Pemberton Area Economic Development Collaborative Meeting Notes

December 9, 2019 – 9:30am – 12:00, Lower Stl'atl'imx Tribal Council Office

Chair: Ted Craddock
Notes: Lisa Richardson

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Meeting convened at 9:30am

In attendance:

William Trousdale, President, EcoPlan International
Kathleen Heggie, EcoPlan International
Veronica Woodruff, Pemberton Area Economic Development Strategy and Plan Project Manager, Clear Course Consulting
Ted Craddock, Councillor, Village of Pemberton
Maxine Bruce, Counillor, Lil'wat Nation
Chantel Thevarge, Councillor, N'Quatqua, Director LTSC
Kerry Mehaffey, Chief Executive Officer, Líl'wat Business Group
Sheldon Dowswell, Administrator, Lower Stl'atl'imx Tribal Council
Graham Turner, President, Pemberton & District Chamber of Commerce, Retail Operations Manager for Lil'wat Business Group
Phillipa Campbell, Project and Research Coordinator, SLRD
Jill Brooksbank, Senior Communications and Grants Coordinator, Village of Pemberton
Mark Mendonca, President, Tourism Pemberton (arriving 9:50)
Darryl Peters, Xa'xtsa TTQ Economic Development Corp Business Manager (arriving 9:53)
Lisa Richardson, Collaborative Secretariat

Regrets:
Lucinda Phillips, Administrator, N'Quatqua
Russell Mack, Director, SLRD Electoral Area C
Patricia Westerholm, Communications Coordinator, SLRD
Wendy Koh, Regional Manager, Economic Development, Ministry of Jobs, Trade and Technology (unable to make clear connection)

1.   **Welcome**

Chair Craddock acknowledged that we are meeting on the unceded territory of the Lil'wat Nation.

Roundtable introductions followed.

2.   **Approval of Agenda and Review of previous Minutes and Business Arising**

No further discussion.

3.   **Project Manager Veronica Woodruff leads Introductions to EcoPlan's Will Trousdale and Kathleen Heggie**

Veronica Woodruff is the Project Manager, a two year role,funded by the grant to provide day to day logistical support to Plan development, local presence, collaborate with EcoPlan on community engagement, and other tasks including updating the Data Portal.

EcoPlan, as the economic development experts are in charge of developing the final deliverable, a regional plan, and helping lead the engagement. Will look for quick wins and high profile consensus based opportunities to engage action-oriented people as well as process-focussed people.

EcoPlan follow a planning-based approach to economic development, as distinct from an expert-driven approach (which looks at the numbers and makes recommendations.) EcoPlan **want to ask broad enough questions in the engagement phase for people to respond with their interests** - maybe they want to talk about childcare, the volunteer side of the economy, traditional or barter economy, things beyond typical "business activity".

This is a regional strategy - so one question to explore **is how will this strategy differ** from what some of the participating communities have, by way of economic development plans, or are developing? This process could help us identify some touchpoints for cooperation – eg retention, establishing trust and relationships.

4.   **EcoPlan presents Project Overview for the Pemberton Regional Economic Development Strategy**

How do we get the information we need to do a regional economic development strategy?

Engagement Approach:

    EcoPlan proposes four phases of engagement:
1. Wide Open Brainstorm: get everything out on the table, not be prescriptive, about what economic development even is, keep it wide open – need some definition about what that strategy will be.
2. Create Vision: find a place for what everyone said, pull out the ideas, and structure them
3. Prioritise objectives based on what you can do with the money and time you have. Think about actions and sequencing.
4. Draft Plan – circulated for feedback

The draft Engagement Plan breaks the process into four rounds, with various tactics for each timeframe (including press releases, newsletters, social media, the Ideashare website, table tents, coasters, hangtags, Open Houses, pop up shops, media), falling under "Engagement" for pulling in information and "Communications" for pushing out information

The protocol for EcoPlan is to work first with this Collaborative.

Question at this point for the Collaborative to address today:
· **Who needs to be engaged? How much public engagement do you want?**
· How should engagement be structured to reach the different communities and differing demographics in the region?
· What works in your community? How do we leverage what we know about our communities and participation? Where should Open Houses be held? What hurdles or restrictions should we be aware of (eg Christmas, fishing season)?
· After we have the strategy, what happens? What does the region look like? Does the strategy need to be approved by Councils? Is there a need for a regional economic development organization to move it forward?

