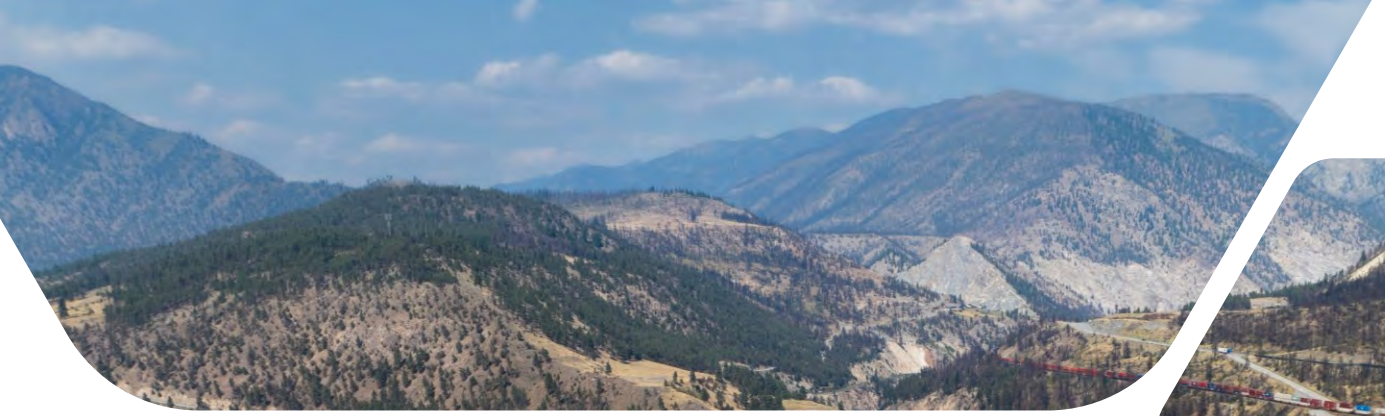






Lytton

Economic Development Strategy (Plan)

A NOTE ABOUT THIS DECK

- This Workshop 1 (Discovery) deck provides background information that is helpful to understanding of what economic development is and does, a high-level understanding of where the community is now, and workshop participant polling results that help with development of the Economic Development Strategy.
- This process is moving quickly. As a result, some data (particularly development economics) needs to be fact-checked and all strategy-related content is subject to modification and updating as further engagement occurs.
- This deck is simply meant to encourage thought and conversation as the Lytton and area Economic Development Strategy moves toward completion by the end of the year.

TODAY

1. WHY AN EC DEV STRATEGY?
2. WHAT DO ECONOMIC DEVELOPMENT STRATEGIES DO?
3. OUR CONNECTIVITY HAS TO BE OUR SUPERPOWER
4. WHERE WE ARE NOW / LYTTON AND AREA STATE OF THE WORLD
5. STRATEGY IDEAS BRAINSTORMING – INTERACTIVE POLLING
    - VISION
    - 100 IDEAS
    - ENTREPRENEURSHIP


TODAY
YEAR-END
IDEA
PLAN
ACTION
NOV 30

Community Engagement

- The OCP

ECONOMIC DEVELOPMENT STRATEGY

- 56 survey responses to date
- 20 interviews – estimated…in progress (small business, industrial, large parcel owners, key catalysts, Nlaka’pamux Nation / communities)
- 6 enterprise leads – Lytonnites FB post
- 2 workshops

1

AGAIN?

NO…NEW

Village of Lytton Short-Term Recovery Plan — October 2021

Draft of 27 October 2021 — the Village's first recovery document, written four months after the fire

30 June 2021 · ~90% of the Village lost, about 145 properties and 2 lives · 1,000+ residents displaced · 275–288 people lived here before the fire

One question: what has to happen before people can come home?

EIGHT IMMEDIATE PRIORITIES

Safe return

Debris, asbestos, geohazards, a do-not-consume water notice

Temporary housing

Modular units, while emergency living allowances run out

Financial and in-kind support

Donations, case management, unmet needs

Essential services

Groceries, medical, mental health, RCMP, post office, bank

A Village recovery team

Staff and capacity to actually deliver the plan

Economy

Cash flow and financial aid to keep businesses alive

Critical infrastructure

Assessed and restored before rebuilding can start

Communications

Residents say they were not properly consulted

> *This is a stabilization plan, not a plan for the future. It says so, and points to the longer-term community recovery process that was to follow.*

Source: Village of Lytton Short-term Recovery Plan — Draft, 27 October 2021. Fire extent, displacement and pre-fire population pp.5–6; the eight priorities and their rationale pp.8–9; the link to longer-term planning p.10.

Lytton & Region Economic Recovery Plan — April 2023

O'Leary and Associates Ltd. for the Village of Lytton — recovery work plan and recovery needs, 25 April 2023

THE CENTRAL FINDING Housing and the economy can't be separated. 55% of business owners said they could not rebuild the business unless the home was rebuilt too — businesses need people as both customers and labour, so homes, services and businesses have to come back together rather than in sequence.

JUNE 2021
Heat dome at 49.6 °C, then the Lytton Creek wildfire

→

NOVEMBER 2021
Atmospheric river washes out highway access to Lytton

→

APRIL 2023
This plan: 26 interviews, 119 survey responses, ±10.5%

SHORT TERM · 3–6 MONTHS

- Financial support for business, immediately — operating and start-up grants or loans, rebuild-cost top-ups, CEBA forgiveness, tax and debt relief
- A Recovery Roundtable Working Group meeting fortnightly, reporting through one public dashboard
- One coordinated rebuild of housing and business together; priority order: grocery, pharmacy, restaurant, bank, hotel, coffee shop
- An Urgent Primary Care Centre — healthcare was the top non-business priority for bringing people home
- Formal working relationships with Lytton First Nation (Tl'Kemstin) and the TNRD; Nlaka'pamux elders to bless the ground before construction
- A mental health and wellness working group, and a Housing Action Plan covering temporary and permanent homes

MEDIUM TERM · 6–12 MONTHS

- A one-on-one direct assistance program: a single point of contact for every business navigating programs, claims and applications
- Deliberate support for home-based business — half of surveyed businesses were home-based, and remote workers bring outside money in
- An Overall Community Recovery Plan, effectively a modified OCP; a third of business owners said the dated OCP was holding recovery back
- A voluntary reporting program to establish what fire-resilient and net-zero rebuilding actually costs, removing a stated source of uncertainty
- A public goal: most residents home and a functioning downtown by summer 2024, ahead of the three-year insurance mark

WHAT, NOT HOW

LONG TERM · BEYOND ONE YEAR

- **Shift to economic development: a low-cost co-working space, a start-up incubator with Innovate BC or Community Futures, a food hub, a start-a-business guide**
- **Attract business around real differentiators: Indigenous tourism, agritourism, wineries, organic farming, artisans, a remote-worker hub on Lyttonnet - and retain the businesses here**
- **Add the "nice to have" amenities: pool, library, rec centre, museum, parks, possibly in one multiplex**
- **A sustained campaign and a new unified brand, with TOTA, Indigenous Tourism BC and Destination BC**
- **Build emergency assets in: sirens and muster stations, rooftop sprinklers, fire breaks, a gravity-fed firefighting water system, and a permanent Emergency Response Centre**

90%
of the Village destroyed
100+ properties, ~40 LFN homes, 2 lives lost

$27.9M
Direct business loss
over $16M of it buildings

$21.5M
Insurance shortfall
$14.5M business, just under $7M homeowner

50%
Had no insurance at all
of survey participants who suffered losses

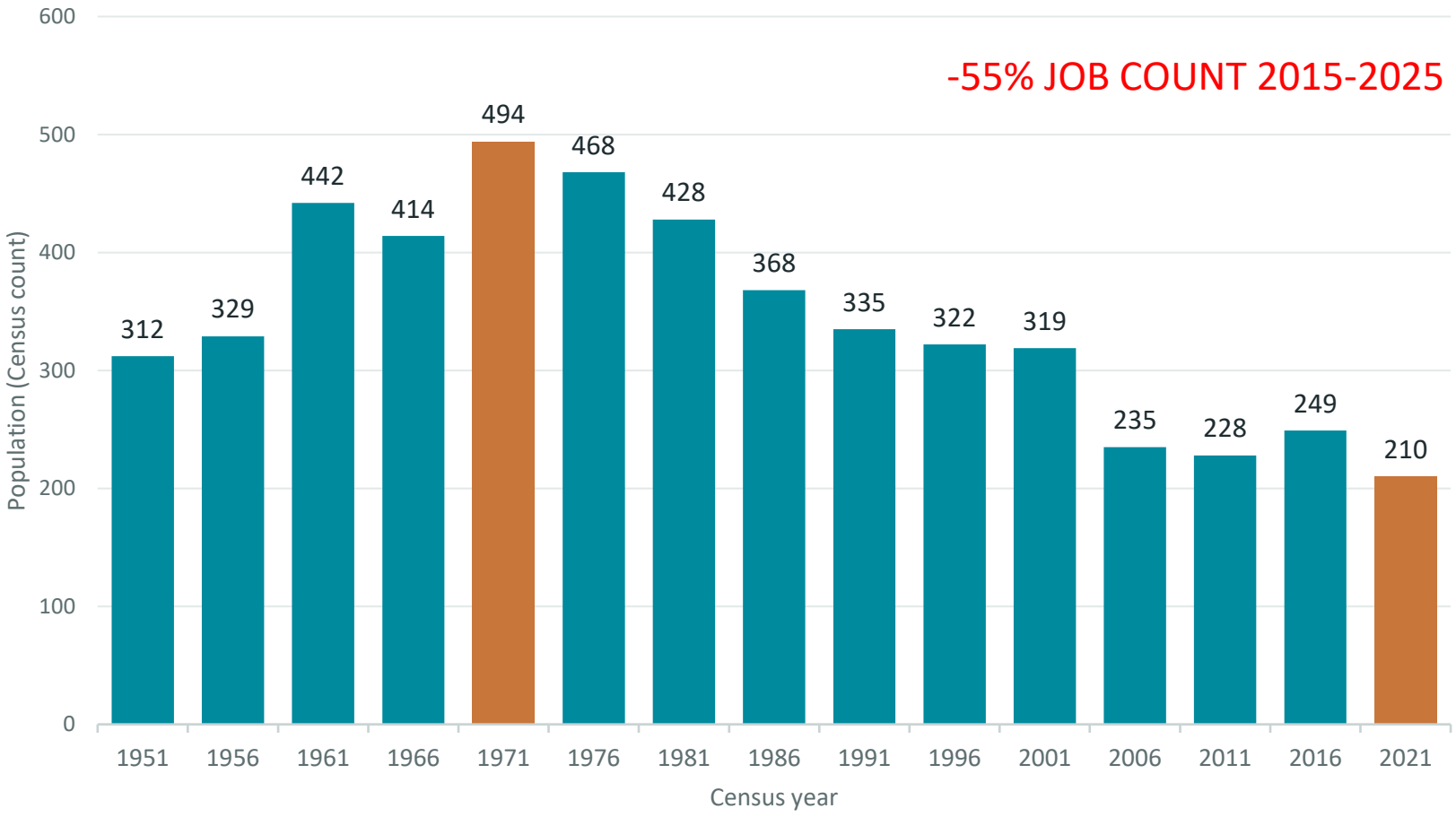
83%
Of business owners plan to rebuild
65% of relocated households plan to return

AND THE BLOCKAGE Two years on, 86% of participants had not been able to access any recovery program — the community was not shovel-ready, funding direction was unclear, and a crowded field of agencies was working in silos. Mental-health support, which 83% called inadequate, is named the single most important factor in recovery.

Source: Lytton & Region Economic Recovery — Recovery Work Plan and Recovery Needs, prepared for the Village of Lytton by O'Leary and Associates Ltd., 25 April 2023. Wildfire extent and displacement p.5; direct loss, insurance shortfall, rebuild intentions, program access and mental health pp.7–9; short-term actions pp.10–14; medium-term pp.15–16; long-term pp.17–19; engagement base pp.20–21 (26 stakeholder interviews over 52 hours, Dec 2022–Mar 2023; 119 survey responses, 9 Feb–1 Mar 2023; population 2,369; 98% confidence, ±10.46%). The $21.5M insurance shortfall is the sum of the report's $14.5M business and just-under-$7M homeowner figures. The 49.6 °C Canadian heat record is cited in the report to Global News, 29 June 2021.

Lytton’s population has fallen by more than half since 1971

Village of Lytton, BC: population by Census of Canada count, 1951–2021



494

Peak count, 1971 Census

210

2021 Census count (taken May 11, before the June 30 fire)

–57%

Change, 1971 peak to 2021

What shaped the curve

1986 · Coquihalla opens; highway traffic falls

2007 · Lytton Lumber, largest employer, closes

Sources: Statistics Canada, Census of Population 1951–2021, compiled by BC Stats (Dec 2023) [1]; Statistics Canada 2021 Census Profile [2]; Village of Lytton [3]; Statistics Canada, The Daily [4]. Full references on next slide

Building to a state of 2021 – as previous economic development work has rightfully been designed to do in a recovery/rebuild phase, doesn’t do a heavy lift re getting to somewhere new/bigger/different.

Why an Economic Development Strategy — and why now

Village of Lytton Economic Development Strategy · Rynic

Recovery rebuilds what was lost. A strategy decides what is worth building.

RECOVERY ASKED	THE STRATEGY ASKS
Are we whole again?	→ **Can this place pay for itself?**
What did we lose?	→ **What is worth building/can be built with a business model?**
Who rebuilds, and when?	→ **What gets built, at what density, owned by whom?**
How do we restore services?	→ **What tax base funds them in 2045?**
How do we access the programs?	→ **What do we do when the programs end?**
How do we get our people back?	→ **Why would someone new choose Lytton?**

THE LOTS ARE STILL DECISIONS

Ninety per cent of the Village burned. Most of it is not yet a building - density, mix and ownership get set once and hold for fifty years.

2021 WAS NOT ENOUGH

Restoring the pre-fire baseline restores a tax base that already couldn't fund the services. The Village's own recovery plan warned it could be "forced to unincorporate".

THE RECOVERY MONEY ENDS

Disaster programs are finite and closing. A strategy is how the remaining window is converted into revenue the Village raises itself.

INTER-CONNECTED

TEN DECISIONS THIS NEW STRATEGY MAKES — NONE OF THEM ASKED BY A RECOVERY PLAN

Housing affordability & choice	**Highway, Housing & Mixed-use investment modelling**	**Infrastructure capacity & Village sustainability**	**Industrial land activation**	**First Nations collaboration**
OCP policy contribution – ec dev / housing cross-over	**Investment & resident attraction marketing**	**Fraser Canyon economic vision**	**Organization for implementation**	**Entrepreneur enablement**

THE VALUE **1)** Every lot in Lytton is still a decision. This is the one chance to make those decisions together - before they are made one building at a time, by whoever happens to build first.
2) Capital project funding / applications strongly benefit from a pre-approved strategy.

Sources: Lytton & Region Economic Recovery — Recovery Work Plan and Recovery Needs, prepared for the Village of Lytton by O'Leary and Associates Ltd., 25 April 2023: approximately 90% of the Village destroyed (p.5); the warning that without a substantial tax base the Village "will eventually be forced to unincorporate due to insufficient revenue" (p.9). Workstreams as scoped for the Village of Lytton Economic Development Strategy, 2026.

The pivot

Seven shifts in how the Village thinks about its own economy. Each one is a choice that can be debated on its merits.

FROM	TO	WHAT CHANGES IN PRACTICE
Recovery	**Renewal**	Stop organising the economy around what was lost
Replacing businesses	**Creating businesses**	Twenty small operators, not one anchor employer
Vacant land	**Investable employment land**	Readiness, zoning and servicing before marketing
Rebuilding after a disaster	**Building for the next climate**	The standard is the product
A small isolated market	**A node in a much larger one**	Make it here, move it through Ashcroft, ship it from Vancouver
Consultation with Nations	**An economic relationship**	Shared projects and procurement, Nation by Nation
Governance as an assumption	**Governance as a choice**	Examined on evidence, decided by residents

Essentially Lytton — Tourism Strategic Plan, November 2024

Stormy Lake Consulting with Moccasin Trails, for the Village of Lytton - draft presented 26 November 2024

THE RECOMMENDATION Position and develop Lytton as the most complete rest stop on Highway 1. Build the tourism foundations before growing into a destination — and be community-focused in all tourism development.

