \$800,000 in lost assets and lastly Inventory made up the smallest category with the median value of \$67,500,000 and the most frequently reported number being \$357,000.

All of this data clearly shows that there continues to be economic loss for businesses since 2021 wildfire. It was not just a single moment of economic impact, but instead an ongoing impact which continues to this day.

Figure 18: Economic Survey Participants Responses to the Question: "How would you compare recent years since the wildfire in terms of revenues (sales) with an average year for your business before the fire?"



This is clearly captured in the Economic Recovery Survey when business owners were asked if they anticipate further financial loss in the future because of the 2021 fires. 84.2% of businesses indicated they do anticipate further financial loss in the future because of the 2021 fires.

Most answers related to a couple of key themes which can be summarized with the following comments:

- **Expenses associated with starting up the new business:** *"When the time comes, I will have the expense of restarting my business in Lytton."*
- **Ongoing loss of sales:** *"Income is decreased due to less demand from fewer residents as many residents have left town."*
- **Lack of accommodation for labor:** *"Yes, due to the lack of accommodations within the local area we were unable to hire and attract proper staffing."*
- **Lack of support for businesses outside of the Village proper:** *"Government funding programs only speak to the Village not rural areas surrounding village."*
- **Ongoing expenses associated with temporary operations:** *"We have relocated our business and are operating in a temporary arrangement which costs additional money."*
- **Ongoing equipment or inventory costs:** *"Without our buildings, we have nowhere to store inventory or equipment and some of it is going to waste."*

Employment Impacts:

Business owners who indicated that they had employees (not owner/operators), were asked if they had to lay off any employees due to the 2021 wildfires. Every business owner (100%) who indicated they had employees also indicated that they had to lay these employees off after the wildfire. This indicates that upwards of 20 employment positions were lost in the region – this number could be even higher if there were other businesses impacted which did not participate in the survey.

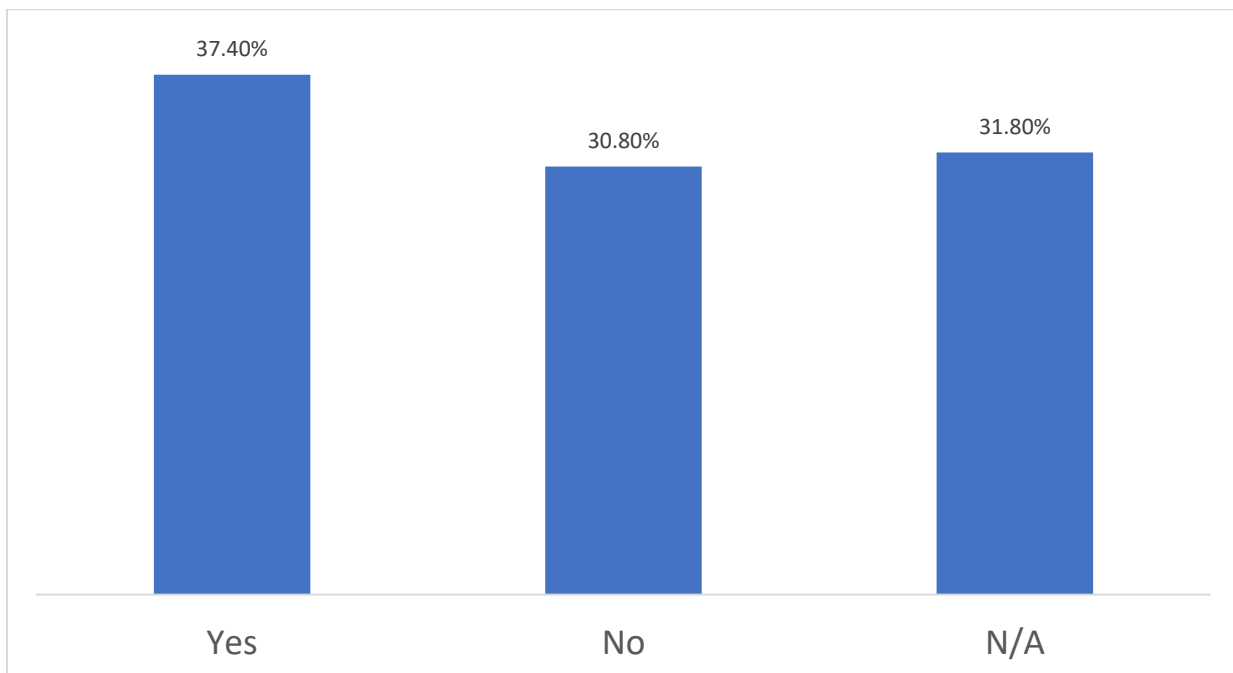
On a positive side, almost all of those business owners who had to lay-off employees also indicated that they wanted to hire them back, as soon as they are able. A small percentage of participants did not indicate that they were planning on rehiring employees, but these individuals have either had to, or decided not to reopen their business going forward.

Insurance:

One key piece of data that was missing when looking at an economic recovery plan, was a survey of the number of impacted residents who did or did not have insurance and if they are experiencing a shortfall in whatever insurance coverage that they did have, which is impacting their ability to rebuild.

The Figure below shows the results when all participants (business owners and residents) were asked: Did you have insurance to cover any of the losses you incurred due to the 2021 wildfire?

Figure 19: Economic Survey Participants Responses to the Question: "Did you have insurance to cover any of the losses you incurred due to the 2021 wildfire?"



As demonstrated in the data, nearly 1/3 of the participants in the survey indicated that they did not have any insurance coverage for their losses. 1/3 of the participants indicated that this question was not applicable to them, which likely means that they did not suffer direct losses from the wildfires and about 1/3 of the participants indicated that they did have insurance coverage.

Another way to interpret this data is that, **out of the participants who suffered losses due to the wildfire, nearly 50% of them did not have insurance coverage.**

Insurance Shortfall

Participants were asked to voluntarily disclose, regardless of whether they had insurance or not, what the current financial shortfall they are facing when looking at rebuilding. The summary of the results are detailed in Figure 20 below:

Figure 20: Economic Survey Participants Responses to the Question: “If you were under insured OR if you did not have insurance, how much MORE money do you need to rebuild?”		
	Your Business	Your Home
Mean	\$ 910,564.38	\$ 332,857.14
Median	\$ 257,015.00	\$ 300,000.00
Mode	\$ 2,000,000.00	\$ 500,000.00
Standard Deviation	\$ 1,931,090.99	\$ 264,289.58
Total	\$ 14,569,030.00	\$ 6,990,000.00

Business Insurance Shortfall:

Overall participants in the economic recovery survey indicated that they had a total economic shortfall (more money required, even after insurance coverage) of about \$14.5 million dollars. This figure ranged very dramatically as with the very large reported standard deviation.

Some business owners who had insurance were only short on average \$25,000 - \$40,000. Business owners who did not have insurance coverage reported losses from \$250,000 to \$8 million, with most reporting around the \$300,000 mark.

Home Insurance Shortfall:

When looking at home insurance, participants in the economic recovery survey indicated that they had a total economic shortfall (more money required, even after insurance coverage) of just under \$7 million dollars. This data did have a few outliers, but otherwise the results were fairly consistent.

Once again, it was easy to see two separate groups in the data, those who must have had some insurance coverage and only need a small amount to cover costs, and those who did not appear to have any insurance coverage at all.

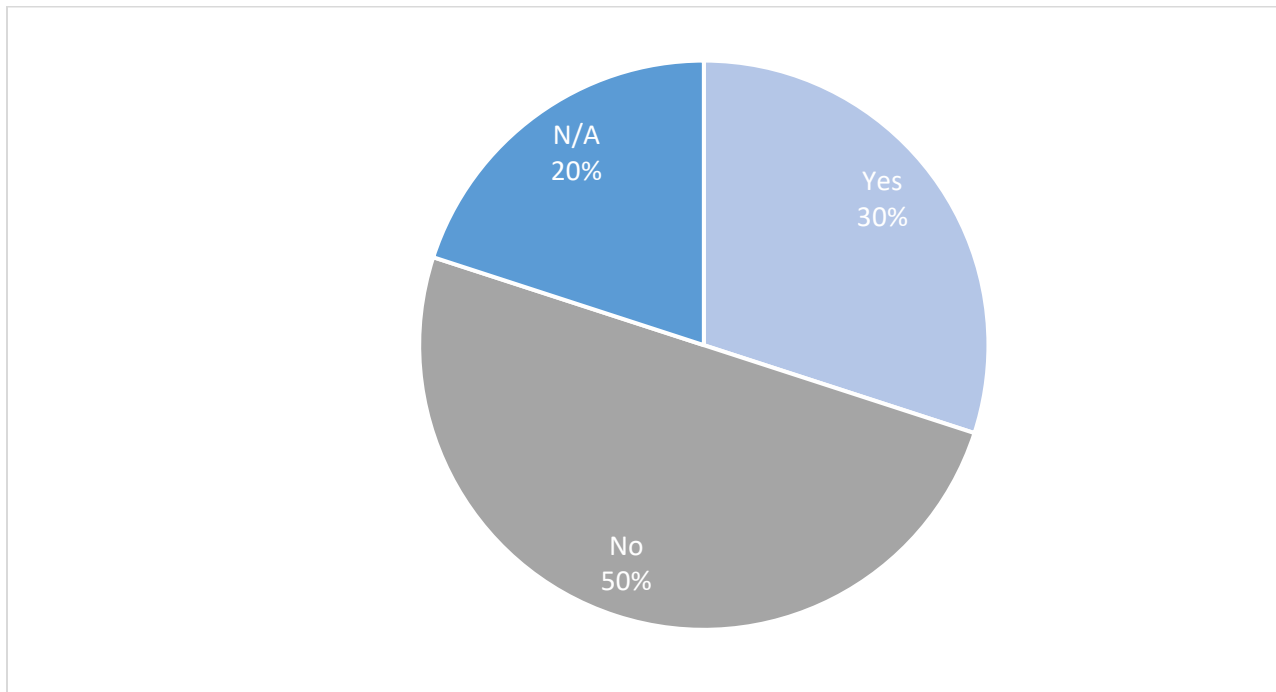
For the homeowners who had some insurance, they were only short on average \$10,000 - \$50,000. Homeowners who did not have insurance coverage reported losses from \$250,000 to \$8 million, with most reporting around the \$300,000 mark.

Business Interruption Insurance

As mentioned earlier, there are different insurance products, but the most common type of insurance typically covers assets (buildings and contents). There are, however, different commercial products available which can cover losses to a business which are not direct asset loss. One example is business interruption insurance, which is a form of insurance designed to help support businesses that cannot operate as a result of an insurable loss.

Business interruption insurance typically covers fixed expenses: utilities, taxes and even employee wages and can include Business Income Insurance, to cover any loss of earnings. This form of insurance is different from property insurance which typically covers the cost of replacing buildings, equipment or materials.

Figure 21: Economic Survey Participants Responses to the Question: "Did you have business interruption insurance and were you able to use it?"



As we can see in Figure 21: Most business owners did not hold business interruption insurance or were unable to make a claim. When removing the individuals where this question was not applicable, we are left with about $\frac{2}{3}$ of the respondents who did not have this coverage or were not able to make a claim.

From previous experience it is worthwhile mentioning that when business owners are pressed further on why they did not have business interruption insurance or were not able to make a claim, the responses generally fall into the following categories:

- The losses were not enough to make it worthwhile putting in a claim.
- There was no insurable loss for a variety of reasons including:
 - no structures were lost or damaged;
 - not on evacuation order or alert; and,
 - impacts from road closures were not covered.
- Putting in a claim was too complicated.
- The deductible was too high.
- The insurance is too cost prohibitive for a small business.

Business Continuity Planning

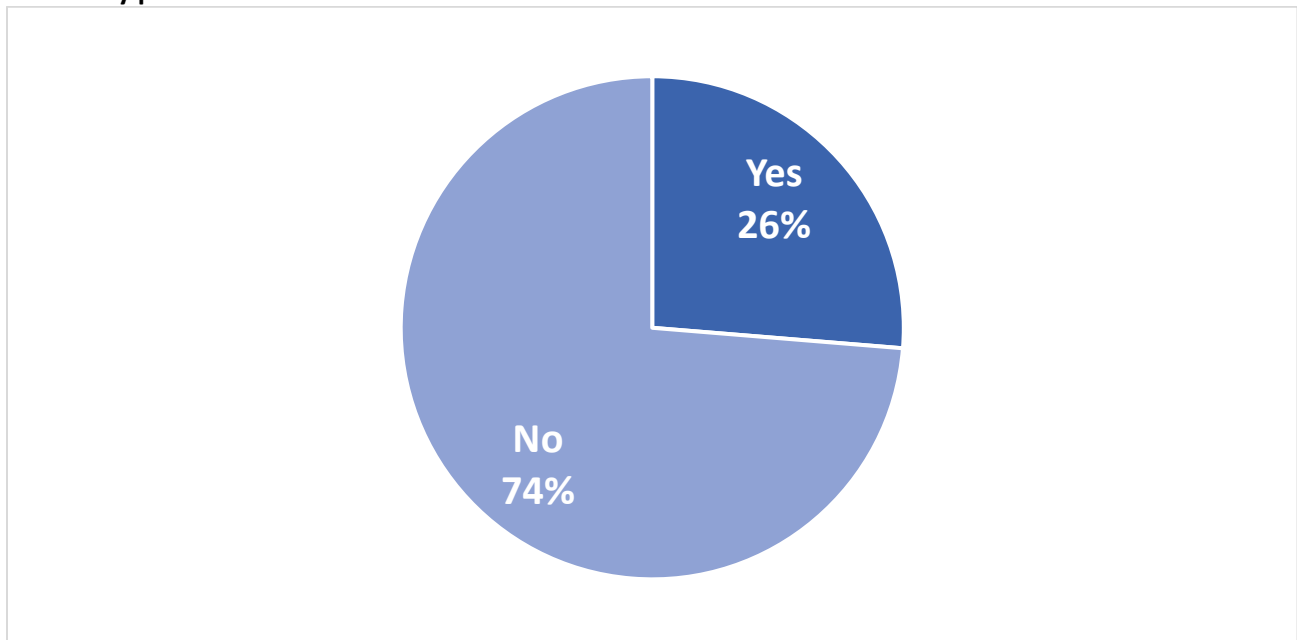
After reviewing numerous wildfire economic recovery initiatives throughout North America, one key component stand out: the development of a Business Emergency Response and Continuity Plan.

A Business Emergency Response and Continuity Plan is a document designed to help small business owners plan and prepare for emergencies that could interrupt operations. They typically outline policies and procedures that come into play once a disaster strikes. More importantly, they get business owners thinking (in a non-emergency setting) what are the major risk factors that could impact their business, the basic needs and functions of the business, and how to best preserve them. They can develop a business evacuation plan, a plan on how the business could continue to operate remotely, an emergency communications plan, and decide how to protect and manage critical business information.

Business Emergency Response and Continuity Plans have been proven to make a difference in how effectively a business responds to and recovers from a disaster. There are many free templates available for businesses to use, two examples include: the Community Futures BC Online Business Continuity Planning Tool, which the project team helped to create, and an online template provided by PreparedBC¹⁰.

When businesses were asked if they had a business continuity plan, nearly three quarters (74%) reported that they did not (Figure 22). It also became apparent during the stakeholder interview sessions that many business owners had never even heard of or thought about business continuity or emergency plan.

Figure 22: Economic Survey Participants Responses to the Question: "Did you have a business continuity plan before the wildfire?"



