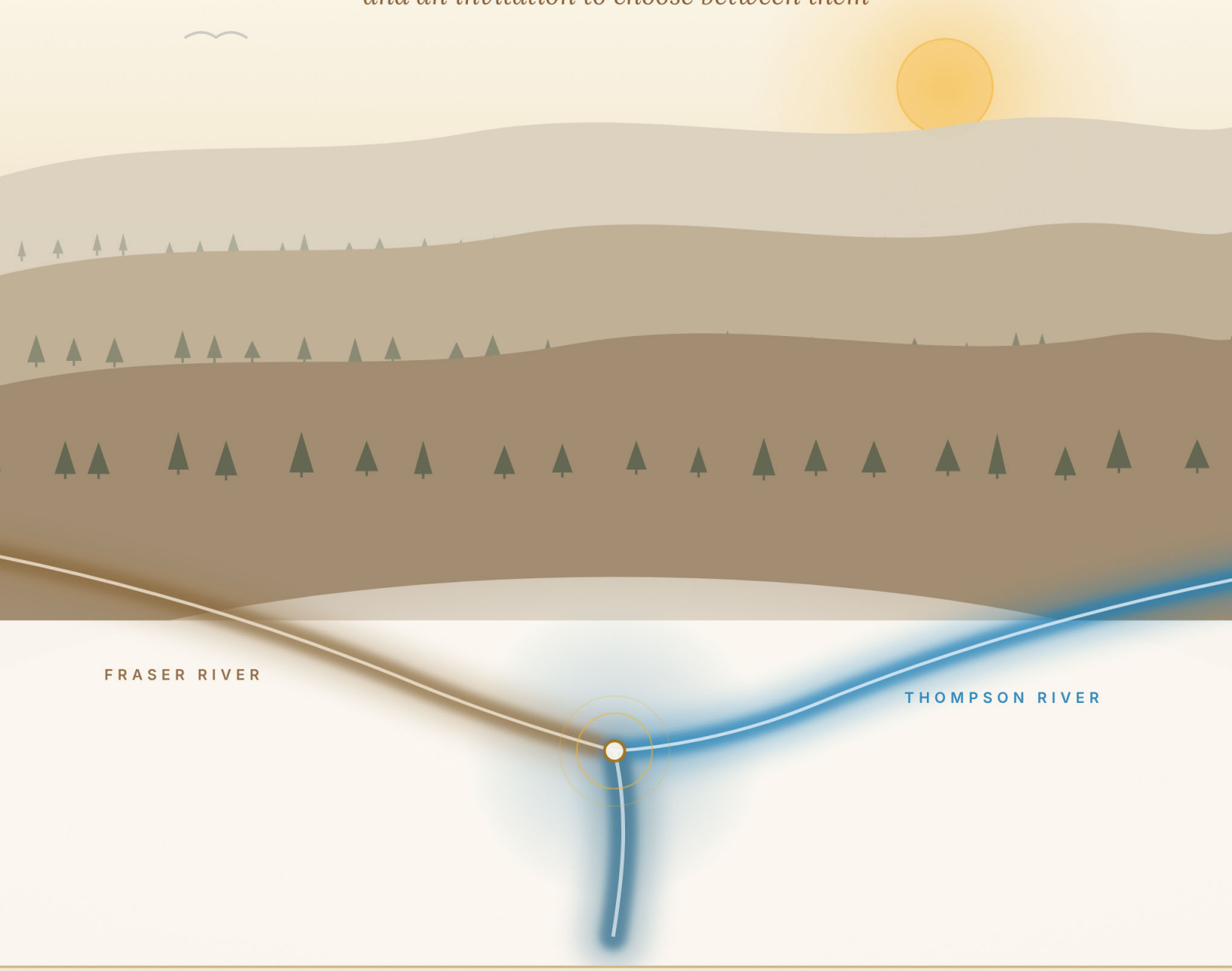
VILLAGE OF LYTTON · COMMUNITY WORKBOOK

What will the canyon be known for?

Four economic visions for Lytton and the Fraser–Thompson Canyon — and an invitation to choose between them



Two rivers meet here. So do four futures.

VISIT THE CANYON · RELOCATE HERE · RESILIENT TEST VALLEY · MADE IN THE CANYON

The one decision this workbook is for

Why this workbook exists, and what it's asking of you

Lytton is writing an Economic Development Strategy. Right out of the gate, the community has strongly indicated economic development VISION needs to be regional in nature. And need for vision is directly linked to a common desire to create good jobs in future. Good jobs have a strong link to export activity; examples include forestry, agriculture, fishing, manufacturing, and tourism…and even climate adaptation technologies, systems, and materials. A vision that's more regional in nature has potential to create a sum greater than the parts and could help move away from a fairly sideways economic situation that has existed in the area for some time (since mill closure in particular).

Hence frequent use of "Lytton and area" and "Fraser-Thompson Canyon" in the Economic Development Strategy community engagement process.

In this context, before an Economic Development Strategy can say what to do, it has to settle what Lytton and the canyon are going to be known for. This is the decision everything else follows from - what the Village prioritizes in economic development action and spends its small capacity on, what it advocates for regionally, what it markets, which land it protects/considers for economic activity, who it asks for investment and funding, and what it says no to.

Four visions came out of interpretation of Official Community Plan engagement, the Economic Development Strategy Community Survey, and other economic development strategy engagement. They're set out here, two pages each, with the evidence behind them and the opportunity spaces that sit underneath. None of them is the Village's preference. These are yours to explore, choose between, and contribute ideas to.

FOUR THINGS WORTH KNOWING BEFORE YOU CHOOSE

The population has held steady; the work hasn't. There were 228 people in Lytton in 2011, 249 in 2016 and 210 in 2021. Across a decade the headcount barely moved. What moved was the number and the kind of jobs, and that's what this Economic Development Strategy is actually about.

There are about 260 jobs in Lytton (and area). This is the number to watch, and the one a vision has to change. Everything in this workbook is, in the end, a proposal about which jobs come next….if we work toward it together.