TODAY

Drive-by

→

IN 3 YEARS

The Total Rest Stop

→

IN 10 YEARS

A Fraser Canyon destination

WHAT GETS BUILT · "NEED TO HAVE"

- Wayfinding and interpretive signage
- Grocery store (in development)
- Coffee shop / café (in development)
- Food trucks
- EV charging station
- Expanded farmers' market and produce stands
- Park and gathering space: washrooms, water fountain, dog park, misting station

Nice to have: scenic viewpoint, gift shop with local art, general store, river walk. Ample parking is called the critical success factor.

HOW IT ROLLS OUT · THREE YEARS

- 2025–26 — Foundation: zoning and land acquisition, key infrastructure, securing funds, partnerships, highway signage and pre-launch marketing
- 2026–27 — Enhance: community hub, café and food-truck integration, park expansion, permanent farmers' market, amenities campaign
- 2027–28 — Activate: grand opening, full amenities, hub-to-park pathways, regional travel packages, Rockies to Rainforest

Three parallel workstreams throughout: Development · Marketing · Relationships and partnerships.

WHAT THE ANALYSIS CONCLUDED

- Location is, and will remain, Lytton's strength
- The key levers to develop a destination are missing today
- Development capacity in Lytton is limited
- Lytton is stronger as a regional hub than as a specific destination
- The narrative can be shifted; existing events should be continued
- Space for sharing Indigenous culture, when and if the communities are ready

Drawn from the plan's SCOT analysis (strengths, challenges, opportunities, threats).

$4.31M
Total capital identified
$3.62M owner / entrepreneur + $695K Village

$4.57M
Annual direct revenues
grocery, café, market, food trucks, rooms

$5.74M
Annual economic impact
direct and indirect, once operating

3,500–7,000
Visitors a year
the plan's stated range (see note)

$28.7M
Five-year economic impact
of which $22.9M direct

IN ONE SENTENCE Build the amenities a traveller already stops for — fuel, food, washrooms, a market, a park — so that stopping becomes staying, and let the destination follow the foundations rather than precede them.

Source: Essentially Lytton — Tourism Strategic Plan, Village of Lytton; draft presentation of 26 November 2024, prepared by Stormy Lake Consulting with Moccasin Trails. Recommendation p.3; SCOT and key insights pp.6–7; stages pp.11–13; "need to have" assets and critical success factors pp.18–19; feasibility, investment, revenue and visitor figures p.20. Capital total is the sum of the plan's $3,615,750 owner/entrepreneur line and its $695,000 Village line. Note: the plan states 3,500–7,000 visitors a year in its summary text and 3,500–6,000 in the table on the same page.

2

ABOUT ECONOMIC DEVELOPMENT STRATEGY

ECONOMIC DEVELOPMENT STRATEGY

A **focused and actively-implemented** plan that pursues an **active** directional strategy, and **engages those needed to bring vision to life** with purpose and imagination.

“Great strategy isn’t about what we do on a day-to-day basis, or doing what would happen anyway regardless of your actions. It’s about doing the hard things that have the best chance (in context of resources) of achieving progress and the transformative – in context of a goal post…an economic vision of the future.”



Economic development plans are the most powerful form of municipal plan-making because having a job sits at the top of hierarchy of need – making economic development plans very “sticky” in community conversation.



TRANSLATION IN LYTTON CONTEXT

- BIG PICTURE VISION
- RIGHT-SIZE IN ACTION (FIND THINGS THAT ARE CHEAP LIKE POLICY…SMALL STEPS ARE JUST FINE…IF THEY ARE IN CONTEXT)
- SPECIFICITY / TANGIBILITY / VISIBLITY
- CATALYSTS

- *I WANT A GOOD JOB*
- *I WOULD LIKE AN AFFORDABLE HOME AND LIVING COSTS*
- *WE NEED FAMILIES / SUSTAINABLE SCHOOL POPULATION*
- *WE NEED ENOUGH PEOPLE TO BE A SUSTAINABLE COMMUNITY*

Despite its power, economic development still lacks community support in many places in Canada, and direct resourcing in communities (particularly smaller communities). It's assumed that job creation will take care of itself, AND/OR there's lack of community realization of the power of economic development.

Economic development has holistic benefits.

A critical feature of economic development (in addition to direct job creation) is that it pays for desired services and amenities (particularly because of tax rate differential in Canada). Filling this "ability to pay" gap alone via communication with residents builds support for economic development strategy, actions, and resourcing.

The vast majority (over 80%) of job creation for a generation in Canada has been generated by small enterprise (0-5 employees). Statistically, research has shown that 80% of investment is local. This means that: a) solutions and opportunities are in our backyard; b) the gritty work of building and sustaining community entrepreneur ecosystems (starting in the home, moving to "missing middle" commerce, and then to key cornerstones like village centre enhancement, and industrial and commercial land supply) is the best return on investment of economic development time and energy; and c) ambitious vision, goals, and actions builds both value proposition and "meaning"/legacy-building for the enterprise community.

Done well, an Economic Development Strategy is where these linkages are most strongly built.

community strategic direction

Why is Non-Residential Development Important?

Non-residential development creates comprehensive sustainability benefits.



ECONOMIC

- Direct employment generation / entrepreneur opportunities.
- Enhanced ability to pay for desired services and amenities – which contributes to a virtuous cycle of quality of life/placemaking enhancements that attract repeating cycles of increased investment.
- "Basic" (exporting) industry generates higher wages, and has higher job multipliers - creating spin-off economic opportunities and demand for "non-basic" supporting employment like retail and professional services.



FISCAL

- Commercial/industrial development generally has higher/acre assessment than residential development.
- Non-residential development in BC and Canada pays higher property tax rates than residential development.
- Population growth creates demand for services and amenities that requires revenue to achieve.
- Residential development and low density generally doesn't pay for itself. E.g. The Brandon Sun, Nov. 2022
- Relative housing affordability and attainability requires density. Density in turn creates more people requiring basic services and asking for enhanced amenities on a per acre basis. Non-residential development is critical to support increased density.



SOCIAL

- More 24hr residency has social benefits – e.g. volunteer rates, "safety".
- Poverty / unemployment reduction.
- Economic growth can support cultural and social initiatives, enriching community life.



ENVIRONMENTAL

- An increasing share of economic activity / opportunity is environmentally-focused.
- Revenue supports waste management & recycling, water / waste conservation programs, can enable ability to pay for incentives (e.g. LEED buildings), etc.
- Additional tax base = participation in evolving economy.
- Lower commuter ratio = reduced CO_2 emissions.

Common community understanding of economic development principles and scope enables community acceptance, and "room to run" that can lead to exceptional.

6 ECONOMIC DEVELOPMENT PROGRAM ELEMENTS



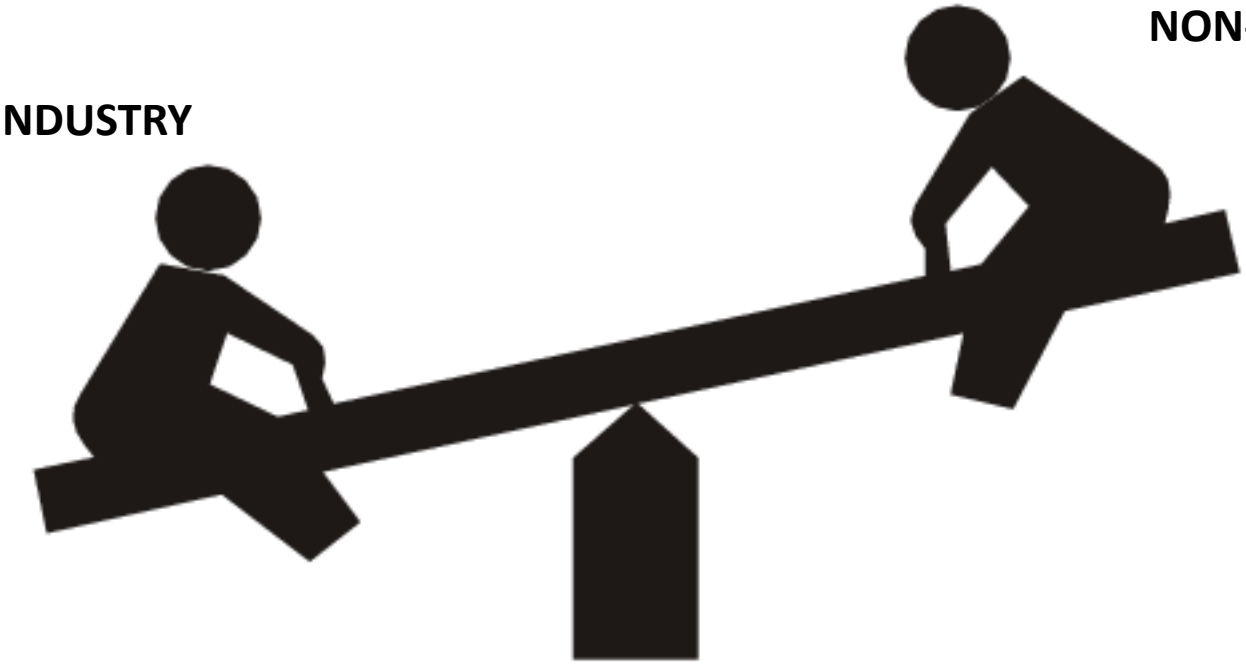
BUILT ON A PRODUCT FOUNDATION: YOUR "VALUE PROPOSITION" (WHY A COMMUNITY / PLACE TO INVEST, RELOCATE TO, AND/OR VISIT IS DIFFERENT / BETTER THAN ELSEWHERE.

Basic vs Non-Basic Industry

Focus an Ec Dev effort on best ROI…which is here.

BASIC INDUSTRY

Sells to/serves those outside community. Brings money into community. Critical for economic development because they bring in revenues from outside customers and support non-basic businesses.



NON-BASIC INDUSTRY

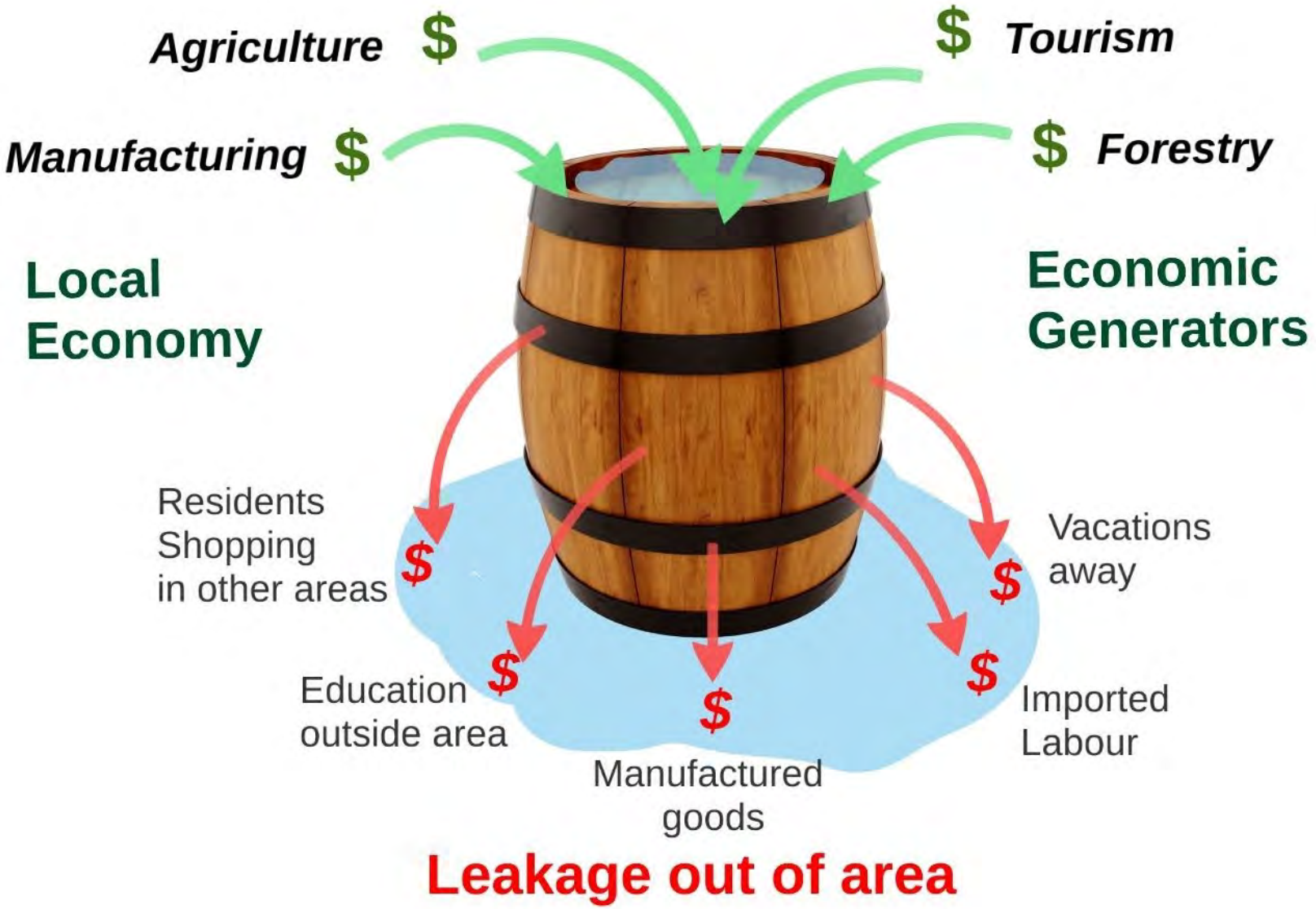
Sells to/serves the local community. Don't exist/thrive in the absence of basic industry.

Restaurants
Service companies
Retail (most)
Banking

The exporters:
e.g. Natural resources, manufacturing, agrifood, tech, tourism

COMMUNITY / REGIONAL WEALTH

Governments are resource limited. The key to great strategic planning is to “limit” actions to fundamental economic development principles with best return on investment. E.g. “The Leaky Bucket”, where we try to put dollars into the bucket (e.g. export industry) while reducing dollars that leak out of the bucket (e.g. shopping elsewhere).



Prosperity generation into area



Economic Development

Community Development

Quality of Life, Culture, Quality of Place

Sustainability Goals

Social Conscience
Environmental Stewardship
Economic Opportunity
Fiscal Responsibility

Pillars: Housing, Downtown, Recreation, Education, Health, Community Appearance/Distinctiveness

Economic development – the world of job creation – is enabled by community development foundations. Economic development strategy therefore must address Enablers (i,e. key contextual community challenges).

Community Development Foundations

20%



80%

Research indicates that approximately 80% of investment is LOCAL – those already living in the community who build business from the ground up. Supporting entrepreneurs in their idea development and business growth is therefore important in an Economic Development Strategy.



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

20

For 7% of Canadians – tourism experiences were major drivers in the decision to move and live where they do now. Src: Zinc Research, statistically representative poll of 1200 Canadians, 2011.

This means tourism and economic development are directly linked.