¹⁰ PreparedBC, Emergency Plan for Small Businesses: https://www2.gov.bc.ca/assets/gov/public-safety-and-emergency-services/emergency-preparedness-response-recovery/embc/preparedbc/preparedbc_small_business_plan_web.pdf

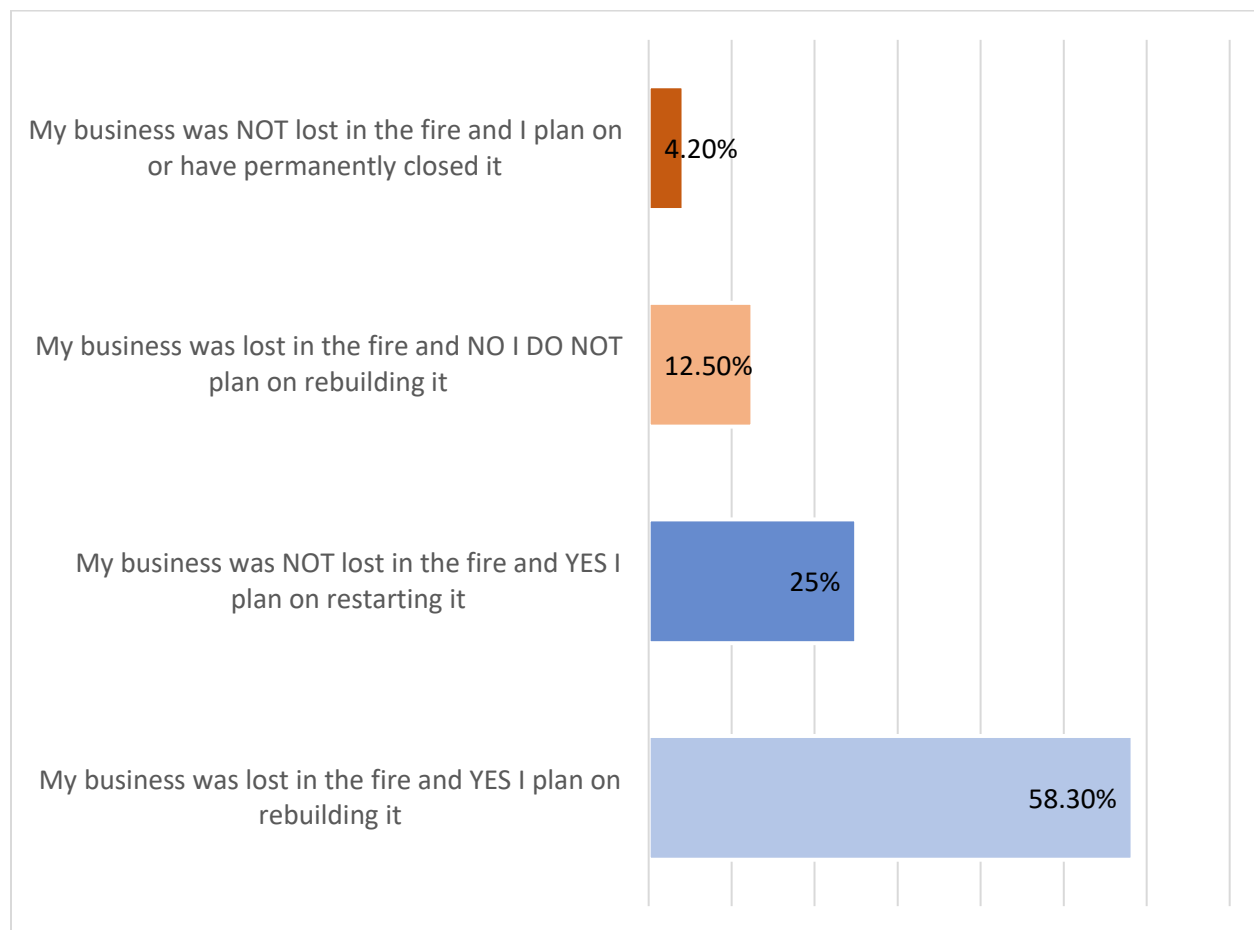
Economic Recovery:

This section of the report will now focus on data directly related to economic recovery. This first and most pressing piece of data on this front is the **intentions of business owners to rebuild**. Through our Key Stakeholder interviews it became clear that there was considerable trepidation about people’s intentions to rebuild in Lytton. Before this Economic Recovery Survey, there was no publicly available data to answer this question, which was adding to the community’s uncertainty.

Part of the issue identified by many people is that there is a feeling of people waiting on the sidelines to “see what happens”. Business owners do not want to invest money into starting up their business in Lytton if the majority of homeowners are not planning on moving back. Similarly, homeowners who lost their homes are looking to see if businesses will rebuild because they don’t want to invest their money into rebuilding a home if there are no amenities and businesses in town.

The Economic Recovery Survey asked business owners who participated in the survey: “Do you plan on rebuilding or restarting your business in Lytton or surrounding region?” We further segmented this data into those who lost their business in the 2021 wildfire and those who did not. The results are summarized in the Figure below:

Figure 23: Economic Survey Participants Responses to the Question: "Do you plan on rebuilding or restarting your business in Lytton or surrounding region?"



Overall, almost 17% of business owners surveyed indicated that they did not plan on restarting or rebuilding their business. This total was comprised of 12.5% of business owners who lost their business to the wildfire and are not reopening it, as well as 4.2% of business owners who did not lose their business to the wildfire directly, but either are planning or have permanently closed it.

The good news is that this means that 83.3% of business owners do plan to rebuild and restart, or to continue to operate their business. This majority is comprised of 25% of business owners who did not lose their businesses directly to the wildfire, and 58.3% who did lose the business to the wildfire, but who plan on rebuilding it.

Gaps Related to Economic Recovery

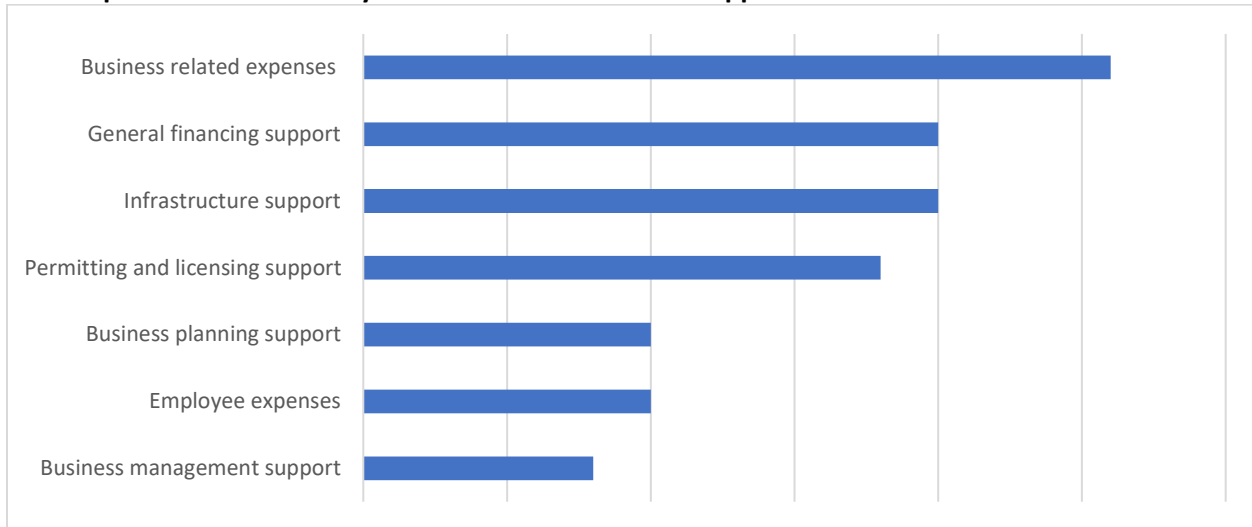
Through both the stakeholder interviews and the Economic Recovery Survey, business owners were asked to identify any gaps that they are seeing when it comes to economic recovery. Most of this information that was captured was qualitative in nature. This data, although much more time consuming to process, often yields some of the best insights.

One way to interpret this data is with a “word cloud”, which is a visualization technique that presents text data in a visually interpretive way. It is a graphical representation of the frequency and importance of words in each text or set of texts. The more frequently a word appears in the text, the larger and bolder it appears in the word cloud.

A word cloud typically displays a collection of words in a random arrangement, with varying font sizes and colors. The most common words are usually displayed in a larger font size and are often placed at the center of the cloud to draw attention. The results from the qualitative data collected when asking key stakeholders and Economic Recovery Survey participants: “*What gaps exist for economic recovery?*” are displayed in the word cloud in the following figure:

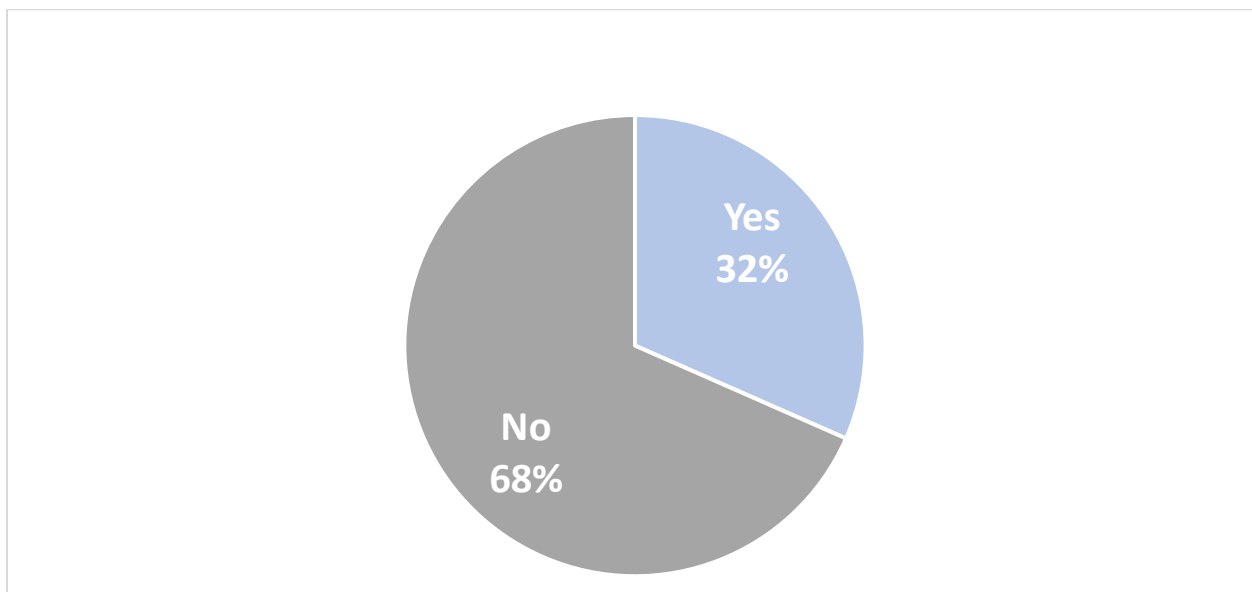


Figure 25: Economic Survey Participants Responses to the Question: "In order of most important to least important where could your business use the most support?"



Building on an earlier question, business owners were asked if they now have a Business Continuity Plan (after the 2021 wildfire)? We can see from the data that, since the 2021 wildfires, a small percentage more business owners have decided to create their own business continuity plan moving forward, to help their business fare better through future unexpected interruptions.

Figure 26: Economic Survey Participants Responses to the Question: "Do you now have a business continuity plan? (In case of wildfires, floods, etc.)?"



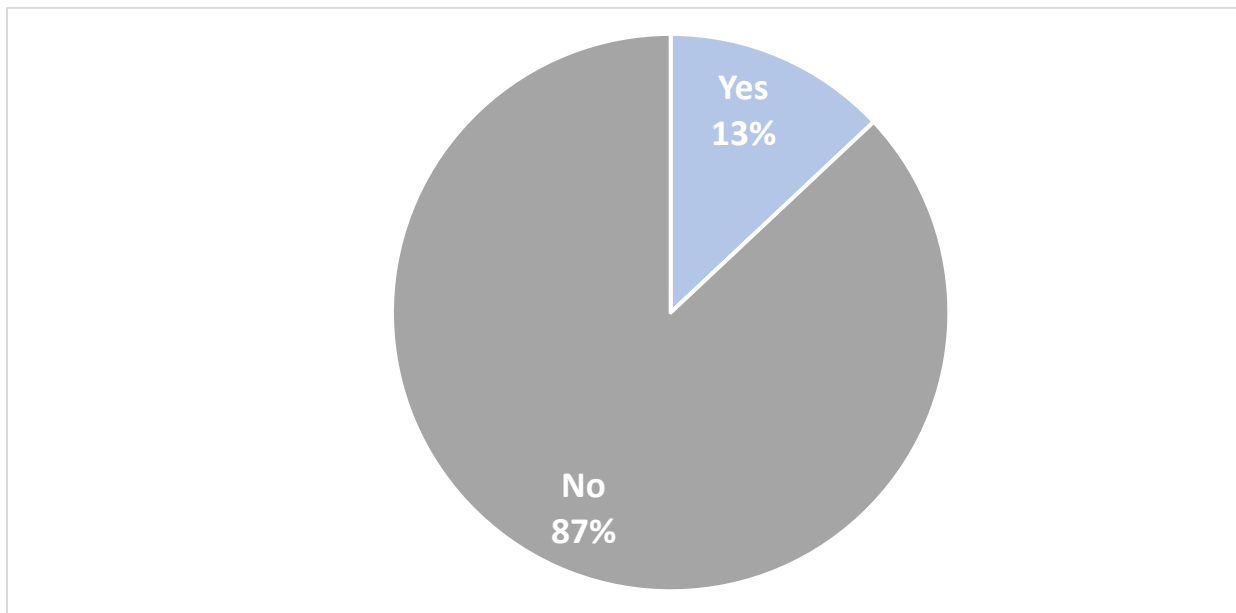
This still points to an opportunity to assist other business owners with the creation of a business continuity plan to help increase the economic resilience of the region, should other events happen in the future.

Economic Recovery Programs

Several different questions were asked both in the stakeholder engagement sessions and in the online survey regarding both the awareness of and uptake in existing recovery programs. These questions were asked to determine if there are businesses needs for recovery which are not currently being met by existing recovery programs.

The first question asked was if business owners have been able to successfully participate in any economic recovery programs offered through various organizations operating in the Lytton region.

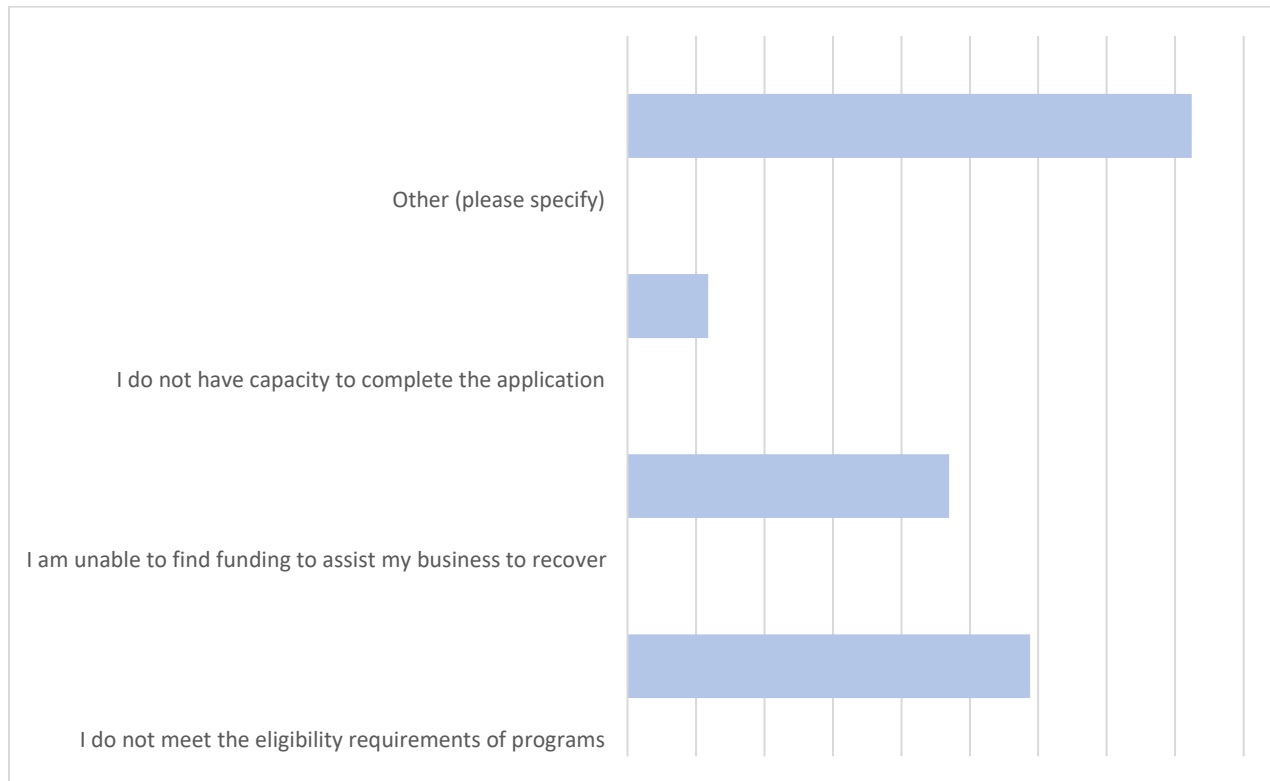
Figure 27: Economic Survey Participants Responses to the Question: "Have you been able to participate in any programs offered to help your business recover?"



