

Squamish Emerging Ecosystem Series

Engagement
Report

January 2021



SQUAMISH



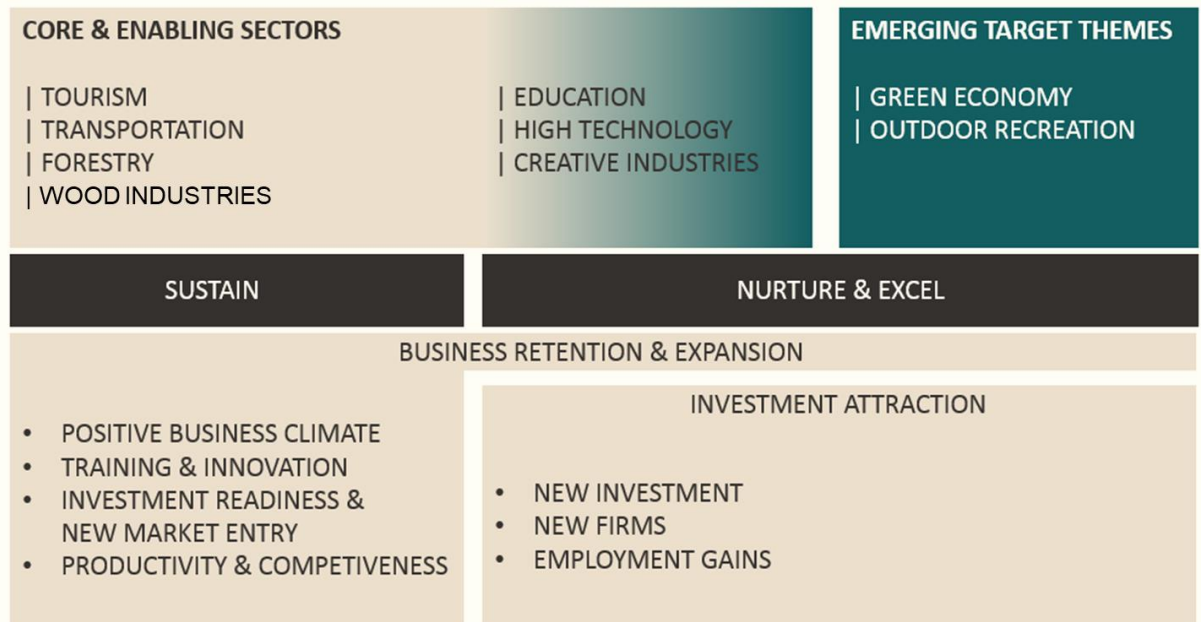
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Emerging Sector Roadmap and Action Plan Overview

About the Emerging Sector Roadmap and Action Plan

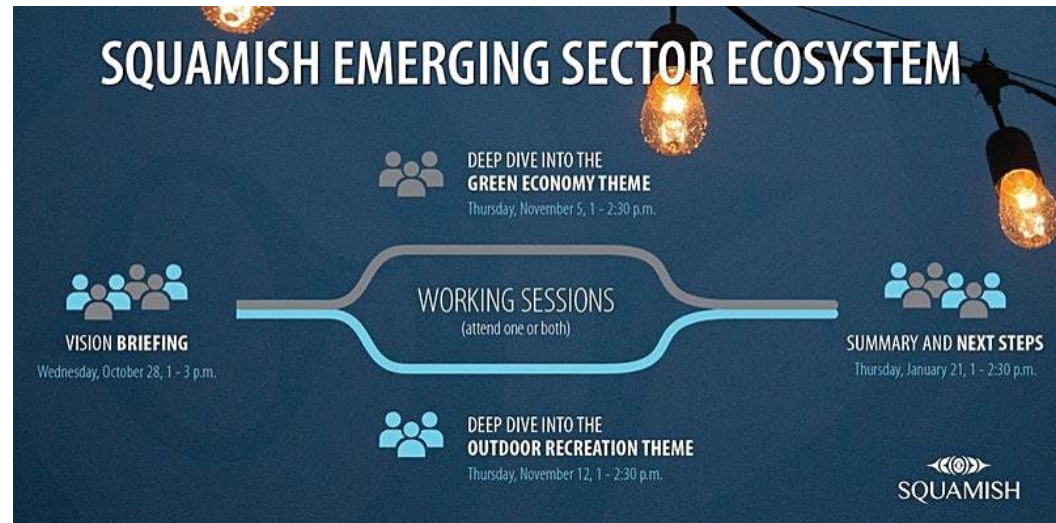
- In 2019, the District of Squamish endorsed a Sector Ecosystem which included two emerging target themes for development, the Green Economy and Outdoor Recreation. The Green Economy theme encompasses clean technology, renewable energy, green building and agri-foods, while the Outdoor Adventure theme includes adventure-based digital media, marketing and film, and recreation technology and design.
- In 2020, the District unveiled the [Emerging Sector Roadmap and Action Plan](#) providing the District and its stakeholders with tactics, timelines and ideas to develop target themes which show potential to bring a variety of employment opportunities, vibrant companies, and quality of life to Squamish residents.
- The plan, which was endorsed by Squamish Council in June 2020, is being implemented by the District with the support of local and regional partners.



