

**Date:** February 4, 2014

**To:** Daniel Sailland, Chief Administrative Officer

**From:** Caroline Lamont, Manager of Development Services

**Subject:** Community Economic Development  
A Grassroots Approach

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### **PURPOSE**

The purpose of this report is to outline an approach that Council may consider with regard to formalizing a community economic development strategy for the Pemberton area.

### **BACKGROUND**

The Village of Pemberton has had various forays into supporting economic development in the community.

- 2001** Pemberton was selected as a “*Gateway to the Backcountry*” through the *Park and Backcountry Gateway Communities Program* established by the Province of British Columbia. The Gateway Program had a coordinator and steering committee to formulate a vision, develop strategy and ultimately create a working plan. The committee was made up of representatives from local community associations and organizations that have a stake in the use of the backcountry and development of this initiative. The term “*Adventure Begins Here*” as well as the roundabout sign and “*Superhost*” programs were deliverables from this program.
- 2007** *Area C/Pemberton Economic Development Service* was created to realize opportunities from the 2010 Winter Games. The maximum requisition was \$60,000 for the service of which the Village contributed \$30,000/year. The Commission was comprised of elected officials and community members and a contracted Economic Development Officer. The Commission provided some support during the 2008 Pemberton Music Festival as well as hosted a promotional event with the District of Squamish at Canada House during the 2010 Olympics. The Commission’s mandates are attached as Appendix A. Many of the directions have since been continued by the Village, notably: the revitalization of the airport, enhancements and tax breaks for the industrial park, First Nations communications through Winds of Change, strengthening regional relationships and providing grant writing assistance to community groups.
- 2011** On March 29, 2011 an *Economic Development Workshop* was held with Village of Pemberton, SLRD/Area C and Lil’wat Nation/Mt. Currie Band Council. A report prepared from the session summarized the discussions and identified

next steps as well as the top priorities of the workshop. The top priorities for the Village of Pemberton to pursue included:

- Private school project;
- Bring back Pemberton Festival either with Live Nation or via another producing partner; and
- Develop tourism accommodation (position as more affordable and environmentally authentic experience compared to Whistler).

The top priorities combined for Lil'wat, Area C and Village were:

- Pursue Independent Power Projects to create community revenue and employment;
- Foster agriculture and aqua-culture programs;
- Consider farming mentor program to assist agriculture education;
- Market 100-mile diet to area residents – support locally grown food products; and
- Pursue call centre operations. Can host at industrial park. Creates jobs for both communities.

**2011-2013**

Following the disbandment of the *Economic Development Commission* the Village directed certain funds into an Economic Development Fund now known as ***Community Initiative & Opportunity Fund***. The primary benefactors of this fund have been Tourism Pemberton, Pemberton and District Chamber of Commerce, the Banner Program, and Stewardship Pemberton. The fund is for the development, advancement, support or initiation of opportunities or to promote partnerships that will enhance the economic well-being within the Village and to the improvement of the quality of life of its residents in the following areas:

- Business development and/or opportunities
- Creation of potential long term employment
- Community economic development and/or diversification
- Promotion of the Village and surrounding area

In late 2013, as the Manager of Development Services, I presented to the Committee of the Whole the concept of Community Economic Development (CED). Council expressed sincere interest in this approach, as it was noted that community members had already embraced this approach with events (Slow Food Cycle), facilities (BMX Park, Nature Centre), sustainably focused businesses, and farm to table initiatives.

Further as part of an assignment for a certificate in Community Economic Development (Simon Fraser University), I organized a session with local innovators to introduce CED and talk about the challenges and opportunities in further developing a strategy.

The casual meeting was held in late November 2013. The participants (see agenda attached as Appendix B) included representation from hospitality, non-profits, farming, environment, recreation, land development and construction. The assignment required as part of my course credit is

*Community Economic Development is a process by which communities can initiate and generate their own solutions to their common economic problems and thereby build long-term community capacity and foster the integration of economic, social and environmental objectives. CED has emerged as an alternative to conventional approaches to economic development, a participatory, holistic process that leads to positive, concrete changes in communities by creating employment; reducing poverty; contribution to the health of the natural environment; stabilizing local economics and increasing community control.*

**SFU Centre for Sustainable Community Development**

attached as Appendix C (Story of Hope), while an overview of the discussion and recommendations follows in the following section.