We can clearly see in Figure 27 that **the majority of participants (87%) have not been able to participate in any economic recovery programs**. For every respondent that answered "no" they were presented with a follow-up question of "why not?"



Figure 28: Economic Survey Participants Responses to the Question: "Have you been able to participate in any programs offered to help your business recover? If no, why not?"



The largest overall response was for a category of “other” (41.2%) where we allowed participants to identify their own unique reason for not being able to access support program development. When looking further into this data we can see that the majority of these responses fell into the following themes:

- **The Community is not “shovel-ready”.** This broad category is focused mostly on a lack of access to the building lot which is ready to accommodate a rebuild (including critical infrastructure).
- **Funding Clarification:** many people commented that they are unable to rebuild without financial support and that they need funding clarification before they will start the rebuild process.
- **Funding limitations:** These comments relate to funding being available, but not in the categories needed.

The next most common answer was that participants felt they did not meet the eligibility requirements for the recovery programs (29.4%). This could be due to a number of factors, but most likely, is that the current recovery programs are not targeting them or their needs effectively. Some participants commented on how their location (being in the region not Village proper) or being home-based, is limiting their ability to access support.

This was followed by “I am unable to find funding to assist my business recover” (23.5%). This could be caused by two factors: the first is that once again the current programming is not actually addressing the needs of the business community. For example, there were comments that some of the support is targeting new business start-ups (such as business plan writing) and that this is not what these respondents need to recover or that the amount of funding provided is not nearly adequate for their needs.

The second possibility is that there could be an opportunity for more communication in regards to the current economic recovery programming available. Often times business and homeowners are overwhelmed with information after a disaster event and have a hard time locating the resources that they need most.

Lastly, some participants (5.9%) indicated that they did not have the capacity to complete the required paperwork to access the recovery programs. This could point to an opportunity for an organization to provide this support, through something like a business recovery ambassador program.

Mental Health Support:

Mental health support could be the single most important factor when it comes to a community's recovery after a major natural disaster event. This is because the mental health of community members affects every other facet of recovery. Disasters affect the physical, psychological, and sociocultural well-being of survivors in a few ways, including:

- The actual psychological trauma of the disaster itself. Wildfires can cause significant emotional trauma, including anxiety, depression, post-traumatic stress disorder (PTSD), and grief. Business owners who have experienced a wildfire may feel overwhelmed, helpless, or even guilty. These effects can be immediate or delayed¹¹;
- The stress and upheaval associated with multiple adversities experienced in the post-disaster environment, such as displacement from homes, challenges in accessing disaster relief benefits, loss of business revenue, uncertainty related to employment, and the increased need to care for others (e.g., children and the frail elderly)¹²;
- Disruption of health and medical services, social services, and behavioral health support services impact the ability for survivors to access the support that they need;
- Disruption of social networks that can leave people feeling isolated and without support (social effects). Comments from stakeholder interviews reaffirm that this is happening in Lytton; people want a coffee shop or restaurant to be able to socialize and reconnect with community; and
- An increased risk for destructive behavior, such as cigarette smoking, alcohol abuse and binge drinking, and domestic violence¹³.

During the recovery period, therefore, it is critical to provide community members with the tools and resources they need to cope with the ongoing challenges they face (i.e., a self-help approach)¹⁴. As such, the Economic Recovery Survey asked participants if they felt mental health support resources currently available in the community were adequate to meet the needs of community members and 83% of respondents answered “no” (Figure 29 below).

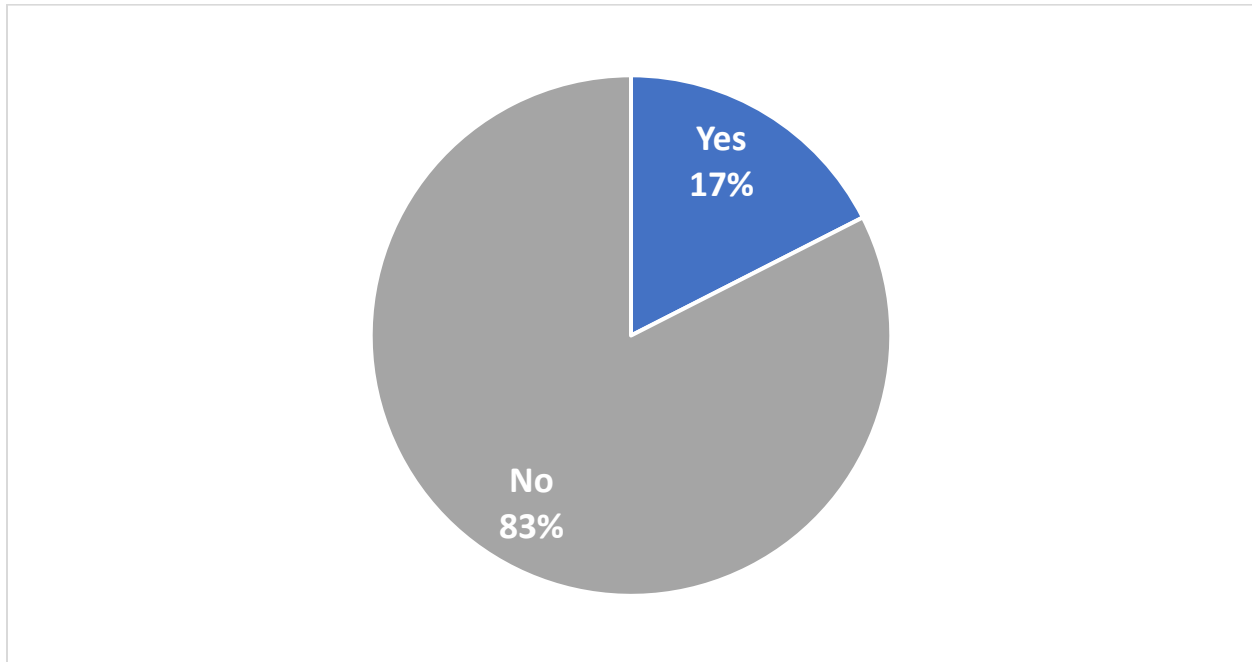
¹¹ Committee on Post-Disaster Recovery of a Community's Public Health, Medical, and Social Services; Board on Health Sciences Policy; Institute of Medicine. Washington (DC): [National Academies Press \(US\)](#); 2015 Sep 10.

¹² Healthy, Resilient, and Sustainable Communities After Disasters: Strategies, Opportunities, and Planning for Recovery. Washington (DC): National Academies Press (US); 2015 Sep 10. 7, Behavioral Health.

¹³ Watson PJ, Brymer MJ, Bonanno GA. Postdisaster psychological intervention since 9/11. *American Psychologist*. 2011;66(6):482–494.

¹⁴ Gluckman P. Office of the Prime Minister's Science Advisory Committee. 2011. [April 3, 2015]. (The psychosocial consequences of the Canterbury earthquake: A briefing paper).

Figure 29: Economic Survey Participants Responses to the Question: "Do you feel that mental health resources are available in the community to meet the needs of those who need support?"



This points to a large unmet recovery need for the community, not just the business community. Some of the impacts mentioned above can be addressed through the recovery process (i.e., getting to the point where people are able to rebuild and move home, or when the local coffee shop or restaurant opens and offers a place for people to connect), but more immediately steps could be taken to partner with organizations such as the Canadian Mental Health Association or Interior Health to provide resources and programming to support community members right away.

Gap Analysis

This section will be used to summarize findings and articulate identified short, medium, and long-term recovery needs that have emerged in the Village of Lytton, as well as recommendations which could be adopted to meet these needs.

Short-term term Recovery Actions

Short-term recovery was defined as 3 to 6 months, and medium term was defined as 6 months to one year. Businesses were asked specifically what they felt would help them to recover in the Short-term. There were a variety of responses, but fifteen main themes emerged. This data is presented in the following figures as both a Word Cloud (Figure 30) as well as a graph (Figure 31).

Community members want the Village to **prioritize a place for the community to gather**. This could be a coffee shop, community hall or multiplex style building which would enable community services to be delivered (such as mental health service, fitness opportunities or community events).

The community wants to see the Municipal Hall be rebuilt as soon as possible. This would allow staff to work out of Lytton and be more accessible to community members. This could also help by providing front-desk assistance for the Development Services department (to help with permitting).

Respondents spoke of the **need for an overall Community Recovery Plan**. They want to be engaged in this process, so that their ideas are incorporated into the overall vision for rebuilding the community.

Access to a healthcare centre/services along with the need for a grocery store, appeared with moderate frequency.

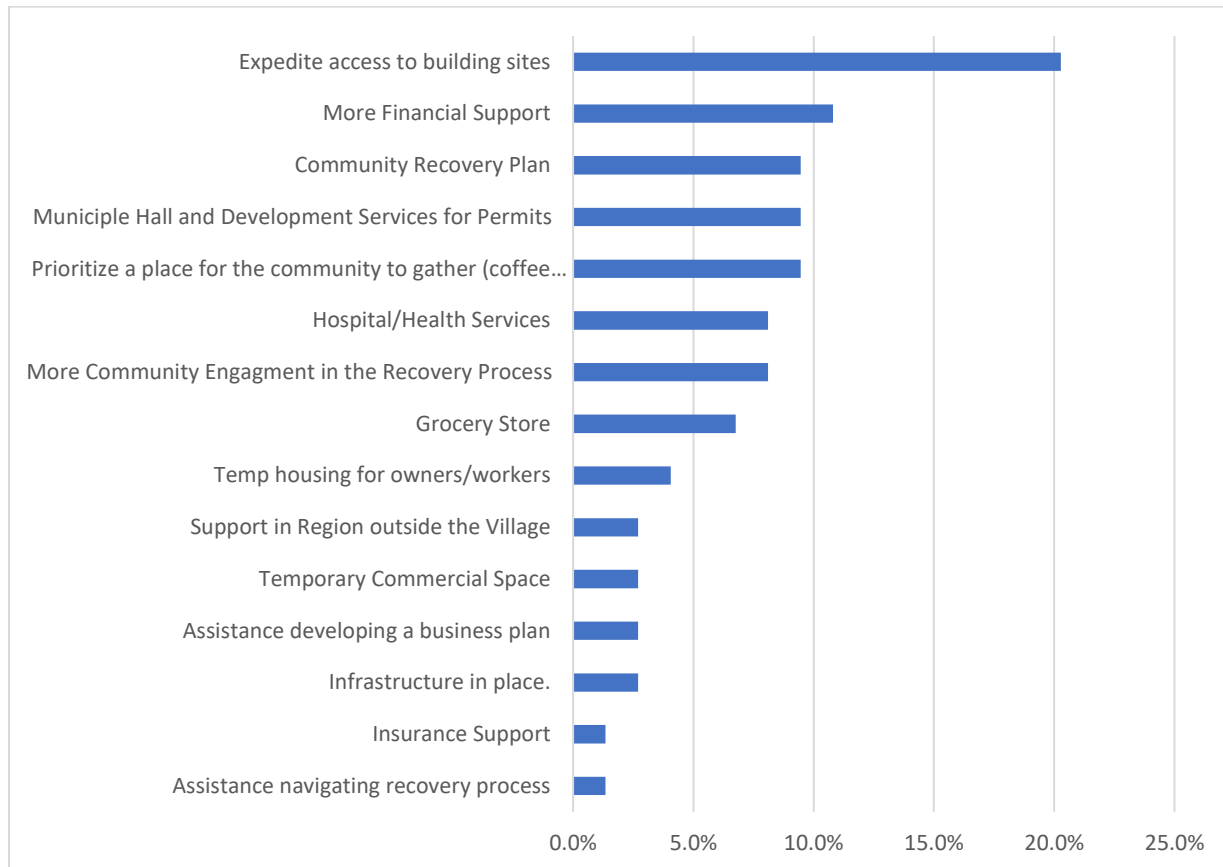
Temporary housing and temporary commercial space were both consistent themes. These comments recognized that access to permanent building sites could be delayed, but the community needs to see progress now, before they lose hope in rebuilding the Village.

Some people commented on the need for critical infrastructure in the short term.

Some respondents were interested in support services related to business planning, navigating recovery processes and support dealing with insurance.



Figure 31: Economic Survey Participants Responses to the Question: "In your opinion, what actions could be taken, or what programs could be developed in the Short-term (next 3 months)"



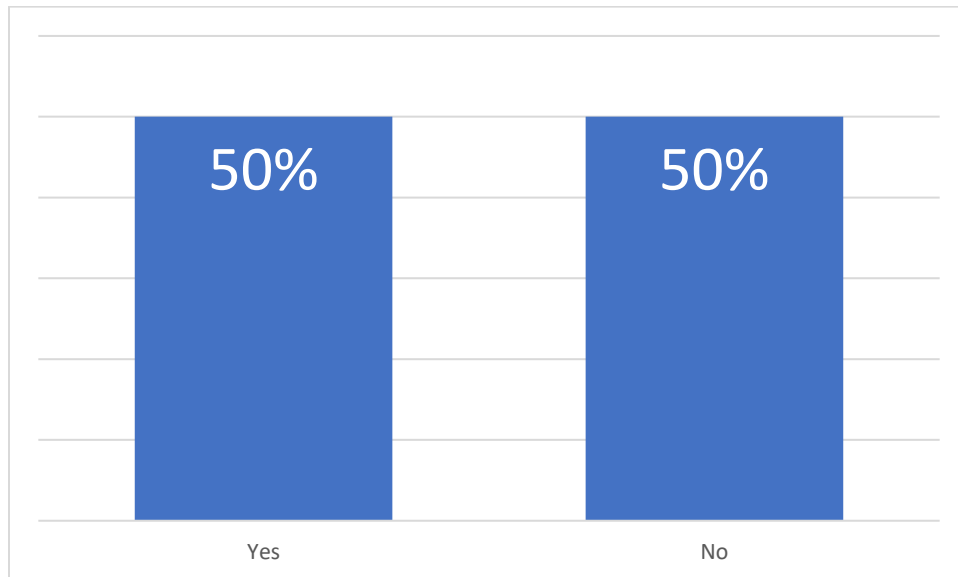
Commercial Space Needs:

Through the stakeholder interviews, it was apparent that one of the biggest obstacles reopening businesses and therefore economic recovery, was access to a location to operate the business in addition to having people return to the region so that businesses can access a workforce and customers.

The recovery team asked business owners (assuming there were people in the region for labour and customers), **"If you were provided temporary space in the future in Lytton, would you be able to move back and open your business?"** (Figure 32 below).



Figure 32: Economic Survey Participants Responses to the Question: "If you were provided temporary space in the future in Lytton, would you be able to move back and open your business?"