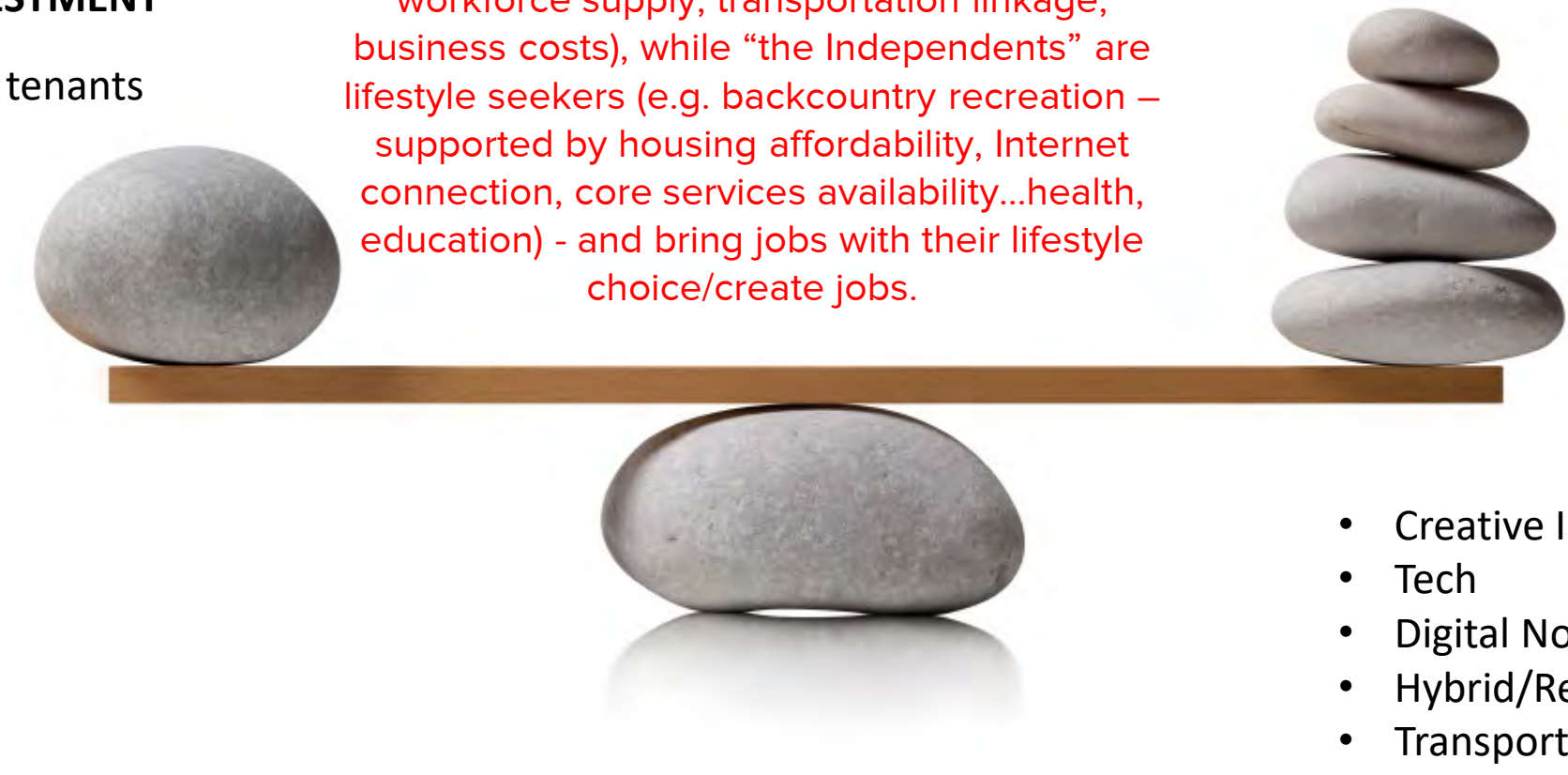
Types of Investors

This represents two very distinct languages – and therefore have distinct strategic/action contexts. Corporate investment is focused on "site selection factors" (e.g. industry sector, workforce supply, transportation linkage, business costs), while "the Independents" are lifestyle seekers (e.g. backcountry recreation – supported by housing affordability, Internet connection, core services availability…health, education) - and bring jobs with their lifestyle choice/create jobs.

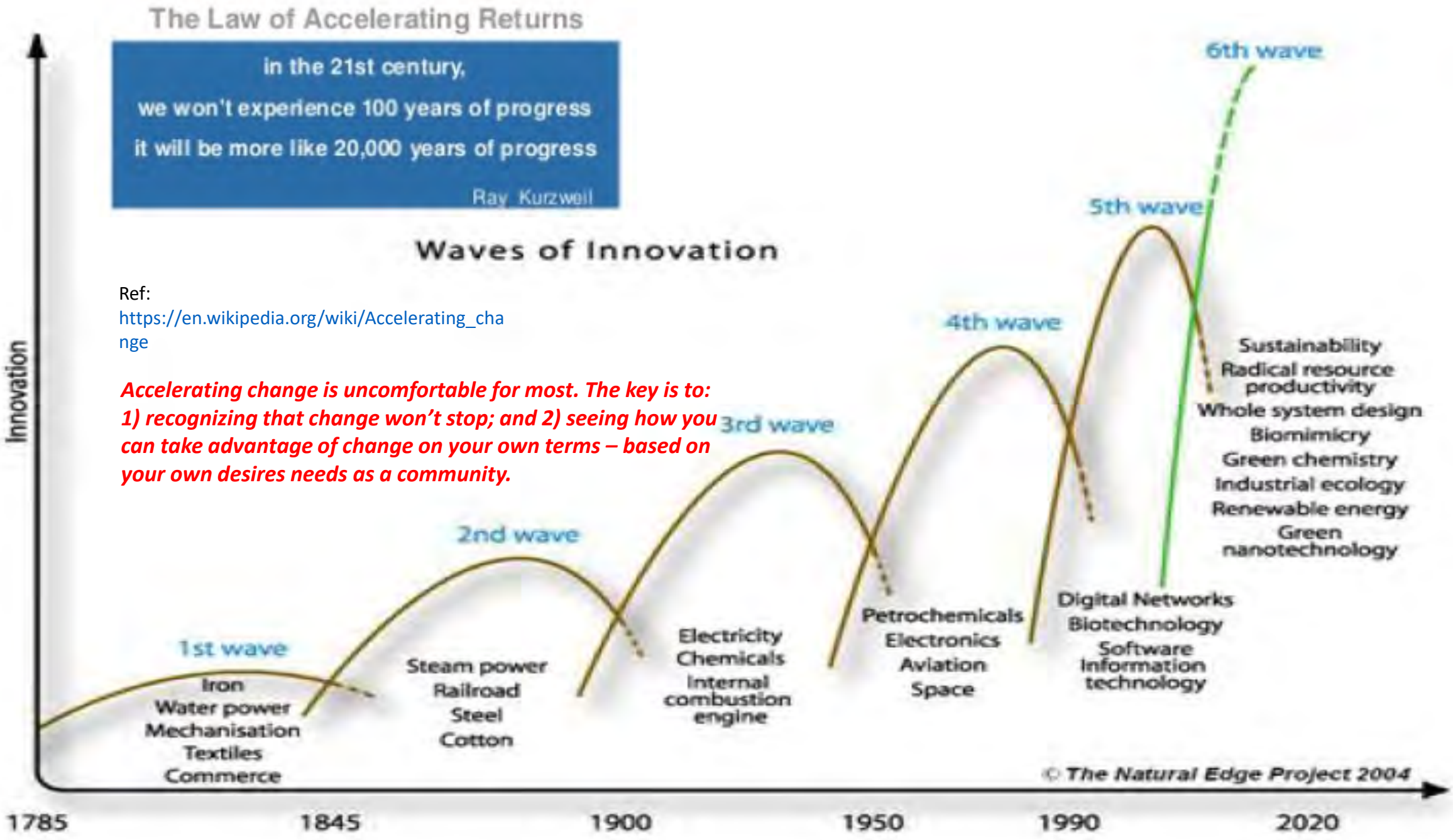
CORPORATE INVESTMENT

- Industrial land tenants

"THE INDEPENDENTS" INVESTMENT



- Creative Industries
- Tech
- Digital Nomads
- Hybrid/Remote Work
- Transportation/Logistics
- Entrepreneurs



Ref:
https://en.wikipedia.org/wiki/Accelerating_change

Accelerating change is uncomfortable for most. The key is to: 1) recognizing that change won't stop; and 2) seeing how you can take advantage of change on your own terms – based on your own desires needs as a community.



THE MARKET IS THE CATALYST

10-20% return on investment is a norm for enterprise…higher in rural / remote areas with more risk.

WHY do we matter?

(who are we?)

Expert Tip: Answer these strategic questions and 80% of your pathway to achieving your highest ambition is defined. Why? Because this is the heart of “value proposition” (different / better) – the heart of why we live where we do, and why people invest, relocate to, or visit, places.

3

Economic development and broader community success and ambition is 80% attitude. It's a light switch that can be off or on. It's by far the most affordable action any community can take to predict its success. The following municipal leadership insights have been developed with 35 years of municipal experience.

"US" IS ALL WE HAVE -THE LEADERSHIP TESTS-

Plans are people who agree to work together in action - not paper.

Relationships and collaboration are everything.

High team-performance foundations:

Vision	Openness
Values	Out-Do vs Out-Talk
Trust	Acceptance of failure


Virtually all of us go to bed at night wanting our community to be better…tomorrow. Despite social media that might have us conclude we are forever in conflict, more connects us than divides us. “Home” is a deeply emotional (in a good way) term for most.

WHEN WE DON’T KNOW THE FUTURE WE FIGHT FOR WHAT WE KNOW

Insight: magic happens in a discomfort zone. Building back to what was previously known is challenging in a rapidly changing world where people looking through a front windshield vs a rear-view mirror.

WHAT IF WE COULD ACHIEVE THE EXCEPTIONAL AS COMMUNITY BUILDERS?

Tip: small actions…repeated…in the context of an economic and community development vision.

ARE WE THE PLACE WITH 5 PROBLEMS FOR EVERY SOLUTION, OR THE PLACE WITH 5 SOLUTIONS FOR EVERY PROBLEM?

Insight: Problems are easy to identify. Seeking and implementing solutions is really hard – but it's the ONLY way we make progress on the things we dream about and want to get accomplished.

DO 80% OF US AGREE WITH 80% OF THE GIST OF IT?

Insight: Municipal governance offers zero chance of achieving consensus; every resident has their own opinion. The key to getting things done lies: 1) in the above statement; 2) if we can see potential actions in the context of a broader economic and community development vision. With vision – one can see better fit, or not. Which offers a second insight that's key to high-performance organizations: work harder together on the vision itself (the big) and agree to disagree more in the "weeds" of actions (the smaller).

HOW?

Insight: It's far easier to identify a "what" (e.g. a coffee shop) vs a "how" (what kind/size of building/where would create a profitable coffee shop). In addition, general societal discomfort with pace of change means our tendency is to say no to or discount the value of new ideas. Investment and community and economic development benefits from finding pathways to yes.

320 grit

10,000 hours to build a better life.

Malcolm Gladwell: Outliers: The Story of Success

HAVE GRIT

Grit — comprising a person's perseverance and passion — is among the most important predictors of success and that we all have the power to increase our inner grit.

Angela Duckworth,*Grit: The Power of Passion and Perseverance*

- TED Talk – 2013
- Inscribed into US national education policy
- Public school districts in California are grading kids —as well as schools themselves—on grit




OUT-DO
VS OUT-
TALK



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

(Barry Lopez)

Leave a LEGACY

OUR LEGACY-MAKING QUESTIONS

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

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

How have you personally contributed to inspirational community building?



4

WHERE WE ARE NOW

Ten numbers that frame an Economic Development Strategy

Two datasets, one conclusion. Lytton is too small to carry an economic strategy by itself, and the Thompson-Nicola is growing jobs without growing its export base.

260
jobs in Lytton, 2025

2015 BASELINE 576

–55%
Lytton jobs, 2015–2025

+23%
British Columbia, same decade

$42.2M
Lytton's total exports

25%
of them: public administration

$0
exports from manufacturing, wholesale, mining, utilities, information, finance

96.8%
of what Lytton buys is imported

37%
Thompson-Nicola retains this much

$49,848
average Lytton wage (BC $60,308)

24%
of Lytton jobs are in its lowest-paid sector

WHAT THESE TEN NUMBERS ADD UP TO

Lytton has a local-services economy with almost no export base, and the largest single source of outside money is government. Nearly everything the town buys is bought somewhere else, because at 260 jobs there is nothing local to buy it from. The Thompson-Nicola has the scale Lytton lacks — 86,000 jobs — but its own growth over the decade has come from population-serving sectors while manufacturing, agriculture and forestry went backwards. Neither geography solves this alone: Lytton has no scale, and the region has no new export engine. That is the case for a Fraser Canyon strategy rather than a Village one.

HOW TO READ THIS DATA — PLEASE KEEP THIS CAVEAT WITH THE NUMBERS

The Lightcast (paid economic data) “Lytton” geography is a labour market area, not a municipal one - the Village grouped with the surrounding rural census subdivision and the Lytton-area Nations / communities, drawn large enough that Statistics Canada will release employment data for it. Read it as the Lytton catchment, roughly the canyon between Boothroyd and Spences Bridge, rather than the people inside the village boundary.

Sources: 2025 modelled industry data (Lytton, Thompson-Nicola, Greater Vancouver and Fraser Valley, BC); Statistics Canada Census 2021; Village of Lytton OCP Community Conversations, 2025–26.

The economy at 2025: 260 jobs, and challenging re wages

Lytton lost 55% of its employment in the decade British Columbia gained 23%. What remains is concentrated in the lowest-paid sector in the economy.

EMPLOYMENT CHANGE, 2015–2025



Lytton's biggest losses were public administration (−179 jobs), health care (−78) and education (−66) — the population-serving institutions. They left because the people did.

WHERE THE 260 JOBS ARE — AND WHAT THEY PAY

Sector	Jobs	% of Lytton	% of TNRD	Average wage
Accommodation and food services	63	**24.2%**	9.0%	**$24,723**
Health care and social assistance	47	**18.1%**	16.5%	**$46,311**
Retail trade	42	**16.2%**	11.4%	**$38,753**
Public administration	22	**8.5%**	6.7%	**$57,317**
Agriculture, forestry, fishing and hunting	18	**6.9%**	2.2%	**$63,651**
Construction	17	**6.5%**	9.6%	**$82,261**
Educational services	16	**6.2%**	5.7%	**$66,319**
Professional, scientific and technical services	14	**5.4%**	5.0%	**$72,349**
Arts, entertainment and recreation	5	**1.9%**	4.2%	**$31,237**
Transportation and warehousing	5	**1.9%**	4.7%	**$73,745**

THE INVERSION

Lytton's largest employer is its lowest-paying sector. Accommodation and food is 24% of all jobs here against 9% across the Thompson-Nicola, and pays $24,723.

Its best-paying sectors — construction at $82,261, transportation at $73,745, professional services at $72,349, forestry at $63,651 — are its smallest, together about 21% of employment.

The average Lytton wage (note this is a 2025 source using Lightcast, not Statistics Canada) is $49,848 against $60,308 across BC: 17% below. Raising it isnt a matter of growing what is already here. It means growing the sectors that are barely here.

Source: 2025 modelled industry data. Lytton sector counts are modelled estimates; mining, utilities, wholesale, information, finance, real estate, management, other services and manufacturing are suppressed or nil.

Who is actually here

The population did not decline for fifteen years — it held. What moved was the work. Then the fire removed two thirds of the people in a single night. And an aging population means fewer families…who are vital to long-term community sustainability.

POPULATION



The mill closed in 2007. Through the fifteen years that followed, population barely moved. Employment is what left — which is why this is not a post-fire recovery problem alone.

HOUSEHOLDS AND AGE, 2021

Median age, 2021	**53.6**
Median age, 2024	**59.3**
One-person households	**35 of 105**
Couple households with no children at home	**35**
Couple households with children	**15**
Median household income, 2020	**$50,816**
Thompson-Nicola median	**$69,308**

THE DWELLING STOCK

Private dwellings, 2021	**118**
Of which single detached	**105**
Occupied dwellings, 2024	**48**
Owner / renter, 2021 (sample of 90)	**80 / 15**
Median dwelling value, 2021	**$226,000**
British Columbia median	**$785,000**
Current rebuild cost	**~$700,000**

A town of one-and-two-person households and a median age approaching 60, generally rebuilding as three-bedroom single-detached houses at three times their pre-fire value.

WHAT THE DEMOGRAPHY MEANS FOR THE STRATEGY

- No local labour force to speak of. Any employer of scale must import workers, which makes housing an economic-development input, not a social-policy afterthought.
- No local consumer market. 75 residents can't support a grocery store, so retail and services follow population rather than leading it.
- An aging population means health, home care and accessible housing are growth sectors by default — the two largest Thompson-Nicola gainers were health care and construction.
- The two area schools enrol 193 students between them, drawing from well beyond the Village. The service catchment is already regional even where the tax base is not.

Sources: Statistics Canada Census 2011, 2016, 2021; Village of Lytton Housing Community Conversation presentation, October 2025 (2024 counts); user-supplied rebuild cost.

The Movers Matrix: where the Thompson-Nicola is actually dynamic

Opportunity sits where the criteria converge. Eight tests were run across the region's sectors; these are the ones that cleared more than one.