## **DESCRIPTION**

The findings of a grass roots session held with local innovators about what the Pemberton area should work towards to embrace the economic development in the community, considered a wide range of topics, all of which are listed in Appendix D. The following highlights five key themes:

- 1) **Embrace Risk** – Generally the economic development initiatives in the greater Pemberton area have been fairly safe – and to truly achieve something the “planning” has to move more rapidly into action. Many major initiatives have been kicked around for decades which lead to a level of frustration in getting major projects done.
- 2) **Need for a Pemberton + Area Tag Line** – Tourism Pemberton adopted the term “*Adventure Begins Here*” in the mid 2000’s, but this does not consider the community character as a whole. Pemberton is often (both to its benefit and detriment) fragmented – a focused tag line could pull out the commonalities. This vision then would be tied to clear directives that would provide focus to local decision making both in the public and private sectors. For example, there were comments such as:
  - *People are happy here*
  - *People want to be here*
  - *Pemberton has everything you need*
  - *Bottle it*
  - *No other town with the diversity of farming, 2 hours to world class city, resort town and backcountry.*
  - *It’s nice here, walk to places, no traffic, not afraid...*
- 3) **Self Promotion** – There are incredible success stories going on in Pemberton but often no one knows about it (small businesses, cottage industries, unique professionals...). We need to let the community and others know how great a place Pemberton is to live, through communications, accolades, social media, etc.. We need a forum to get the stories out, celebrate our people and market our passions. Engage and be proud.
- 4) **Previous Economic Development Initiatives** – The previous initiatives were somewhat successful but there were no measurable results. Economic development should be spearheaded by the community and local stakeholders, rather than government. The initiatives need to have measurable results.
- 5) **Food Clusters** – Pemberton has worked hard to become an established food cluster with the farm/farm gate operations, Slow Food Cycle and local restaurants. But more can be done to support and promote these initiatives.

At the end of the session, the group agreed that there is a need to develop a relatively short term (6 months) and medium term strategic approach to Community Economic Development. A facilitator needs to be hired which will independent and action oriented.

## **DISCUSSION**

Community Economic Development (CED) involves building interest and projects from local residents and stakeholders. The independent session held in November brought forward many interesting directions that should be expanded in a more concerted strategy. Although the Village should be involved to support the initiative they should only assist in the facilitation rather than the leading the process. It was recommended that the process could be financially supported by the Village's *Community Initiative & Opportunity Fund* in the hiring of a facilitator and supporting the development of a strategy with an action plan that spans public, private and not for profit interests. The CED should be an initiative of all area governments, SLRD/Area C and Lil'wat Nation.

## **COMMUNICATIONS**

At this time, this request does not require a communications element. If the Community Economic Development Strategy, however, is pursued, then it will be important that the process be open and transparent and that the initiative be well advertised to ensure a range of community and stakeholders are able to participate.

## **IMPACT ON BUDGET, POLICY, STAFFING**

A budget allocation will be required by Council if they support the facilitation and funding of a Community Economic Development strategy. The SLRD/Area C and Lil'wat Nation should also be asked to participate in the funding.

## **LEGAL CONSIDERATIONS**

There are no legal considerations at this time.

## **ALTERNATIVE OPTIONS**

The proposal contained within this report is to consider the funding and help with administrative facilitation in the preparation of a Community Economic Development strategy.

## **POTENTIAL GOVERNANCE CONSIDERATIONS**

This initiative is consistent with the strategic priority of economic development, specifically:

- *Develop an innovative working relationship with industry leaders in the Pemberton area*
- *Foster investment in each of the Village of Pemberton's economic areas*
- *Pemberton area*
- *Support the tourism sector in the greater Pemberton area*

## **NEXT STEPS**

Staff would like the Committee of the Whole to discuss the proposal for the preparation of a Community Economic Development Strategy that is developed from local stakeholders and residents. It would be staff's recommendation, that if Council is supportive of such an initiative, then staff would work with the informal working group (that participated in the November 2013 session) on developing a terms of reference and work program for a consultant to assist in the development of a Community Economic Development Strategy. Representatives from the SLRD/Area C (staff) and Lil'wat Nation (both staff and community members) should also be included in this group. In addition to the work program, a budget, community consultation and timelines will be established and returned to the respective Council's for consideration.

## **Attachments:**

Appendix A – Economic Development Commission Mandates

Appendix B – List of Attendees, November 2013 Group

Appendix C – Story of Hope

Appendix D – Summary of Results, November 2013 Group

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Caroline Lamont, Manager of Development Services

## **CHIEF ADMINISTRATIVE OFFICER REVIEW**

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Daniel Sailland, Chief Administrative Officer

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## Economic Development Consultant