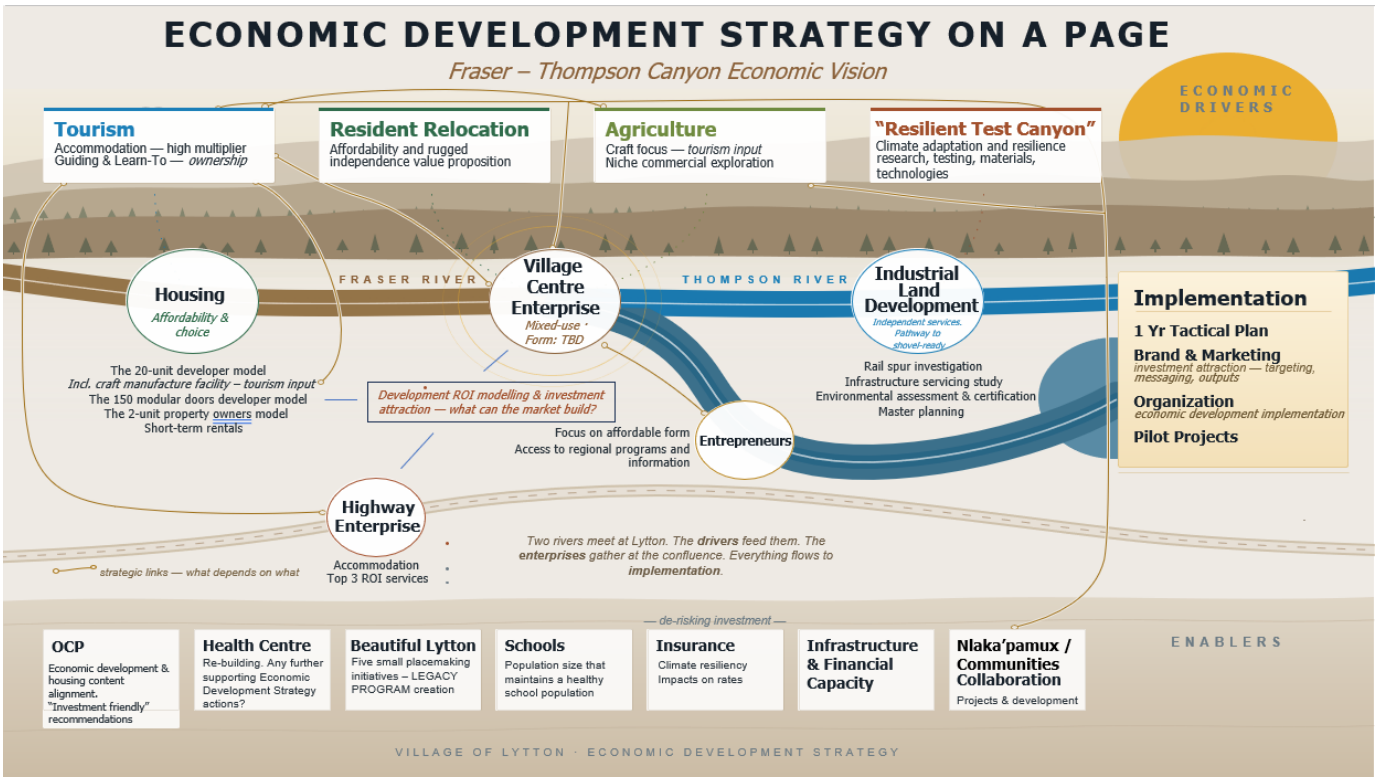
Higher paying jobs aren't easy to come by. 24% of jobs in Lytton and area are in accommodation and food services. This is the largest single share of the local economy, and it's also the lowest-paying economic sector, at roughly $24,700 a year. An Economic Development Strategy that adds more of the same work moves the headcount. One that adds better-paid work moves the household income, the house price and the school roll — which are the three numbers the Village wants to track as measures of progress.

Lytton is small. The canyon isn't. About 8,500 people live in the Fraser–Thompson corridor from Hope to Ashcroft and up to Lillooet – roughly 10,000 including adjacent rural area. Almost nothing in this workbook works at Village scale alone, which is why all four visions are written canyon-wide.

HOW TO USE IT

1. **Read the four.** Five minutes each. You don't have to do it all at once.
2. **Argue about them with somebody.** The best workbooks come out of a disagreement at a kitchen table.
3. **Mark the opportunity spaces you would actually back.** Not the ones that sound good — the ones you would put money, land or your own time behind.
4. **Choose.** A workbook where everything matters equally tells us nothing.
5. **Return it.** Bring it to the Economic Development Summit, drop it at the Village Office, or scan and email it to chris@rynic.org. Partly finished is fine. The Village is also working on a fillable PDF.

Here's a really rough visual of things we are thinking about for the Economic Development Strategy – based on engagement to date. You can see the Fraser-Thompson Canyon and economy elements at the top, which this workbook explores with you as the community generates helpful ideas for the Strategy:



ONE THING TO HOLD ON TO

The four visions aren't mutually exclusive. Money and staff time are. The Village has limited resources. We can't do all four. We also know our conversation is a beginning…a broader geography eventually participates. This is the reason we're asking you to rank them rather than approve them.

What you've already told us

The community survey, and the 100 Ideas exercise at the first workshop

COMMUNITY SURVEY — RANKED

1. A working community again – 38%
2. One canyon, one economy – 36%
3. A place people visit – 28%
4. Somewhere you can afford to start over – 24%
5. A climate-adaptation proving ground – 18%
6. A quiet village that works – 6%

The top-ranked answer, "a working community again", named no industry. The 100 Ideas exercise was built to find the missing "what".

ECONOMIC DEVELOPMENT WORKSHOP 1 POLL — CHOOSE TWO

40% A place people visit

23% Somewhere you can afford to start over

23% Made in the Fraser Canyon

15% A climate-adaptation proving ground

Participants could pick two, so the shares sum to about one hundred across the room, not across each person.

THREE THINGS THE VOTING SHOWS

- **Nobody picked one vision.** Asked to choose two, the room split 40 / 23 / 23 / 15. The useful question isn't which vision wins. It's which two get run together, and in which order.
- **The concrete beat the abstract, every single time.** Every idea that scored zero was a hub, a park, a centre, an incubator or a marketplace with no address - wildfire resilience innovation park, mass timber demonstration community, industrial reuse marketplace, community-owned business incubator, brownfield eco-industrial park. Everything that scored was something you could point at: a tiny home factory, a seniors village, a greenhouse, a repair shop, a training centre.
- **The biggest scores cut straight across the four visions.** Tiny home factory (37%), Fraser Canyon outdoor adventure capital (33%) and water treatment equipment (33%) sit under three different visions. So does seniors housing at 28% - the highest score in its whole category, and the one idea with no vision above it at all. This gap is flagged again on the opportunity-spaces page.

> **What the open question caught that the lists didn't.** Asked "are we missing any ideas?", the words that came back most were sustainable, health, services, rivers, corridor and engagement - along with medical, healthcare, transportation, pool, rink and reconciliation. Health services and everyday amenities barely appear in the structured lists and dominated the open one. They aren't an economic vision on their own. They're the condition on which three of the four depend.

THE FOUR VISIONS, AND WHAT EACH ONE NEEDS FIRST

Visit the Canyon
A place people visit
NEEDS FIRST **Beds**

Relocate to the Canyon
Somewhere you can afford to start over
NEEDS FIRST **Homes**

Climate Adaptation
Climate adaptation & resilience research, testing, materials, technologies
NEEDS FIRST **A paying customer**

Made in the Canyon
Grown, made and shipped from here
NEEDS FIRST **A shared building**

> **HOW TO READ THE FOUR VISION PAGES** Every vision page runs the same way, so you can compare them: what it means, what it looks like working, the evidence, the opportunity spaces, what has to come first, and the honest catch. Then a page of boxes for your own ideas.

VISION 1

Visit the Canyon

40%

of the workshop room chose this

The canyon stops being the drive between two places and becomes the reason for the trip.