SECTORS CLEARING MULTIPLE TESTS — THOMPSON-NICOLA

Gambling industries	●●●●●	*size · growth · exports · LQ · competitive effect*
Metal ore mining	●●●●○	*size · growth · exports · LQ*
Oil and gas extraction	●●●○○	*wages · multipliers · import replacement*
Building equipment contractors	●●●○○	*size · growth · competitive effect*
Services to buildings and dwellings	●●●○○	*size · growth · competitive effect*
Other ambulatory health care services	●●●○○	*growth · LQ · competitive effect*
Provincial and territorial public administration	●●●○○	*size · growth · exports*
Veneer, plywood and engineered wood products	●●○○○	*exports · LQ*
Rail transportation	●●○○○	*exports · LQ*
Aboriginal public administration	●●○○○	*exports · LQ*
Pulp, paper and paperboard mills	●●○○○	*exports · wages*
Residential building construction	●●○○○	*growth · competitive effect*

Tests: sector size · job growth 2015–2025 · export size · location quotient · competitive effect · wages · multipliers · import-replacement opportunity.

WHAT THE MATRIX SAYS, AND THE AWKWARD PART

Gambling clears five of eight tests - more than any other sector in the region. Read honestly, this is a warning as much as an opportunity: **the most dynamic sector in the Thompson-Nicola is one that recirculates local household income rather than importing new money**, and it is not replicable in a village of 75.

Strip out gambling and public administration and the region's genuine export momentum is narrow: metal ore mining, wood products, and rail. Everything else clearing multiple tests is construction and health - both population-serving, both following growth rather than creating it.

WHERE THE REGION'S STRENGTHS MEET LYTTON'S

Four sectors clear the matrix regionally and also show up as Lytton specializations — these are the overlap a canyon strategy should be built on:

Support activities for forestry
Lytton LQ 99.2 — highest in BC

Wood products, engineered wood
regional export + LQ; Lytton has none yet

Rail transportation
regional LQ 5.0; two Class 1 lines through Lytton

Aboriginal public administration
Lytton LQ 11.5; regional LQ 4.3

LQ means the presence of a sector compared to Canada. Average would be 1. High would be 2.

Source: Thompson-Nicola Industry Movers Matrix (proprietary, Sept 2026), eight convergence criteria; location quotients from the 2025 modelled industry data.

Six themes the data supports

Each one is a conclusion the evidence will carry in a public meeting, and each has a number attached to it.

1 The strategy has to be regional, because the Village isn’t an economy

260 jobs, $42.2M of exports and 96.8% leakage are not a base you can build a strategy on. The Thompson-Nicola has 86,000 jobs and retains 37% of its purchasing. Every instrument that needs scale — supply chain, workforce, sector marketing, investment attraction — has to operate at canyon or regional level. Lytton's job in that structure is to be a site and a supplier, not a self-contained economy.

2 Lytton has no export base to defend — which is a freedom as well as a problem

Ten of twenty industry groups export nothing. There is no incumbent sector to protect and no transition to manage. A community with nothing to lose can site things other places will not, and the data says the rebuild itself is the first captive customer: $6.21M of manufactured inputs a year, 100% imported.

3 The region is adding jobs without adding export capacity

Thompson-Nicola employment rose 28.9% in the decade, but manufacturing fell 224 jobs, agriculture and forestry fell 612, and finance fell 252. Strip gambling and public administration out of the Movers Matrix and genuine export momentum narrows to mining, wood products and rail. A canyon strategy that simply joins the regional growth story joins a population-serving boom, not an export one.

4 The wage problem is a composition problem

Lytton's average wage is 17% below BC. Its largest sector pays $24,723 and its best-paying sectors are its smallest. No amount of growth in accommodation and food closes that gap; only a shift in what the town does will.

5 Forestry support is the one real industrial specialization

A location quotient of 99.2 is the highest concentration in British Columbia in that activity, and it accounts for the whole of Lytton's $4.78M resource export. Regionally the same activity carries an LQ of 6.9 and wood products clear the matrix on exports and concentration. The value-added wood thesis is the one industrial story the data actually supports.

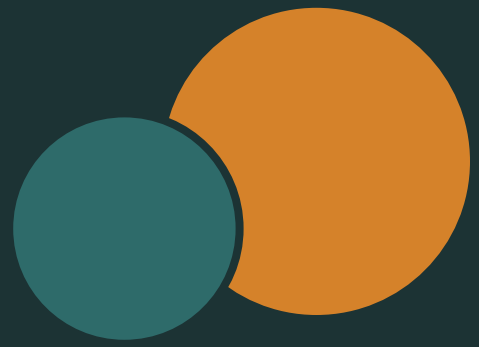
6 Demography makes housing an economic input, not a social afterthought

A median age approaching 60, 35 one-person households, no local labour force, and a rebuild priced at three times pre-fire value. Any employer of scale must import workers, and there is nowhere for them to live. Housing belongs in the economic strategy, costed as infrastructure.

WHAT WE HEARD

OCP Community Engagement - informing the Lytton Economic Development Strategy

A themes-based synthesis of the Village of Lytton OCP Community Conversations (February to April 2026) and the University of the Fraser Valley PLAN 460 practicum reports (May 2026)



Prepared by Rynic | 2026

Seven themes emerged in OCP engagement

Plus a clear set of community guardrails on what the strategy should not pursue

1

Rebuild the regional service centre

A working downtown comes before a new economy

2

Housing is the economic engine

Every goal depends on people living here

3

Nlaka'pamux partnership first

The strongest and most consistent signal

4

Change the narrative to resilience

A “fire” narrative = investment risk

5

Turn highway traffic into visits

Give travellers a reason to stop

6

Grow small, local, creative enterprise

Many small businesses over one big employer

7

Infrastructure and capacity set the ceiling

Growth cannot outrun water or staff

VILLAGE OF LYTTON · ECONOMIC DEVELOPMENT STRATEGY

Building For What's Next

A “strawman” Economic Development Strategy informed by OCP community engagement, and early Economic Development Strategy engagement.



Prepared by Rynic · October 2026 · Draft for engagement

How it connects — Lytton's economic development system

A good plan / what's missing is a plan that understands and builds inter-connectivity – building a sum greater than the parts.

ENABLEMENT

The conditions that make any lever work

- **Infrastructure capacity & planning**
- **Placemaking — top five initiatives**
- **Education**
- **Healthcare**
- **Community hub**
- **A mixed-use village centre**

TWELVE LEVERS — AND EVERY ONE MOVES ANOTHER

WHAT GETS BUILT

- Housing affordability and choice
- Business & investment modelling: housing, mixed use, industrial
- Large parcel owner considerations
- OCP policy through an economic development lens

Links to industrial land and OCP policy — and to the spaces entrepreneurs need.

WHAT PAYS FOR IT

- Infrastructure capacity ↔ Village financial sustainability
- Industrial land activation plan

Servicing capacity and policy decide what the modelling can assume.

WHO BUILDS IT

- Entrepreneur enablement action planning
- Tourism infrastructure: accommodation, guiding / learn-to, owned enterprise
- First Nations collaboration exploration

Ventures need the buildings — and the buildings need the ventures.

WHO DECIDES, AND TELLS IT

- Build the Fraser Canyon economic vision
- Investment & resident attraction marketing and branding
- Organization for implementation

The vision sets the targets; the organization keeps them moving.

HOW WE KNOW

Four numbers the community can watch

Total population
Is the village growing back?

School population
Does the school stay open?

Representative house value
Is the affordability proposition holding?

Non-residential assessment ratio
Is the tax base diversifying?

AND BACK AROUND More people and a broader assessment base lift Village revenue — which funds the next round of infrastructure, placemaking and amenity, which is what makes the levers work at all. The loop is the strategy.

NO LEVER WORKS ALONE Attraction marketing only lands if the investment modelling says a building pencils. Tourism rooms only get built if an entrepreneur can finance and own them. The school only stays open if housing is affordable to families. Infrastructure capacity and fiscal sustainability are one question, not two.

Levers, enablement components and indicators as scoped for the Village of Lytton Economic Development Strategy, 2026; the grouping of the twelve levers into four clusters is Rynic's. Indicator sources once in use: population from Statistics Canada Census and BC Stats municipal population estimates; representative house value from BC Stats; non-residential share of assessment from the BC Assessment annual assessment roll; school enrolment from the BC Ministry of Education and Child Care student headcount for School District 74 (Gold Trail) — Kumsheen ShchEma-meet is the public K–12 school in Lytton (studentsuccess.gov.bc.ca).

Value proposition

What Lytton can honestly claim. Leaving out the weaknesses would make the strengths unbelievable.

Lytton can't offer scale, a deep workforce supple, or certainty. It offers four things that are genuinely scarce in southwest British Columbia, and it offers them to a specific kind of buyer rather than to everyone.

1

A whole town being built at once

Few places in North America can apply one resilience standard across an entire community rather than retrofitting a few buildings. That is a testbed, a product and a reason to visit.

2

Industrial land near a port that has none

85 heavy-industrial acres on Highway 1, roughly 3.5 hours from Metro Vancouver, inside a rail corridor served by both CN and CPKC, with Ashcroft Terminal as the transload gateway.

3

The most demanding summer climate in Canada

Canada's hottest recorded temperature, extreme fire weather, drought and smoke. For products that must survive all of it, that is not a liability. It is the test chamber.

4

A scale where one decision changes everything

One tenant, one family, one building materially moves this community. Few places can offer an investor/new resident that kind of visible consequence.

Note: Affordability should be a key value proposition, but isn't current based on re-build metrics. The Economic Development Strategy in its "weeds" is exploring whether/how costs could be lowered.

Seven goals

Ordered deliberately. Goals 1 and 2 are the strategy; the rest make them possible.



1

More people

HEALTHY · VIBRANT



2

Build out the 85 acres

VIBRANT · SUSTAINABLE



3

Sell the story

RESILIENT · VIBRANT



4

Build the Canyon economy

TOGETHER · VIBRANT



5

Make it easy to build here

VIBRANT · EMPOWERED



6

Grow what is already here

VIBRANT · HEALTHY



7

Build an organizational mechanism that can do this

TOGETHER · SUSTAINABLE

LYTTON COMMUNITY SURVEY

What the community said, and what it means for the Strategy

Full results and analysis — input to the Village of Lytton Economic Development Strategy

56	10	85	33 days
respondents	questions	open-text answers	in field

Prepared by Rynic · November 2026

Selected results: Full results will be made available on the Village of Lytton website.

9 themes for a workshop to consider

Each one is a finding the data supports, with the question it puts to the room. Some are settled, some are arguments worth having, some are instructions. The question each comes from is named on the card.

Q1. 6.0% wish to stay small. "Standing still" isn't a core desire.

SETTLED · SCOPE

89%

agree the economic vision must include the broader Fraser Canyon (Q3) — 48 of 54, the most-agreed statement in the survey. Two-thirds of respondents live outside the Village boundary.

What does Lytton bring to a canyon-scale table, and who convenes it?

EXPLORATION · VISION

3 "equals"

visions picked each, on a question that said choose one (Q1, 50 answered). The top three: a working community again 38%, one canyon one economy 36%, a place people visit 28%. One cluster, not a ranking.

Are these one vision in sequence, or three competing ones?

SETTLED · SERVICES

77%

agree basic services matter more now than new industry (Q3) — 41 of 53. The Strategy will be judged on whether a store and a coffee shop come back, whatever else it achieves.

Which service returns first, and what does the Village do to cause it?

TENSION · INDUSTRY

38% → 19%

want "a working community again" (Q1), the first-ranked vision. Industrial land ranks joint-eighth of ten as a realistic path (Q2). The only 19-point gap in the data, and the only theme where belief falls below desire.

Stage a believable route to payroll, or move the jobs promise somewhere people already believe it?

TENSION · IDENTITY

83% / 33%

are open to exploring a climate-adaptation economy (Q4). But building the story around the fire draws the joint-highest disagreement in the survey (Q3). The industry is welcome; the identity isn't.

If not the fire, what do we call it?

TENSION · DENSITY

85% / 11.5%

agree density is acceptable in return for affordability (Q3), and mixed use is the highest-scoring option anywhere at 63.5% (Q8). Only 11.5% chose "more floors, less parking". Name the form, not the mechanism.

Where does the first mixed-use building go, and who builds it?

INSTRUCTION · SEQUENCE

52 / 50 / 50%

of Q2 respondents picked hospitality (27 of 52), basic services (26) and canyon-scale collaboration (26) as the most realistic opportunities. Two points separate first from third. All three - and none of them industry.

If all three must happen, which goes first so the other two work?

INSTRUCTION · PARTNERSHIP

45%

name the Nlaka'pamux Nation as a condition of getting the climate-economy direction right (Q5), and partnership is the most frequent theme in the final comments (Q10). Three respondents criticise how the Village engages.

What does the Nation get from this, stated in their words rather than ours?

INSTRUCTION · BARRIERS

50% / 48% / 20%

name help with financing and affordable commercial space as the barriers (Q7); advice and mentoring trail far behind. This is a space-and-capital programme, not a capability programme.

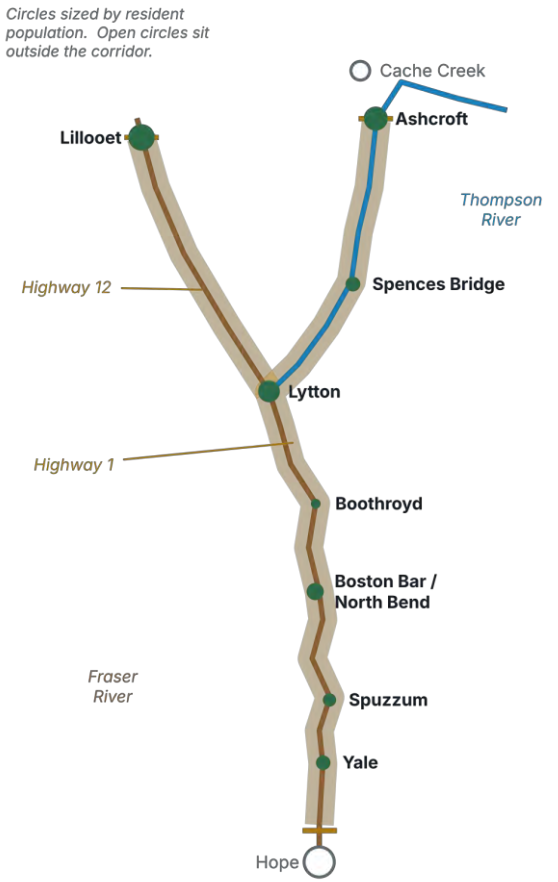
What space exists today, and what would make it leasable within a year?

The survey is decisive on direction and deliberately silent on sequence. It says the scope is regional, basic services come first, and the Nation is a partner from the start. It will not rank the visions in Q1 or the opportunities in Q2 — which is the work this workshop exists to do.

Source: Lytton Community Survey — Economic Development Strategy, SurveyMonkey export of 15 Nov 2026, responses from 21 Oct 2026. 54 respondents; 50–54 answered each question; multi-select questions sum to more than 100%. Margin of error ±13 points at 95%, so smaller differences are ties.
Each card names the question its figures come from.

The Fraser–Thompson Canyon Corridor — how many people live here?