### Worksheet Goal & Mandates 2007 – 2010

Goal & Mandates	Measurements	Accomplishments
<p><b>Goal:</b> My goal is the achievement of diverse, responsible, and balanced economic growth in collaboration with all stakeholders</p>		<p>All Mandates are in progress mode</p>
<p><b>Mandates:</b></p> <ol style="list-style-type: none"> <li>1. Establish strategies to entice businesses to settle in Pemberton, such as:           <ol style="list-style-type: none"> <li>A. Take advantage of Sliding Centre Legacy</li> <li>B. Airport</li> <li>C. Industrial Park</li> </ol> </li> <li>2. Identify additional business opportunities</li> <li>3. Strengthen communication with First Nations and also seek partnerships</li> <li>4. Forming and reinforce relationships with all neighboring communities</li> <li>5. Work closely with Spirit of BC and VANOC to leverage opportunities</li> <li>6. Strengthen communication with Government to ensure support for our Valley</li> <li>7. Establish Sponsorship Program</li> <li>8. Grant Applications with relevant committees</li> </ol>	<ul style="list-style-type: none"> <li>• increase in general business activities</li> <li>• Training facility in Pemberton</li> <li>• Expansion of Airport traffic bringing in visitors</li> <li>• Increase business in Industrial Park</li> <li>• More diverse businesses settled</li> <li>• Creating successful Partnerships - both communities are benefiting economically</li> <li>• Communities from D'Arcy to Whistler complement and increase business for Pemberton and themselves</li> <li>• Increased economic benefits</li> <li>• Increased government support</li> <li>• Secure funding for community trust funds &amp; events</li> <li>• Receive more Grants</li> </ul>	<p><b>1.</b> Due to my visit to the 2010 Commerce Centre, the company Proteus a temporary structure company was referred to Pemberton. The company scored contracts with VANOC and in turn contracted local businesses. They also brought in their own employees, which supported the local economy such as B &amp; B's and restaurants. Over \$600,000 was spent by Proteus here in Pemberton.</p> <p><b>A.</b> Site selection &amp; established contact with federations. Feasibility research &amp; conversations with VANOC. After extensive research and numerous conversations with Sports Federations, Whistler Legacy Society, Sliding Sports officials and VANOC the decision was made that a Push Track in Pemberton is economically not feasible.</p> <p><b>B.</b> Information exchange</p> <p><b>C.</b> Focus Group established. Challenges identified and partially addressed. New business settled: Proteus, Live Nation</p> <p><b>2.1</b> Through Proteus our local company Tree Tops learned about modular buildings and is now able to offer</p>

9. Event coordination support throughout the year to secure funding for 2010 celebration

10. Volunteer Program including Recognition Program, by consulting all Community Organizations accordingly.

11. Collaborate with Tourism Pemberton, Chamber of Commerce, and Spirit of BC to enhance business and economic development beyond 2010. Other Organizations and agencies may be involved.

12. Work with Whistler officials develop strategy how Pemberton and our neighboring communities can complement their 2010 efforts to host successful 2010 games.

13. Consult all stakeholders represented by EDC for acceptable future economic development and to enhance economic modules we already have.

14. Market the Pemberton Valley according to its vision and the 4 Pillars established by Pemberton Council in 2007.

- Key events receive more funds
- Volunteer of the year - various levels
- More programs, partnerships carrying on through 2010
- Communities delivered the best 2010 games possible
- Local businesses strive and expand
- Pemberton is on the map to be the place to be

additional services.

**2.2** Working on an entire Farm program. Farmers need to form a coop type of organization to support a food processing plant. A location and building for this type of business has been identified and owner is standing by waiting on next steps. Food branding is on its way. Investment contacts have been established. Educational presentation for farmers and community on farming are in working progress.

**3.** Partnership opportunities in tourism & agriculture identified as well as tourism and the arts.

**4.1** Joint 2020 Whistler Sustainability Economic Taskforce. Goal was set in Whistler to work with neighboring communities to promote entire area for Tourism & coordinate events. Tourism Whistler agreed to work with Pemberton and Squamish to establish a complementing program.

**4.2** Birken Focus Group established for area businesses to help increase their existence and address challenges.

**5.** In progress

**6.** Established relationship with local government officials, MLA and established contact with Ministry of Economic Development, Environment, and Agriculture. Attended EDABC conference and established key contacts.

**7.** First 2 year contract with BC Hydro was signed for Winterfest: \$8,000 minimum.

**8.** Support for Cultural Olympiad and

		<p>Museums Grant for 150 years celebration.</p> <p><b>9.</b> Support on various levels Winterfest, Pemberton Music Festival and started with Slow Food Cycle Sunday &amp; Rodeo</p> <p><b>10.</b> Not started.</p> <p><b>11.1</b> Organized a variety of workshops, which have been offered with the help of the Chamber of Commerce.</p> <p><b>11.2</b> Contact with Community Futures has been made.</p> <p><b>11.3</b> ED Consultant included in the Chamber Board meetings as a non-voting member of the board.</p> <p><b>11.4</b> Regular monthly contact with 2010 Commerce Centre.</p> <p><b>11.5</b> First edition Pemberton Newspaper June 19<sup>th</sup></p> <p><b>12.1</b> Regular meetings with VANOC.</p> <p><b>12.2</b> At a 2010 roundtable discussion initiated by the 2020 sustainability taskforce the goal and action was set to involve Pemberton and Squamish (never present, I am for the most part the only outside of Whistler representative) in 2010 initiatives. Whistler is trying to recognize that we can complement their efforts and are not trying to compete.</p> <p><b>13.</b> Monthly Economic Development Commission meetings in addition to individual meetings to support assigned team projects.</p> <p><b>14.</b> Supporting Live Nation. Supporting GEMS Private school will increase the portfolio of Pemberton</p>
<p><b>Action Plan (executables):</b></p> <ul style="list-style-type: none"> <li>Communities work together and complement each other to achieve the best result for 2010.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	