Emerging Ecosystem Series Overview

About the Emerging Sector Series

- As part of the Emerging Sector Roadmap and Action Plan implementation, the District's Economic Development team undertook engagement with stakeholders including industry, supporting organizations, and other levels of government to:
 1. Confirm a mission and vision for business ecosystem development;
 2. Uncover opportunities for general business ecosystem development and the development of emerging Green Economy and Outdoor Recreation clusters; and
 3. Develop an action plan and supporting economic framework to develop the business ecosystem and its emerging clusters.
- The following engagement summary provides an overview of findings that aim to support a vibrant and diverse Squamish business ecosystem.



Emerging Sector Series Engagement Participants

Over 100 participants including:



Education, research & development: Quest University, Capilano University, UBC Faculty of Applied Science, School District 48



Capital & funding: Futurpreneur, Spring Accelerator, WorkBC, Vantec angel network, Vancouver Angel Forum



Non-profit associations: Squamish Chamber of Commerce, Tourism Squamish, Squamish Craft Beverage Association, Squamish Climate Action Network, BC Food & Beverage Association, BC Craft Brewer's Guild



Entrepreneurs, partners, and owners from local companies



Staff and elected representatives from local, provincial, and federal government, and members of the District's Economic Leadership Team and Economic Partner Forum



Squamish Ecosystem Discovery Session

October 28, 2020

Working Session Engagement Results

Squamish Future State Vision

What will the
Squamish
business
ecosystem look
like five years
from now?

People

- More mentors throughout community
- More local employment opportunities
- More family resources
- Higher paying jobs
- Economy is focused on human wellbeing rather than growth
- Youth see future in Squamish
- Larger population post-pandemic
- Reduced commuting population
- More people and organizations engaged in business ecosystem development
- People are spending locally on goods and services
- Culture and heritage recognition



Squamish Future State Vision

What will the
Squamish
business
ecosystem look
like five years
from now?

Business

- More working from home
- Greater resiliency in tourism sector
- Partnerships between government, academic and industry
- Anchoring organizations exist in each sector
- Squamish has a company creator, converting market needs into new companies
- A growing angel investment community
- Supportive District financial and policy incentives and processes for business
- Acceleration and incubation services are available in Squamish
- Technology sector has grown
- Squamish is a leader in recreation
- New partnerships between local business
- Strong brand
- Vibrant support system is in place for businesses
- Knowledge-based industries abound
- Entrepreneurs and business are actively involved in the innovation ecosystem, accessing capital, etc.
- Circular economy in practice
- Growing number of small businesses
- An understanding of how industries relate to each other

Squamish Future State Vision

What will the
Squamish
business
ecosystem look
like five years
from now?

Place

- Oceanfront build-out
- Squamish green innovation hub
- Build-out of green development
- Densification
- More office space
- Academic institutions
- Vibrancy, walkable, livable space – zero carbon
- First community with more than 50% electric transportation
- Larger co-working spaces with programming
- Maker spaces
- More covered outdoor spaces for events, gathering, markets
- Natural environment is protected
- Agri-foods development space
- Access to local foods
- International gateway
- Development is reflective of community goals
- More places for events, networking, collaboration
- More entertainment options
- Flexible zoning to allow for creativity in business, scaling

Squamish Ecosystem Discovery

What's present and what's missing?

	What exists?	What's Missing?
Government	<ul style="list-style-type: none"> • Revitalization tax exemption for Oceanfront lands • Expedited development process for priority projects (affordable housing, green building, childcare) • Squamish Community Grant (Non-profits and charities) • Dedicated economic development department • WorkBC labour market training, career planning, job boards • WorkBC training grants and job grants, wage subsidies • Squamish Nation education, skills training, and job placement 	<ul style="list-style-type: none"> • A more holistic service delivery model for businesses • More financial incentives for business from local government • New civic engagement tools featuring a holistic approach to governance
Incubation & Acceleration	<ul style="list-style-type: none"> • Lower Mainland programming and space (BCIC, Foresight, CDL West, private sector accelerators/incubators) • Co-working spaces (Aligned Collective and The Common) with event-based programming 	<ul style="list-style-type: none"> • No local incubator/accelerator programs/space in Squamish • No local events from Vantec, etc.