In retrospect, we should have also included in this question: "assuming funding was available to support your economic recovery", but at the time of creating the survey questions we did not yet know that financial support was such a high need for pretty much all the business owners who participated in the Economic Recovery Survey.

The recovery team suspects that if this piece of information was included, that the number of individuals who answered "yes" would have been higher.

This question was followed with another couple of questions for those individuals who answered "yes": How much space would you need at a minimum to reopen your business and how much could you afford to pay for this temporary space?

Most individuals who responded were unsure at this time what the minimum amount of space required would be. Further to this point, without knowing what financial support could be available, they were unable to answer the question: "How much could you afford to pay for this temporary space?"



The largest category of responses by far were centered around the **goal of having a functional downtown with a variety of businesses and services to support the community** (25%). This was mentioned in a variety of ways such as:

- Mentioning a cluster of specific businesses/services (Fire Department, permanent Post Office, Health Centre, pharmacy, permanent Village office, Fire Department, bank, restaurants, grocery store, etc.);
- Directions to “concentrate on Main Street so that it is the business section, enhancing the streets with benches, etc.”; or,
- Comments to the effect of “make it so we can shop downtown and be self-sufficient”.

Grants and loans once again were represented (13.9%) and reinforce the need for interim capital to either rebuild or continue surviving in the near to medium term. Obviously, the preference would be for grant funding, but a supportive loan program with low interest rates was still mentioned as something that would go a long way to helping businesses rebuild when they are able.

This next theme was focused on the idea, once again, of the need for an **overall community recovery plan which considers everything** (12.5%). People want a clear and coordinated focus to the recovery of the community – there is a feeling right now of several disjointed/uncoordinated efforts happening simultaneously, which is feeding into confusion, uncertainty, and inefficiency. People also want to be a part of creating this plan with ongoing community engagement (2.8%)

The community wants to see the **Village office back in Lytton for assistance during the rebuild** (9.7%). People want to be able to access staff and resources to help them navigate the recovery process. This was mentioned in the short-term recovery actions as well but continued into the medium-term recovery actions.

Respondents mentioned the goal of starting to get **people back into their houses within this one-year mark** (8.3%). Some comments suggested a goal of ½ of the displaced people back into their homes, for example. Another related theme was the suggestion once again to provide temporary housing (5.6%). People want to see the displaced community members returning within 1 year.

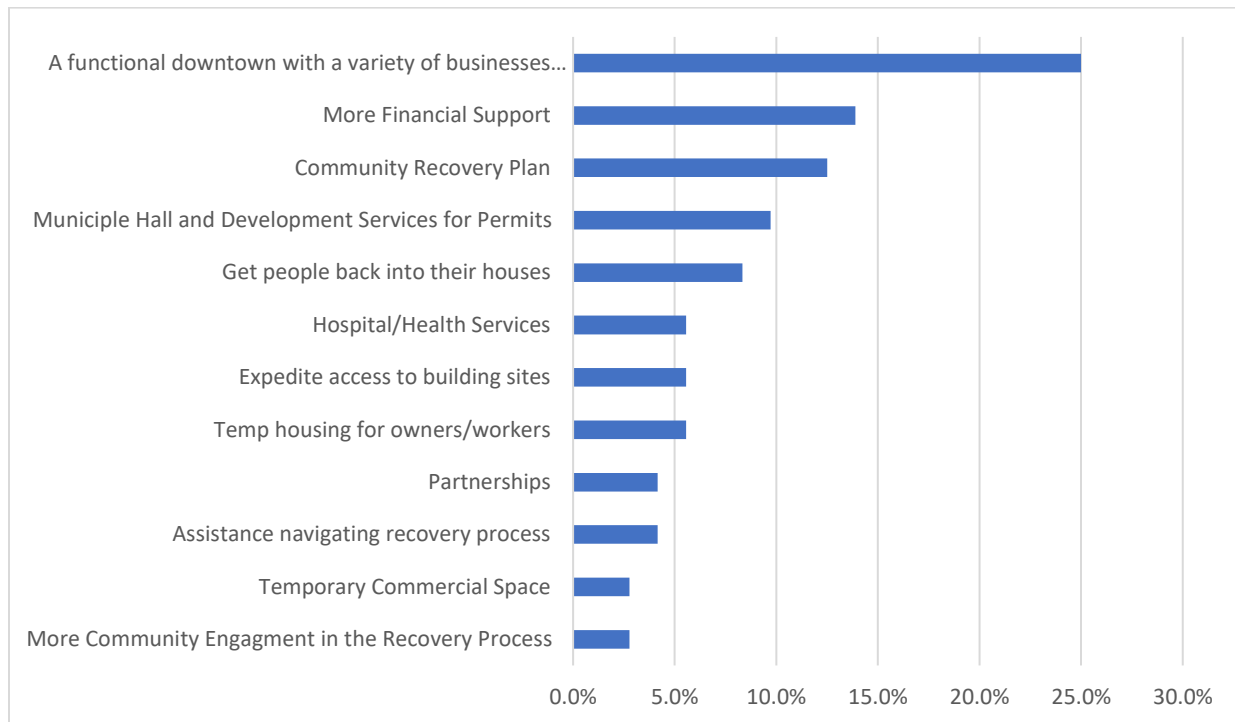
In order to make this happen, there was once again mention of trying to focus efforts to **expedite access to building sites** (5.6%), for those business and homeowners who are committed and ready to rebuild.

Healthcare was another reoccurring theme (5.6%). This is a service that is very important to the community for a variety of reasons such as: mental health support, support for seniors, and support for expecting families.

A new theme which started to emerge was focused on various **partnerships** (4.2%). These ideas ranged from partnering with surrounding communities, to partnering with local organizations such as Nzen'man' Child and Family Development, to collaboration opportunities such as a business center that allows multiple businesses to lease business space, to partnering with a commercial developer to build mixed use commercial lease space, with residential options in upper stories.

One of the last themes not already mentioned was focused on **support/resources to help businesses with the recovery process** (4.2%). This includes suggestions to assist businesses with preparedness efforts such as business continuity planning, or mentorship/strategic guidance to help understand the best path forward with rebuilding their business.

Figure 34: Economic Survey Participants Responses to the Question: "In your opinion, what actions could be taken, or what programs could be developed in the Medium term (6 months to 1 year)"



Long-term Recovery Actions

When asked what actions or programs could aid in business recovery in the Long-term, there were some similar suggestions, along with some new suggestions. Overall, there were ten main themes and then several individual recommendations. This data is presented in the following figures as both a Word Cloud (Figure 35) as well as a graph (Figure 36).

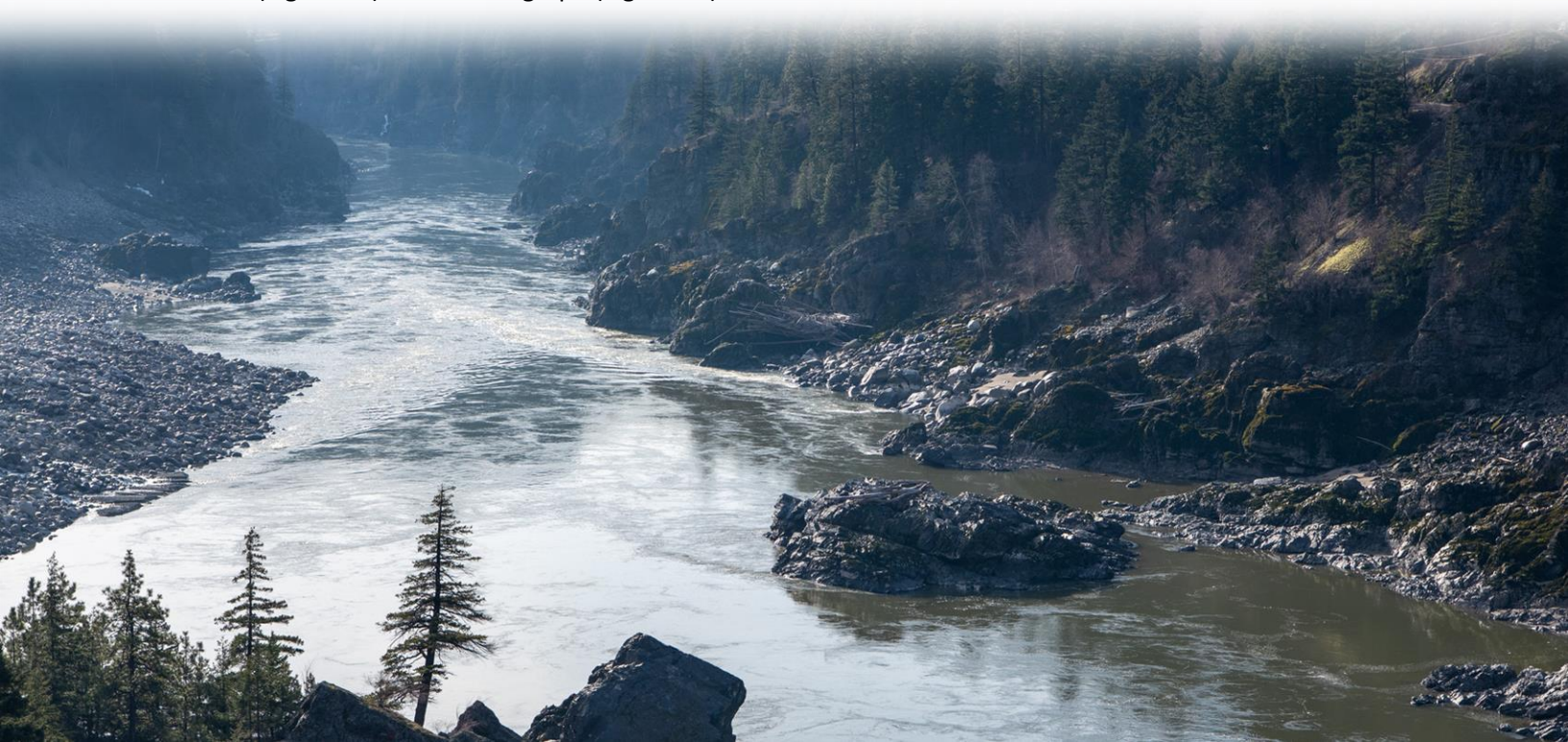
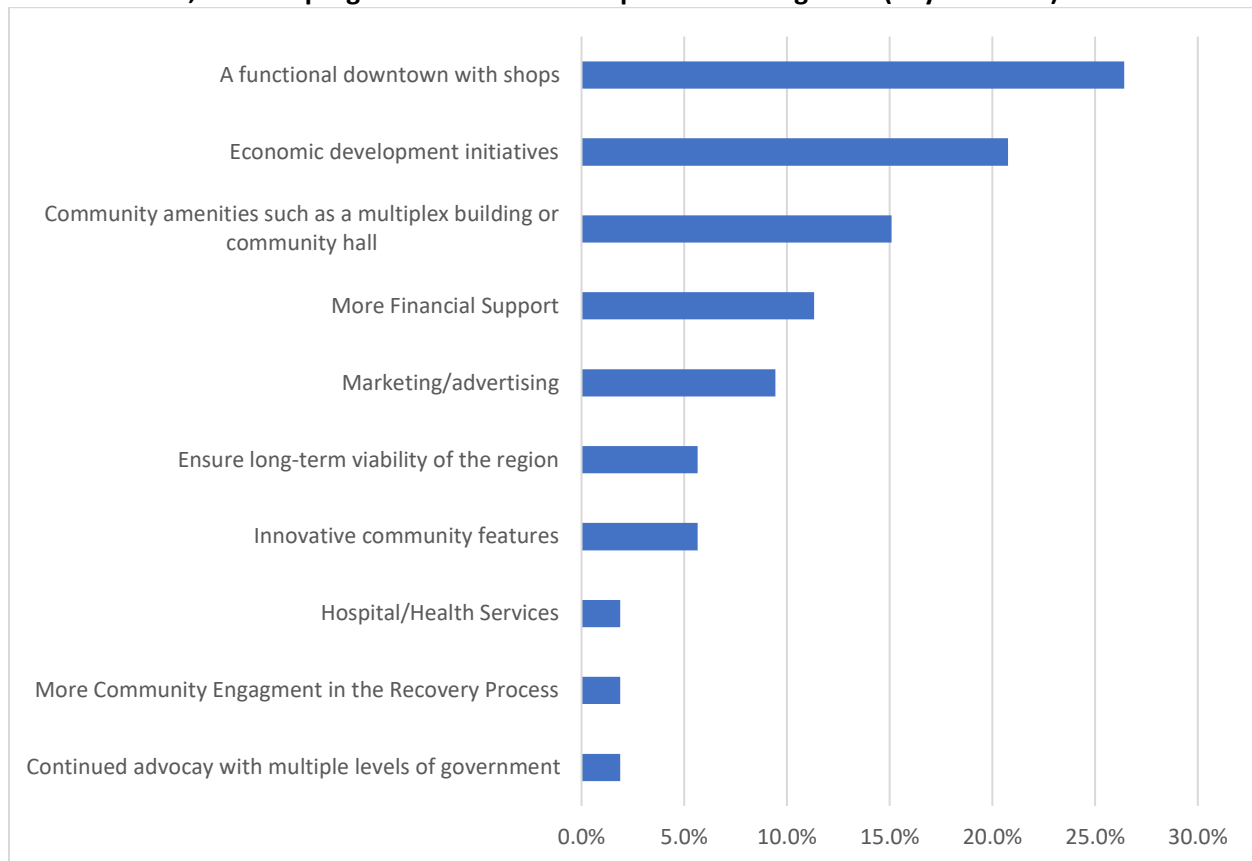


Figure 35: Word Cloud generated using data from the question: “In your opinion, what actions could be taken, or what programs could be developed in the Long-term (2023 and beyond)”



Figure 36: Economic Survey Participants Responses to the Question: "In your opinion, what actions could be taken, or what programs could be developed in the Long-term (beyond 2023)"



Once again, the largest category of responses by far were centered around the **goal of having a functional downtown with a variety of businesses and services to support the community** (26.4%). This was mentioned in a variety of ways very similar to the responses given for the medium-term recovery actions.

A new, very strong theme emerged from this data: there were several responses focused on **economic development initiatives** (20.8%). These spanned three smaller themes:

- **Entrepreneurship support:** There were multiple ideas focused on providing programming or facilities to help community members to start their own business. This included the idea of a low-cost co-working space or start-up incubator;
- **Attracting new businesses to town:** Business attraction is one of the key pillars of economic development. Most of the ideas focused on a process of identifying key strength/features of Lytton and then targeting industries/businesses that align with these differentiators to attract them to setup shop in the region; and,
- **Business Retention and Expansion support:** these ideas focused on business support for existing businesses to help them get back on their feet or expand.

Another slightly different theme, which was partially mentioned in earlier responses, focused on the community **building out more amenities for the citizens in the region** (15.1%). It's interesting to note

and not surprising that the shorter-term recovery actions focused on getting people back into the community (housing) and key businesses up and running, and the long-term focus shifts to more of the “nice to have” features in a community. Some examples include swimming pool, library, rec centre, museum, parks, recreation activity centre, community hall, etc.. It should be noted that many of these facilities could be housed within a “multiplex” style building, which might offer some cost savings through economies of scale.

Financial support for businesses and homeowners was mentioned once again (11.3%). This theme was consistent throughout the short, medium, and long-term recovery needs identified by respondents. It is also worth noting that in all three sections, financial support was consistently in the top four strongest themes of responses.

Another new theme to emerge focused on **marketing and promotion of businesses and the region** (9.4%). The idea here was multipronged: to support the tourism industry, but also to promote Lytton as a region from an attraction standpoint for businesses and people. Specific ideas including things like highway signage and advertising outside of the region.

Another new theme not previously mentioned was a shift in focus to take steps to **ensure the long-term viability of the region** (5.7%). There was some worry about financial supports not lasting long enough, with suggestions of at least five years. Other comments related to the tax base and making sure enough businesses and people come back to the region to support the Village from an operational standpoint.