<ul style="list-style-type: none"> <li>• Pemberton community and local government officials (VoP &amp; SLRD) are in support of new economic opportunities.</li> </ul>		
<b>Issues/Concerns/Follow-up:</b>	<b>Action/Decision/Resolution:</b>	
<ul style="list-style-type: none"> <li>• EDConsultant asking for directions from the Commission – Questions: <ol style="list-style-type: none"> <li>1. Do you want EDC to sign contract for part time service, whilst working full time?</li> <li>2. How do you want me to set the priorities?</li> <li>3. Which areas do you want me to cut down?</li> <li>4. Would you consider looking for full time funding?</li> </ol> </li> <li>• Create support program: to help local businesses to grow (expand)</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	

## PEMBERTON: GREAT PEOPLE WITH GREAT IDEAS

### PARTICIPANTS:

Randy Jones, Mile One Eatery  
 Dawn Johnson, Stewardship Pemberton  
 Shannon Didier, Stewardship Pemberton  
 Graham Turner, GT3.0 Consulting and Pemberton BMX  
 Anna Helmer, Helmer's Organic Farms and Slow Food Cycle  
 Graham Murphy, Murphy Construction  
 Caroline Lamont, facilitator

### INTRODUCTIONS:

#### Why are we here?

- Over the years I have seen residents and businesses come together and host legendary events, build community amenities and bring innovation and ideas to the world stage, all in a fairly incremental and grassroots manner.
- This organic approach to community building seemed to be appropriate, but yet it seemed like most initiatives were living quite close to the bone. Organizations such as the Farmer's Institute, Pemberton Arts Council, Slow Food Cycle, Tourism Pemberton and the Chamber have each contributed to bring such efforts together but yet there is not a concerted strategy that will add value to the local economy and quality of life.
- It was with this in mind that I enrolled in a certificate program in Community Economic Development at Simon Fraser University. At the time I did not really understand what Community Economic Development involved, but after the first forty hours of classroom lectures I have realized that Pemberton should (and in many cases already has) embrace such an approach to the local economy.

#### What is Community Economic Development?

- Development encourages using local resources in a way that enhances economic opportunities while improving social conditions in a sustainable way. The CED approach is to increase local ownership, increase self-reliance and prioritize the triple bottom line (social economic and environmental).

#### Introduction

- Your name and why you have it

#### Who are you?

- A group of people who are engaged in their local community and really care about this place and the people in it. You have a strong sense of community, a love for the small town life and a strong desire to live, work and play here in Pemberton. You all have overflowing plates full of things you want to get done. I think we all for the most part are invested in making a positive difference in the world. There are unique connections of people and craft that are developed within this small town.
- And the skills we have here are diverse from retailing, deep culinary roots, construction/business experience (planning and designing major capital projects), full time student, science nerd, farmer, multi-generational, non-profit/charity volunteer, and recreation activist.

#### What is important?

- Places like this all around us...*Shannon*
- my wife with kids...*Graham M*

- our family working together under Mt Currie. The image of Mt Currie is by far Pemberton’s biggest asset. It just would not be the same without it sitting up there looking down on us....*Graham T.*
- Family, love, biodiversity, Mount Currie, the outdoors.....yoga. *Dawn*
- picture of my house, which I value greatly. I love living in town and working up the valley. I love my wood stove, I love the view. I like the shed and the woodshed and the potential to one day have chickens in the back. I like walking to the shops, to council meetings, and to the dentist. *Anna*
- Our surrounding area and the setting that we live in can be inspiring on numerous levels! *Randy*

**THE PROJECT:**

My assignment was to review, summarize and share research that relates to individuals and organizations in the Pemberton area that have pursued innovative approaches to community economic development.

**1) Small Towns, Big Ideas. Case Studies in Small Town Community Economic Development, Will Lambe, University of North Carolina at Chapel Hill, December 2008 (Lessons Learned pages 1 - 9)**

This study was prepared over a period of 12 months commencing June 2006, whereby the University of North Carolina-Chapel Hill, School of Government screened, researched and documented 45 case studies of small towns across the United States that are using a wide range of community and economic development strategies to advance their community’s vision for prosperity. The intent was to provide the reader with information related to various strategies and tools that have been used by local communities. The review focused on the lessons learned from the inventory and analysis. The information collected was based on an extensive information gathering methodology.

There were seven (7) key lessons learned or themes that were intended to provide “*take-away lessons for other communities hoping to learn from small towns with big ideas*”. The following provides a brief overview of the Lessons Learned and highlights a few discussion points as the article translates to Pemberton.