Highway 1 from the north boundary of Hope (Hope excluded) to Ashcroft (included), and Highway 12 from Lytton to Lillooet (included), with adjacent rural and reserve reserve communities



8,500
in the corridor itself — the canyon and Lillooet settlements, their rural areas and the reserves

9,500–10,000
including the rural area around Ashcroft and the St'át'imc communities beyond Lillooet (Cache Creek excluded)

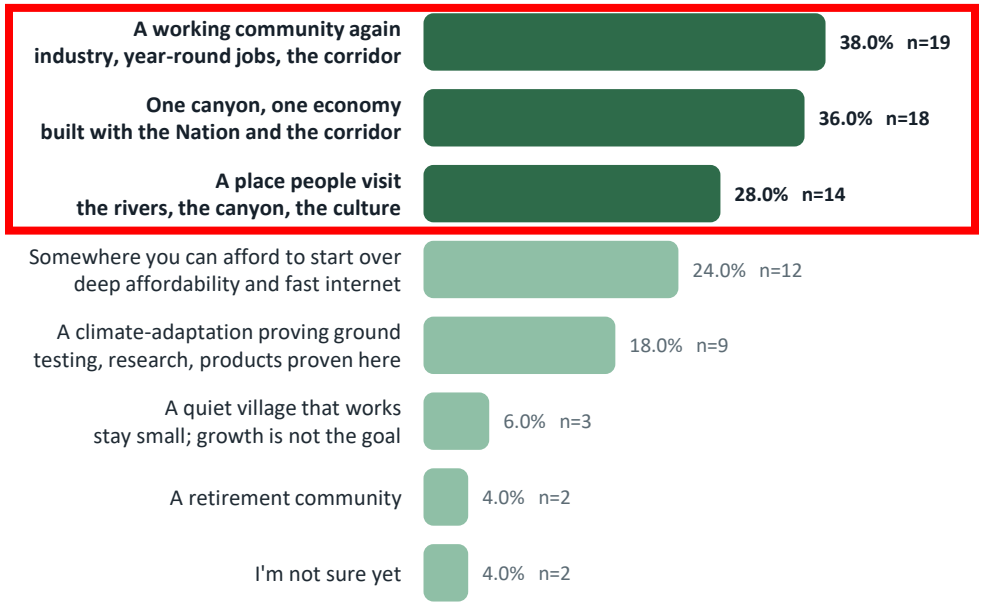
SEGMENT	WHAT IS IN IT	PEOPLE	SOURCE
Fraser Canyon south	Yale, Spuzzum, Boston Bar, North Bend, Boothroyd, Canyon Alpine + reserves	1,075	*FVRD 2025 (2021 Census)*
Village of Lytton	—	228	*StatCan 2025*
Lytton-area reserves	Lytton First Nation, Skuppah, Siska, Kanaka Bar — 40 reserve subdivisions	927	*StatCan 2025*
Canyon rural (TNRD)	Electoral Area I, Blue Sky Country	1,189	*StatCan 2025*
Thompson reserves	Cook's Ferry, Oregon Jack Creek, Ashcroft Indian Band	206	*StatCan 2025*
Village of Ashcroft	—	1,744	*StatCan 2025*
District of Lillooet	—	2,065	*StatCan 2025*
Lillooet-area reserves	T'it'q'et, Sekw'el'was, Xwisten, Nesikep	632	*StatCan 2025*
Lillooet rural (SLRD)	Electoral Area B — Texas Creek, Pavilion, Yalakom, Seton Portage	395	*StatCan 2025*
CORRIDOR ITSELF		8,461	
Adjacent rural and reserve	Part of Electoral Area J near Ashcroft; Xaxli'p, Ts'kw'aylaxw and Tsal'alh beyond Lillooet	1,030–1,520	*StatCan 2025*
WITH ADJACENT		9,491–9,981	

THREE CAUTIONS The 2021 Census was taken seven weeks before the Lytton fire and the estimates since have not absorbed the loss, so the 228 shown for the Village is modelled, not counted. Reserve figures count usual residents, not membership — Lytton First Nation alone has 2,095 registered members against roughly 900 people resident on its reserves. And Lillooet's own estimate has fallen from 2,432 to 2,065 in three years, a 15% drop that nobody has verified on the ground.

Sources: Fraser Canyon Complete Communities Assessment, Fraser Valley Regional District, September 2025 — about 1,075 residents, 2021 Census, Dogwood Valley to Boothroyd (fvrd.ca). All other figures are Statistics Canada sub-provincial population estimates at 1 July 2025 by census subdivision, tabulated at citypopulation.de for Thompson-Nicola (admin 5933) and Squamish-Lillooet (admin 5931): Ashcroft 1,744; Lytton 228; Electoral Area I 1,189; Electoral Area J 1,958; Lillooet 2,065; Electoral Area B 395; Lillooet 1 (T'it'q'et) 297; Cayoosh Creek 1 (Sekw'el'was) 71; Bridge River 1 (Xwisten) 259; Nesikep 6 5; other reserve subdivisions summed individually. The adjacent band is 25–50% of Electoral Area J plus Fountain (Xaxli'p) 243, Pavilion and Towinock (Ts'kw'aylaxw) 66, and Slosh (Tsal'alh) 231. Lytton First Nation membership of 2,095 from the Province of BC First Nations A–Z listing. CAUTIONS: the Electoral Area J share is Rynic's assumption; Electoral Area B is counted whole although Seton Portage and the Yalakom sit off the Fraser; and the corridor boundary at Lillooet is a judgement, not an administrative line.

Q1. The economic vision for Lytton and area

50 answered, 4 skipped. Asked as 'choose one' — respondents selected 1.58 each, and ten wrote in an answer instead.



Plus 10 write-in answers under 'Something different'. Selections total 79 across 50 respondents.

TWO THINGS THE SHAPE SHOWS

There is no constituency for standing still. "Stay small, growth isn't the goal" drew 3 of 50. A retirement community drew 2. Together the low-ambition options account for 6% of selections. A Strategy that proposes growth is not fighting the community for permission.

They wouldn't choose one. Asked to pick a single vision, respondents picked an average of 1.58 vision options, and the write-ins say why: "all of the above", "no one set of these activities stands out", "small rural communities survive through diversity". The top four answers are not four factions, they are overlapping preferences held by the same people.

Read this as a portfolio instruction, not a vote. Industry, regional scale and the visitor economy sit within ten points of each other, inside a ±13-point margin. The community is not asking the Strategy to choose among them; it is asking for a sequence that carries all three, with affordability as the entry condition underneath.

Source: Lytton Community Survey — Economic Development Strategy, SurveyMonkey export, export of 15 Nov 2026, responses from 21 Oct 2026. 54 respondents; 50–54 answered each question. Percentages are of respondents who answered that question, so multi-select questions sum to more than 100%.

The gap between what people want and what they expect

Comparing each theme's standing as a vision (Q1) against its standing as a realistic 5–10 year opportunity (Q2)

THEME	AS A VISION (Q1)		AS A REALISTIC OPPORTUNITY (Q2)		MOVEMENT
Industry and the corridor	A working community again	**38.0%**	Industrial land, manufacturing and the corridor	**19.2%**	▼ **-18.8 pts**
Regional / canyon scale	One canyon, one economy	**36.0%**	Building the canyon economy together	**50.0%**	▲ **+14.0 pts**
The visitor economy	A place people visit	**28.0%**	Places to stay, eat and shop + recreation + culture	**51.9%**	▲ **+23.9 pts**
Affordability and enterprise	Somewhere you can afford to start over	**24.0%**	Small business, home-based and online	**23.1%**	▼ **-0.9 pts**
Climate adaptation	A climate-adaptation proving ground	**18.0%**	(not offered as a Q2 option)	—	*tested separately in Q4*

Three rows move further than the ±13-point margin: industry falls 19 points while the visitor economy rises 24 and canyon-scale scope rises 14. The other two are stable.

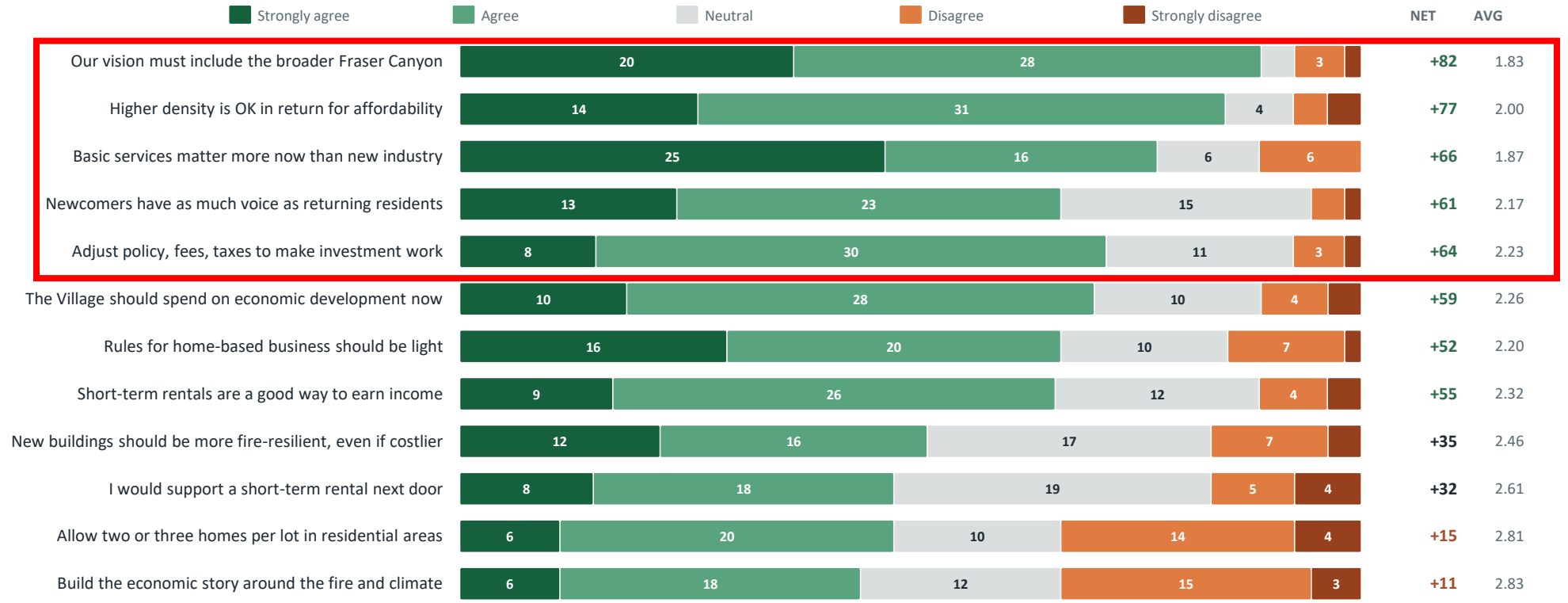
Industry is the only place where expectation falls short of aspiration - by 19 points. A "working community" is the single most-wanted future with "industry" the second-least-expected path. The visitor economy is its mirror image - less often named as the vision, far more often believed as the route. The Strategy can't resolve this by asserting the industrial land harder; the community has already discounted it. Two routes are open: show a credible, staged path from the industrial land and the Ashcroft Terminal advantage to actual payroll, or locate the year-round-jobs promise in the places people already find believable — the visitor economy, services and canyon-scale collaboration — and treat industrial land as the longer play it is now understood to be.

Source: Lytton Community Survey — Economic Development Strategy, SurveyMonkey export, export of 15 Nov 2026, responses from 21 Oct 2026. 54 respondents; 50–54 answered each question. Percentages are of respondents who answered that question, so multi-select questions sum to more than 100%. The Q2 visitor-economy figure uses the highest-scoring tourism-related option rather than a sum, to avoid double-counting respondents.

Note re Ashcroft Terminal: a 670-acre rail-served industrial and transload terminal on the Thompson River at Ashcroft, about 80 km north of Lytton - uniquely served by both Canadian National and Canadian Pacific Kansas City mainlines, and majority-owned by PSA International as an inland port for the Port of Vancouver.

Q3. Where the community agrees, and where it doesn't

54 answered, 0 skipped. Ranked by net agreement — the share who agree minus the share who disagree.



Note: in reality this is provincial recovery dollars now, and would have to consider regional dollars in future.

Net = % agree − % disagree. Avg is the weighted mean on a 1–5 scale where 1 = strongly agree, so a lower number means stronger agreement. Counts shown inside each segment; segments under 3% of the bar are drawn without a number.

Three results here are strong enough to act on without further testing. Canyon-scale scope is the most agreed statement in the survey - 48 of 54 agree, two are neutral, and it's the only item where neutrality effectively disappears. Density in return for affordability is second at 85%, and permission to change policy, fees and taxes to make investment pencil runs 70%. At the other end, building the economic story around the fire and climate is the single least-supported proposition put to the community, with 34% actively disagreeing. That is the clearest instruction in the data about how not to position Lytton.

Source: Lytton Community Survey — Economic Development Strategy, SurveyMonkey export, export of 15 Nov 2026, responses from 21 Oct 2026. 54 respondents; 50–54 answered each question.

The people who actually run businesses in Lytton want something different than non-business survey respondents

Splitting Question 8 by whether the respondent owns or operates a business changes the ranking — and points at a cheaper, faster set of answers.

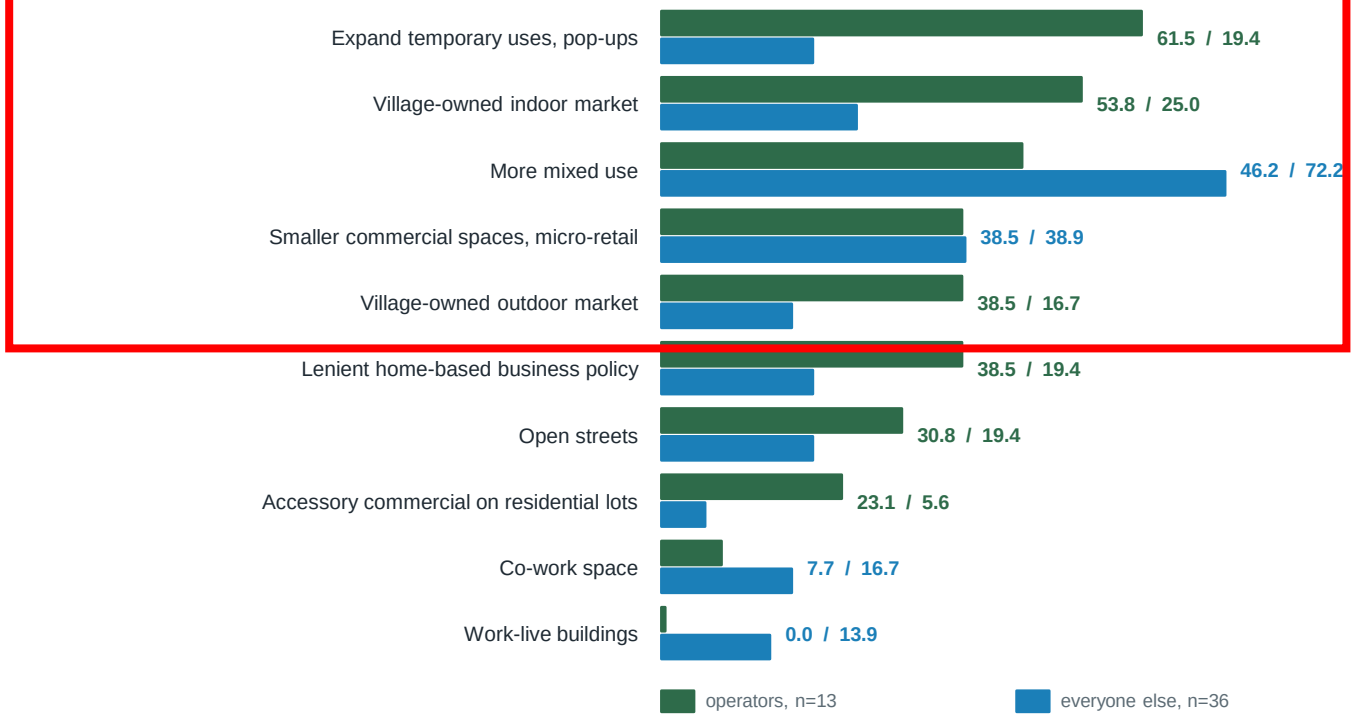
61.5%
of operators want pop-up rules
against 19.4% of everyone else

53.8%
of operators want indoor market space
against 25.0% of everyone else

46.2%
of operators want mixed use
against 72.2% of everyone else

0 of 13
operators chose work-live buildings
five of the other thirty-six did

Q8, OPERATORS AGAINST EVERYONE ELSE



READ THIS CAREFULLY

Thirteen operators answered. One of them is 7.7 percentage points, and the margin of error on a group that size is roughly ±27 points. No single gap here is statistically significant and none should be quoted on its own.

What is worth something is the pattern: on every option that lets you trade sooner and cheaper, operators are higher; on every option that requires a building, they are lower. Ten items, one direction.

THE SAME SPLIT ON QUESTION 7

Financing or grants	61.5	41.7
Serviced land, ready to go	46.2	22.2
Simpler, faster approvals	46.2	33.3
Light home-based rules	30.8	11.1
Affordable commercial space	38.5	52.8
Business learning resources	0.0	13.9

The 66.7% headline for mixed use is mostly people who do not run a business. Among those who do, it falls to 46.2% and the top answer becomes permission to sell from a truck.