WHAT IT MEANS

The confluence, the Stein, the two 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 Village's own Tourism Strategic Plan calls the near-term version of this the Total Rest Stop - build the foundations in three years, grow into a destination over ten. Tourism has its own plan and isn't part of the Economic Development Strategy. What's part of the Economic Development Strategy is the infrastructure and the ownership underneath: beds, guiding and learn-to businesses, and local and Nlaka'pamux people owning the ventures rather than serving them.

Tourism already has a plan, and this isn't a second one. The Tourism Strategic Plan builds the place - the park, the signage, the washrooms, the market stalls, the grocery store and the café. The Economic Development Strategy's job is everything that opens a door and hires somebody. One is public realm. The other is private investment. Neither one works without the other.

Four businesses are missing, and they're the same four right along the canyon: somewhere to sleep, somebody to take you out, something grown here to eat, and something made here to carry home. These four are what this Strategy is for.

WHAT IT LOOKS LIKE WHEN IT'S WORKING

A family comes up from the coast and turns off the highway on purpose. They walk down to where the Fraser and the Thompson meet - green against brown - and stand there longer than they meant to. They eat something grown 12 km away. They sleep here, because there's somewhere cool to sleep. In the morning a Nlaka'pamux guide walks them into the Stein…perhaps learning how to forage or birdwatch. They go home with a jar of something and a story they tell at work on Monday.

- **A motel sign lit in February**, not only in August.
- **Three or four guiding businesses** with Lytton addresses instead of Lower Mainland ones.
- **A shelf of Lytton area and canyon-made things** at the till of the new grocery store.
- **A reason to come in October**, when the highway goes quiet and the overheads don't (so that a business model works)

WHY HERE

- **1,099,228 vehicles passed China Bar in 2025** and almost none of them stopped. The counter sits on Highway 1 south of Lytton and is the nearest published station. Src: BC Ministry of Transportation and Transit.
- **$5.8 million a year, from $4 million invested.** This is the Tourism Strategic Plan's own projection for the rest-stop assets, with 3,500 to 7,000 visitors a year and $29 million of impact over five years.
- **$600,000 is the cheapest real move on the board.** Renovating an existing motel at about $50,000 a room would on its own add more than half a million dollars a year to the local economy. The same Tourism Plan names the absence of accommodation as the reason Lytton can't hold a visitor.
- **"Stronger as a regional hub than as a specific destination."** This is the Tourism Plan's blunt finding about Lytton. This vision only works at canyon scale - with the Nations, and with Lillooet, Spences Bridge, Boston Bar and Ashcroft.
- **An extra night is worth more than an new visitor**, and costs about half as much to win. Destination British Columbia values one additional day added to a short summer stay at $353, against $656 for a wholly new short-stay visitor.

> **IN ONE SENTENCE** **Lytton stops being somewhere people pass and becomes somewhere they stay the night - and the night is the part that pays.**

THE TOURISM PLAN IN ONE PAGE, AND WHERE THIS STRATEGY PICKS UP

The Tourism Strategic Plan is a Village plan in its own right, prepared by Stormy Lake Consulting and Moccasin Trails and dated 26 November 2024. The Economic Development Strategy doesn't replace it; it backs the businesses that fill it.

WHAT THE TOURISM PLAN ALREADY COVERS

- **The recommendation.** *Be the most complete rest stop on Highway 1 first and grow into a destination from there. Its own phrase for the pace is sunrise, not a light bulb.*
- **Three stages.** *Drive-by today. Total rest stop in three years. Destination in ten.*
- **The public assets.** *Wayfinding, park, washrooms, interpretive signage, dog park, misting station, electric-vehicle charging, an expanded farmers' market and food trucks. The grocery store and café are already permitted.*
- **The money.** *$695,000 of Village investment sits alongside $3.6 million of private investment in the same list. About $4 million all in returns $5.8 million a year, and $29 million over five years.*
- **Its own warning.** *Lytton is stronger as a regional hub than as a single destination.*

WHERE THE ECONOMIC DEVELOPMENT STRATEGY ADDS

- **Accommodation.** *The Tourism Strategic Plan names the missing beds and prices the fix - $600,000 for the Rest Inn at $50,000 a room, for more than half a million dollars a year contribution to the local economy. It doesn't say who owns it or what business modeling says is viable (e.g. number of rooms, type of accommodation). There's also a short-term rental consideration for residents. This is an investment question.*
- **Guiding.** *The Stein, the two rivers and the rail history are the product. A guide is a business: certification, insurance, gear, a booking page and a first season somebody has to survive. There are avenues to help tourism entrepreneurs develop and idea and grow a business.*
- **Craft agriculture.** *Fifteen market stalls cost about $600 each and return $218,000 a year. Src: Tourism Strategic Plan. They also need 15 people with something to sell, which is a production question.*
- **Hand-craft.** *A gift shop with local art sits on the Tourism Strategic Plan's nice-to-have list. What goes on the shelf, and who makes it, is the business of the Economic Development Strategy.*

Nurturing each of guiding, craft agriculture, hand-craft, and accommodation add ENTREPENEURSHIP OPPORTUNITIES (the heart of an Economic Development Strategy) to discussion and plans to date.

OPPORTUNITY SPACES BENEATH THIS VISION

WHAT THE WORKSHOP 1 ROOM RANKED

- **33%** Outdoor adventure capital
- **18%** Indigenous cultural tourism
- **15%** Climate education tourism
- **13%** Mountain (gravel) biking destination
- **10%** Glamping village
- **10%** Four-season equipment rentals
- **8%** Fraser Canyon adventure hub
- **5%** Rail heritage tourism
- **5%** Canyon photography workshops

ADDED BY THE STRATEGY TEAM

+ ***Rooms.*** *Motel refit, cabins, serviced RV. Nobody voted for beds, and nothing else here pays without them.*
+ ***Guiding and learn-to training.*** *Guiding is the entrepreneur pathway, not just the activity. Certification is the barrier.*
+ ***A Stein Valley access agreement.*** *The most-named asset in the canyon and the least organised.*
+ ***Shoulder-season events.*** *The traffic is seasonal. The overheads aren't.*

Percentages are the share of workshop participants who picked that idea in the 100 Ideas exercise. Items marked + got no vote because they weren't on the list — which isn't the same as nobody wanting them.

WHAT HAS TO COME FIRST Beds. Everything else on this page is already possible and none of it pays until a visitor can sleep here.

THE HONEST CATCH Nobody in the workshop voted for beds. Outdoor adventure capital recorded 33% support in Economic Development Workshop 1, and glamping 10%, but accommodation wasn't on the list, and nobody wrote it in. Every number on this page depends on a visitor staying the night, and the Village can't build a motel. One private owner has to say yes before the rest of it is real.

YOUR IDEAS FOR THE VISIT THE CANYON VISION

What would you add, change or build first? Who should own it? What SPECIFIC ideas might you have for craft agriculture or hand-craft. One idea per box, as specific as you can make it — a place, a building, a business, a person.

VISION 2

Relocate to the Canyon

23%
of the workshop room chose this

Somewhere you can afford to start over.