- Spoke freely, did not seem to rely on the summaries, but the interesting thing was the article was very much aligned with where this group thought Pemberton should go with community economic development

<p><b>1. In small towns, community development is economic development</b></p>	<p><b>Did not explicitly agree but clearly the message:</b></p> <ul style="list-style-type: none"> <li>▫ What keeps people here is the community involvement in projects</li> <li>▫ Highly motivated community</li> <li>▫ Can do attitude</li> <li>▫ Did have EDC – tried it, no monitoring, no evaluation, wrong person</li> <li>▫ No vision</li> <li>▫ Cater to people who live here</li> </ul>
<p><b>2. Small towns with the most dramatic outcomes tend to be proactive and future oriented, they embrace change and assume risk</b> – The time to be proactive is when there is not a lot going on in a community. This is effectively embracing change through adapting and</p>	<ul style="list-style-type: none"> <li>▫ This was clear recognition that risk is important</li> <li>▫ Enough planning more action, pull the pin and go, level of frustration in moving forward (pessimistic) believe it when I see it, false starts</li> </ul>

<p>taking risks. The case studies looked at leadership being able to take chances, which may involve trial and error and of course failures to get where the community eventually wants to go. The status quo is not politically safe as it will not be transformative.</p>	<ul style="list-style-type: none"> <li>□ Local government needs to step up, but again discussion on if they are the appropriate group. They are good with trial and error.</li> <li>□ Not happy with status quo</li> <li>□ Not a race, though...set aside emotions</li> </ul>
<p><b>3. Successful community economic development strategies are guided by a broadly held local vision</b> – The vision needs to be developed through an inclusive process with representation from of broad based interests (open and transparent). In small towns people are the most important resource and will work hard for the community’s interest. Be sure to engage newcomers, they come with different perspectives.</p>	<ul style="list-style-type: none"> <li>□ The group did not exactly call it a vision but clearly dropped terms like “tag line”, marketing strategy, touchstone</li> <li>□ For community not tourism</li> <li>□ Right now too fragmented on what we are, how do we pull it together, something the politicians do not change</li> <li>□ Bottle it, so unique</li> <li>□ Unique pieces, cool influences</li> <li>□ Passion of the people</li> </ul>
<p><b>4. Defining assets and opportunities broadly can yield innovative strategies that capitalize on a community’s competitive advantage</b> – Small towns typically do not have the traditional assets and opportunities as larger centres and therefore their competitive advantage must look broader. This may include partnerships with people and businesses that are not typical such as schools, skilled retirees, triple bottom line commitments and/or safety and security. Highlighting alternative assets can also encourage innovation together with unique and even unlikely partnerships.</p>	<ul style="list-style-type: none"> <li>□ Assets and opportunities really evident in the discussion...lists:</li> <li>□ People are happy here</li> <li>□ Want to be here</li> <li>□ It has everything you need</li> <li>□ Farming, Vancouver, Whistler, backcountry</li> <li>□ Passion</li> <li>□ People</li> <li>□ Its Nice Here</li> <li>□ Mt. Currie/Lilwat</li> <li>□ Cater to people</li> <li>□ Highly motivated</li> <li>□ Farmers</li> </ul>
<p><b>5. Innovative local governance, partnerships and organizations significantly enhance the capacity for community economic development</b> – The innovation considers out of the box thinking on contributors such alternative generation of tax revenues, partnerships outside the boundary, strong connections with provincial decision makers and public/private partnerships.</p>	<p>See risk  Toursim Office needs to be more  Can do attitude  Farming innovation historically  Not a lot of awareness of the how to/opportunities</p>
<p><b>6. Effective communities identify, measure, and celebrate short term successes to sustain support for long-term community economic development</b> – Community economic development can be a long journey – decades in the making – so success of low hanging fruit is important to maintain momentum, invigorate</p>	<ul style="list-style-type: none"> <li>□ Need to monitor efforts</li> <li>□ Need promotion</li> <li>□ Amazing business</li> <li>□ Need recognition</li> <li>□ Communications, accolades, social media</li> <li>□ Already successful/share it</li> <li>□ But not braggers</li> </ul>

volunteers and sponsors, convince naysayers and keep focus on the vision and goals. In addition to celebrating success it is also important to measure, monitor and evaluate on the progress of the initiatives.	
<p><b>7. <i>Viabile community economic development involves the use of a comprehensive package of strategies and tools, rather than a piecemeal approach</i></b> – There is no silver bullet or single strategy but rather healthy communities are multifaceted. <i>“Successful communities tend to have evolved to the point where they have a comprehensive package of strategies and tools that are aligned with the core assets, challenges and opportunities within their regional context”</i>. Decisions should be based on the community, yet can learn from others.</p>	Diversity continually emphasized, the people, the town, the activities, even summer to winter