SOURCES · Rynic cross-tabulation of the client's raw survey export. Operators are the 13 respondents who ticked “I own or operate a business in Lytton” or “I own a business and/or am an investor elsewhere in BC” on Question 9; everyone else is the remaining 36 who answered Question 8. Percentages are of each group. · CAUTIONS, and they are the point of the right-hand panel. With n=13 a single respondent moves a figure 7.7 points, so every gap shown sits inside sampling error and none is individually reliable. The directional consistency across ten items is the finding, not any one number, and even that rests on thirteen people. Treat this slide as a hypothesis to test in the workshop with the operators in the room, not as a measured result. The groups also overlap in ways the survey cannot separate: several operators also live in the broader area, and respondents who own property but do not yet live in Lytton are counted with “everyone else”.



"How do we get stuff built?" has become an increasingly challenging question in BC and Canada. This is vital for Lytton. E.g. while half of dwellings were insured – making re-build easier, uninsured and other properties need to be able to convince a bank/investor that they can generate a profitable outcome from building / operating a business.

The better we understand the numbers, the more we can figure out what kinds of buildings might work / work better than others financially, and whether actions like policy can help make numbers better.

DYNAMIC TENSION



MARKET THRESHOLDS

This section talks about how business evaluates and concludes what's a business opportunity worth investing in or not. Understanding numbers enables the village to identify specific "workable" opportunities.

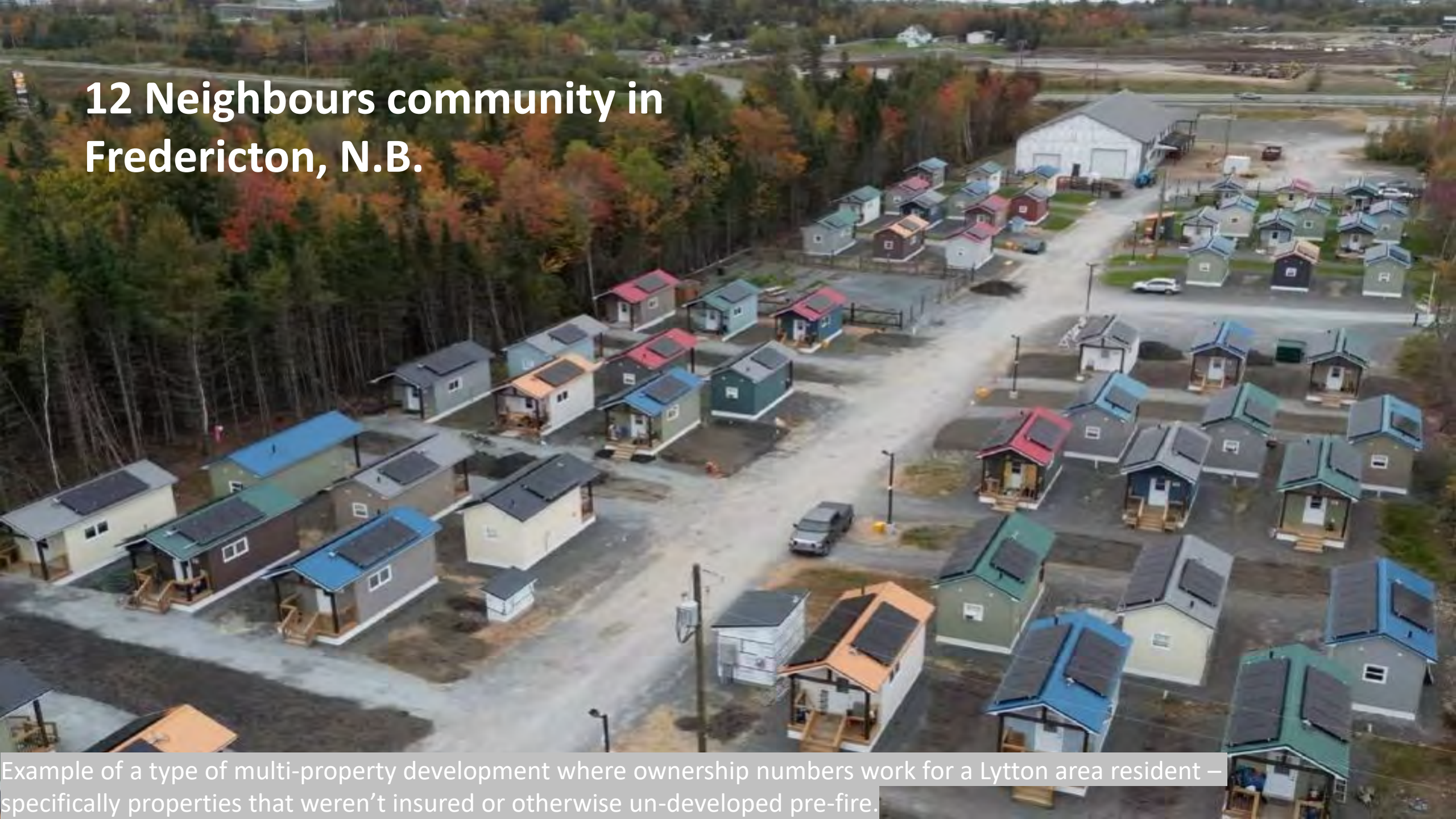
In the workshop we showed a lot of numbers and detail revolving around an investor needing an annual return on investment of 10-20% to make a project buildable. To simplify for now (the detail gives us some insights for writing the strategy), the numbers say:

- Highway traffic at 1.1 M/year supports coffee / drive-through, gas station / convenience, fast food, and hotel (retrofit, small (10 unit or so) new.
- There's survey desire for village centre mixed-use (commercial/residential). Numbers say it's challenging…a project with one or more up and down work-live units is best among choices.
- A median income ($66,800 Electoral Area I (Blue Sky Country) used – 2025) Lytton area resident can afford a $278,000 home (800 sq. ft. at current construction costs) or rent at $1489 a month. Adding a second rental suite makes a 960 sq. ft. home with small rental suite in the realm of possibility.
- A median income Lytton area resident can afford to buy a small unit (about 750 sq. ft.) in a fourplex or sixplex.
- Re retail (not including a tourism-specific business), a Lytton area population of approx. 1250 (if it builds back to pre-fire) can support a restaurant or eating place, hair salon/barber or automotive repair shop. Other forms of retail require significantly larger populations.



Example of an up and down work-live unit

12 Neighbours community in Fredericton, N.B.



Example of a type of multi-property development where ownership numbers work for a Lytton area resident – specifically properties that weren't insured or otherwise un-developed pre-fire.

Work-Live “Downtown” Revival - Examples

TEMPORARY, TRANSITIONAL, AND VACANT PROPERTY USES CREATE AFFORDABLE NEW OPPORTUNITY FOR BUSINESS, MORE VIBRANT COMMUNITY, AND AESTHETIC IMPROVEMENT FOR COMMUNITIES. ANOTHER E.G. – FOOD TRUCKS



Pop-Up Development – Muskegon, Michigan

Limited home-based business regulation is an easy way to nurture entrepreneurship.

These business names started in homes and garages.

Harley
Facebook
Spanx



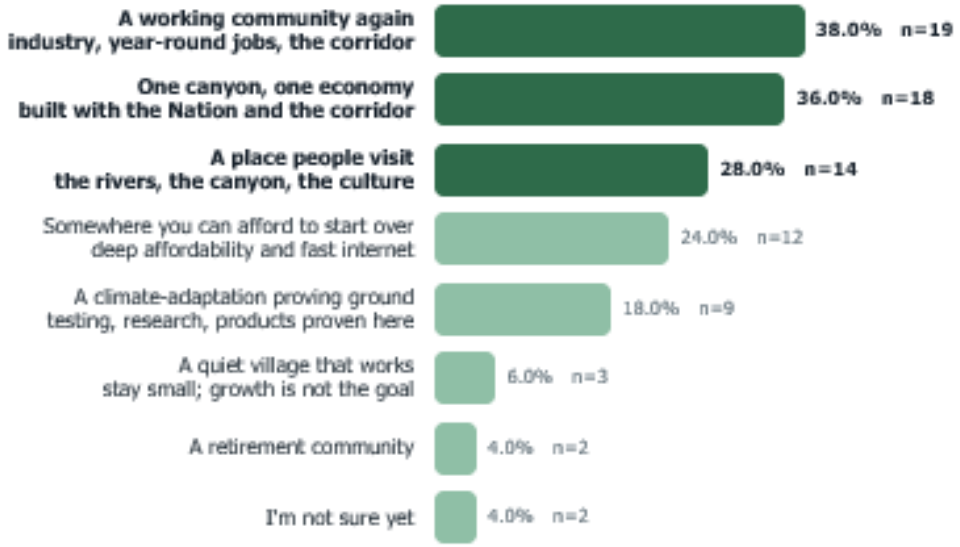
5

STRATEGY IDEAS BRAINSTORMING


WORKSHOP POLLING

ECONOMIC VISION

Community Survey Results:



A “canyon” / regional vision is now assumed. “Canyon” has been extended to Fraser-Thompson given geographic, economic, and transportation linkage similarities.

Opportunity to explore an additional export-driven economic activity focus area (“working community” #1 ranked but the “what” is missing). Hence the addition of “Made in the Fraser Thompson Canyon”.

1. Visit the Canyon. Lytton and the canyon are a place people visit. The canyon stops being the drive between two places and becomes the reason for the trip. The confluence, the Stein, the rivers and Nlaka’pamux culture told by Nlaka’pamux people — rooms first, because a visitor who can’t sleep here buys a coffee and leaves. The traffic is already there: 1,099,228 vehicles passed China Bar in 2025 and almost none of them stopped.

2. Relocate to Lytton and the Canyon. We are somewhere you can afford to start over. Lytton stops being priced like the Lower Mainland and becomes the place a person on an ordinary income can own a home. Rowhouses, suites, small homes and shared equity, fibre to the door, and an open offer to anyone who can work from anywhere.

3. Resilient Test Valley. A climate-adaptation proving ground. Companies, universities and insurers prove products in Lytton instead of paying for a laboratory — fire-resistant building systems, microgrids, water and cooling, sensors, emergency communications. The heat record, the fire and a whole town rebuilt at once are the laboratory. “Lytton Tested” becomes something a manufacturer can print on a box.

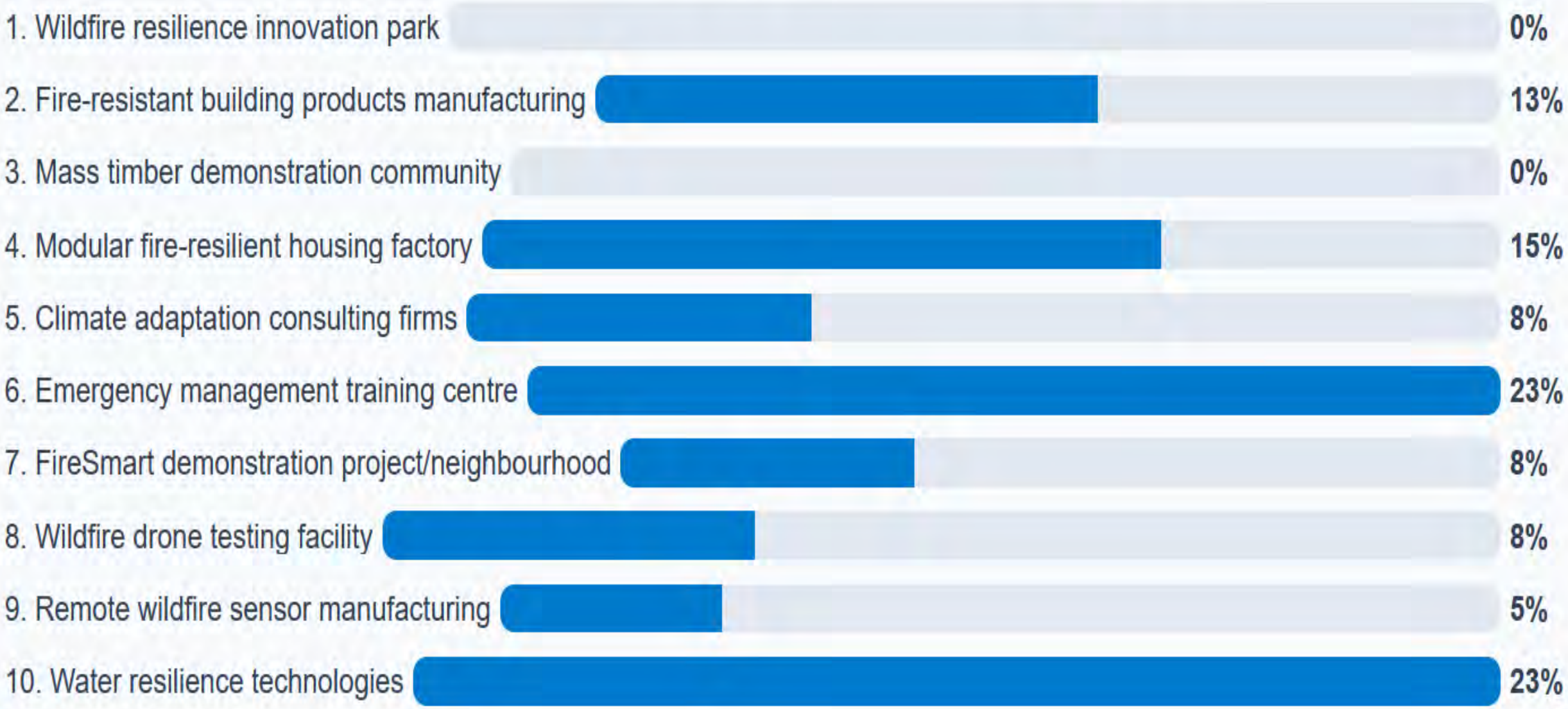
4. Made in the Fraser Thompson Canyon. The canyon stops being a place people drive through and becomes a place things come from. Wine and fruit on the hot benches, a packing house and commercial kitchen on the industrial land, salvage wood, stone and solar — grown, made and shipped under one canyon name. It’s been done here before: Ashcroft canned tomatoes for thirty years and sold potatoes to both railways.