Squamish Ecosystem Discovery

What's present and what's missing?

	What exists?	What's Missing?
Programs/ Workshops for Entrepreneurs	<ul style="list-style-type: none"> • Squamish Chamber training programs • Community Futures Howe Sound advising and funding • Tourism Squamish marketing and sales partnership opportunities, training • Community Futures Howe Sound business advising • Howe Sound Women's Centre Homeless Prevention Program • Export Navigator program • Futurpreneur, Women's Enterprise Centre, and Small Business BC programs • Feeding Growth food entrepreneurship training, subsidized by the District and Squamish Food Policy Council 	<ul style="list-style-type: none"> • More visibility of these opportunities and direct linkage to community (concierge service)
Space (for events, startups, innovation)	<ul style="list-style-type: none"> • Squamish Farmer's Market (must meet 'make, bake, or grow locally' criteria) • The Common • Aligned Collective • District of Squamish facilities (rooms at the 55 Centre, Brennan Park, Adventure Centre) • Howe Sound Women's Centre Drop In Centre 	<ul style="list-style-type: none"> • Creative space, outdoor space, more flexibility & less regulations • Maker, lab and development space • More spaces for training and development • Larger community spaces • Flex space to accommodate business needs

Squamish Ecosystem Discovery

What's present and what's missing?

	What exists?	What's Missing?
Education Supporting Talent Development	<ul style="list-style-type: none"> • Quest University: liberal arts, work-integrated learning as part of a capstone project • CapU programming • School District 48 - culinary, carpentry, hospitality training • UBC Faculty of Applied Science (remotely, R&D, carbon-related) • WorkBC Sea to Sky Employment Services Centre: services for job-seekers and employers • Squamish Nation education and training 	<ul style="list-style-type: none"> • More Quest programming, including applied learning opportunities • B.C.I.T. or UBC green building programs • Collaborative post-secondary education space (ex. Great Northern Way campus) • Better connection between local employers and graduating talent • Formalized work-integrated learning initiatives • City-Studio model for Squamish
Investment & Funding to support businesses	<ul style="list-style-type: none"> • Community Futures Howe Sound Small business loans • Loans mentorship from Futurpreneur, Women's Enterprise Centre, BDC • Subsidized training programs from District Economic Development and Squamish Chamber 	<ul style="list-style-type: none"> • Partnerships could be leveraged more broadly given Squamish's awareness as a recreational hub • Local angel groups • Awareness of provincial and federal funding and tax credit opportunities

Squamish Ecosystem Discovery

What's present and what's missing?

	What exists?	What's Missing?
Service Providers (including funding providers and support organizations)	<ul style="list-style-type: none"> • Tourism Squamish: training, events • Squamish Chamber of Commerce: events, training, networking, marketing/promotion • Sea to Sky Community Services: affordable housing, affordable childcare, youth transitioning to adulthood • Howe Sound Women's Centre: multicultural outreach • Downtown Squamish Business Improvement Association • WorkBC: courses/training, self-employment program, wage subsidies, job placement support • Squamish Savings Community Grant • Squamish Community Foundation grants • (Regional) Export Development Canada, Futurpreneur, Women's Enterprise Centre, BDC 	<ul style="list-style-type: none"> • More awareness of resources sharing local business and entrepreneurial services • Accelerator, incubator and maker spaces

Squamish Ecosystem Discovery

What's present and what's missing?

	What exists?	What's Missing?
Infrastructure (larger scale infrastructure that exists or is needed)	<ul style="list-style-type: none">• Deep sea port and short-haul barging• Highway 99, close proximity to metro Vancouver & US west coast• Extensive rail connections, East-West, North-South• Close proximity to Vancouver, Whistler, and Vancouver Island• World class outdoors; Olympic sports park• Power grid, internet - access, strongest electric grids in BC• Location on hydrogen highway	<ul style="list-style-type: none">• Affordable and accessible workforce housing• Livability / affordability, regional transit support• More active transportation options, amenities• Funds/resources to take advantage of existing infrastructure• More outdoor amenities and infrastructure• Lack of makerspace• More commercial space

Squamish Ecosystem Discovery

What's present and what's missing?