Discussion:

1. How do we ensure the **name of the Plan**/process is inclusive, not too narrowly defined, doesn't put off those with an aversion to "development", but engages people to share their values and aspirations? (Graham Turner)
2. We want to engage people, but **what are we actually asking them?** (Sheldon Dowswell)
3. What is the end result we're aiming for? **What are we moving towards**? (Darryl Peters)

William Trousdale initiates a roundtable discussion to respond to today's key goals:

· **What engagement?**
· **How do we identify the region? What's unique about it? What's driving it?**
· **What data is available for the region?**
· **What are the key opportunities? (Points of cooperation will follow.)**

Darryl Peters:
· Chasing job creation programs and grants to bring a little bit of employment to our members has been too cyclical or short-term to allow individuals to feel secure. We want to create career paths for our community members and communities.
· Within our community, there's a need for awareness of economic development, tourism, the opportunity to think out of the box and create ways to make money from assets we'd like to have (how do you fund and make money from a skate park or bike trails?) We've done trial

runs of tours of the Sloquet Hot Springs – the hottest hot springs in the northwest hemisphere – need to revisit that – how do we make an 8 hour day and 2 hour bouncy bus ride comfortable, how do we manage to tell an 8000 year history to some tourists within that time frame?

· Our values inform our approach to tourism – it's ecotourism. We're always trying to ensure the vitality we have within our area, the health and welfare and cleanliness of the land. From pre-contact, for over 10,000 years, we've only taken what we needed.

· The lines on a map have an impact – our territory is criss-crossed with forestry lines. Moving a boundary line, so we're part of the SLRD, not the Fraser Valley Regional District could impact the dollars available to us. It's two hours on a dirt road to attend this meeting. We are part of the Fraser Valley Regional District, our mail comes to Mount Currie, the majority of our members come to Pemberton to shop, but may not fully be aware of the chance to take advantage of the ski resort. Even knowing who to vote for in provincial elections can be confusing.

· We're bursting at the seams in some houses, but also building other new homes, bringing in more people - does that actually bring in jobs? How many people will be employable and what jobs are they looking for? Demographics is key.

· We have lacked the capacity to provide communications updates, to make sure our website is up to date.

· Re engagement:
    o We'd need to be strategic about which social media forum/page we use – something more official – to share information.
    o Not all individuals have computers. Knocking on a door to share a newsletter and a conversation can go a long way.
    o Our target groups are more than just youth. We also have people aging out of youth category, or workers needing to replace forestry as their income source (because of injury.) So we want to keep engagement open so other groups can be allowed an opportunity to be aware of what's going on.
    o We need to inform our elders of the ways we are trying to continue to improve our community's ability to meet the needs. People understand "a job." If we can expand that, so we're not just looking for jobs, but careers for people, we can start talking about the successes.

· It would take a lot to get full buy-in from all our Chiefs and Councils [to an open-ended engagement process], but as long as they have a full update of all the things we need to inform them of, I have a mandate.

· A helpful step is to say: these are the things we'll start sharing together.

· During the treaty days, we were meeting with all the governance structures in the area, to make sure that if we were successful in a treaty, they'd know what to do. We are no longer in treaty, but those objectives are still there. I still want to say, Mark, can I put my flyer in your restaurant? A benefit of this Collaborative/process is knowing I can put my flyers in your spaces, that we can co-promote the offerings we create.

Jill Brooksbank:

- · I would like to learn more about the communities that we're not members of, so we can collaborate with more insightfulness – know the basic challenges and opportunities in each other's communities, so we can help each other advocate. A key foundation to me feels like we should know about each other. And I don't know as much as I should.
- · If this is going to be a 5 year document, youth engagement is key. It's also a great way to start to build succession.
- · I don't think we ever fail when we have community buy-in. We'd like to think we have our finger on the pulse of everything, but we miss things. I think engagement should extend beyond this table.