People still have interest in the ideas of **developing innovative community features to help set the Village and the Region apart from other small communities** (5.7%). It’s interesting to note that these were not mentioned until later as priorities, which would indicate that they are more “nice to have” features. Most of these ideas were focused on sustainability and reducing the carbon footprint of the region, such as developing an alternative heating source for district housing.

Smaller themes included another mention of **ongoing community engagement** (1.9%) through the recovery process, the importance of getting **healthcare services to the community** (1.9%) and lastly to **continue advocacy at all levels of government** (1.9%).

Improving Resilience Going Forward:

With the effects of climate change, extreme weather events are happening with greater and greater frequency. It is no longer a question of “if” another future disaster could happen, but “when”. There is a push across the planet to build more resilient communities so that the level of impact after these extreme events is lessened and recovery is faster.

Given this information participants in the economic recovery survey were also asked if they had any ideas to help increase community resiliency going forward. This data is presented in the following figures as both a Word Cloud (Figure 37) as well as a graph (Figure 38).



did not place undue pressure or expenses on residents. Some examples of frequently mentioned ideas include: sprinkler systems on all homes and properties, keeping grass short and green, FireSmart or general fuel management throughout the village and around the perimeter, especially in Hobo Hollow.

Improving the water infrastructure for the Village and the region (16.8%). This was very consistently mentioned was the lack of water and/or the fact that the water system is reliant on electricity, not only increased the fuel around the village (dry grass, no green buffers) but also impacted the ability to fight a fire once one has started. People mentioned sprinklers on rooftops again, fire hydrants, the ability to regularly water spaces throughout the hottest months (no water restrictions).

Several suggestions referenced the advantages of a **dedicated, gravity-fed water system for firefighting that does not have to be treated** (non-potable). This water resource could be used to keep the area green and to support a fire-suppression infrastructure (fire hydrants). It would not be susceptible to electrical failures, increasing reliability while decreasing maintenance costs.

Better maintenance around roads and railways was also consistently mentioned (10.9%). These comments focused on the removal/maintenance of fuels around this infrastructure to help mitigate the likelihood of sparks causing another fire. Most ideas focused on this responsibility falling to the operators of the roads and rail with enforcement coming from some government body.

These next two suggestions go hand in hand: Having an **emergency response center** ready to go if the need arises (8.4%). This command centre would help coordinate the residents and outside agencies in case of an emergency. Secondly, having the Village install **sirens and set muster stations** (8.4%). There was mention of an old system with a bell, where the whole community could hear the bell and know that something was happening in the Village almost instantaneously.

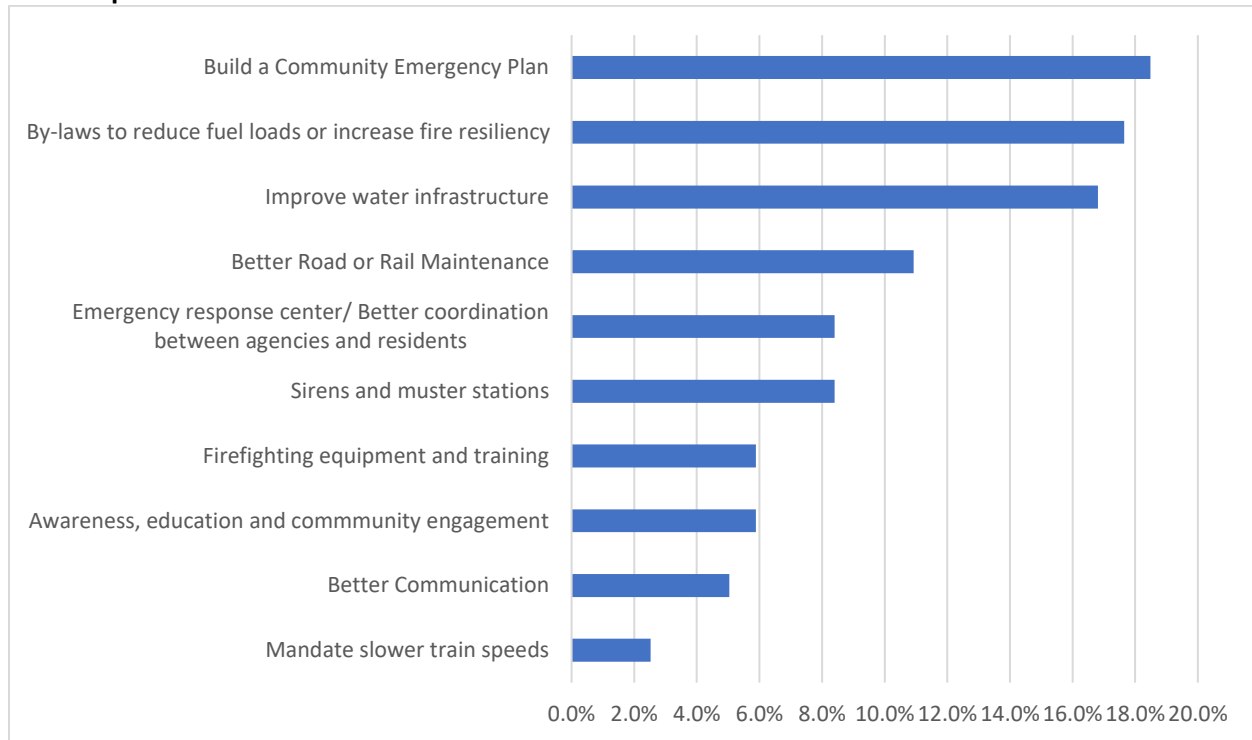
Next, **firefighting equipment and infrastructure**, along with training of volunteer residents on how to use it, was mentioned (5.9%). This included structural support units, portable water reservoirs, pumps, and sprinklers.

Respondents felt that **general community education and awareness** (5.9%) **around climate change and disaster preparedness** would be helpful. This went hand in hand with **ongoing communication** (5.0%).

Lastly, there were some comments about the Village working with different levels of government to **mandate that trains traveling through the region reduce their speed** (2.5%).



Figure 38: Economic Survey Participants Responses to the Question: "What could the Village of Lytton do to improve resilience in case of future disaster events?"



Ongoing Communication:

Business owners and community members were also asked what their preferred informational channel would be, which is summarized in Figure 39. The idea here was firstly to help the project team communicate and engage with the community in the most effective ways possible, secondly to help the Village of Lytton going forward by providing this information for ongoing communications.

Based on this response, email should be used whenever possible, followed by social media (specifically Lyttonites Facebook page) and phone. There was also a preference for face-to-face meetings mentioned in many of the written survey responses.

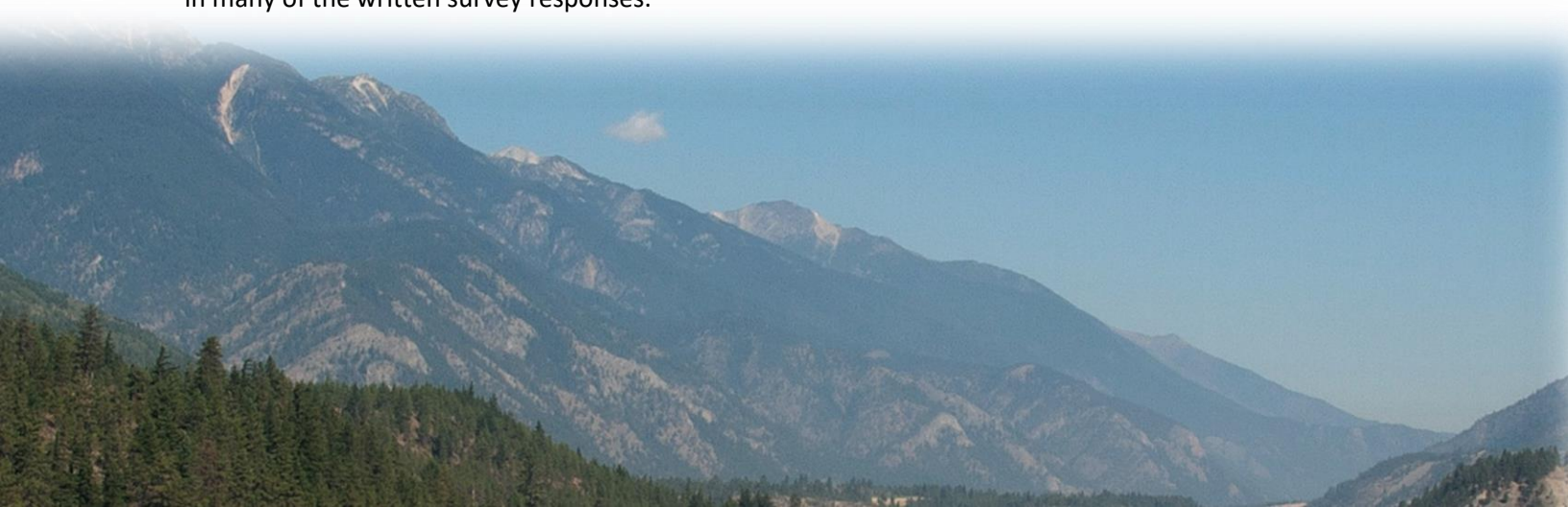
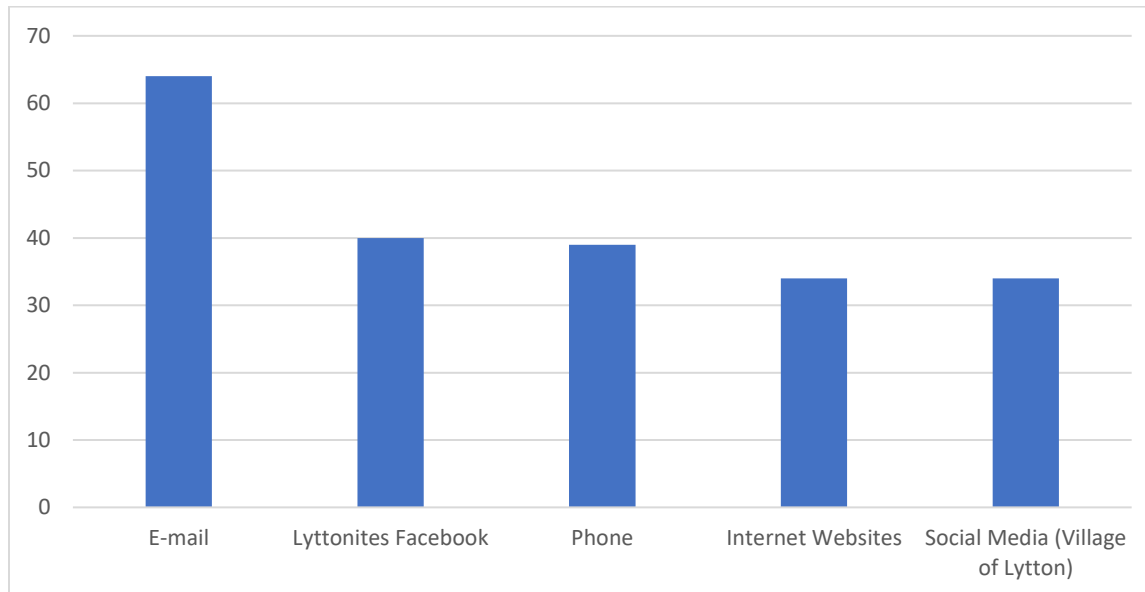


Figure 39: Economic Survey Participants Responses to the Question: "What is the best way to communicate with you going forward?"



Recovery Work plan (Methodology)

This section of the report summarizes the actions and methodology used to collect the data necessary for the creation of this report. It is hopeful that this section will also help other researchers and recovery managers with their own recovery initiatives by replicating and improving upon this process.

Phase 1 – Project Launch

One of the first key steps undertaken was an environmental scan of existing recovery efforts operating in Lytton and Region. During this phase, there were several phone calls and virtual meetings with key recovery players including other regional organizations, provincial government representatives, local government representatives, and electoral area directors. From these meetings and interactions an inventory of existing support programs and scope started to form. Additional key stakeholders were also identified to conduct qualitative interviews.

Phase 2 - Planning, Logistics and Communications Strategy

As a small rural community with vast surrounding region, the interviews and conversations held in the project launch phased offered recommendations for the project team to connect directly with every brick-and-mortar business in or near the Village area. It was also recommended, that time be taken to meet with First Nations communities and organizations, and key community organizations and volunteers. Extra time was allocated to direct stakeholder meetings, these proved to be valuable, with community members generously sharing their time, their experiences and their insights. The interviews helped to guide the development of the Economic Recovery Survey.

To ensure maximum participation and exposure for the Lytton and the Lytton First Nation, an active communication campaign supporting the economic recovery survey was rolled out. The communication campaign was an excellent opportunity for Lytton and the Lytton First Nation to actively engage the business and broader community to participate in the economic recovery process. The marketing and communications strategy had two main goals:

- 1) Increase awareness of the Lytton and Region Economic Recovery Plan initiative through the region; and,
- 2) Drive participation in the community engagement activities from businesses and community members located in Lytton and the surrounding region.

The marketing and communication strategy included:

- Development of print pieces including a Community Poster (appendix 3.1) and Social Media Content (appendix 3.2). The Community Marketing Posters were supplied to local municipal leaders to post at the community bulletin board to aid in awareness;
- Social Media Facebook Campaign to invite online survey engagement;
- Newsletter campaign sent targeting the Village of Lytton's email list and key stakeholders that were interviewed to provide project updates and invite online survey participation; and,
- An awareness video was created and shared at a Village Council meeting and through digital means such as email, the Village website, and social media.

Task 2.2: Wildfire Recovery Needs Assessment and Gap Analysis Survey

Given the overall project, timeline, resources, and state of the Village of Lytton, it was felt that the most effective method of engagement was a mixture of key informant interviews (online and by phone) and participating in biweekly City Council meetings to provide project updates. This was further supported by an online Economic Recovery Survey. The online survey allowed for access to both business and community members opinions and input in the shortest period of time.

This Economic Recovery Survey also collected primary business and market data to support the estimation of economic loss and gap analysis accruing from the 2021 wildfires. This data was used to identify key issues and trends which will assist the project team with programming, planning and policy development.

Primary data collection is key in this process, as in most circumstances in this province, little to no community level data exists unless the local municipality or economic development agency is actively collecting it. Most publicly available sources of data only provide detail at the development region level. In the case of the Village of Lytton and surrounding region, data could include Kamloops and Sun Peaks, making the data virtually useless when trying to create a local strategy.

As such, the first step in the process was to work with the Village of Lytton to build out a target list of key stakeholders/informants to participate in one-on-one virtual interviews, with the goal of statistical and industry mix representation. After several key stakeholder interviews took place, we moved onwards to develop and commence with administering the economic recovery survey. The online economic recovery survey was built based on best practices.

For the Village of Lytton, all data collected for this project will be housed on Canadian servers and the project team will work to ensure that all other requirements of both PIPA and FIPPA are met or exceeded.

Task 2.3: Community Engagement Planning

A key component of this project was to host multiple community engagement events. However, due to the state of the community and the timing of the project (December -March), the project team along with Village staff determined virtual interviews would be the most effective and efficient way to engage businesses and community members.

The scope of the original project proposal encompassed 10-12 key stakeholder interviews, as this method of engagement and data collection is much more thorough and requires more time. With the pivot to in-person to virtual engagement sessions, and having a shorter timeline, the project team and Village staff conducted 26 key stakeholder interviews. The overall focus of these interviews was to increase awareness of the Lytton and Region economic recovery efforts, collect valuable data and engage the business community and community members in a meaningful manner. To do so, several key planning steps needed to be accomplished in advance.

Additionally, Village staff invited the project team to take part in bi-monthly Council meeting to provide project updates to Mayor and Council and the community. After each meeting, a project newsletter was shared through the Village of Lytton's email newsletter and posted on the project website. As well, the project team directly emailed each key stakeholder a copy of the newsletter.