WHAT IT MEANS

Lytton isn't priced like the Lower Mainland …. the place a person on an average income can own a home (enabled by deeper housing innovation policy and actions). Rowhouses, suites, small homes, cottage clusters, and shared equity. Fibre (Internet) to the door. An open offer to anyone who can work from anywhere, and to the households already here who can't afford the house being rebuilt next door. This is the vision with the shortest route to a measurable result, because every new household shows up immediately in the school roll, the tax base, and the grocery store's till.

Nobody has to be talked into the canyon. Four kinds of household already want what Lytton has (the remote earner, the returning resident, the downsizer, the newcomer with a job offer). The question isn't necessarily whether people will come. It's whether there's anything for them to move into when they do.

Forty households is the ask in this vision (numbers can be handy as a target because they stick in our brain). This is about ninety people against a 2021 population of 210 (current approx. 75), and a bigger change than anything in Lytton's last three censuses. Ninety people is a school that has vibrancy, a store that clears its shelves, and the difference between one trade in the village and four. Every other vision in this workbook gets easier the day it happens, because every one of them needs somebody to do the work.

WHAT IT LOOKS LIKE WHEN IT'S WORKING

A row of six small homes stands where one lot used to be - or perhaps 20 homes on approx. 6 lots - and there's a family in each of them. A woman who left in 2021 is back, because there's finally a house she can afford on what she earns. Somebody in their thirties is doing contract work for a Vancouver firm from a desk that looks out at the Fraser. The classroom has enough children in it to need a second teacher.

- **Six homes under $400,000** — which is a form of housing, not a subsidy.
- **A health clinic open five days a week**.
- **A trades crew that lives here**, so a roof gets fixed the same week it leaks.
- **A school roll published every year**, because it's the number that decides all the others.

WHY HERE

- **$365,000 against $785,000.** A detached house in Lytton is assessed at about $365,000, against $785,000 across British Columbia – and well beyond at $1 M in Metro Vancouver (single family). Src: BC Assessment, 2026. The gap is the product. BUT…current insurance-coverage builds are generating house values MUCH beyond what a local can afford.
- **The rebuild is narrowing a relocation value proposition.** Homes are being rebuilt at roughly $700,000, and stick-built construction is quoted locally at $500 a square foot. Affordability here isn't a natural advantage that will stay unless we find ways to "re-invent" housing in form, size, type, and/or ownership structure. It has to be deliberately enabled built, in a form and at a price an ordinary income can carry.
- **17.4% of employed Canadians mostly worked from home in May 2025.** Src: Statistics Canada, Labour Force Survey supplement, 26 August 2025. This portion of workforce is much freer to choose where they want to live.
- **Lytton needs forty households, not four thousand.** Îles-de-la-Madeleine - an island community in Quebec - drew 28 young adults in one year through Place aux jeunes (not-for-profit with a mandate to encourage young people to move to rural areas), plus 12 family members who came with them. Aviseo (economic consulting firm) puts each migration at about $131,250 a year in added economic activity - roughly $3.7 million from a single year's arrivals. Src: Le Radar, 16 February 2024; Aviseo for Place aux jeunes, 2023. Forty households here would

be roughly ninety people against a current population of roughly 75 - a far bigger change than anything in Lytton's last three censuses.

- **Rural Canada is growing again.** Rural and small-town population rose in ten of thirteen provinces and territories between 2021 and 2024, with Ontario and Quebec recording the largest net flows out of cities into small towns within their own provinces. Src: Statistics Canada, 2025.

> **IN ONE SENTENCE** Forty households change every other page in this workbook, and the only thing standing in the way is that there's nowhere for them to live.

WHAT MAKES PEOPLE MOVE, AND WHAT MAKES THEM STAY

This isn't guesswork. Canada has run this experiment several times over, in places a lot like Lytton, and the findings line up well enough to plan against.

- **Attracting people is the easy half.** Canada runs two routes into small communities. The Provincial Nominee Program keeps about 20% of newcomers in smaller places — as many as 80% end up in a city. The Rural and Northern Immigration Pilot, which is employer-led and community-chosen with a permanent route at the end of it, kept about 93%. Same country, same people, different design. Src: Institute for Research on Public Policy, Beyond Big Cities, August 2026.
- **A household is worth real money.** Quebec's Place aux jeunes has been moving young adults into Quebec's rural regions for decades. A 2023 study by Aviseo calculate each move at economic contribution of about $131,000 a year to the community that gains it. Forty households is on the order of $5 million a year. Src: Aviseo for Place aux jeunes, 2023, reported by Radio-Canada. Compare this to Village of Lytton property tax revenue of roughly $400,000.
- **Housing is what stops resident relocation, not interest.** That same Quebec program recorded more than 700 failed moves in 2023 - people who wanted to come and couldn't, because there was nowhere to live. It was about 500 in 2021, so it's getting worse. Src: Radio-Canada, February 2024.
- **At our size, people move for the place and for family - not for a job.** Project Comeback surveyed five rural British Columbia communities. In Kaslo, a village a lot like Lytton, 49% chose the town for lifestyle, 39% for family and 12% for work. Bigger resource towns answered the opposite way. Src: BC Rural Network and Fraser Basin Council, 2014.
- **British Columbia's own resident retention and attraction guidebook puts retention before attraction.** That's its first principle, in those words. Looking after the people already here is the first act of attracting anybody else. The same guidebook notes that new residents are more likely than existing ones to start or buy a business. Src: Province of British Columbia, Resident Retention and Attraction Guidebook for Rural British Columbia, March 2024.

WHO ACTUALLY MOVES

- **The remote earner.** 17.4% of employed Canadians mostly worked from home in May 2025. They arrive with a salary already attached.
- **The returner.** People who left after 2021 and would come back to a house they can afford. They need no persuading about the place, only about the price.
- **The downsizer.** Seniors housing scored 28% Economic Development Strategy Workshop 1 - the highest score in its category, there is a champion with Kanaka Bar's Chief Spint'lum Lodge. Equity from a coast sale buys a home here outright.
- **The newcomer with a job offer.** E.g. on 9 November 2026 Ottawa made the Rural Community Immigration Program permanent. Fourteen rural communities take part and more will be added. Between January 2025 and August 2026 those communities named over 1,950 trusted employers, who issued more than 4,700 job offers. Lytton can ask to be one of them. Src: Immigration, Refugees and Citizenship Canada, November 2026. Note: in Lytton this also means policing, healthcare, and school workers.

THE SIX THINGS THAT DECIDE IT

Every study says roughly the same six things. Write in the box what you'd do about each one - the specific thing, not the general wish.

Write in the right-hand column. HOW WOULD WE IMPROVE THIS? WHO WOULD DO IT?

1. Somewhere to live

The binding constraint everywhere this has been studied. A detached house here is assessed at about $365,000. Rebuilding one costs roughly $700,000. Nothing else on this list matters until this is fixed.

2. Health care you can reach

What the survey's open question kept coming back to. Three of the four visions in this workbook depend on it and none of them delivers it. Interior Health will be re-building on its former site. What else do we need to do, advocate for, etc.?