Graham Turner:

- · The term Nukʷw7ántwaⁱ and helping each other has been a thread up to this point – helping each other and learning about each other. We want to make sure that thread is throughout the process. It's not just about getting data.
- · In Pemberton, we're building all these houses. Where are the jobs? How are we going to get people to jobs, when there's no transit and I can't get childcare.
- · People don't know how to be involved in community. I echo the importance of engaging youth – in community, elections, volunteerism
- · The Chamber would want to involve our membership, but beyond that, engage anyone in business in the community, and the robust volunteer groups who could get people together.
- · As long as you have the right question to ask, and people know that what they contribute matters, they'll engage. I think we need to tell them that "we want to know what your values are, living in this area," so that's injected into this process. We need to ask pointed questions, ie "what's affecting you today at your job? What keeps you up at night?"
- · Wayfinding was an original part of the grant. My personal vision is that when you come down the Duffy, you come down and enter "XXXX" That could be a stake in the ground from this project down the road.
- · Let's review the first part of the grant's definition of the project – to do the regional picture and SWOT.

Sheldon Dowswell:
- · Open-ended engagement doesn't serve the First Nations representatives and leadership, as it makes it harder to allocate time and resources towards an amorphous process with uncertain outcomes.
- · When we speak of youth, are we talking about 16 year olds or 32 year olds? They have pretty different ideas of economic development.
- · Community demographics is not information I'm at liberty to share. But youth is not the biggest demographic in three of five of the communities.

- Access issues is not just transport. It also means political access. Do people come and talk to you if they have an issue? In a community of 80 people, the elected leadership probably has a very firm finger on the pulse, because you get a very quick reaction from people to your decisions, especially unpopular ones.
- Is there any weighting as to who's engaged? Pemberton is 100-200 times the size of the other communities we're working in. Does Pemberton's economic pull, based on scale, entitle them to more weight and representation?

Chantel Thevarge:

- For me to successfully engage my community (of 367 N'Quatqua band members) in a process (given that that entails an on reserve and an off reserve community, with members living in Pemberton, Vancouver, Kamloops, Australia, all over the world), there needs to be a vision, a collective interest, a shared space to feel safe that the input you're providing will bring something of value back to you.
- Jurisdiction is an issue that affects us – currently I can't control or manage Anderson Lake because it's someone else's jurisdiction.
- As an example of a collaborative process and Strategy, Sheldon/LTSC has led wildfire and flooding mitigation strategies, he has engaged our members. It's not a shelf document – it's a real time living changing document.
- Youth need safe space at these tables. (And allocated spaces, when we're applying for grants.) We're talking about future plans. We need our future generation in these conversations.
- Open-ended questions are very hard to generate engagement from my community's leadership. We need to give our Administrator clear direction or an approved mandate to carry out what she's requesting.
- This process should be open to the public, but through a specific question.

Maxine Bruce:

- How do we build on what we have?
- Getting ready for economic development is what's needed. There's a big gap before we could jump in, eg tourism – we only got $30,000 to manage a stewardship program to deal with the overwhelming visitor demand at Joffre.
- Youth is the biggest demographic in our membership. We need access and training for them.
- We can create jobs, but that doesn't necessarily generate skills or access.
- We have a very creative entrepreneurial community, people need somewhere to go with their micro business ideas. There's a lot of activity but a serious gap on making things happen. Even without a sheltered spot at the gas station for people to sell raffle tickets, they're showing up, bringing their own awnings.
- Transport is an issue – young people and women hitchhiking is of concern

- Our Chiefs and Council table is looking at Visitor Use Management strategies for our territories
- How do all the Nations work together – the more rural, and the more centrally located?
- Add Ts'zil Learning Centre to the stakeholder/partners.

Mark Mendonca:
- We need to keep the youth in mind. They are the beneficiaries of whatever we manage to accomplish here. And they can bring all the new ideas. I don't think they need to be at this table.
- Tourism Pemberton believes in responsible and sustainable tourism. We want to be engaged with the communities throughout the territory.
- We could help with some of the capacity gaps – eg a hotel tax would generate $120,000 to ensure that tourism can be managed responsibly and sustainably.
- One of our hurdles we face is NIMBYISM, but I think, when we're talking about economic development, we need to ensure the wealth is shared amongst everyone at the table.
- I'd like to see representation from key economic sectors at the table eg forestry and farming.