Throughout this process every effort was made to collaborate with other regional organizations, provincial government representatives, local government representatives, local First Nations governments, and electoral area directors.

Phase 3 - Community Engagement - Needs Assessment

Task 3.1: Roll out the coordinated marketing plan utilizing various media channels

As outlined previously in the Planning, Logistics and Communication strategy, the communications campaign was rolled out utilizing various media channels. It should be noted that limitations related to community engagement for this project included lack of infrastructure in the community and displacement of many residents, making online communication the primary focus for engagement.

The Chamber of Commerce generously supported direct outreach to local businesses, making connections through their membership. An active Facebook Campaign was run through the Village of Lytton Facebook account to invite online survey engagement. Email newsletters were shared by the Village to their email list and included Economic Recovery Project updates. Lastly, the creation of a landing page by the Village of Lytton's Communication staff was key for businesses and community members to find resources and information regarding the recovery efforts.

A project video was filmed in the Village the week of January 16th with support of community leaders (the Mayor, a Councillor, and the CAO). The goal of the video was to build awareness about the Economic Recovery Plan project and support a call to action for the Economic Recovery Survey.

Task 3.2: Community Engagement Sessions/Interviews

The next step in the process was to conduct the first round of key stakeholder interviews. With the pivot of in-person to virtual engagement sessions, and having a shorter timeline, the project team and Village staff conducted 26 key stakeholder interviews between December 1, 2022 and March 2, 2023. The first round of stakeholder interviews took place between December 1 and December 23, 2022. The overall focus of these interviews was to increase awareness of the Lytton and Region economic recovery efforts, collect valuable data and engage the business community and community members in a meaningful manner. Through the initial interviews the project team was provided recommendations of additional community members, and key stakeholders to contact for the second round of interviews which took place between January 3, 2023 and March 2, 2023.

A wide variety of stakeholders participated in the interview sessions including elected officials from the local government, the Regional District, local First Nations governments, local and regional businesses, non-profit community organizations, Provincial Ministry staff, Business Development Organization staff, and Village staff and contractors. Valuable insights and information were collected and supported the development of the Economic Recovery Survey.

Task 3.3: Economic Recovery Survey

A survey was drafted based on best practices and further refined through conversation in key stakeholder interviews which clearly directed the required data needed to support the development of a community led Economic Recovery Plan for Lytton and Region.

The survey was launched on February 9th with an initial closing date of February 22nd; however, the project team recommended an extension for the survey and to encourage a higher participation rate. The survey remained open until March 1, 2023, and the extension of the timeline proved successful. With support from the Village communication team, the Chamber of Commerce, and direct outreach through key stakeholders, the survey was able to generate more participation with a total of 119 survey responses.

Phase 4 – Data and Gap Analysis

Task 4.1: Compile Data from Online Survey and Stakeholder Interviews

The economic recovery survey had good participation rates and the initial compiling of data into meaningful trends and themes began. All identifying information was stripped from the data and the

results were aggregated to ensure anonymity. At this point, the data was still raw, but these trends and themes were used to start to build the foundation of the economic recovery survey findings.

Project staff presented early survey results and key themes at the March 22, 2023 Council meeting. The intent of sharing early findings was to give the community and leadership an opportunity to provide feedback or share further insights. This was the beginning of the data validation process.

Task 4.2: Gap Analysis

All the information gathered to date, along with the secondary data review from Phase 1, was used to help finalize the trend analysis to determine local economic development gaps and opportunities. These gaps and opportunities were then evaluated against existing programs offered by other organizations to identify if the gap is real or if there is an opportunity to leverage existing programs or initiatives to a fuller extent.

Phase 5 - Validation and Second Round of Community Engagement

Task 5.1: Validation of Draft Findings to the Community

At this stage the high-level draft findings from the community engagement activities and gap analysis were shared with the broader community at both the Village of Lytton Council meeting on March 22nd, 2023 and the Village of Lytton Community meeting held on March 30th. Community members were encouraged to provide any additional feedback that they had directly to the project team, with contact information provided at the end of the presentations.

This step was important as it helped to solidify the fact that the Village and Region has listened to the needs of the business community and broader community and has made recommendations for programs and support specifically to address these needs.

Task 5.2: Validation of Draft Findings with Council and Staff

This portion of the project involved re-engaging the Village staff to provide input on the draft economic recovery plan. Broad concepts and groups of options were narrowed down into more refined products to create the draft economic recovery plan. This was shared with Mayor and Council (March 31st) for their review and feedback.

Once the preliminary findings of the draft economic recovery plan were approved by the Village of Lytton, the project team once again engaged the other regional organizations, provincial government representatives, local government representatives and electoral area directors to share and collect feedback.

Phase 6 - Creation of Final Disaster Recovery Plan

This final report was divided into two sections. Section 1 is the Executive Summary for the project and was developed with the community audience in mind. It articulates the background, key findings, and recommendations. Section 2 is the technical report which presents the data, analysis, and community consultation results as well as the final economic recovery strategy recommendations.

Key Findings:

This section will summarize very briefly some of the key findings from both the online survey as well as the key stakeholder interviews. Further information and any figures referenced can be found in “**Section 2: Technical Report**”.

Direct Economic Loss due to the Wildfire in 2021:

The estimated total direct cost the wildfire to Lytton and region businesses based on survey results is estimated to be **\$27,946,030**. Almost all the business owners in the region were property owners (not lessees), so the majority of this amount was attributed to the loss of buildings (just over \$16 million).

Businesses continue to lose money. The largest economic loss category reported in the time period following the wildfire was related to **lost sales (just over \$6 million)**, with the median reported value of \$67,500.00. There are other reasons for ongoing economic loss:

- **Expenses associated with (re)starting up the new business;**
- **Ongoing loss of sales;**
- **Lack of accommodation for labor;**
- **Ongoing expenses associated with temporary operations; and/or,**
- **Ongoing equipment or Inventory costs *from wastage/maintenance.***

Residents feel there is a lack of clear communication (miscommunication)

Almost every stakeholder mentioned frustration when it came to communication. They feel they do not have the information they need, which is fueling uncertainty and rumors. Furthermore, they feel there are multiple simultaneous recovery groups working independently in silos (not communicating with each other).

There are many organizations producing many different messages, flooding the community with information, **the problem is that they are not communicating effectively.** For example: Funding announcements made with little information to guide direction (no clarity on who it will support or how it will work).

Insurance Shortfalls

Nearly 50% of participants in the Economic Recovery Survey who suffered losses due to the wildfire did not have insurance coverage.

The majority of business and homeowners who had insurance for their loss, did not have adequate coverage to rebuild, due to rapidly rising construction costs and inflation.

- **Business owners indicated that they had a total economic shortfall** (more money required, after insurance coverage) of about **\$14.5 million dollars in total**, with most reporting around the \$300,000 mark.
- **Homeowners indicated that they had a total economic shortfall** (more money required, after insurance coverage) of **just under \$7 million in total**, with most reporting around the \$300,000 mark.

Most People Plan on Rebuilding

- **65% of Households who had relocated plan on moving back. An additional 12% would move back if they could get certainty about financial support for rebuilding.**
- **83.3% of business owners do plan to rebuild and restart** or continue to operate their business. This majority is comprised of 25% of business owners who did not lose their business directly to the wildfire and 58.3% who did lose the business to the wildfire, but do plan on rebuilding it.
- **The majority of business owners (55%) indicated that they could not rebuild their business unless their home was also rebuilt.** This clearly demonstrates the link between rebuilding the community as a whole and the economic recovery of the region.
- **The majority of participants (60%) indicated that their intention was to rebuild to Fire Resilient standards,** with 10% of people planning to build to Net-Zero ready and 3% to Net Zero standards. It should be noted that the survey responses were collected BEFORE the announcement of Pacific Economic Development Canada's Lytton Homeowner Resilient Rebuild program.

Economic Recovery Support Programs

The majority of participants (86%) have not been able to participate in any economic recovery programs. This is mostly due to the following reasons:

- **The Community is not "shovel-ready".** This broad category is focused mostly around a lack of access to the building lot which is ready to accommodate a rebuild (including critical infrastructure).
- **Funding Clarification:** many people commented that they are unable to rebuild without financial support and that they need funding clarification before they will start the rebuild process.
- **Funding limitations:** These comments relate to funding being available, but not in the categories needed.

83% of respondents indicated that mental health support resources currently available in the community were not adequate to meet the needs of community members. Mental health support could be the single most important factor when it comes to a community's recovery after a major natural disaster event. This is because the mental health of community members affects every other facet of recovery.



Financial Support for Businesses needs to be an Immediate Priority:

Businesses have made it extremely clear: without financial support they will be unable to rebuild.

Businesses bring investment and employment, which also translates to tax revenue. Without a substantial tax base, the Village will be dependent on transfer payments from the federal and provincial government, and will eventually be forced to unincorporate due to insufficient revenue.

This is the result of a series of unfortunate events:

- **Revenue Cycles:** most businesses in the region around Lytton were “Seasonal” (tourism and agricultural operations), where **80% of sales occur between the months of April and September**. Having this time period disrupted, dramatically impacts financial viability.
- Business owners **were already trying to recover from the adverse impacts from the COVID-19 pandemic**, which resulted in a reduction of revenue and additional debt such as the Canada Emergency Business Account (CEBA) loan.
- **90% of the businesses, government agencies and services in the Village proper of Lytton were destroyed in the Lytton Creek Fire.**
- The **2021 Atmospheric River event**, which happened in November of the same year further impacted the village and delayed recovery.
- For the last two years businesses have been in a **“holding pattern”**, incurring more expenses and not able to generate revenue while waiting for the ability to rebuild their business.

For Economic Recovery to happen, we need people to move back into the Region as soon as possible.

Businesses need people – they represent both customers and labour. With economic recovery it is impossible to separate housing from the economy because of this linkage to businesses.

For those households who are either unsure or not planning to return to Lytton and the Region, we asked them why not?

- **Waiting for the community as a whole to recover:** *“I would like to return to working in Lytton...however such a choice would be heavily influenced by the recovery of the community.”*
- **Waiting for clarity/resolution with Insurance:** *“We have picked out plans for both home and business. Waiting for a response from insurance to see if they’ll approve our home.”*
- **Waiting to see what Financial support will be available:** *“The business rebuild is out of the question unless financial help arrives.”*
- **Uncertainty about the length of time before the community will be rebuilt:** *“How long will the archeological process take?”*



Recommendations:

The follow sections have been divided into short to medium-term recovery recommendations and long-term recovery recommendations. Short-term is defined as 3-6 months, medium-term as 6 months to one year, and long-term as more than a year. **It is understood that although the Village of Lytton has completed this initial recovery work plan and gap analysis, it is unlikely that the Village will be able to take on all the recommendations listed below.**

This information will still prove to be very valuable for other recovery organizations. One of the major issues identified is the large number of agencies attempting to help with the recovery effort, which is causing confusion for business owners looking for support resources. By sharing this data and document, the Village of Lytton can immediately help business owners with recovery by providing valuable on-the-ground information on business recovery needs to other organizations, saving them the time and resources and avoiding duplication of effort.

Possible Short-term Recovery Actions

Immediately Start Work to Create Financial Support Program Development for Business.

Business owners have made it abundantly clear throughout this data that the majority of them cannot rebuild unless they are able to access a variety of financial assistance programs. Business owners continue to incur additional losses and forgo revenue, making recovery prospects even more grim.

It should be a top priority for government funding agencies and non-profits to establish financial support programs to facilitate economic recovery. Examples include:

- **Operating grants and/or loans:** Business need interim capital to continue surviving in the near to medium term. Obviously, the preference would be for grant funding, but a supportive loan program **with low interest rates** was still mentioned as something that would go a long way to helping businesses rebuild when they are able.
- **Grant funding to support escalating rebuild costs:** Almost all business owners indicated that their insurance coverage (if they had insurance) was not adequate to cover construction costs, which have skyrocketed in recent years. Participants in the economic recovery survey indicated that they had a total financial shortfall (more money required, even after insurance coverage) of about \$14.5 million dollars.
- **Start-up grants and/or loans:** Business' need grants or loans to be able to purchase inventory, new equipment, pay for moving costs (if they have relocated operations), marketing materials, software, etc. These are costs required to restart the business (or setup a new one), which are not included in the construction of the replacement building.
- **Canada Emergency Business Account (CEBA) loan forgiveness.** Many businesses took out CEBA loans and are now unable to repay them given the current situation they are facing.
- **Hiring grants:** To help with the costs associated with hiring employees, including employee wages.
- **Tax relief programs:** to allow Lytton businesses extra time to pay taxes, or to create tax incentive programs for those that choose to rebuild.
- **Debt relief programs:** work with lenders to identify strategies to reduce the current debt burden, such as interest only payments, paused or deferred payments or partial loan forgiveness.

Establish a Recovery Roundtable Working Group that would act as a collaborative table to identify the roles and responsibilities for all organizations actively working on recovery in the region.

This collaborative working table would meet regularly (2 week intervals) and participants around the table would share operational updates as well as upcoming activities, with the group. The goal of this working group is multipronged:

- Eliminate duplication efforts;
- Matching local and regional private sector resources to specific recovery needs;
- Create and manage a tiered system of re-entry for critical businesses, to ensure that recovery is a coordinated and purposeful effort.
- Be responsible for contributing to the **Overall Community Recovery Plan**, by combining all independently working organization/activities into a cohesive and comprehensive plan.
- Pull all of these updates together into a single, easy to read, public facing document which clearly articulates to the broader community the overall plan and current updates.
- The Economic Recovery Manager would chair and coordinate these meetings (including developing terms of reference and the public facing reporting “dashboard”).

Implement a coordinated initial rebuild plan, which includes both housing and businesses.

As was already mentioned multiple times in this plan, housing is needed for people, people represent both labour and customers for businesses. **Businesses will not survive without people to support them.** Similarly, people are hesitant to move back to the region with no businesses or amenities to support them.

This means there should be a coordinated initial rebuild plan which will ensure that both initial housing and businesses are being built at the same time. This way when the businesses are ready to open their doors, people will be in community looking for employment and there will be consumers to buy products.

Focus energy and capacity of getting these businesses established first in the community. Participants in the Economic Recovery Survey produced this ranking of prioritization for re-establishment:

7. Grocery Store
8. Pharmacy
9. Restaurant
10. Bank
11. Hotel
12. Coffee Shop

Special provisions should be considered around variances and permitting to enable businesses to rebuild and recover as soon as possible. Focus should be put on red tape reduction and an expedited process with possible special variances as long as public health and safety, and environmental protection are not compromised.

It is recommended that the Recovery Manager work closely with these priority business owners, along with residents who are ready and able to rebuild, so that this coordinated initial rebuild plan is implemented.

Work with Government Officials (MLA, TNRD, Village Council) and Interior Health to prioritize the construction of an Urgent Primary Care Centre (UPCC) in Lytton.

The B.C. government is actively rolling out the primary health-care strategy, which includes the construction of multiple Urgent Primary Care Centres (actively being planned now). These centres provide primary care to patients who currently do not have a family doctor or nurse practitioner, and weekend and after-hours care, taking pressure off hospital emergency departments. This is important for several key reasons:

- **Participants identified that Healthcare was the top priority service** (non-business), to aid in population reestablishment back into the community.
- **Urgent Primary Care Centres also represent the creation of a number of high paying jobs.** These individuals will likely live in the region and will spend their wage supporting other local businesses (grocery store, pharmacy, restaurant, coffee shop, etc.)
- **Access to a family doctor is extremely challenging in BC. Families,** when deciding where to establish themselves are prioritizing communities based on their ability to get a family doctor.

Increase Collaboration: Develop Partnerships and Working Groups

People are frustrated with the lack of collaboration and communication between different organizations. This results in ill-feelings, duplication of efforts, inefficient use of resources, less collective power to advocate, money spent on outside contractors instead of supporting local partners, systems which do not work together, etc..