Which vision of the Lytton area / Fraser Canyon / region do you prefer? (choose 2)

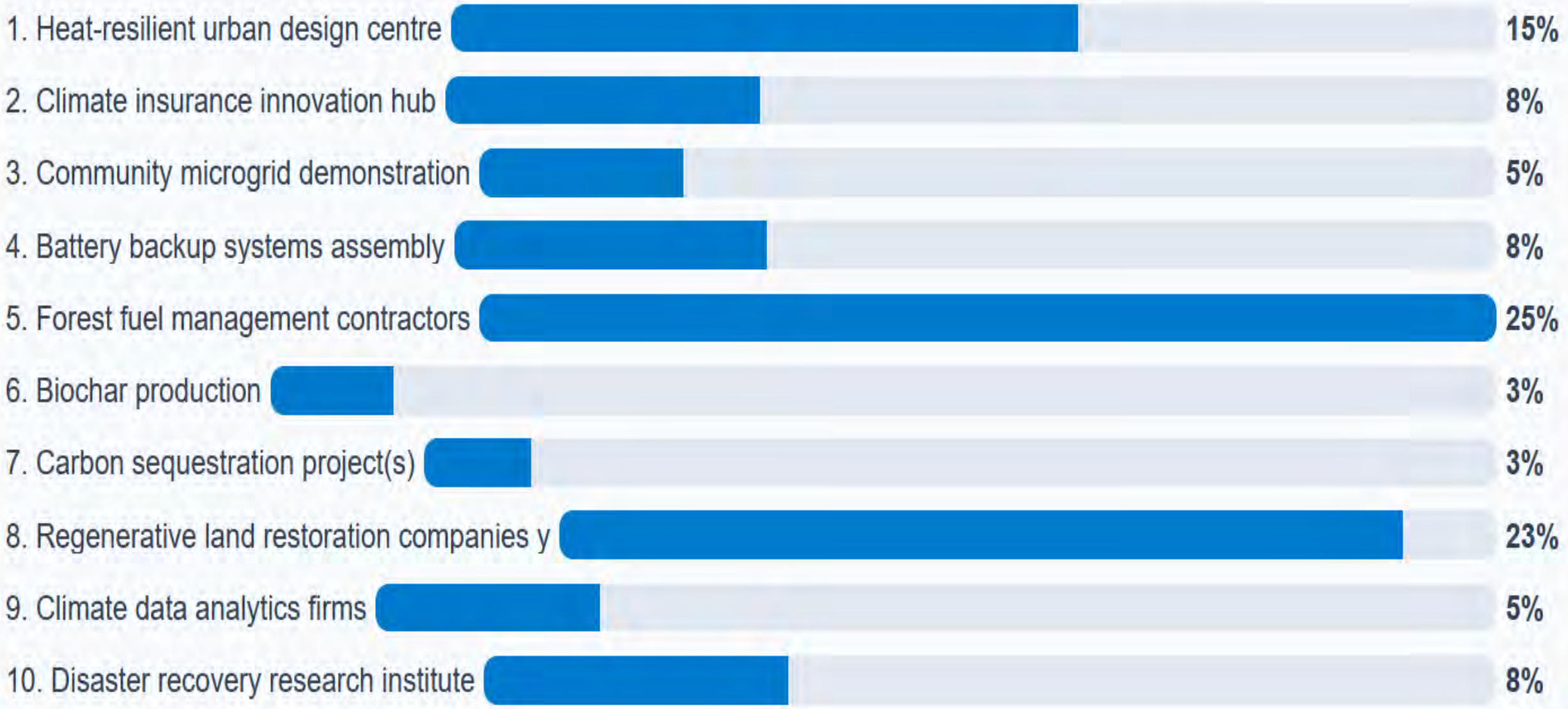


100 IDEAS

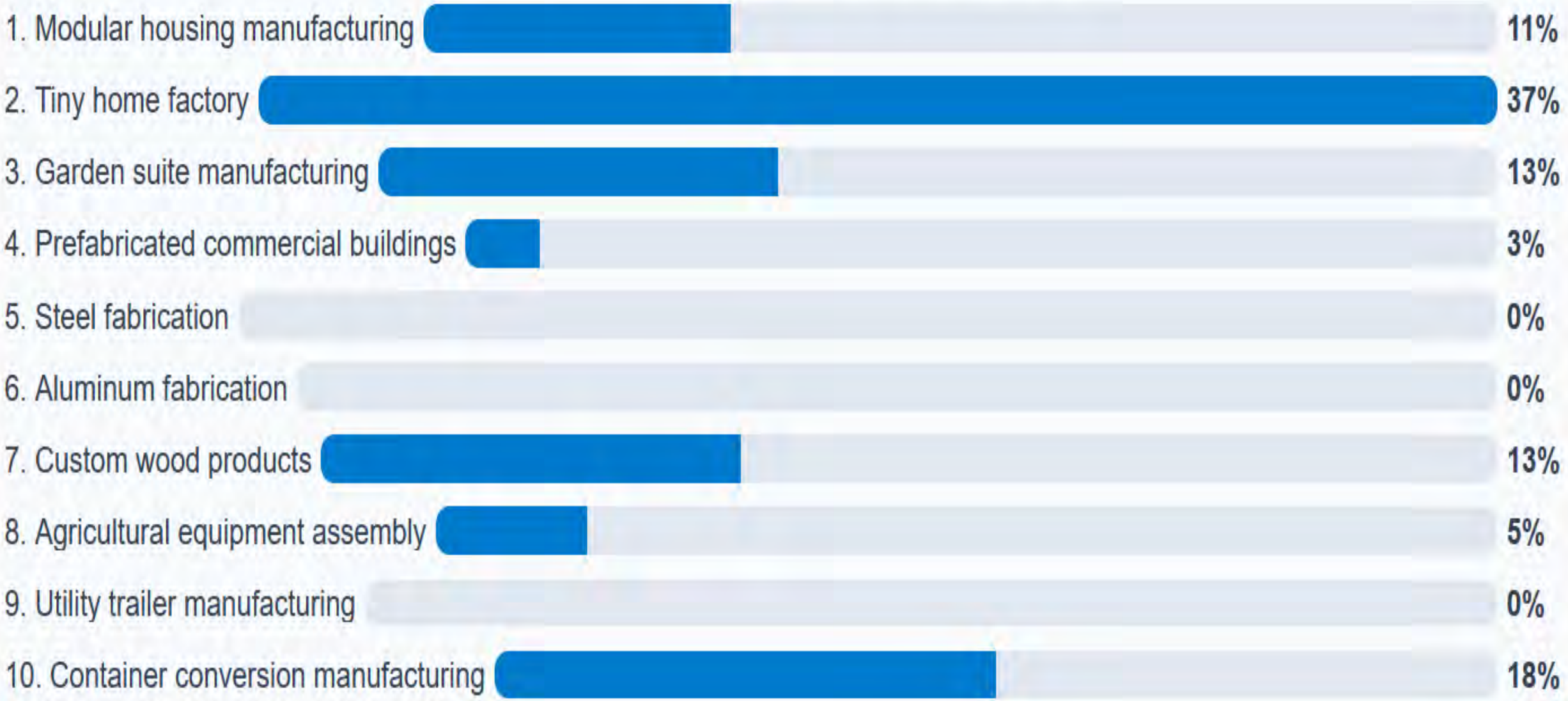
A. Climate Resilience and Economy - Part 1 (choose your top 2)



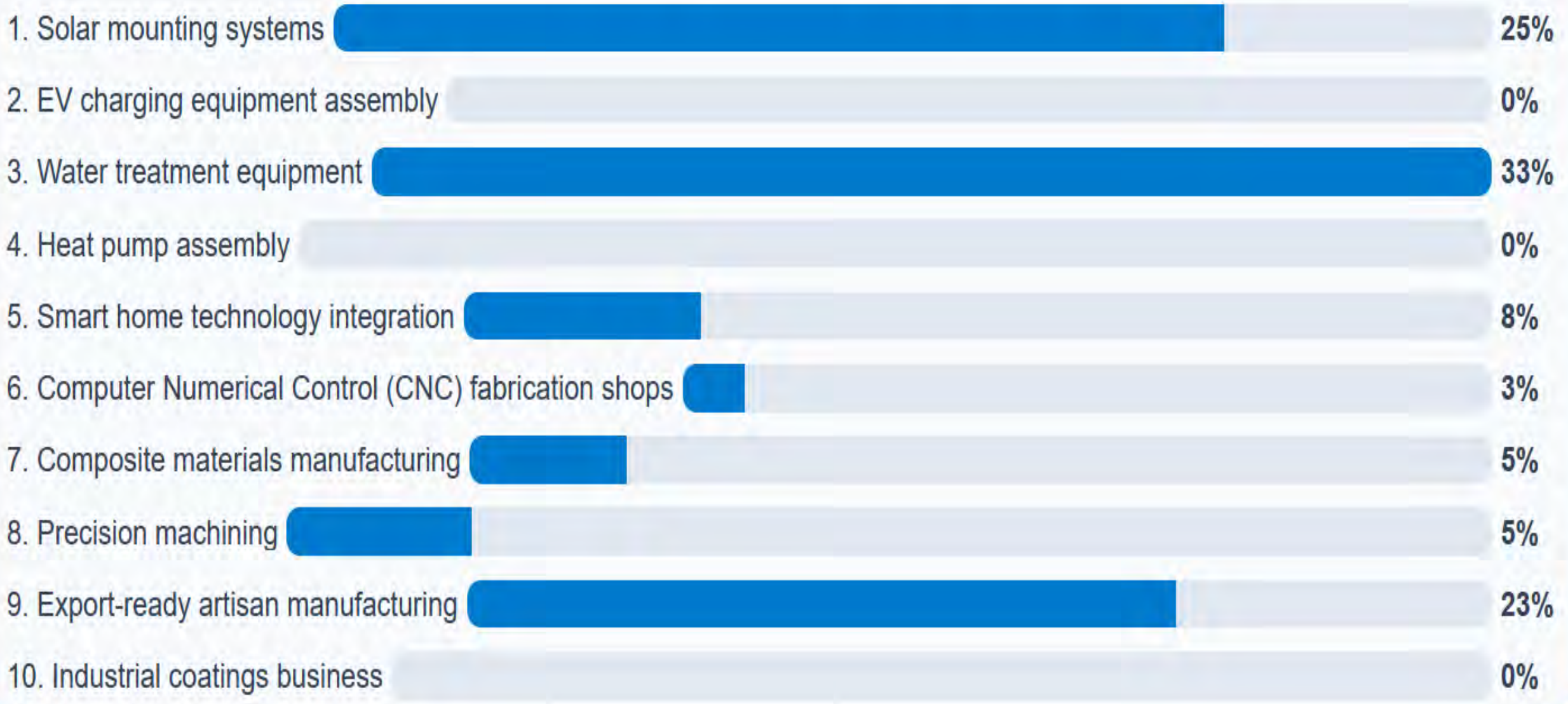
A. Climate Resilience and Economy - Part 2 (choose your top 2)



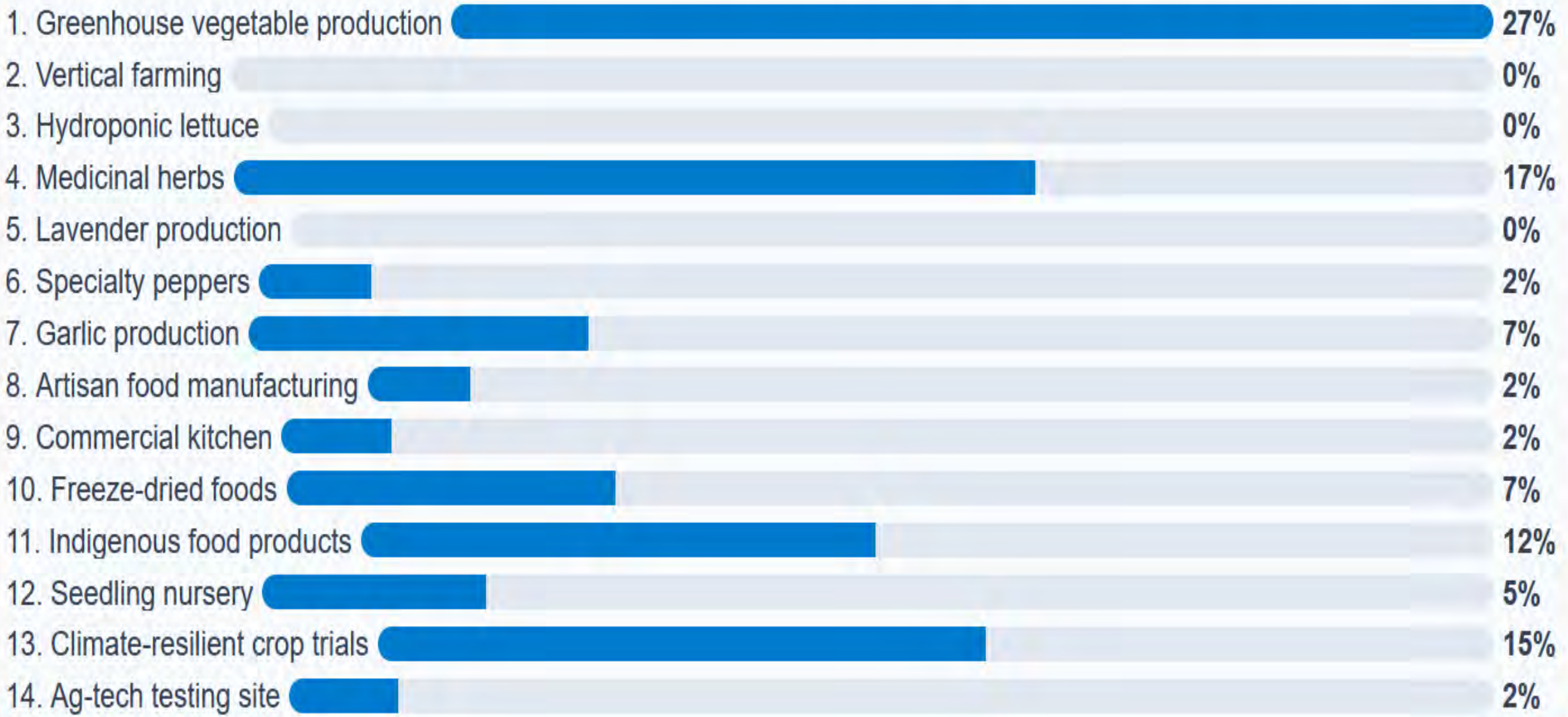
B. Advanced Manufacturing - Part 1 (choose your top 2)



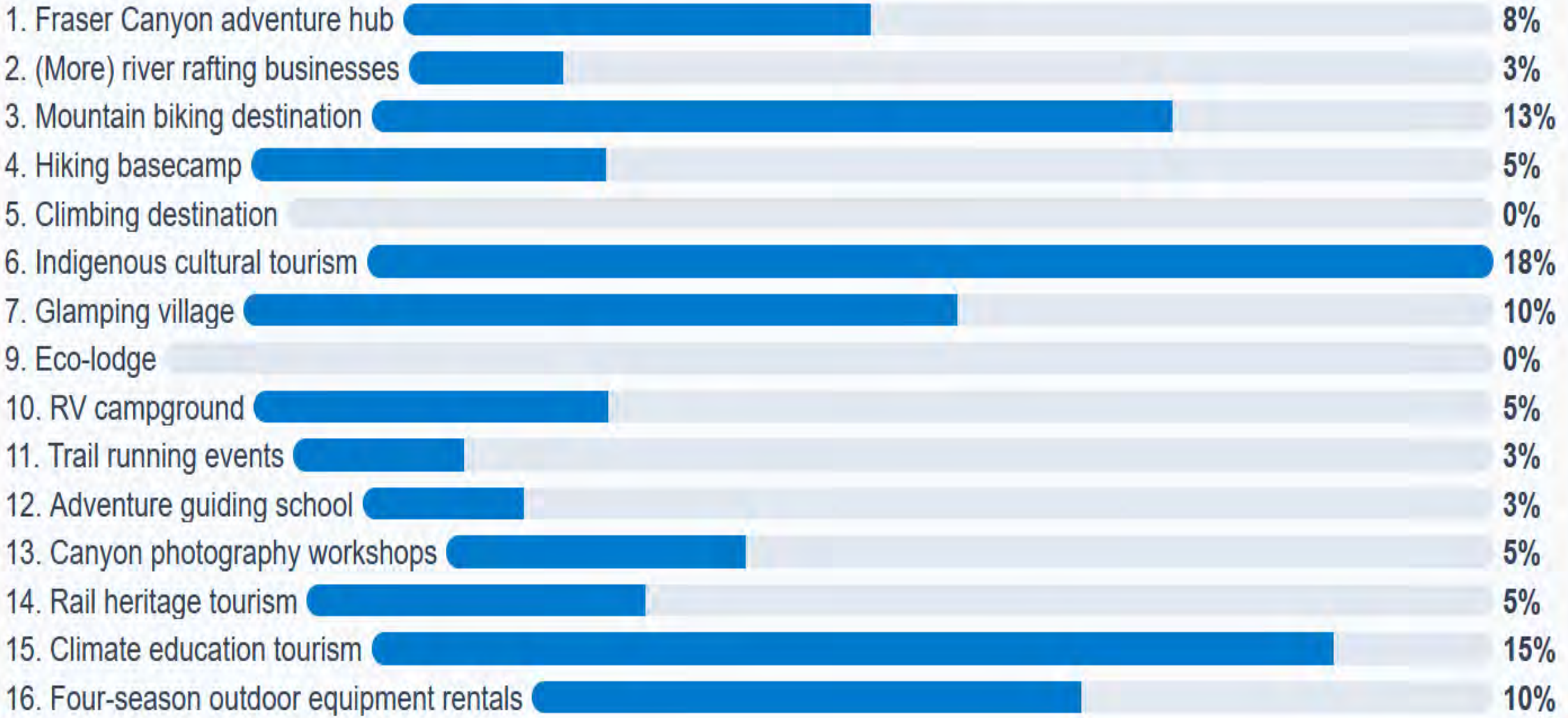
B. Advanced Manufacturing - Part 2 (choose your top 2)