3. A school, and childcare

A family decides on these two before it decides on a house. The two local schools serve 190 children. The Nzen'man' Birds Nest childcare project has broken ground.

4. Work, or an income you bring with you

17.4% of employed Canadians mostly worked from home in May 2025. This group chooses where it lives. The rest need a job here, or a business they can start.

5. Internet that's fast

Lytonnet offers high-speed fibre and wireless in Lytton, including fibre to every home and property in the village. For attracting residents, fibre speed to the door is king. This or other basic services infrastructure – anything we need to do?

6. A way in

Retention comes from what happens after somebody arrives, not from a welcome sign. Tulsa's money bought attention; its 80% retention came from the connecting that followed.

WHAT A VILLAGE OF 210 ACTUALLY CONTROLS

THE LEVERS THE VILLAGE HOLDS

- **The form of housing.** *Rowhouses, suites, small home clusters and small homes land under $400,000. A detached house on its own lot doesn't, at $500 a square foot.*
- **The price of a lot.** *Village-owned land sold with a build-by date is the fastest lever there's, and it costs no cash.*
- **The speed of a permit.** *Six weeks instead of six months is worth more to a small builder than a grant.*
- **The welcome.** *Community welcoming on a social / connectivity basis is as important as other relocation factors like affordability and services.*
- **Policy** *(e.g. Official Community Plan, Zoning Bylaw). Examples are enabling more units on a property, projects with several units (single or multi-family), minimal home-based business regulation, ability to build small houses, more site coverage / less parking requirement, work-live capability, incentives/funding, and reduced permit fees.*

WHAT IT HAS TO PARTNER FOR

- **Everyday health services.** *What the survey's open question kept returning to. Three of the four visions depend on it, and none delivers it.*
- **Connectivity.** *Lytonnet offers high speed fibre and wireless services in Lytton – including fibre connectivity to every home/property in the village. Note: fibre connectivity to the home (speed) is king re resident attraction.*
- **Childcare and the school.** *A family decides on these two before it decides on a house. The Nzen'man' Birds Nest project has broken ground. The two local schools serve 190 children.*
- **Mortgage finance.** *A lender has to write against a small attached home in a village of 210 pre-fire and 75 currently. That conversation hasn't been had.*

OPPORTUNITY SPACES BENEATH THIS VISION

WHAT THE WORKSHOP 1 ROOM RANKED

37% Tiny home factory
28% Seniors housing village
25% Remote worker "village"
18% Attract remote digital workers
18% Container conversion manufacturing
15% Assisted living community
13% Garden suite manufacturing
11% Modular housing manufacturing
10% Rural coworking space

ADDED BY THE STRATEGY TEAM

+ **Shared-equity ownership.** *Eg. a not-for-profit community housing organization / co-op. The instrument that puts a $385,000 home inside a $66,800 local household income.*
+ **Everyday health services.** *The word the open question kept returning. Three of the four visions depend on it and none of them delivers it. Note: Interior Health Services is working toward a clinic rebuild in Lytton village centre on its old site.*
+ **Fibre to the door, now.** *A current value proposition*
+ **A school population that keeps lights on.** *The single number that decides whether families come, and the one to publish every year.*

Percentages are the share of workshop participants who picked that idea in the 100 Ideas exercise. Items marked + got no vote because they weren't on the list — which isn't the same as nobody wanting them.

> **WHAT HAS TO COME FIRST** Something to move into. Forty households is a good kind of objective, and there aren't forty homes to sell them.

THE HONEST CATCH Affordability here isn't a natural advantage in the re-build, while it used to be a very significant advantage. Homes are being rebuilt at roughly $700,000 (+ land), and stick-built construction is quoted locally at $500 / sq. ft. while Metro Vancouver builds are $200-$320 / sq.ft. Src: https://spearrealty.ca/wp-content/uploads/2025/09/2025-Canadian-Cost-Guide-Altus-Group-1.pdf. Lytton and area needs to find types of housing / housing projects that offer potential to drive build cost down for sake of locals, and those who may be interested in moving to the area.

YOUR IDEAS FOR THE RELOCATE TO THE CANYON VISION

What would make it possible for someone on a Lytton income to live in a Lytton home? Who's the person you would most want to move here, and what would they need on day one?

An information-only note about Housing

Housing affordability/choice is vital for resident attraction. The Official Community Plan engagement already settled that Lytton needs more kinds of housing – and it talked about land use types, what's happening current in the re-build, and discussion about strengths, weaknesses, and general opportunities. This page is about the next question - what would actually get built here, and what an Economic Development Strategy can do about it. This page is about some ideas and examples to get you thinking about housing. In parallel, the consulting team is working on numbers to see what can be built from a business perspective.

> **THE OBJECTIVE** Encourage housing forms, construction methods and development partnerships that improve affordability, speed up rebuilding, and widen the choice available to people who live here and people thinking about moving here. Conventional stick-built construction is quoted locally at about $500 a square foot. Modular runs roughly $315 to $345. Closing this gap is the whole opportunity.

A. SMALLER, AND CHEAPER TO BUILD

- **Compact modular homes.** 500 to 900 square feet, built in a factory and delivered to a prepared lot. Standard designs, repeated builds and bulk buying cut both cost and time.
- **Backyard cottages.** One small second home on an existing lot. Seniors, young adults, a worker, family — without subdividing anything.
- **Tiny-home clusters.** 300 to 600 square feet around shared outdoor space. Entry-level, transitional, or housing for seasonal crews.
- **Panelized kit-of-parts.** Walls, floors and roof sections made off-site and put together here. The middle ground between stick-built and full modular, and it keeps more of the labour local.

B. MORE HOMES FROM THE SAME LAND

- **Fourplexes and sixplexes.** Several homes where one house used to be. One foundation, one roof, one servicing connection, spread across more households.
- **Cottage courts.** Four to ten small homes around a shared courtyard. Dense, but it still feels like a neighbourhood.
- **Rowhouses and townhouses.** Attached, individually owned, each with its own front door and no elevator.
- **Stacked townhouses.** Two-storey homes stacked on each other. More households per acre, still residential in scale.

C. DIFFERENT WAYS TO OWN IT

- **Cohousing.** You own your home and share the workshop, the garden and the guest room, so each household needs less private space.
- **Community land trust.** A nonprofit holds the land and you own the house. You pay less because you aren't buying the land, and a covenant keeps it affordable for whoever buys next.
- **Intergenerational housing.** A mix of sizes with shared amenities, so people can age in place instead of leaving.
- **Live-work.** A home with a shop, studio or workshop attached. One mortgage instead of a mortgage and a lease, which is the difference between a business starting and not.

THREE PROJECTS LYTTON COULD ACTUALLY PUT ON A TABLE

These change the arithmetic of building, not the appearance of the houses. That's the part an Economic Development Strategy can affect.

- **The Lytton Housing Aggregation Project.** Join several adjoining lots into one coordinated build of four to 20 homes. Repeatable designs, bulk buying, shared site preparation and one construction schedule. Lower cost per home, and a project big enough for a builder to take seriously.