	What exists?	What's Missing?
Entrepreneurs/ Businesses (key companies and groupings of companies)	<ul style="list-style-type: none"> • Several clean technology and green building anchor companies (renewable energy, efficient technology, construction technology, wood products, sustainable building) • A healthy cluster of food and beverage manufacturers (producing craft beer, cider, kombucha, coffee, pies, tortillas, etc.) and an informal industry group, the Squamish Craft Beverage Association • Outdoor recreation companies (biking, snow sports, climbing, water sports, recreation apparel) 	<ul style="list-style-type: none"> • More local services in the community • Supply-chain gaps in certain industries- i.e. the food sector lacks a cold storage facility • Few social enterprises • Collaboration opportunities for old and new businesses • More sustainability-oriented companies
Mentors	<ul style="list-style-type: none"> • Access to province-wide programs through Futurpreneur, Women's Enterprise Centre, Spring, Small Business BC, etc. 	<ul style="list-style-type: none"> • Newcomer settlement • Local (or Sea to Sky-wide) business mentorship programs, organizations, clubs

Squamish Ecosystem Partners

BUSINESS ECOSYSTEM



Research & Development

UBC Faculty of Applied Science
Quest University
CapU
B.C.I.T.

Place & Infrastructure

Co-working space
Port facilities
Shipping services
Sea to Sky Highway
Extensive Rail Connections Proximity to Vancouver and Whistler
Clean Power
Strong Broadband
Situated on BC's Hydrogen Highway

Capital & Funding

Community Futures Howe Sound
Women's Enterprise Centre
WorkBC
Futurpreneur
BDC: Business Development Bank of Canada
Export Development Canada
Charter banks
Oceanfront Revitalization Tax agreement
BCIC New Ventures BC Competition Innovate
BC Forum for Women Entrepreneurs
NSERC, MITACS, SR&ED, IRAP
BC Government

Training & Education

Squamish Chamber
Spring Accelerator
CapU
Quest University
Howe Sound Secondary
WorkBC
UBC Farm Feeding Growth
Squamish Climate Action Network
District Economic Development
Export Navigator

Anchor Companies

Carbon Sequestration
Energy Efficiency
Green Building
Recreation Technology
Performance Apparel
Adventure Media, Marketing and Film
Tourism
Transportation
Forestry and Value-added Wood Products

Networks & People

Squamish Nation
Squamish Chamber
Squamish Craft Beverage Association
Squamish Clean Technology Association
FLNRORD Regional Economic Operations
Tourism Squamish
Downtown BIA
Squamish Arts Council

Recreation Lifestyle Amenities

3,500 rock-climbing and bouldering routes
Over 200 kilometres of mountain bike trails
Prime wind conditions for water sports
6 provincial parks



The background image shows a modern, multi-story building with large windows and balconies. The building is situated on a street with a sidewalk and a road. In the distance, a large mountain is visible under a clear sky. The image has a warm, orange-toned overlay.

Cluster Visioning and Ecosystem Mapping Sessions

2020

November 5 and 12, December 8

2021

January 7 and 13

Vision Session Learnings

A world-class location / destination...

- supportive, start-up ecosystem
- known as a center for R&D and Innovation
- local clusters of new and growing innovative small-businesses
- industry is linked to local natural assets
- local industry is inspired by the land and people
- local clusters are reflective in community planning (ecology, built environment, active community, inclusiveness)
- strong link between local clusters (partnerships, complimentary industries)
- local education and training is readily available and linked to local clusters

**Early-stage
Innovators**

**Place /
People
Connected**

**Inter-
Connected
Clusters**

Ecosystem Development Opportunities



People

- Work-integrated learning
- Secondary and post-secondary academic and applied programming
- Social procurement strategies
- Mentorship programming
- Youth programming
- Retraining and upskilling programs
- Sector-focused training
- Cultural and heritage development
- Home-based worker supports
- Side-hustle programming
- Equity and inclusion training



Business

- Start-up ecosystem resources and tools (incubation/acceleration programs)
- Supply-chain development
- Local Associations and trade groups
- Industry events
- Ambassador program and familiarization tours
- Shared and social procurement
- Challenges and competitions
- Angel investor networks
- Cooperative community funding models
- Industry asset matching
- Sector and supporting service directories
- Sector storytelling and branding