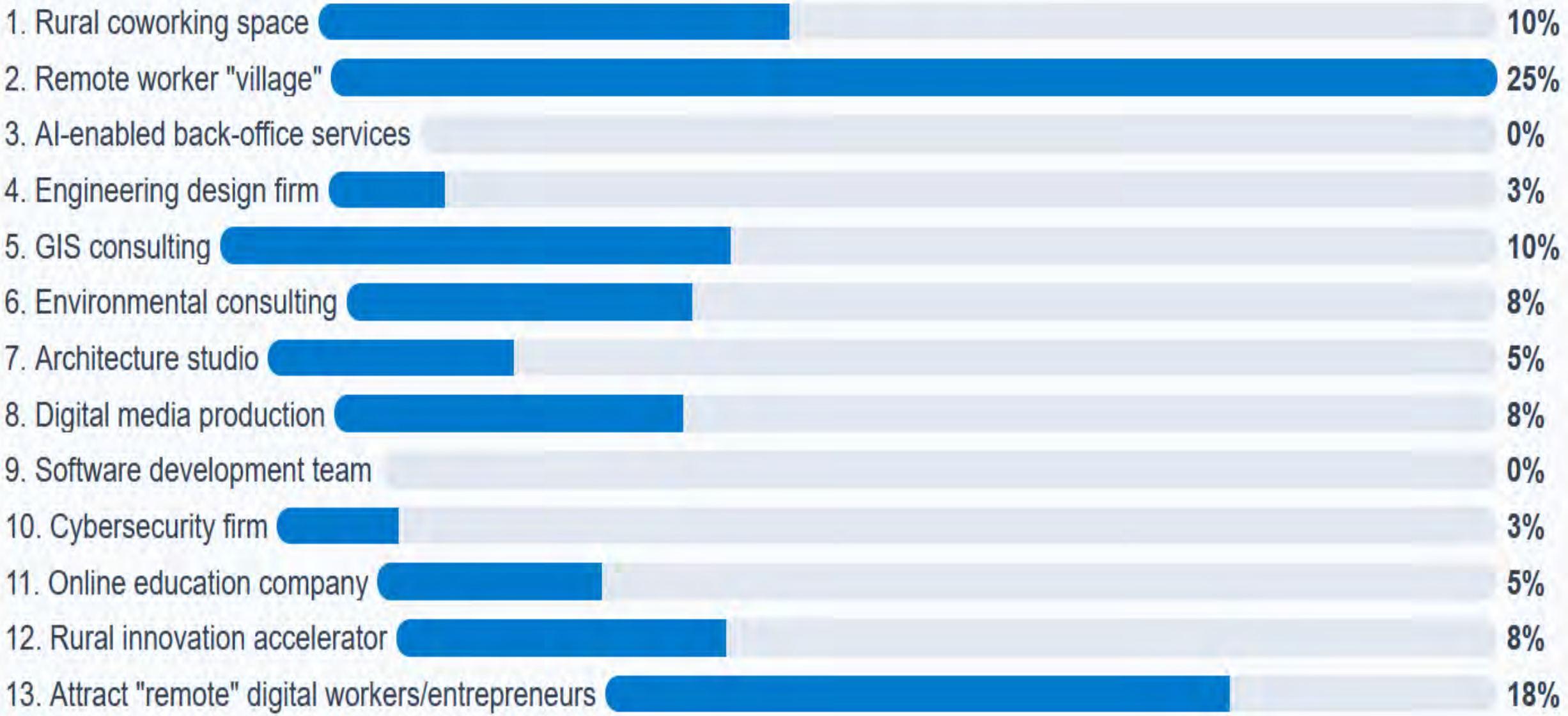
C. AgriFood & Controlled Environment Agriculture (choose your top 2)



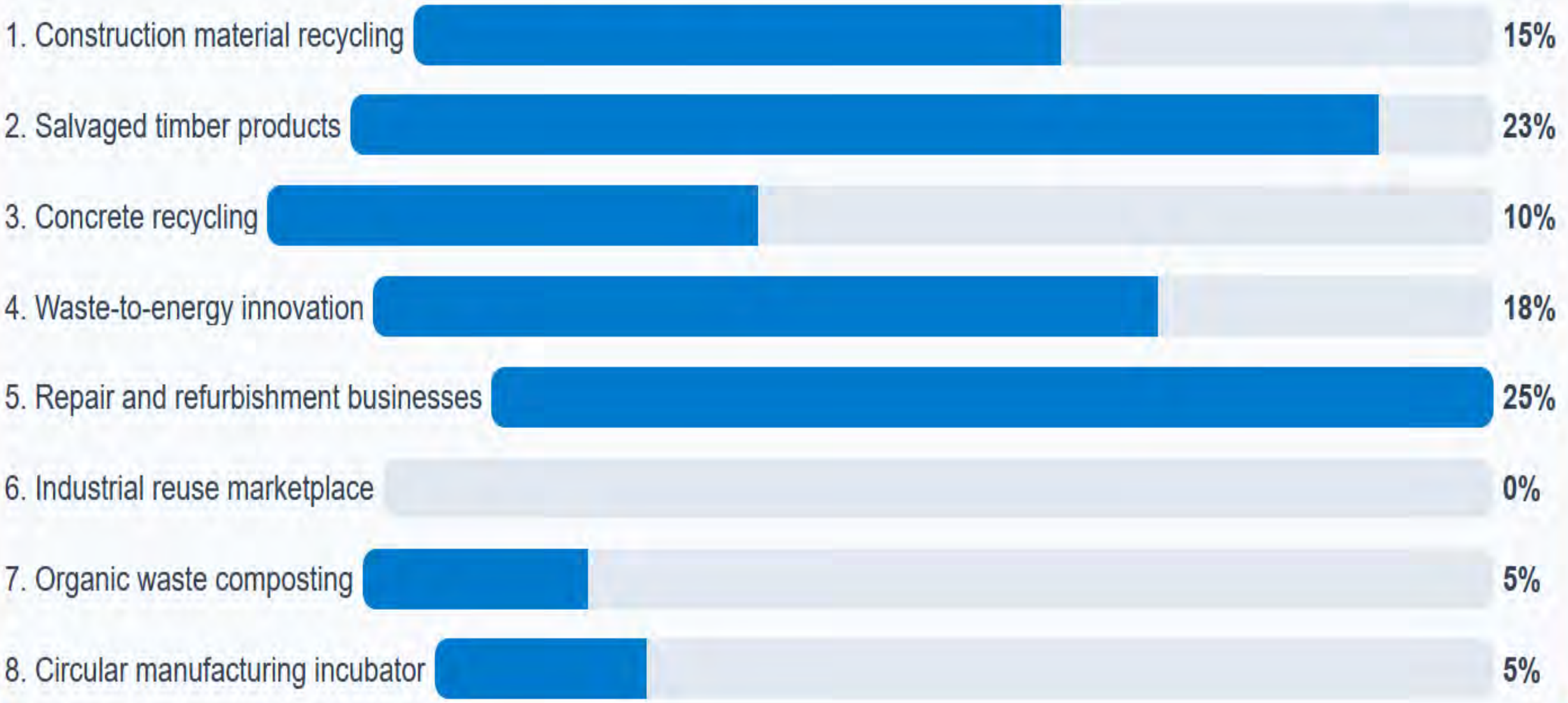
D. Outdoor Recreation & Tourism (choose your top 2)



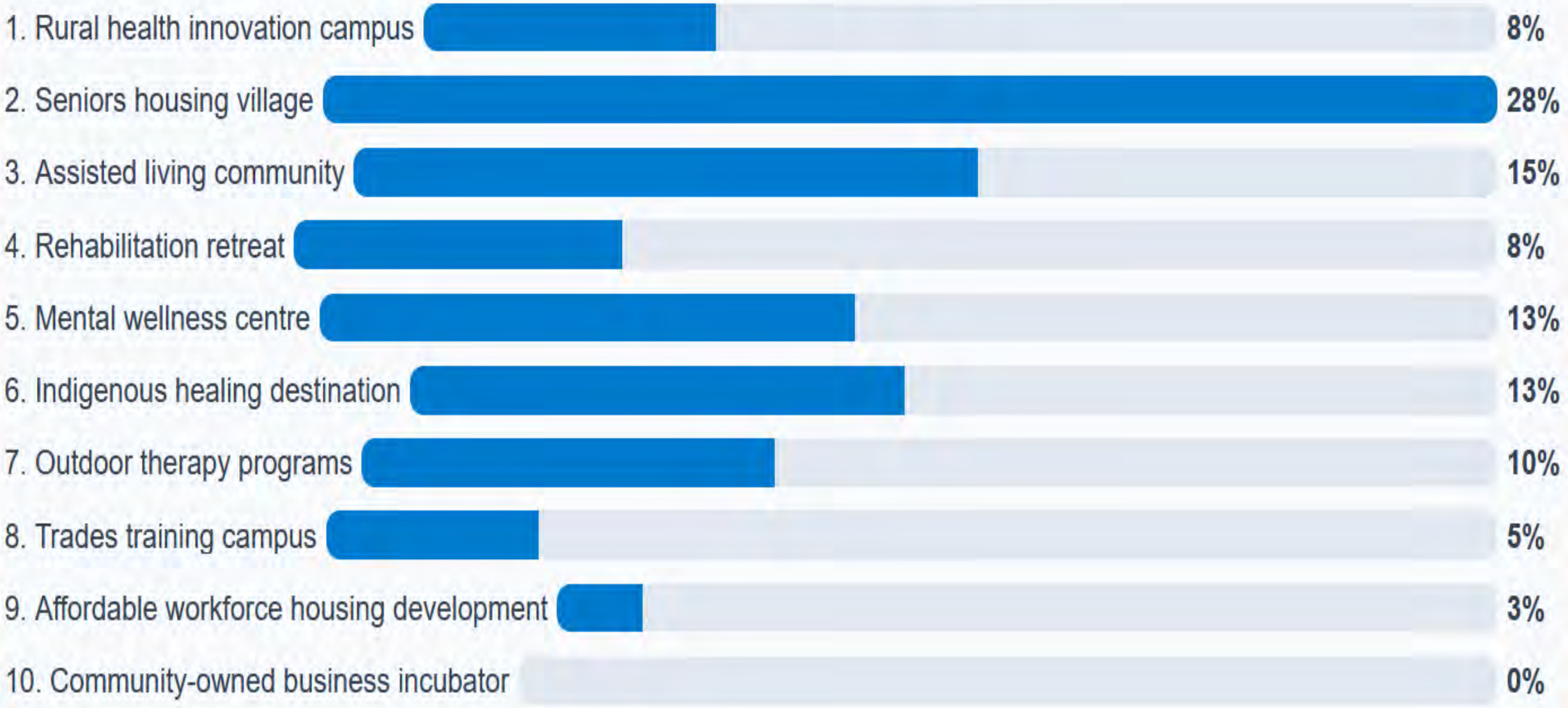
E. Digital & Knowledge Economy (choose your top 2)



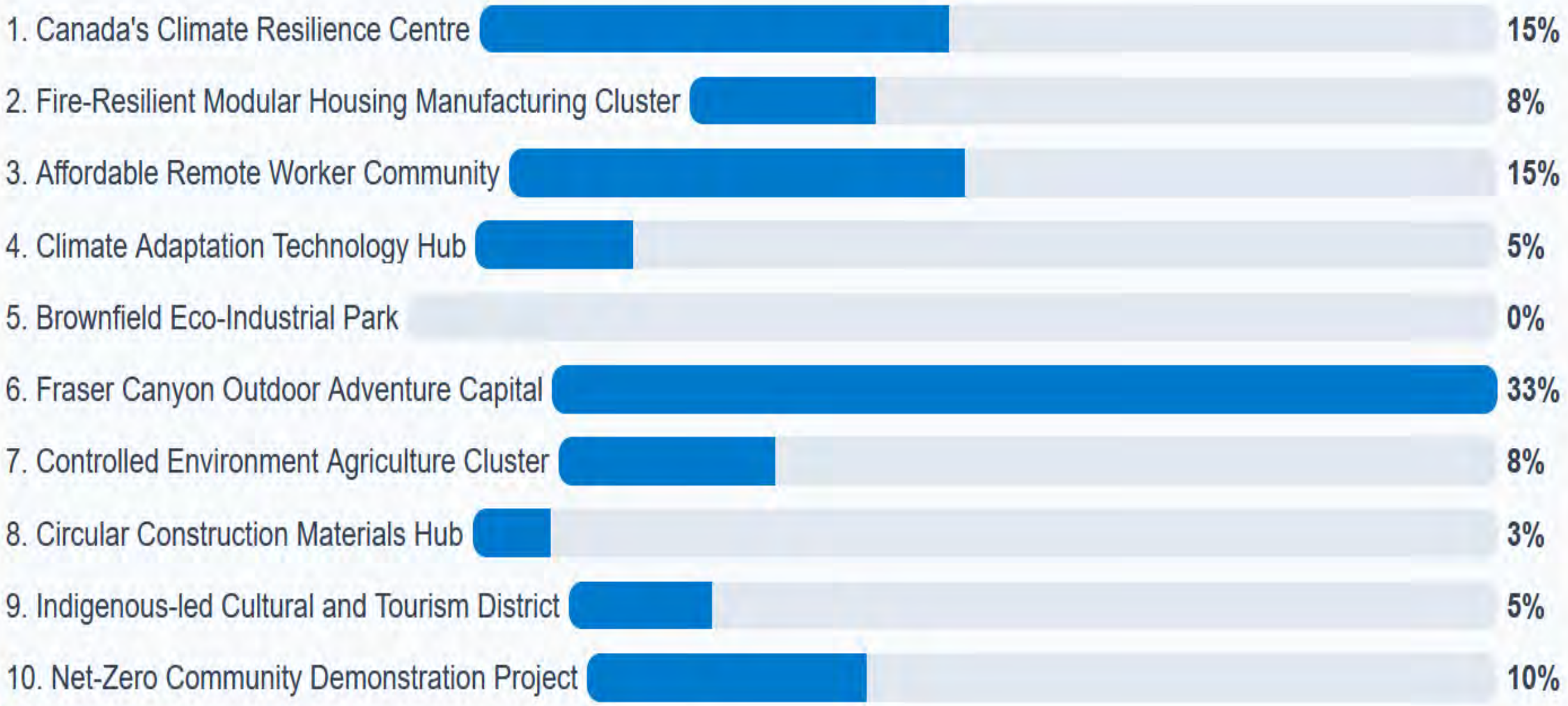
F. Circular Economy (choose your top 2)



F. Health & Community Economy (choose your top 2)



BEST BETS - LYTTON AND IMMEDIATE AREA? (choose 2)



Are we missing any IDEAS?



Big / Pragmatic Ideas Brainstorming

The exercise generated about 65 sticky notes. We identified 57 distinct ideas from the photos and dictated additions, grouped below under seven strategy headings.

1. Tourism (10)
Better signs directing visitors into Lytton
Visitor information centre
Mountain trails
Outdoor festivals
Ice sculpture event
Kayak event
High ropes course or zipline
Dirt-bike race through town
Natural swimming area
A visitor identity for Lytton beyond the wildfire

2. Resident Relocation (13)
Better access to food
Reliable communications
Fraser Canyon bus route with a stop in Lytton
Mobile library
Swimming pool, with solar heating suggested as an option
Ice rink
Spray park
Children’s playground
Dog park
Pet memorial
Horseshoe pits
Community garden
Walking paths through the Village

Big / Pragmatic Ideas Brainstorming

3. Agriculture (5)
Larger farmers' market with growers from surrounding areas
Specialty pepper production
Gin production
Cider production
Mobile produce and flower sales

4. Climate Adaptation (10)
Water supply
Reliable energy supply
Liquid waste management
Solid waste management
Preparedness for extreme weather and a changing climate
Wind power
Solar power
Biomass use
More shade through trees, planters or shade structures
Climate studies centre

5. Housing (2)
Address shelter and housing needs
Reduce or waive building permit costs

6. Village Centre Enterprise (15)
Café or deli
Food truck
Modular shopping plaza for small businesses
Bank
Auto repair garage
Tire shop
Art gallery
Spa or massage services
Courier delivery service
Highway gas station
Street benches
Accessible public washrooms
Keep the planning process open
Collaborate across the Fraser–Thompson corridor
Explore a shared community charter with interested Nlaka'pamux partners

7. Industrial Land Development (2)
Concrete or other building materials manufacturing
Trades training centre

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