**2) Food Clusters: Towards a Creative Rural Economy, Anne Lee and Geoffrey Wall, University of Waterloo, May 2012**

Food is part of a creative economy that is well suited to small towns and rural areas. Food clusters are built through a combination of primary sector (agriculture) and service sector (experience economy) activities with strong links to the cultural sector (creative industry), particularly where they have territorial assets such as an attractive setting and proximity to larger more urban markets. In the case studies in Southern Ontario (Stratford and Muskoka) the food cluster combined with existing and substantial creative and experience economies (theatre and recreation). The experiences of the food economy can be expanded into shoulder seasons with blossom and harvest events, while also markets are derived from residents and visitors (in turn reducing transportation costs for producers, leakages for local purchases and high quality ingredients), complementing other cultural offerings.

Four “faciliators” were identified as important to ensure a successful food cluster:

<b><i>Environmentally Friendly</i></b> – high quality, locally grown food with environmentally responsible farming methods.	Yes
<b><i>Leadership</i></b> – government, place brand management, creative people (chefs, entrepreneurs)	Getting there everyday
<b><i>Stakeholder Collaboration</i></b> – products such as farmers, service providers (accommodation) and creative people (marketers, prominent chefs, artisans and other entrepreneurs).	Farmers Instutite
<b><i>Communication and Information Flows</i></b> – many methods including websites, blogs, Facebook, etc.	All on the same direciton, recognition of real experiences

**Examples of first level outputs include:**

- Specialized restaurants
- New menus
- Creative farms
- Farmers markets
- “pick your own” opportunities
- Farmgate sales
- Food-trails
- Food tasting events

**Second level outputs**

- Cultural sector such as craft shops, galleries, antiques, etc
- Accommodation

<p><b>Conclusions</b> <i>Food economy provides some rural areas and small towns with the opportunity to improve their identifies and economies through the development of food clusters that develops relationships between agriculture and the experience (service) economies and links to the cultural sector (create economy). The innovation process involves talent creativity in the initiation and managmeent of diverse relationships among many stakeholders resulting in the offering of new cultural products leading to the fomation of a food cluster as a place brand.</i></p>	<p>Pemberton is doing well, more promotion but on the food map, draw on old world farming economy, synergy with lifestyle</p>
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If you want more, check out this video: <http://farmersfilmanac.com/#!>

**3) Stanford University Centre for Centre for Social Innovation, Social Innovation Conversations, Bill Drayton**

<http://csi.gsb.stanford.edu/podcast/series/Ashoka%20Social%20Entrepreneurship%20series?page=1>

**Start at Time 2:00 min – Finish at 15:00** (only 13 minutes you do not need to listen after this unless you really want to 😊)

<ul style="list-style-type: none"> <li>▫ A comparison of a social entrepreneur and a business entrepreneur is like comparing Florence Nightingale and Andrew Carnegie</li> </ul>	<ul style="list-style-type: none"> <li>▫</li> </ul>
<ul style="list-style-type: none"> <li>▫ Social entrepreneurship is an important initiative in the future, as the planet has big problems particularly as it relates to unsustainable practices and unfair income distribution.</li> </ul>	<ul style="list-style-type: none"> <li>▫ Acted because something was missing, or passion, or just wanted to do right thing</li> </ul>
<ul style="list-style-type: none"> <li>▫ Applying social entrepreneurship will ensure a quantum jump in problem solving</li> </ul>	<ul style="list-style-type: none"> <li>▫ Better for all, sold</li> </ul>

**What is an Entrepreneur?**

<p>They live beyond launch of an idea, and the idea may live longer than entrepreneur</p>	
<ul style="list-style-type: none"> <li>▫ A Core quality of entrepreneur – drive for vision to be executed – persistence in faith to do it</li> </ul>	<ul style="list-style-type: none"> <li>▫ Yes agreed</li> </ul>

<ul style="list-style-type: none"> <li>▫ Vision to change the field, idea and reality back and forth, adaption, lifelong affair</li> </ul>	<ul style="list-style-type: none"> <li>▫</li> </ul>
<ul style="list-style-type: none"> <li>▫ Looking for impact of big opportunity, think creatively, comprehensively, and continually adapt</li> </ul>	<ul style="list-style-type: none"> <li>▫ Yes</li> </ul>
<ul style="list-style-type: none"> <li>▫ Intense local activity in bring forward the idea, then the life of the idea continues considering how to market it, building a business, running an organization, management, etc.</li> </ul>	<ul style="list-style-type: none"> <li>▫</li> </ul>

**What is a Social Entrepreneur?**

A new way to look at the world, they are a citizen that organizes other citizens to care about a service or make change in the world and act to make it happen.

Want to watch an interesting video about a couple of social entrepreneurs (that were business students) and what they did with mushrooms, here is the link:  
<http://www.tedxyse.com/2011/01/nikhil-arora-and-alejandro-velez/> .