- **A Small Home Neighbourhood.** A cluster of 500 to 800 square foot modular or panelized homes on serviced land. An entry price that works for workers, young families, retirees and people moving in.

- **The Lytton Housing Innovation Partnership.** Put modular manufacturers, builders, architects, landowners, lenders and governments in one room and develop a repeatable housing model for Lytton. Invite three or four manufacturers to price a 600 square foot starter, a 900 square foot two-bedroom, a 1,200 square foot family home and a fourplex, against common rules for wildfire resilience, energy and servicing. Compare delivered and installed cost, not factory price.

> **COULD A HOME SIMPLY COST LESS TO BUY?** Fernie did a version of this. Veneto Place, in a town of just over 5,000 people, brought together a private developer, BC Housing, the municipality, Columbia Basin Trust and a local housing society, and delivered 24 affordable ownership homes alongside 21 rentals. A community partner puts in part of the purchase price and holds a share. The buyer takes a smaller mortgage and builds equity. When the home sells, the partner's money comes back and goes into the next one. There were lessons too: resale restrictions were unfamiliar to buyers and some homes sold slowly. The BC Rural Centre's 2018 study of shared-equity ownership in Southern Interior communities found viability was limited in the cases it tested. This is a caution to design around, not a reason to stop.

> **THE CAUTION** Every idea on these two pages has to be tested against servicing capacity, fire access, construction standards and land that's actually available. Denser isn't automatically cheaper if it triggers an expensive infrastructure upgrade. And a demonstration project only works if somebody local can hold the agreements.

If you have any comments/ideas about housing:

_____

_____

_____

_____

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_____

VISION 3

The Climate Adaptation Economy

15%
of the workshop room chose this

Tested in the Fraser-Thompson Canyon

WHAT IT MEANS

Companies, universities, and insurers prove products in Lytton instead of paying to build 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, and they can't be bought anywhere else. "Lytton Tested" becomes something a manufacturer can print on a box, and the fee for the testing stays here.

Two different things both get called climate work and running them together is the quickest way to lose a room. Mitigation is stopping it getting worse: emissions, clean energy, carbon. Adaptation is living with what's already here: fire, heat, drought, flood. Lytton has no particular advantage in the first. It has a world-class one in the second.

WHAT IT LOOKS LIKE IN A GROUP OF ORGANIZATIONS/BUSINESSES

THE CLIMATE ADAPTATION ECOSYSTEM IN BRITISH COLUMBIA

Who is already in this economy

The money, the research, the delivery and the rules — all of it exists, and none of it is in the canyon

$1.3 trillion
the global adaptation market opportunity, a year, by 2030

$13 to $15
returned for every $1 Canada spends on adaptation

$2.4 billion
insured losses from severe weather in Canada in 2025 alone

GOVERNMENT AND AGENCIES
- Ministry of Emergency Management and Climate Readiness
- BC Wildfire Service, Ministry of Forests
- Climate Action Secretariat
- Housing, Infrastructure and Communities Canada
- Natural Resources Canada
- Environment and Climate Change Canada
- Local governments and UBCM
- First Nations' emergency and stewardship bodies

NOT-FOR-PROFIT AND INTERMEDIARIES
- Forest Enhancement Society of BC
- FireSmart BC
- Foresight Canada — Earth Tech: Adapt
- Fraser Basin Council
- Real Estate Foundation of BC
- Community Energy Association
- Institute for Catastrophic Loss Reduction

RESEARCH, UNIVERSITIES AND COLLEGES
- University of British Columbia
- Simon Fraser University
- University of Victoria — Pacific Institute for Climate Solutions
- Thompson Rivers University — Institute for Wildfire Science, Adaptation and Resiliency
- British Columbia Institute of Technology
- University of Northern British Columbia
- Mitacs

COMPANIES AND INDUSTRY
- 492 pure-play cleantech firms in BC
- Engineering and consulting practices
- Building product and modular manufacturers
- Forestry and fuel-management contractors
- BC Hydro · FortisBC · TELUS
- Drone, sensor and analytics ventures

INSURANCE, STANDARDS AND CODES
- Insurance Bureau of Canada and member insurers
- Fire Underwriters Survey
- CSA Group · Standards Council of Canada
- NRC Construction Research Centre · Codes Canada
- Intact Centre on Climate Adaptation
- BC Building and Safety Standards Branch

WHAT NOBODY IN THIS DIAGRAM HAS

A place where any of it gets proven outdoors, at full scale, over years, on real occupied buildings in real conditions. Every organization above works from laboratory results, modelling, or guidance written without one. That absence is the opening, and it is the only part of this economy where a village of a few hundred people has a structural advantage over Vancouver.

Sources: World Economic Forum, November 2026 · Canadian Climate Institute, Damage Control, 2022 · Insurance Bureau of Canada, January 2026 · Natural Resources Canada, BC Cleantech Profile

WHAT IT LOOKS LIKE WHEN IT'S WORKING

A gravelled yard on industrial land, fenced, with power and water. Rows of full-scale wall, roof, soffit, vent and glazing assemblies standing out in the sun and the elements, each one tagged with what it's, who made it and the date it went up. Somebody walks the rows four times a year with a camera and a clipboard. A van of students comes down from Kamloops in the morning. A roofing manufacturer in Ontario waits on the next inspection report, because no laboratory in the country can give them four Lytton summers.

- **A fuel-management crew hired here**, working the whole season, on contracts that already exist.
- **Four years of dated field evidence** that nobody else in Canada holds.
- **A standards committee** that telephones Lytton to ask what actually happened.
- **An insurance grade that improves**, which lands in the premium of every building in the village.

WHY HERE

- **Hottest summer climate in Canada.** The highest temperature ever recorded in Canada. No competing location can claim the conditions.
- **Community re-build $54.6 million of new civic buildings,** plus a residential stock being replaced all at once, under one code and one climate. No other community in Canada is a test bed at this scale, and the window closes as the rebuild finishes.
- **Water, not fire, is what the room actually backed.** Water treatment equipment scored 33% and water resilience technologies 23% in Economic Development Strategy WORKSHOP 1 - both above every fire-related idea on the list.
- **This is the vision the Economic Development Strategy WORKSHOP 1 room liked least - at 15%.** It's also the one that needs the fewest local people in order to work, and the one most likely to be funded by somebody else. That's either its weakness or the reason to pair it with another.
- **The money is already moving.** The Forest Enhancement Society of British Columbia is committing $20 million a year over three years, on top of $60 million from Budget 2024 and $37 million in federal funding. That work is funded now and could be invoiced within a year by a crew based here.

WHAT THE CLIMATE ECONOMY ACTUALLY SELLS

These are products and services somebody manufactures, installs, maintains or underwrites today, and the market for them grows whether or not Lytton is in it.