The most frequently mentioned organizations for the Village of Lytton to develop effective working relationships with were the Lytton First Nation (TI'Kemstin) and the TNRD.

The economy of Lytton does not stop at the Village boundaries. All of the businesses and people in the region including the indigenous communities, the TNRD, and the Village are what make up the local economy. It is an interconnected ecosystem of people (labour and customers), business entities, and other organizations (which provide employment or services) which drive the flow of money – which is the economy. So, when looking at economic recovery, all these factors in the region need to be considered and acted upon.

It is recommended that the Village of Lytton setup a framework to have leadership meetings with both groups on a regular basis to discuss recovery initiatives and updates, and seek areas to collaborate and cooperate.

Request to have the Village ground blessed by Nlaka'pamux Elders before construction begins.

The Village of Lytton sits in the middle of the Nlaka'pamux people's territory on a recognized archaeological site which includes burial grounds and ancient artifacts. In recognition of these facts, **a request could be made from Mayor and Council to Chief and Council of Lytton First Nation (TI'Kemstin), for a ceremony to have elders bless the ground before construction of the new Village begins.** Community members from the region could be invited to the ceremony to learn about and share in a cultural experience, but more importantly to help the entire community heal from the collective trauma everyone has been through.

This demonstration of good will and respect could help set the stage for lasting collaborative relationship to forge a new path forward together.

Establish a Community Mental Health and Wellness Working Group

Disasters affect the physical, psychological, and sociocultural well-being of survivors in several ways, including:

- **The actual psychological trauma of the disaster itself.** Wildfires can cause significant emotional trauma, including anxiety, depression, post-traumatic stress disorder (PTSD), and grief. These effects can be immediate or delayed¹⁵;
- **The stress and upheaval associated with multiple adversities experienced in the post-disaster environment,** such as displacement from homes, challenges in accessing disaster relief benefits, loss of business revenue, uncertainty related to employment, and the increased need to care for others (e.g., children and the frail elderly)¹⁶;
- **Disruption of health and medical services, and social services,** impact the ability for survivors to access the support that they need;
- **Disruption of social networks** that can leave people feeling isolated and without support (social effects). Comments from stakeholder interviews reaffirm that this is happening in Lytton; people want a coffee shop or restaurant to be able to socialize and reconnect with community; and
- **An increased risk for destructive behavior,** such as cigarette smoking, alcohol abuse and binge drinking, and domestic violence¹⁷.

During the recovery period, it is critical to provide community members with the tools and resources they need to cope with the ongoing challenges they face. These resources could be championed by an outside organization such as the United Way, which has effectively acted as a “convener” for multiple organizations in the region.

Develop a Housing Action Plan that includes temporary and permanent housing options that serves immediate and Long-term needs of the community and region

Business owners have made it very clear that most of them cannot rebuild their businesses unless they are able to rebuild their homes or ensure their employees have home to live in. Additionally, having temporary housing will support construction workers and contractors to build more permanent housing and infrastructure.

The Village of Lytton has submitted a grant application to the Canadian Mortgage and Housing Corporation for their “Rapid Housing Initiative” which is available to help address the urgent housing needs of vulnerable Canadians.

¹⁵ Committee on Post-Disaster Recovery of a Community's Public Health, Medical, and Social Services; Board on Health Sciences Policy; Institute of Medicine. Washington (DC): [National Academies Press \(US\)](#); 2015 Sep 10.

¹⁶ Healthy, Resilient, and Sustainable Communities After Disasters: Strategies, Opportunities, and Planning for Recovery. Washington (DC): National Academies Press (US); 2015 Sep 10. 7, Behavioral Health.

¹⁷ Watson PJ, Brymer MJ, Bonanno GA. Postdisaster psychological intervention since 9/11. *American Psychologist*. 2011;66(6):482–494.

It has been recognized that access to some permanent building sites could be on the horizon, but the community needs to see progress now, before they lose hope in rebuilding the Village. **Collaboration between the Village of Lytton and Lytton First Nations can further leverage each partners assets and resources with regards to housing.**

Advantages of Rapid Temporary Housing Include:

- Very rapid deployment as many units are either pre-existing or built in controlled factory settings.
- If the Village was able to secure these units with grant funding, they could offer them to residents in need at discounted rent. This would:
 - Help people to deal with the financial challenges many are facing
 - Help the Village, by providing a revenue stream to fund municipal services.
- Redeployment of these units after the temporary needs of residents are met. This means they could be:
 - Sold to residents to offer affordable housing options for those who cannot afford to rebuild, or
 - They can be redeployed for other uses by the Village, such as municipal buildings or to be rented out as work-camps to crews deployed in the region.

Possible Medium-term Recovery Actions

Development of a one-on-one direct assistance program to help businesses recover.

This support should extend to all businesses in the region, which together comprise the local economy. This should include services such as:

- Acting as a single point of contact for businesses when it comes to accessing recovery support programs.
- Navigation and awareness in a constantly changing recovery program landscape.
- Work in collaboration with other organizations to deliver:
 - Entrepreneurship training support: 11% of the respondents in the survey indicated that they don't currently own a business, but they want to start one.
 - Programs to help businesses with disaster planning and the development of business emergency response and continuity plans.
 - Assist with application forms and processes to access recovery initiatives.
 - Provide updates and support for those navigating commercial insurance claims
 - Business and Financial Planning Assistance
 - Language barrier support resources

Provide support for Home-based businesses.

Home-based businesses often fly under the radar, yet **50% of the businesses who participated in the Economic Recovery Survey were home-based.** Over the past 10 years, BC has experienced unprecedented growth in the home-based business sector, which is estimated to account for upwards of 9% of the BC workforce. This trend is expected to continue. There are many different types of home-based businesses in BC and some people are often surprised that nearly every NAICS industry sector in BC has some home-based representation. This growing sector offers several advantages:

- **It is attractive for new Entrepreneurs as it offers:** flexible schedules, low start-up costs, work-life balance, reduced carbon foot-print, and newer technology is making it easier to work from home;

- **Home-based business often represent “remote workers”.** This means they can locate in an affordable community of their choice with lifestyle advantages, yet charge “big city” rates to clients located in major urban centers;
- **Remote workers bring money into a community even if their clients are located elsewhere.** This is what grows a local economy – they will bring money into the economy and spend it at local businesses (grocery store, pharmacy, restaurant, coffee shop, etc.); and,
- **They may be able to re-establish sooner.** If individuals’ homes were not destroyed, or if individuals are able to get back into housing quickly, then the progress of commercial lot remediation and rebuilding have no negative impacts on them.

Move ahead with the development of an Overall Community Recovery Plan.

People want a clear and coordinated understanding of the recovery of the community. There is a feeling right now that a number of disjointed/uncoordinated efforts are happening simultaneously, which is creating confusion, uncertainty, and inefficiency. This document is effectively a modified Official Community Plan (OCP). ⅓ of business owners felt the lack of an updated Official Community Plan is holding back recovery. An outside organization can be contracted to do the bulk of the work in developing the OCP, and the **Recovery Roundtable Working Group** can feed into this long-term planning document the planned activities and process of economic recovery. This document should include:

- **Extensive community engagement:** the community wants to participate in the recovery process and help build the plan for the future;
- **Community Emergency Management Plan** – which outlines preparedness and mitigation measures in advance of the next emergency, as well as action plans and responsibilities of various parties; and,
- **Coordination with the Lytton First Nation and other partners in the region** – the plan should look at the bigger picture, so that duplication is avoided and the region as a whole is stronger through shared resources and collaboration.

Create a small voluntary reporting program to track additional costs associated with rebuilding to Fire Resilient Standards, Net-Zero or Net-Zero Ready standards.

There are conflicting perceptions around how much additional money it will cost to rebuild to Fire Resilient Standards, Net-Zero or Net-Zero Ready standards.

This represents an opportunity: construction companies should be capable of providing a quote to rebuild homes with wildfire protection measures and without. If the residents are willing to share their quotes, the Recovery Manager should be able to compile the various quotes to clearly establish the actual increase in construction costs associated with By-laws 710;730 This information will:

- Help to remove uncertainty for residents (identified as an obstacle)
- Inform Village Council and staff to be better able to determine if this By-law needs to be amended further.
- Equip residents with information which could help them determine if the quotes they are receiving are competitive.

Create a goal of having most residents back in the community, along with a functional downtown by the Summer of 2024.

This could be a combination of rebuilt homes, or homes under construction with people living in temporary housing arrangements. Once the people are back, secondary businesses which were not already rebuilt will have a population base to be able to start to rebuild. This goal should also include having the **Village office rebuilt** so that residents can access staff and resources to help them navigate the recovery process. Advantages of this goal include:

- This will give everyone a goal to work towards and **help people to establish a mental timeline**, with “light at the end of the tunnel” to help restore hope and provide encouragement.
- This will ensure that things are happening before the 3 year mark (with some contingency), which could be a **major milestone for some Insurance claims**.
- The community will be in a good position to **be able to capitalize on the 2024 summer season**, where many seasonal businesses in the economy (tourism and agriculture for example) make 80% of their profit for the year.

Possible Long-term Recovery Actions

Start to focus on Economic Development Initiatives:

At this stage, having established the basics of a local economy, the Village should shift their efforts to focus on more generalized **economic development initiatives**. If funding is available, consider hiring an economic development officer. Some ideas for economic development initiatives include:

- **Entrepreneurship support:** There were multiple ideas focused on providing programming or facilities to help community members to start their own business. Ideas include:
 - **Consider building a low-cost co-working space to support entrepreneurs and remote workers.**
 - **Work with Innovate BC or Community Futures to create a local start-up incubator.**
 - **Work with organizations to provide workshops and educational resources for entrepreneurs.**
 - **Development of a food-hub to support agriculture in the region**
 - **Put together a guide for starting a business in Lytton.**
- **Attracting new businesses to town:** Business attraction is one of the key pillars of economic development. Most of the ideas focused around a process of identifying key strength/features of Lytton and then targeting industries/businesses that align with these differentiators to attract them to setup shop in the region. Ideas include:
 - **Development of tourism trails and operators**
 - **Indigenous Tourism**
 - **Agritourism**
 - **Wildfire or Sustainability related tourism**
 - **Wineries and organic farming**
 - **Positioning Lytton as an Artisan community (arts & cultural tourism)**
 - **Become a hub for remote workers (leverage Lyttonnet, affordability and proximity to Vancouver)**
 - **Become a hub of the Fraser Valley (Health Care, Agriculture)**
- **Business Retention and Expansion support:** It is often most cost effective to help local existing businesses to expand, than it is to attract new businesses to the region. Having support programming to ensure local businesses continue to thrive is a proven way to grow a local economy.

Shift municipal rebuilding focus to building out more “nice to have” amenities for the citizens in the region.

After the functional “basics” of the community are first prioritized, focus efforts on more “nice to have amenities”. Some examples of ideas suggested include a swimming pool, library, rec centre, museum, parks, recreation activity centre, community hall, etc.. It should be noted that many of these facilities could be housed within a “multiplex” style building, which might offer some cost savings through economies of scale.

Consider implementing innovative community features. These are community differentiators which could have a focus such as climate change, sustainability and reducing the carbon footprint of the region. One example could include a district heating system (alternative heating source for buildings).

A feasibility study should be commissioned to help evaluate options and ideas should be generated through community engagement initiatives (to understand what the community wants).

These amenities and innovative features will not only improve the community moral and livability but can also help to attract more people to the region, further growing the tax-base and economy.

Create an active campaign to market and promote the region.

The impact from the wildfires will likely last over multiple years and so a sustained long-term commitment to marketing and promotion will be needed to assist the tourism sector, which was a core industry for the region, to recover and grow. Further to this, promoting the region could help support the attraction of new businesses and future residents.

Specific ideas include: and create a new unified brand, developing marketing and attraction materials to be used on websites or to be provided at info centers, leveraging individual marketing budgets into a greater impact, new highway signage, emphasizing existing assets like Stein Valley Nlaka'pamux Heritage Park, etc..

It is recommended that the Village work with other organizations in the region to leverage resources, such as other villages and towns, First Nations communities, the Thompson Okanagan Tourism Association (TOTA), Indigenous Tourism BC and Destination British Columbia.

Integrate Emergency Response Assets into the Community

With the rebuilding of the Village, there is an opportunity to integrate permanent Emergency Response Assets into the Community. Some suggestions include:

- Install **sirens and set muster stations**. There was mention of an old system with a bell, where the whole community could hear the bell and know that something was happening in the Village almost instantaneously.
- Purchase **firefighting equipment and infrastructure**, this includes structural support units, portable water reservoirs, pumps and sprinklers.
- Create a program to install **sprinklers on all rooftops** of buildings and structures.
- **Build strategic fire breaks and assess the lay of the land** so that future fires may be more easily understood and controlled.
- Explore the possibility of purchasing and **installing multiple “webcams”** (similar to those used on major highways). This can help to market the region to tourists, become a source of information for locals, help control misinformation, and give real-time pictures on the ground during emergencies.

Consider creating a world-class permanent Emergency Response and Evacuation Centre.

Lytton, having lived this experience, could use what they have learned to help others. With climate change, extreme weather events are happening with greater and greater frequency – this problem of extreme natural disaster events in the province is not going away. **By creating an Emergency Response and Evacuation Centre, Lytton could be well positioned to help others while bringing money into the local economy.** This would have the additional benefit of having an emergency response center ready to go if the need arises once again for the community.

This could be comprised of a dedicated emergency operations center, kitchen and communal areas, and redeployment of temporary housing units (used in the rebuilding) into a permanent “camp”. These resources could be used by evacuees from other regions in the province, or by emergency response staff which are deployed in the area.

Find Capital Funding to Improve the Water Infrastructure for the Village and the region.

Residents want access to more water. They believe the lack of water, and/or the because the water system is reliant on electricity, increased the fuel around the village (from dry grass, no green buffers) but also impacted the ability to effectively fight a fire once one had started. People mentioned sprinklers on rooftops, fire hydrants, the ability to regularly water spaces throughout the hottest months (no water restrictions).

Several suggestions referenced the advantages of a dedicated, gravity-fed water system for firefighting that does not have to be treated (non-potable). This water resource could be used to keep the area green and to support a fire-suppression infrastructure (fire hydrants). It would not be susceptible to electrical failures, increasing reliability while decreasing maintenance costs. **It is recommended that the Village investigate the feasibility of creating a water system such as this.**



Appendix 1: Online Survey Questions

Lytton and Region Economic Recovery Plan – Business Survey

O'Leary & Associates has been hired by the Village of Lytton to create an Economic Recovery Plan for the Village and surrounding area. The objective is to facilitate and present meaningful community driven solutions to support your economic recovery.

Information gathered from this survey will help identify key needs, gaps, and opportunities that can then be made into an actionable path forward: the Lytton and Region Economic Recovery Plan.

All information will be kept strictly confidential. Results will be aggregated and any identifying information will be removed. The survey will take approximately 20 minutes to complete.

Findings from the Lytton & Region Economic Recovery Survey will be shared with survey participants for review and validation.

General

Which area would you say you are from?

- Within the Village of Lytton (Municipality)
- In the region surrounding the Village of Lytton (TNRD)
- Tl'Kemstin First Nation (Lytton First Nation) Reserve
- Other (please specify):

Are you a business owner?

- Yes
- No
- No, but I am interested in starting a business in Lytton and surrounding region

Business Information & Insights

What business do you own?

Please select the Industry Sector which best represents your business:

- Accommodation and Food Services (includes RV resorts, hotels, motels and restaurants)
- Administrative and Support, Waste Management and Remediation Services
- Agriculture, Forestry, Fishing and Hunting (including fishing and hunting lodges, farming, ranching, etc.)
- Arts, Entertainment and Recreation
- Construction
- Educational Services
- Finance and Insurance
- Health Care and Social Assistance
- Information and Cultural Industries

- Management of Companies and Enterprises
- Manufacturing
- Mining, Quarrying, and Oil and Gas Extraction
- Other Services (except Public Administration)
- Professional, Scientific and Technical Services
- Public Administration
- Real Estate and Rental and Leasing
- Retail Trade (includes gas stations, grocery stores, and other stores)
- Transportation and Warehousing
- Utilities
- Wholesale Trade (companies that buy and sell goods with other companies – they typically do not have a storefront)

Is your business a home-based business?