**NEXT STEPS:**

## Story of Hope

My story of hope, is the kick-starting of a discussion on community economic development in Pemberton. The assignment of bringing people together to talk about an issue kept me in my comfort zone, as I have a personal and professional interest in community engagement and have learned from mistakes and successes over the year. The story of hope in a research circle, however, was entirely a new beast.

My people were local innovators and incredibly busy people, but they agreed to the session as they were motivated with a good dose of hope and urgency. They came with expectations that their time would be well spent and that the research and conversations would resonate and make a difference. I was hoping that I could meet expectations as I started to feel that I was rapidly rolling out of my place of comfort and tipping into a panic mode.

The challenges included the reality that I do not actually live in Pemberton (an outsider) and was having no luck finding an appropriate venue. Regardless, I trudged along somehow, sending informative invitations (Doodle Calendar was a session saver), and securing recognized community participants that would rock the session. The fear of crisis was avoided just three days before the session was held as out of nowhere it seems I had a date that worked for most participants and a cosy venue (which to satisfy childcare needs actually resulted in hosting the event in one of the innovator's home) – I was on my way to frame my story for change.

The assigned date arrived and I had them share their thoughts of what they had in common, how they were unique and why they liked Pemberton. I soon realized that management tools to ensure a meaningful and robust discussion was not needed as this group launched themselves (with very little steering on my part) towards a clear course of action drawing directly on the research articles and their own personal experiences and attitudes. The session had valued conversations, framed by a comfortable venue, amazing participants, appetizers, child supervision and wine. The only thing missing were documenting photos (I got too involved).

Pemberton's story for community economic development is on its way with a captivated group that in solidarity has the courage to spur implement change and take risks; they want to promote our success recognizing our vision and the passion of the people that are here. The ideas have not stopped as each day since the session, I find in my inbox an email from the individual innovators talking about where we will go collectively. So out of my comfort zone I continue, to help Pemberton be a unique place with cool influences. Oh and most important they want me to be part of their next chapter.



**Storyboard of Change**

Use this storyboard to describe, process and explore your thinking, emotions and/or actions

<b>Describe Experience</b> <i>What was significant?</i>	<b>Process Feelings</b> <i>How has this left you feeling?</i>	<b>Explore Change</b> <i>In what ways is your thinking or understanding changing?</i>

One or two sentences

Different backgrounds and perspectives but similar strategies to address change

That the research was a worthwhile initiative that has legs

I am not the only person that sees that there is an existing issue that should be proactively addressed

## CED Research Circle

### Community Economic Development

#### Risk vs. Reward

- Limited appetite to take risk
- People are dynamic – but there are lots of opportunities but Village is dragging its heels
- Enough planning more action
- “lets pull the pin and go”
- Level of frustration in getting major projects done
- “believe it when we see it” so many false starts
- Not sure what is really going on ..but there is a lot

#### Tag Line

- “Adventure Begins Here”
- But is that really the community, what keeps people here is the community involvements and projects
- Risk in not proceeding
- We are very fragmented – how do you pull it all together
- Who are we
- Online poll
- Vision going in this direction
- Clear directives
- Unified vision that municipal government does not change
- Marketing strategy
- Touch stone, continuity
- What is the stimulus
- Feel good about what we do
- People are happy here
- Want to be here
- Market the amazing
- Ephemeral
- It is happening, what is it
- It has everything you need
- Sustained, strategic
- Bottle it
- NO other town with diversity of farming, 2 hrs to world class city, world class resort, world class backcountry
- Unique piece, know why we lit it , cool influences
- Pemberton will take care of itself with the passion and the people
- Visitor Info? GAteway
- Ironman, Blackcomb AViation

#### Council meetings

People should go, see all the things

#### Self Promotion

- There are tons of businesses in this town that are successful but no one knows it
- Really cool stuff
- There is something about this place that drives people here
- See it, spectacular, it is the little things
- “Its Nice Here”...walk to places, no traffic, not afraid...
- How do people know how great it is
- Recognition, blog building community
- Communications, accolades, social media, great examples (SHE sleds)

- Cottage industries, self sufficiency

**Getting the Stories out – forum, for people to connect, give back connect**

**Celebrate and market**

**Passions of people behind the scenes**

**“story needs to be told, or feel good about it**

**Engaged and Proud**

**Mt Currie**

- Positive
- Great experience
- Dynamic community ...legacy

**Amenities**

- Not everyone wants to live here, but they still like the experience
- Mount Currie...tourist information...no reason to stop
- How do you draw people in, not a destination
- Can we be a destination

**Roles and Responsibility**

- Farmers are about less government the better
- It is representative of a large group in the area
- Government is not to build community centres it is for basic services
- Poor practices have a legacy
- Rumour mill, misguided