- **Fire.** Cladding, roofing, soffits, vents and glazing rated for embers. FireSmart retrofits. Fuel-management crews. Structure-protection sprinklers. Detection cameras.
- **Heat and water.** Heat pumps and cooling. Shading and reflective surfaces. Smoke filtration. Storage, treatment and distribution. Leak detection. Smart irrigation. Drainage.
- **Power and buildings.** Batteries, backup generation, microgrids, grid hardening. Resilient envelopes, modular construction, retrofit systems, materials rated for heat and ember cycling.
- **Data and land.** Wildfire detection, sensors, drones, risk analytics. Reforestation, erosion and riparian repair, biochar, watershed work.
- **Services.** Engineering, emergency training, insurance products, certification and standards work.

ONE THING, IF IT COULD ONLY BE ONE

A working yard, not an institute. Four customers already hold budgets for exactly this. Manufacturers pay for field exposure, and a dated inspection record their laboratories can't produce. Thompson Rivers University and the British Columbia Institute of Technology pay for a field site two hours from campus. Standards committees want validation their members have never had. Insurers want Canadian evidence instead of American. No single one of them carries the cost, and that's the point - a pad, a fence, water, racks and instruments is a small ask against any one of their budgets.

Nothing here asks Lytton to invent anything. It asks Lytton to become useful to somebody who already has a budget. The Village's job isn't to fund the climate adaptation economy. It's to be the most convenient place in Canada for other people to spend their climate adaptation money.

OPPORTUNITY SPACES BENEATH THIS VISION

WHAT THE WORKSHOP 1 ROOM RANKED

- **33%** Water treatment equipment
- **25%** Solar mounting systems
- **25%** Forest fuel management contractors
- **23%** Emergency management training centre
- **23%** Water resilience technologies
- **23%** Regenerative land restoration
- **15%** Modular fire-resilient housing factory
- **15%** Heat-resilient urban design centre
- **15%** Canada's Climate Resilience Centre
- **13%** Fire-resistant building products

ADDED BY THE STRATEGY TEAM

+ **"Lytton Tested" as a brand mark on products.** *The asset is the name and the conditions, not a building. A brand mark and messaging can be launched at minimal cost.*

+ **Insurers as the paying customer.** *They're the one buyer with a commercial reason to fund evidence about fire and heat.*

+ **Instrument the rebuild now.** *The test bed is being poured this year. Sensors cost almost nothing going in and can't be added later.*

Percentages are the share of workshop participants who picked that idea in the 100 Ideas exercise. Items marked + got no vote because they weren't on the list — which isn't the same as nobody wanting them.

WHAT HAS TO COME FIRST A paying customer. The asset is the conditions, not a building — and nothing gets built until an insurer, a manufacturer or a ministry agrees to fund the evidence.

THE HONEST CATCH This is the vision the Economic Development Strategy Workshop 1 room liked least - at 15%, BUT the one most likely to be paid for by somebody else. Both are true at once. The danger isn't failure - it's announcing a centre before a customer exists. The first real move costs postage: one page to Thompson Rivers University offering the canyon as their outdoor classroom, and one page to a cladding manufacturer offering four years of exposure and a dated record for the price of shipping the panels.

THE TEST FOR EVERY CLIMATE PROJECT THE VILLAGE IS OFFERED Who already has the money, what do they get, and can it start with a crew or a letter rather than a building? If nobody already has the money, it's a grant application with a story attached. If it has to start with a building, it belongs in year three, not year one. The whitepaper puts the order plainly: crews first, agreements second, buildings last.

YOUR IDEAS FOR THE CLIMATE ADAPTATION ECONOMY VISION

What should be tested here, and who would pay for it? What would make you comfortable with your town being somebody's laboratory — and what wouldn't?

VISION 4

Made in the Canyon

23%

of the workshop room chose this

The canyon stops being a place people drive through and becomes a place things come from.

WHAT IT MEANS

Tree fruit, vegetables, and berries on the hot benches, a packing house and an inspected commercial kitchen on commercial land, salvage wood, stone and solar - grown, made and shipped under one canyon name. This is the only one of the four that sells something outside the region and brings the money back in, which is why it answers the survey's top-ranked wish for "a working community again". It's also the slowest, because it needs land, water, a building and a brand before it needs customers.

People have fed themselves at this confluence for about 10,000 years. Across the Fraser in the Stein Valley, the irrigation ditches that watered a Nlaka'pamux village were still legible on the ground in 1983 - dried up, but there. Thomas Earl had three hundred fruit trees bearing at Lytton by 1875, and Jessie Ann Smith's apples at Spences Bridge were good enough that King Edward VII asked for them at a London show. British Columbia's ginseng industry began at Lytton in 1982 and peaked in 1994 with 128 growers and a crop worth about $30 million. What disappeared wasn't the climate or the soil; it was the ditches, the orchards and the people.

WHAT IT LOOKS LIKE WHEN IT'S WORKING

A press line runs through September and October, taking fruit off the benches at Lytton, Spences Bridge, and Lillooet and sending out juice, purée and dried goods under one canyon name. At the front of the same building there's a counter and a window onto the line, because the production floor pays the rent and the counter pays the margin. Saffron comes into flower in late October, which is exactly when the highway goes quiet. Salmon dries on the bluffs the way it always has, with a legal kitchen behind it for the first time.

- **One building** with an inspected kitchen, a drying line and cold storage.
- **A dozen separate hobbies turned into a dozen businesses**, because there's finally somewhere to make the product legally.
- **A canyon mark on a shelf in Vancouver**, three and a half hours away.
- **A harvest weekend in October** - the shoulder season, which is where the margin actually is.

WHY HERE

- **It 's been done here before.** Ashcroft canned tomatoes from 1925 into the 1950s and sold so many potatoes to both railways that it was nicknamed Spud City. The benches, the heat and the season haven't changed.
- **96.8% of about $20 million a year leaves the region.** That's what Lytton businesses and institutions spend on supplies and services, bought outside the canyon because there's no local supplier to buy it from. Import substitution is the cheapest export strategy there's.
- **85 acres of serviced industrial land sit empty.** Twenty acres developed and taxed at a competitive rate would raise more than the Village's entire current property tax revenue.
- **Lytton doesn't need a rail terminal, because Ashcroft already is one.** The inland CN/CP port at Ashcroft runs to roughly 320 acres and is served by both Class 1 railways. Lytton makes; Ashcroft ships. That division of labour is the whole logistics argument, and it's why this vision is canyon-wide rather than Village-sized.

> **IN ONE SENTENCE** The canyon grew and shipped food for a century, and the thing missing now is one building that makes it legal again.

THE PRECEDENT THAT MATTERS MOST Ashcroft ran a tomato cannery from 1925 into the 1950s, contracting fruit from as far south as Spences Bridge, and it carried the town through the Depression and the war. Before 1900, Chinese residents were about half of Ashcroft's population: they leased land from ranchers, flumed water down from mountain lakes and shipped hundreds of rail cars of potatoes, beans and onions. In both cases the thing that turned a crop into year-round work was processing, not growing.