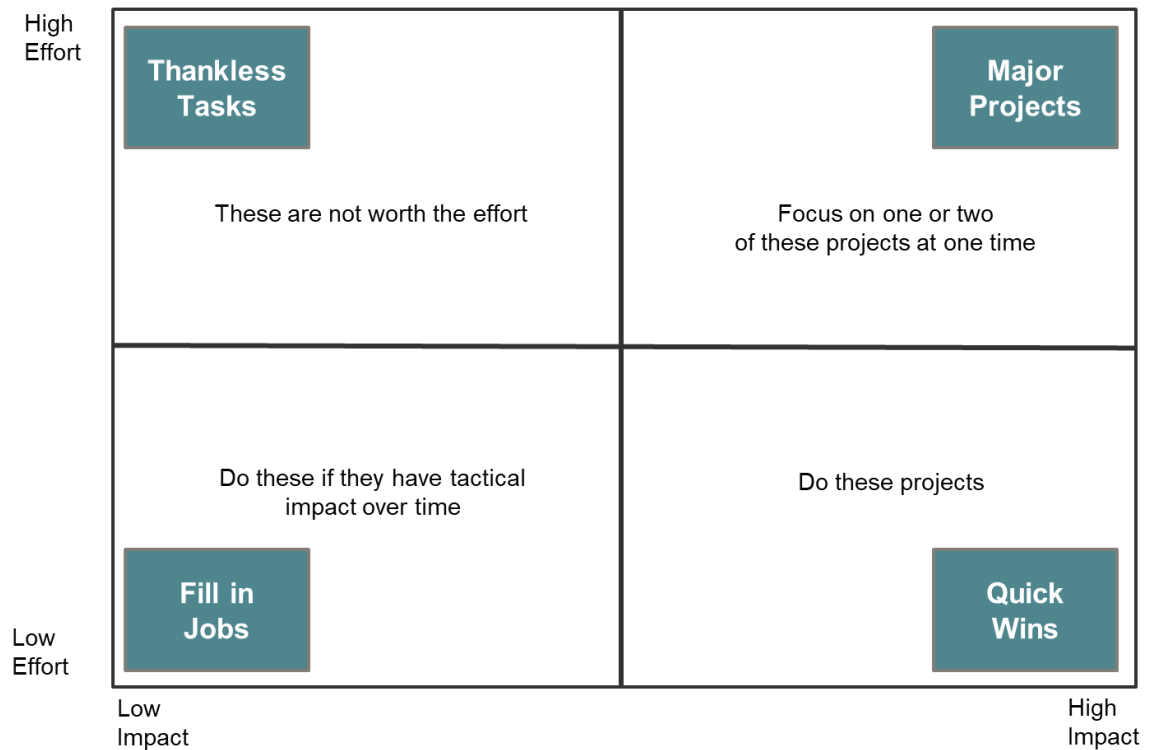
Place

- Affordable and accessible workforce housing
- Sector-aligned employment space forms
- Cluster-specific business parks
- Regional transit and active transportation
- Research and development space
- Collaborative innovation and maker space
- Shared storage and distribution space
- Covered event space
- Local government incentives (financial, regulatory, process)
- Partnered demonstration projects
- Electrification of transportation
- Marine infrastructure development

*See glossary on pages 28 – 31 for a description of each opportunity

Prioritizing Ecosystem Opportunities

- Opportunities to develop and strengthen Squamish's business ecosystem were evaluated based on potential impact and effort required to implement.
- Opportunities assigned to the major projects quadrant or quicker wins quadrant are highlighted on the following pages for the overall ecosystem and for specific clusters.



Ecosystem Opportunities For All Clusters

Major Projects

- Government-funded Demonstration Projects
- Shared innovation and maker Spaces
- Collaborative shared spaces and distribution
- Sector-focused education/training
- A spectrum of workforce housing
- Regional transit solution

Quicker Wins

- Community cooperative funding
- Mentorship and mentorship spaces
- Shared procurement strategies
- Community challenges/competitions
- Industry trade events (buyer/seller, networking, etc.)
- Angel investor network
- Gov't incentives for sector development (zoning, expedited process, tax incentives)
- Asset matching (circular economy)
- Sector directories
- Sector storytelling and branding
- Familiarization tours
- Work-integrated learning
- Cross-marketing between sectors
- Link to sector associations



Cluster Development Priorities

Major Projects

- Municipal, academic, and local industry partnerships
- Green technology and building parks
- Shared development, innovation, and learning space
- Development of a circular economy
- Development of a company creator (providing ideation, funding and support)
- Access to local capital (Co-operative Funding and Angel Investors Network)

Quicker Wins

- Sector focused education and training
- Supply-chain mapping and strategy
- Reinvigorate sector association
- Local challenges and competitions focused on housing, energy and waste reduction solutions
- Industry trade events (networking, B2B, learning)
- Familiarization tours
- Work-integrated learning
- Zoning and policy alignment
- Regulatory process and financial incentives
- Investment and talent attraction collateral
- Cluster directory



Cluster Development Priorities

Major Projects

- Covered outdoor event-space and year-round market space
- Commissary and shared storage, refrigeration, distribution space
- Product development lab
- Industry input-output sharing
- Shared procurement
- Festivals and events

Quicker Wins

- Association development (i.e. Squamish food producers and processors)
- Squamish specific branding
- Food and beverage processor and manufacturer needs assessment
- Local space directory (i.e. commissary, processing, storage)
- Trade events (learning, storytelling, B2B)
- Market space available during Sea to Sky high traffic times
- Cross-marketing partnerships
- Expanding tourism experience
- Cluster directory
- Asset matching and sharing (i.e. product development space)