- Yes
- No

Do you rent or own your property? (If you have a brick and mortar business)

Describe in your own words what your business is:

What are the typical annual revenues (sales) for your business?

- Less than \$35,000/year
- Between \$35,000 and \$74,999/year
- Between \$75,000 and \$149,999/year
- Between \$150,000 and \$249,999/year
- Between \$250,000 and \$499,999/year
- Between \$500,000 and \$999,999/year
- More than \$1 million/year

Do you feel the lack of an updated Official Community Plan is holding your business back from recovery?

- Yes
- No

How much financial loss did your business experience in the summer of 2021 due directly to wildfires (dollar amount)?

- Equipment:
- Buildings:
- Lost sales:
- Inventory:

How much financial loss has your business experienced since the 2021 wildfire (dollar amount)?

- Equipment:
- Buildings:
- Lost sales:

- Inventory:

What were the main causes of financial loss for your business (check all that apply)?

- Direct fire damage
- Evacuation Orders
- Road or access closure (specify):
- Loss of infrastructure excluding roads i.e. internet, connectivity (specify)
- Evacuation Alerts
- Loss of natural resources (specify):
- Other (please specify):

Do you anticipate further financial loss in the future as a result of the 2021 fires? Please provide description of these losses and potential dollar value.

Do you plan on rebuilding or restarting your business in Lytton or surrounding region?

- My business was lost in the fire and YES I plan on rebuilding it
- My business was NOT lost in the fire and YES I plan on restarting it
- My business was lost in the fire and NO I DO NOT plan on rebuilding it
- My business was NOT lost in the fire and I plan on or have permanently closed it

In order of most important to least important where could your business use the most support?

- Business related expenses (i.e., equipment, inventory, utilities, marketing etc...)
Infrastructure support (i.e., roads, electricity, water)
General financing support (i.e., low interest loans, grants)
- Permitting and licensing support Employee expenses
- Business planning support
- Business management support

Number of paid employees:

- No paid employees
- 1-10 paid employees
- 11-25 paid employees
- 26-50 paid employees
- 51+ paid employees

Did you have to lay off any employees?

- Yes
- No

If you did lay off employees, how many employees did you lay off?

If you did lay off employees, do you anticipate rehiring them in the future?

- Yes
- No
- N/A

If you were provided temporary space in the future in Lytton, would you be able to move back and open your business?

- Yes
- No

If yes, how much space would you need at a minimum to reopen your business and how much could you afford to pay for this temporary space?

- Amount of space in square feet:
- Maximum amount you could pay (per sq/ft, per month):

How would you compare recent years since the wildfire in terms of revenues (sales) with an average year for your business before the fire?

- 0% to 9% lower
- 10% to 24% lower
- 25% to 49% lower
- 50% to 74% lower
- Greater than 75% lower
- My business has had no revenue since the wildfire

Did you have a business continuity plan before the wildfire?

- Yes
- No

Do you now have a business continuity plan? (In case of wildfires, floods, etc.)?

- Yes
- No

Did you have Business Interruption Insurance and were you able to use it?

- Yes
- No
- N/A

Is restarting your business contingent on rebuilding your home?

- Yes
- No
- N/A

In your opinion what gaps exist for recovery for business owners affected by the wildfire in Lytton and region? Please be specific (i.e., Money for out buildings, marketing support to change perceptions, no customers etc.)

Have you been able to participate in any programs offered to help your business recover? (Community Futures etc...)

- Yes
- No

If not, please indicate why:

- I do not meet the eligibility requirements of programs
- I am unable to find funding to assist my business to recover
- I do not have capacity to complete the application
- Other (please specify):

What has the Village of Lytton done well in 2021 and 2022 to aid your business in economic recovery?

Community Information & Insights

Did you have insurance to cover any of the losses you incurred due to the 2021 wildfire?

- Yes
- No
- N/A

If you were under insured OR if you did not have insurance, how much MORE money do you need to rebuild? (Indicate dollar (\$) amount of shortfall)

- Your business:
- Your home:

Have you relocated after the 2021 wildfire?

- Yes
- No

Do you plan to rebuild/move back to Lytton or region in the future?

- Yes
- No
- N/A

If you do not plan to, or you are unsure if you will rebuild/move back to Lytton or region. Please explain why in the space provided below.

If you plan to rebuild/ move back to Lytton, do you plan to rebuild to any of the following standards? (Check all that apply).

- Fire resilient standards
- Net-Zero Ready
- Net-Zero
- Unsure

- None

Would you be willing to share what your plans are to rebuild/move back are? (if yes, please write in the comment box below).

Rank in priority amenities/businesses that need to re-open in Lytton:

- Hospital
- Grocery Store
- Pharmacy
- Restaurant
- Bank
- Hotel
- Coffee Shop

In your opinion, what actions could be taken, or what programs could be developed in the Short-term (next 3 months), medium term (next year), and Long-term (beyond 2023) to help businesses in Lytton recover?

- Short-term (next 3 months)
- Medium term (next year)
- Long-term (beyond 2023)

What could the Village of Lytton do to improve resilience in case of future disaster events?

Do you feel that mental health resources are available in the community to meet the needs of those who need support?

- Yes
- No

What is the best way to communicate with you going forward?

- Email
- Lyttonites Facebook
- Phone
- Internet Websites
- Social Media (Village of Lytton)

Do you have any other information or comments that could assist us with our economic analysis and recovery plan moving forward?

Appendix 2: Sample Recovery Dashboard (concept)

Note: The below images are design concepts for a sample Recovery Dashboard. Information is for demonstration purposes only

Recovery & Resiliency Dashboard

The Village of Lytton Short Term Recovery Plan identifies 8 key priorities/areas of attention to support the overall recovery needs of the Village of Lytton and its residents. The Recovery Dashboard aims to capture real time progress, processes, information and timelines to better support residents and businesses through the recovery process.

- SAFE RETURN
- HOUSING
- ESSENTIAL SERVICES
- ECONOMY
- CRITICAL INFRASTRUCTURE
- COMMUNICATIONS
- FUNDING
- LOCAL GOVERNMENT

The Village has defined and is tracking a series of Community Performance Indicators related to each goal to measure progress towards identified Recovery & Resiliency objectives and targets.

Explore individual performance indicators to see the community's progress, and learn about performance measures and why and how we're monitoring them. Historic data and other relevant information are provided where available.

Progress for each indicator highlights whether community performance is either 'On Track' or 'Off Track' and reflects performance relative to defined objectives and targets. Specific progress for individual indicators also considers overall performance trends, and applied activities and initiatives. Indicator targets are sourced from legislative commitments, as well as specific community plans, policies and strategies - such as the Short Term Recovery Plan, Council's Strategic Plan, the Wild fire Recovery Plan among others. Future plans, such as the OCP, will be integrated into this dashboard with the intent being to share how plans and strategies compliment and leverage community and regional efforts towards recovery and resiliency.

Economic Recovery Dashboard

Safe Return

Safe return / Re-Entry is an immediate priority as there are numerous known and unknown hazards, including but not limited to environmental hazards from the debris on site (i.e., asbestos), and geohazards such as debris flows that may not have been assessed to date. A "do not consume notice" remains in place for the water. Resident safety and the liability of the Village of Lytton for lifting the evacuation order is paramount.

Environmental Assessments 36% of properties with completed EA's OFF TRACK	Debris Sifting 89% of properties completed ON TRACK	Archeological Assessments of properties with completed Archeological Assessments MEASURING
--	--	--

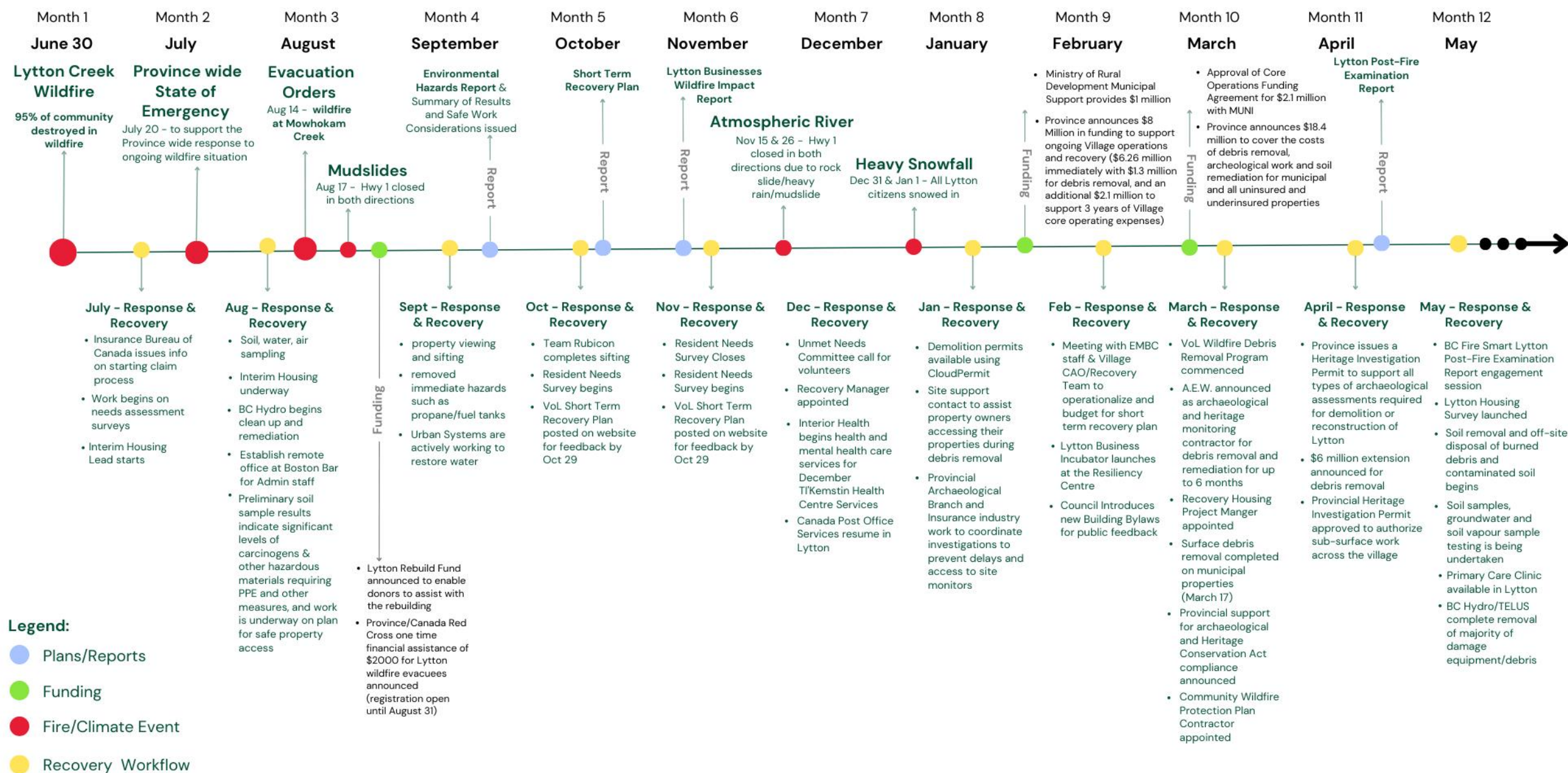
Key Reports

- Estimated Timeline to Safe Return for Residents: **September 2023**
- Safe Return Costs To Date: **\$ 1,137,061**

Appendix 3: Recovery Timeline

Recovery Timeline

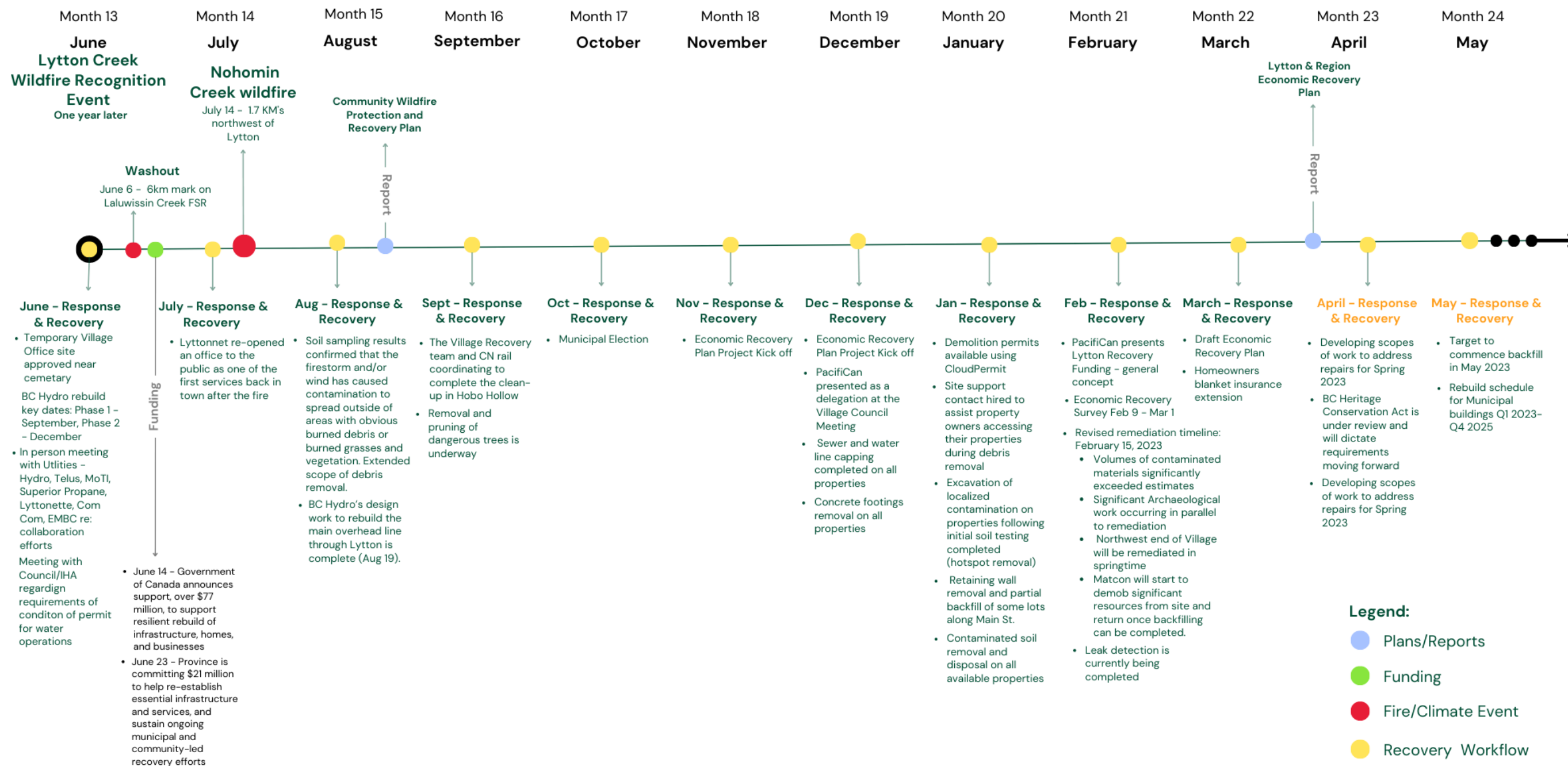
June 2021 - May 2022



Acknowledgment: Thank you to Leslie Groulx and Lori Wiedeman for their help with this timeline.

Recovery Timeline

June 2022 - May 2023



Acknowledgment: Thank you to Leslie Groulx and Lori Wiedeman for their help with this timeline.

Village of
Lytton

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