OPPORTUNITY SPACES BENEATH THIS VISION

WHAT THE WORKSHOP ROOM RANKED

- **27%** Greenhouse vegetable production
- **17%** Medicinal herbs
- **15%** Climate-resilient crop trials
- **12%** Indigenous food products
- **7%** Garlic production
- **7%** Freeze-dried foods
- **7%** Seedling nursery

ADDED BY THE STRATEGY TEAM

+ **Tree fruit and berries on the benches.** *Nineteen apple and pear trees on one bench farm bore fruit for roughly a century. The ground and the season haven't changed.*
+ **A packing house and inspected kitchen.** *Scored 2%. Almost everything else on this page has to run through it to be sold legally.*
+ **Landscape and dimension stone.** *Rock without limit, and a Lower Mainland that buys it by the tonne.*
+ **First Nations equity in energy.** *The ownership question, asked at the start rather than bolted on at the end.*

Percentages are the share of workshop participants who picked that idea in the 100 Ideas exercise. Items marked + got no vote because they weren't on the list — which isn't the same as nobody wanting them.

Note the sticky note exercise in the Workshop also indicated these ideas: Larger farmers' market with growers from surrounding areas; Specialty pepper production; Gin production; Cider production; Mobile produce and flower sales.

WHAT HAS TO COME FIRST One shared building. A packing house and inspected commercial kitchen scored 2%, and almost everything else on this page runs through it.

THE HONEST CATCH Water is the priority necessity, not heat. Lytton averages 430.6 mm of precipitation a year, and the creeks run low in July and August - exactly when a melon or a tomato needs them most. The rivers hold plenty, but the lift up to the benches, the rail and highway crossings and the licensing make river water an engineering project rather than a tap. Every product worth pursuing here has to be tested against water first.

THE TEST FOR ANY CRAFT FOOD PROJECT Can a visitor taste it, watch it being made, or carry it home? If the answer is no to all three, it's a food-security project or a commercial project, and it should be funded as one. Tourism value comes from access, not from production. And the scale is honest: this is a premium niche economy, not commodity farming. Water, labour, wildfire and highway closures all cap how big it gets. The argument for doing it anyway is that the products are high-value, the land is already there, the ownership can stay local, and the alternative use of these benches is nothing.

YOUR IDEAS FOR THE MADE IN THE CANYON VISION

What should the canyon grow, make or process? Where are the land and the water? Think canyon-wide — Lytton to Lillooet, Boston Bar to Ashcroft.

Which of these would you actually back?

The opportunity spaces from all four visions, side by side

Tick up to eight VISON-BASED INITIATIVES, anywhere on this page. You can put all eight in one column or spread them across four - where your ticks cluster tells us as much as the vision you circle on the next page. “Back” means you would put money, land, a building or your own time behind it, not that it sounds like a good idea.

VISIT THE CANYON

- ☐ Outdoor adventure capital
- ☐ Indigenous cultural tourism
- ☐ Climate education tourism
- ☐ Mountain biking destination
- ☐ Glamping village
- ☐ Equipment rentals
- ☐ Rooms — motel refit or cabins
- ☐ Guiding and learn-to training
- ☐ Stein Valley access agreement
- ☐ Shoulder-season events

RELOCATE TO THE CANYON

- ☐ Tiny home factory
- ☐ Seniors housing village
- ☐ Remote worker village
- ☐ Container conversion
- ☐ Assisted living
- ☐ Garden suites
- ☐ Modular housing factory
- ☐ Coworking space
- ☐ Shared-equity ownership
- ☐ Everyday health services

THE CLIMATE ADAPTATION ECONOMY

- ☐ Water treatment equipment
- ☐ Solar mounting systems
- ☐ Forest fuel management
- ☐ Emergency management training
- ☐ Water resilience technologies
- ☐ Land restoration contracting
- ☐ Fire-resilient housing factory
- ☐ Heat-resilient design
- ☐ “Lytton Tested” mark
- ☐ Instrumenting the rebuild

MADE IN THE CANYON

- ☐ Greenhouse vegetables
- ☐ Repair and refurbishment
- ☐ Salvaged timber products
- ☐ Export-ready artisan making
- ☐ Waste-to-energy
- ☐ Medicinal herbs
- ☐ Indigenous food products
- ☐ Tree fruit and berries
- ☐ Packing house and kitchen
- ☐ Landscape and dimension stone

Something that belongs on this page and isn’t here — write it in

One gap worth naming. Seniors housing scored 28% and assisted living 15% - the two highest results in their category - and no vision on these pages is built around them. An aging population is either a service cost or an export industry, depending on whether anyone plans for it. If that’s the vision you would add, say so on the next page.

Now choose

Rank all four, pick the pair you would run together, and add a fifth if none of them fit

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1. RANK ALL FOUR — 1 IS CLOSEST TO HOW YOU SEE LYTTON'S FUTURE

☐	**Visit the Canyon**	*A place people visit*
☐	**Relocate to the Canyon**	*Somewhere you can afford to start over*
☐	**The Climate Adaptation Economy**	*Proven here, sold everywhere*
☐	**Made in the Canyon**	*Grown, made and shipped from here*

2. WHY THAT ONE FIRST?

3. THE VILLAGE CAN RUN TWO OF THESE AT ONCE, NOT FOUR. WHICH TWO, AND IN WHAT ORDER?

4. A FIFTH DIRECTION

If all four miss something important — seniors and care, health services, energy, something else entirely — describe the direction you would put in their place. What would Lytton be known for, and what would the first three things be?

The honest questions

The parts of this that pull against each other. Please disagree with us here

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Each vision needs a different first move, and the first move eats the capacity. Visit needs beds. Relocate needs homes. Test Canyon needs a paying customer. Made In needs a shared building. Which of those four would you fund first, knowing it puts the other three back by two or three years?

Affordability and the character of the village pull against each other. The homes that are affordable are the ones that are smaller, attached, or closer together. Where in Lytton would you accept that, and where would you not?

Capacity is fixed. If the Strategy adds something, something else gives. The Village raises about $400,000 a year in property taxes and has one small administrative team. What should come off its plate to make room - and who else should pick it up?

The canyon isn't one jurisdiction. Every one of these four visions works better at canyon scale and none of them can be delivered by Lytton alone. Where should Lytton and the Nlaka'pamux communities, Lillooet, Boston Bar, Spences Bridge and Ashcroft act together - and where/perhaps for what kind of economic activity would a joint approach not work?

Your top three

Look back through everything you've marked. Three actions for the front of the Strategy

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For each one, say what it's, who should do it, and what tells us in two years that it worked.

1. FIRST PRIORITY

What should happen	Who should do it	How we would know

2. SECOND PRIORITY

What should happen	Who should do it	How we would know

3. THIRD PRIORITY

What should happen	Who should do it	How we would know

WHAT HAPPENS TO THIS WORKBOOK

Every workbook returned is read and coded, and the results - including the disagreements - are summarized and provide really great input into the direction and action plan in an Economic Development Strategy. Bring your completed workbook to the Summit, drop it at the Village Office, or scan and email it to chris@rynic.org (Economic Development Strategy Consultant). Partly finished is fine. A single good idea on one page is worth more than a blank book.