Cluster Development Priorities

Major Projects

- Purpose-built space (with shared/common space for storage, distribution)
- Temporary space/start-up space (shipping containers/studio spaces)
- Research and development space

Quicker Wins

- Integrated learning opportunities (secondary and post levels)
- Trade shows and events (learning, B2B sales, networking)
- Cluster directory
- Directory of support services
- Prototyping services (directory)
- Familiarization tours
- Shared procurement strategies



Cluster Development Priorities

Major Projects

- Local education/training (post-secondary focused)
- Pre- and post production space
- Community creative spaces
- Adventure lifestyle infrastructure
- Major community content event

Quicker Wins

- Networking and industry events
- Cluster directory
- Directory of support services
- Directory of locations (interior/exterior)
- Youth to industry connection programs
- Association for content creators



Opportunity Glossary

Active Transportation

- Accessible human-powered forms of travel, such as walking, cycling, in-line skating, skateboarding, skiing, canoeing, and more.

Adventure-based Infrastructure

- Infrastructure and amenities that support local outdoor recreation pursuits.

Affordable Workforce Housing

- A diverse supply of housing which is affordable and available to a range of local workforce participants across clusters.

Squamish Champions

- A supported group of local business leaders who build awareness of Squamish as a place for business.

Angel Investor Network

- A group of private investors who provide financial backing for small startups or entrepreneurs, typically in exchange for ownership equity in the company.

Business Development Collateral

- Visual and print assets to convey why Squamish is a great place for start-ups, priority sectors, work, and play.

Challenges and Competitions

- Civic and industry-based challenges to drive innovation and problem-solving for a range of social and environmental issues.

Cluster-Specific Business Parks

- Purpose-built business parks which support the development of supply-chain, integrated learning and innovation for specific clusters.

Collaborative Innovation Space

- Dedicated space for the purpose of developing new products and services in a shared environment. Can includes learning and cross-sector collaboration.

Opportunity Glossary

Commercial Kitchen Space, Commissary Space

- Established commercial-grade kitchens where food service providers can safely and legally prepare, cook, and store food and equipment—without having to own and maintain the facility themselves.

Company Creator

- An entity that works and supports entrepreneurs that solve problems through innovations which have commercial value in order to launch viable companies.

Cooperative Community Funding

- Diluted funding for early-stage businesses.

Covered Event Space

- Indoor and outdoor space allocated to the delivery of business events including business-to-business events, direct retail events and festivals.

Cross-marketing Between Clusters

- A marketing strategy that involves companies or brands coming together to help each other increase sales.

Cultural and Heritage Development

- Development of cultural and heritage knowledge and protection/celebration of associated assets.

Electrification of Transportation

- A commitment to increase both personal and shared electric transportation throughout Squamish.

Equity and Inclusion Training

- Training to support the development of business knowledge and practices to ensure fair treatment, equality, and fairness for all while building a culture of belonging by actively inviting the contribution and participation of all people.

Familiarization Programs

- Programming to orientate investors, business organizations and government to the array of businesses making up local clusters.

Opportunity Glossary

Home-based Worker Supports

- Infrastructure and services to support home-based workforce.

Industry Asset Matching

- A platform to connect local and regional businesses with production by-products for use in other applications.

Industry Events

- Events including networking, business-to-business, consumer and cross-sectorial to increase awareness, perception, sales and collaboration opportunities.

Local Government Incentives

- Local government measures including revitalization tax agreements, proactive zoning, priority development permits and fast-track regulatory processes, to incent the development of emerging clusters of the economy.

Local Sector Associations and Trade Groups

- Not-for-profit entities dedicated to advancing and protecting the interests of local business clusters.

Marine Infrastructure Development

- The development of infrastructure which supports emerging clusters and the promotion of marine-based business opportunities.

Mentorship Programming

- A program which connects more experienced and skilled individuals to a less experienced or less knowledgeable person to provide guidance.

Partnered Demonstration Projects

- Projects which typically demonstrate a new technology or process before commercialization and involve participation from a variety of stakeholders.

Pre and Post Production Space

- Dedicated space for filming industry including sound stages and editing space.

Regional Transit

- A shared transit solution connecting communities throughout the Sea to Sky Corridor and the Lower Mainland.

Opportunity Glossary

Research and Development Space

- Dedicated facilities that incorporates infrastructure for the purpose of product and service design and testing.

Retraining and Upskilling Programming

- Training for the purpose of enhancing or providing new skillsets that can be applied to relevant sectors of the economy.