**Diversification**

- Catering to people who live here

**Community is maturing**

- New businesses,
- People want to stay, more permanent

**Youth issues**

- Need to engage youth
- Respect youth values, lose the idle time
- Recent event worrisome
- Destroyed innocence

**School**

- Will it fragment
- Improve local education

**Community (Municipal) Decisions**

- Rely on local expertise

**Previous ED**

- No measurable results
- Tried it
- Within municipal office
- No monitoring
- No evaluation
- Money is there, data on what works

**Community**

- Highlight motivated
- Need municipality to have the “I can do this attitude”
- But not a race, do it but do it right.
- Emotional decisions, step back slow down

## **Social Entrepreneur**

### Stewardship Pemberton

- Acted cause something was missing in the community
- Passion, funding, interest
- Do the right thing
- Organic approach
- Risk vs reward
- 

### **Food Cluster**

Pemberton doing well

Guests from all over the area

Micheline example

Helmers

ON the food map

Old World Farming Economy – incredible, fascinating, learning about them it is genuine, enchanting, balance “local” vs menu price

Pemberton food scene should be recognized

Farmers Institute – robust

Tale of Two Seasons

Winter and summer

Winter is backcountry, sleds, skiing

Filming

### **Summer is food**

**Festivals** such as Tofino Oyster Festival

Diversity/Ephemeral is part of us too

### **Outdoor Adventure**

Hut to hut

Sled lift

### **Next Steps**

6 month plan and big picture timeline...prize like Sea to Sky moniker

## Post Meeting

*Interestingly, there is an article in the Pique about the economic benefits of their various events, which are quite significantly funded by the hotel tax fund- Ironman, Tough Mudder etc. That money (\$900,000) is allocated to the events that will best fill hotel rooms. Pure and simple.*

*I wonder if there is a pure and simple driver for the Pemberton economy that we can put our finger on? Obviously, there has been a lot of focus on real estate development as the town has grown so quickly over the past 15 or so years. However, I see that as petering out now, due to the economic and land availability/ ease of development realities. Also, as we talked about last night, the due process exists and developers have only to follow that- the rest is up to them!*

*Now I think it would be good to get people to come here- and they don't need to stay forever!*

*This is more than tourism. This hooks in to people's desire to live a more active lifestyle, their beliefs around a clean environment and convivial communities, about a more simple and straightforward approach to eating, and finding an alternative to a failing food system. We can be that place where Vancouver people come to get their food, find adventure, and get centered. Or something.*

*For the most part, entrepreneurs will see the opportunities in this and take it from there, and they are already doing that of course. Government's role in this difficult to articulate. On the one hand it could be summed up as: stay out of the way. On the other: be visionary and brave. For extreme example: no new building permits issued until there is a paved bike and walking trail connecting all neighborhoods contained within the village boundaries. Pemberton becomes an example of a place where all these important lifestyle choices are supported by local government.*

*What a diverse group of people in the room with no introductions needed. No too many towns that know one another, like we do.*

*I would love to keep the momentum from last night rolling for sure.*

*Couple of next steps I could see us move forward with:*

- o Ensure we have a good cross section of people in the room. (missing the adventure entrepreneur??, anything else?).*
- o Document from within our Pemberton Community – Who are we? What do we do? Why are we here?*
- o Document what our Pemberton Community looks like for the outside looking in or driving by from a non-resident / visitors perspective?*
- o Do these align?*

***How can we share what Pemberton is from within to the outside looking in?***

***\*Create a Shared Vision Statement.***

***Pemberton as a brand?***

***\*Create a Pemberton Brand Book that tell our story and could also act as a directory for all our amazing businesses & resources.***

*WB Brand book here: [http://issuu.com/whistlerblackcomb/docs/wb\\_mk1058\\_brandbook\\_web](http://issuu.com/whistlerblackcomb/docs/wb_mk1058_brandbook_web)*

*Lil'wat nation Annual Report: <http://www.lilwat.ca/cms-assets/documents/99438-332640.lilwat-nation-annual-report-2012.pdf>*

*I personally feel that the Info Centre is underutilized and is full of brochures sending guests to everywhere but Pemberton. This place need to represent who we are through images and information about "Our Town".*

*I agree - what an amazing session. You all left me with such an incredible sense of what we have to offer as a community in Pemberton. Thank you all for such a great evening.*

*That was an interesting article to be sure. Made me think a lot about Pemberton and how we could be "funding" our events.*

*One other thing that we skimmed across on Thursday is that I really do feel like people really are coming to Pemberton as a destination. If it be mountain biking, BMXing, backcountry skiing, or having their weddings here, I feel like we have become more of a destination on our own than in the past. I really see us developing that niche market - and I suppose that really is what we were meeting about.*

*I agree with all your comments and the Lil'wat Annual Report is an inspiring document. How amazing it would be to have that for Pemberton! More of a dynamic and holistic approach than the traditional reporting - and it makes those outside of politics/government more compelled to read it. A way to engage the community?*