Kerry Mehaffey:

- I'm concerned with going to the communities with what we have now - the name of this collaborative, the language on the newsletter with "Pemberton" at the top. I think it creates uncertainty as to who owns the process - Pemberton, or us? I think we need to ask: What is our collective identity? How do we define our common interests versus our differences? That could inform the process.
- To be more tangible, we could share what we're working on, by updating the kind of document that Lindsay Bishop facilitated before she left, which identified all the projects we're all working on right now, or that are in workplans, and what we're working on collectively right now – trails master plans, community forests, tourism initiatives. There's a visitor use management strategy for Joffre implemented by Lil'wat but the VoP is lobbying for resources, so how can we strengthen what each other is doing. This kind of document could also be taken to the Council tables: "are you still supportive of these things? is this important? can we get a mandate to keep working on this, or work on this together"? For example, for us, redevelopment of "downtown Mount Currie" is a current action item. We have some project development funding from BC housing, we need to go to SLRD for a rezoning, there are things we're working on and would hope that everyone would be supportive.
- Can we map out the distribution of benefits and impacts, to try and balance them out over the course of the projects? Eg Can the Lil'wat Gas Station, which sells gas to the Anderson Lake boaters, provide educational brochures about washing your boat and responsible boating to help alleviate impacts for N'Quatqua etc. Can we identify the potential areas of conflict, where issues and opportunities overlap? Ie the Lake Road. A fish hatchery.

Ted Craddock:

- Involve the youth, but not at this table.
- Focus the questions to one or two issues. "Economic development" is overwhelmingly broad. And time management for elected officials and management teams is hard enough even when just focusing on the community that you're directly accountable to.
- Solving the "transportation problem" for the region would be a great outcome from this process.

Phillipa Campbell:
- Starting with a summary of what is currently going on, where connections have been made and things are being done, could be a good place to start.

Communications Sit Rep:

All stakeholders have a website and Facebook.

Key Benefit for generating a Regional Plan:

A plan is essentially a big proposal for the region – something you can use to apply for grants, leverage additional funds, figure out who to work with. If you know how to use these plans, you can bring more money into the region from grants and cooperation. Regions that successfully do this – create a regional vision – aren't many, because it's not easy. They end up getting a lot of grants, because there are so few of them.

Next steps/Conclusions/Recap :

- A lot of data gathering has been done by EcoPlan, but we now need to identify the regional projects. Let's generate a list/matrix of projects that we are working on, with actual or potential collaboration and identify where do we connect with the same issues and how can we help each other. What commonalities do we have that we can work with (transportation? Training? Food security? Housing?) And if we can get together as a group and leverage the money that might be available, that's what we should do.
- Before we can even put out a newsletter, the group, or this Strategy, needs an identity that is not confusing, is not "Pemberton Regional Economic Development".
- We're not ready to go right out to the public right now. We need to get more clarity around what we're going to ask public before we go to them.
- We need commitment of this group to meet more frequently than quarterly eg one hour telephone conferences every three weeks

- We need a clarifying one-pager document that outlines what we're trying to achieve, and what the ask and expectations of each group is, so each stakeholder can inform and secure a mandate from their respective leaderships.
- This shared table is a place to help each other, to practice Nuk̓w7ántwaľ – that is what brought us together today. The root of this word, and of the word snukwa7 (my relative), is nuk: it means to help. (We acknowledge [Dr Lorna Williams](#) for bringing this to our attention, and Maxine for reminding us.)
- Can we request a name for the group from the Lil'wat Language Culture and Heritage authority?
- Can we engage Samahquam and Skatin into the process too? We are sorry not to have their voices at the table today.

New Business or Critical Updates:

Best wishes to all for a Merry Christmas and a happy healthy New Years.

Actions

- Veronica Woodruff to generate a one-page synopsis that we can pass around to our Chiefs and Councils, Boards of Directors, Mayor and Council
- Veronica Woodruff to send out a doodlepoll to solicit input on when/what day of the week phone meetings would be best scheduled
- Share and distribute the Lindsay Bisshop document
- Send Chantel Thevarge the Terms of Reference for the Collaborative as background
- Explore an identity for the Group/initiative that is regionally inclusive. (Request a name in Ucwalmictws from the Lil'wat Culture, Heritage and Language Authority?)
- Let's anchor our intention in Nuk̓w7ántwaľ : helping each other

Meeting Adjourned at 12:00