Secondary and Post-secondary Academic and Applied Programming

- Local-based or accessible accredited academic programming, including applied learning opportunities.

Sector-Aligned Employment Space Forms

- Purpose built employment space for local clusters which optimizes layout and features for businesses at all stages.

Sector and Supporting Service Directories

- A listing of companies and supporting organizations which details their competencies and focus.

Sector-focused Education and Training

- Education and training which is aligned to local sectors of the economy.

Sector Storytelling and Branding

- Efforts to increase the awareness and positive perception of local sectors/clusters.

Shared Procurement

- A procurement strategy where companies or organizations combine purchasing power for cost savings, waste reduction and increased efficiency.

Shared Storage and Distribution Space

- Dedicated space, usually by sector/cluster where companies can share both storage and distribution infrastructure and related services.

Side-Hustle Programming

- Programming which supports the development of part-time businesses which provide supplementary income and could lead to a full-time endeavor.

Opportunity Glossary

Social Procurement Strategies

- Social procurement is the achievement of strategic social, economic and workforce development goals using an organization's process of purchasing goods and services.

Start-Up Ecosystem (incubation/acceleration)

- Organizations providing a wide range of resources including training, space, funding, etc. Companies accessing accelerators are typically start-ups that have moved beyond the earliest stages of getting established whereas incubators are geared to start-ups and very early-stage businesses.

Supply-Chain Development

- Filling gaps in the supply-chain which supports the development and flow of goods and services.

Temporary and Start-Up Space

- Flexible space for start-ups such as containers, pods, shared development space.

Work-Integrated Learning

- A model and process of curricular experiential education which formally and intentionally integrates a student's academic studies within a workplace or practice setting.

Youth Programming

- Programming aimed at inspiring, training and educating, providing practical work experience and funding to youth to prepare them for the workforce or as future entrepreneurs.



An aerial photograph of a coastal town, likely in British Columbia, Canada. The town is nestled between a large body of water and a range of mountains. A river or inlet flows through the town, with a bridge crossing it. The foreground shows a residential area with houses and trees. The background features a prominent mountain peak and a clear blue sky.

Economic Partner Forum (EPF) and Economic Leadership Team (ELT) Discovery Sessions

Economic Partner Forum – September 10, 2020
Economic Leadership Team – September 17, 2020
ELT/EPF Joint Meeting – November 30, 2020

EPF Discovery Session

September 10,
2020

Ecosystem Statement Inspiration

- Supported business environment
- Open-minded, innovative, idea oriented
- Academic, industry and public sector working together
- A “destination” for entrepreneurs
- A great lifestyle with a mountain, forest and ocean culture
- A diversity of talent

Impact Statements

- A diversity of people can work, live, and play in Squamish
- The reputation of Squamish as a place to do business is widely understood
- We are tackling our climate emergency and creating diversity in our economy and workforce (women, youth, visible minorities, etc.)

Roles and Responsibilities (examples)

- Futurpreneur: mentorship
- Province of BC: intelligence sharing
- CapU: programming, projects
- UBC, Faculty of Applied Science: research and development



ELT Discovery Session

September 17,
2020

Creating Impact

- Squamish still exemplifies its small-town values
- Squamish can retain its best place to live in Canada title
- Businesses have adopted a sustainability framework
- There is a collective responsibility towards the climate
- Sectors are working collaboratively

Roles and Responsibilities

- Listen to the local community express in terms of their ecosystem development needs
- Bring forward trends from industries
- Understand where we should place limits in terms of community growth
- Advocate for support



ELT/EPF Discovery Session

November 30,
2020

Setting a Vision:

- Vision should be an aspirational, but attainable statement
- Vision should cascade from the Official Community Plan (OCP 2040) vision
- Should be how the community identifies/is identified
- There should be an overarching vision for the emerging ecosystem
- Specific sub-sector visions would be beneficial to support development
- Goals and objectives should cascade from this vision (the outcomes and actions)

Developing Ecosystem Building Actions:

- We can do more to prioritize social and environmental outcomes
- A common framework would help prioritize actions
- To create momentum, we should decide upon one to three actions and begin immediate implementation
- ELT/EPF members to prioritize and identify actions that they can play a role in

Our Long-Term Economic Recovery:

- Align efforts to priorities of provincial, federal and international governments (environment, social, economic)
- Consider global trends in sustainability
- Use a holistic framework to define outcomes and actions
- Consider future of work – COVID-19 has redefined the work environment (increased importance - quality of life)
- Learning has evolved and it's anticipated that the future of learning will be through a blended model of delivery (online/in-person)
- Youth support for career development – connecting secondary and post-secondary programming

ELT/EPF Sprint 1

Ecosystem Mission and Vision Development

January 6, 2021

Vision Development Feedback

January 6,
2021

- “I would love to see an acknowledgment that the District of Squamish is willing to adapt and work at the speed of business, especially important for an emerging sector like clean-tech. A commitment to certainty in what the District can offer and support, with clear and easily-understandable terms.”
- “I thought that work in the emerging sector workshops identified good statements and objectives for the District to grow. I think it would be helpful to crystallize those thoughts in a mission statement or slogan and to identify the key values or priorities that can be used as a scorecard to measure future actions or proposals, and to develop that score card and implement its use.”
- “Strong and diversified local economy, Leader in low-carbon economy, Contributes to a strong and resilient community, in harmony with local natural ecosystems and global responsibilities.”
- “The development of the business ecosystem will prioritize nurturing businesses from the bottom-up, providing and/or facilitating supportive infrastructure, inclusive programming, and equitable systems to ensure that our low-carbon local economy contributes to the OCP's vision of a livable, engaged, and connected Squamish.”
- “I'd like to see a punchy vision, with an action-orientated mission and then values or goals. Vision key words – recognized, hub, leading, centre for excellence, opportunity for all (inclusive?), connect, learn. For example, To be recognized as a leading centre for excellence for outdoor recreation, with an opportunity for all to learn, innovate, and grow. Values / goals – sustainable growth, environment (different from sustainable growth), diversity & inclusion, something about people (e.g. jobs + live here)”

Ecosystem Mission Ideas

January 6,
2021

“Create a vibrant and diverse economy for Squamish that is accessible and sustainable to facilitate opportunities for a growing lifestyle community.”

“Create a vibrant, diverse business community, rewarding/blending innovation and tradition in a learning and sustainable environment.”

“Citizen focused municipal governance to promote equality, quality of life, and financial prosperity.”

“To foster an economically diverse and vibrant community that attracts investment and innovation across a range of sectors while stewarding our heritage, natural environment and quality of life to create opportunity for the community as a whole.”

“Provide a welcoming ecosystem where individuals, families and businesses can thrive locally and enjoy the outdoor and adventure lifestyle that Squamish provides.- add innovation and learning”

“To enable Squamish businesses to help shape an inclusive, low-carbon economic ecosystem, by creating opportunities for training, networking, and collaboration.”

“To attract and grow Squamish's business opportunities by being a local leader in outdoor recreation and living affordability.”

“To develop a diverse and resilient economy by creating and connecting opportunities to grow Squamish into a community where there is opportunity for all to learn, innovate and live.”

Ecosystem Vision Ideas

January 6,
2021

“When people come to Squamish they go “Wow”, not because of our amazing scenery, lifestyle and outdoor energy, but because they could not believe a small town could have such a vibrant, innovation eco-system for creating new business and supporting existing ones.”

“In 2025 Squamish is a vibrant, economically diverse community that honours the natural environment, innovation and opportunity for all.”

“They see themselves as desiring outdoor recreation and affordable housing!”

“In 2025, Squamish will be a leader in the global transition to a low-carbon economy. A diversity of businesses large and small, old and new, creates a stimulating atmosphere for innovation and opportunity for all.”

“Squamish will continue to grow into its role as a leading sustainable and eco-friendly community that attracts a wide spectrum of opportunities for livability that are inspiring and welcoming.”

“Squamish will provide diverse employment and business for all individuals and families that appreciate a community with a strong heritage and a coastal mountain setting.”

“Squamish is recognized as a thriving mountain community, with a diverse and sustainable economy and opportunities for all to / anything is possible / you can realize your dream.”

Squamish Business Ecosystem

Mission and Vision Statements

Squamish Ecosystem Vision Statement:

- In 2025, Squamish has a vibrant, diverse and sustainable economy that honours the natural environment and provides opportunity for all.

Squamish Ecosystem Mission Statement:

- To nurture a diverse economic ecosystem by enabling investment, innovation and learning, while stewarding our heritage, natural environment and adventurous culture.



Draft Vision Statements for Clusters

AGRI-FOODS CLUSTER VISION

2021/2022



Vision

Squamish will be home to a diversity of agri-foods businesses that are supported by a vibrant and circular economy.

RECREATION TECHNOLOGY & DESIGN CLUSTER VISION

2021/2022



Vision

To be Canada's natural location for outdoor adventure lifestyle brands and content creators.

GREEN TECHNOLOGY AND BUILDING CLUSTER VISION

2021/2022



Vision

Squamish is BC's natural location to launch and grow a sustainable business.

ADVENTURE DIGITAL MEDIA, MARKETING AND FILM CLUSTER VISION

2021/2022



Vision

Squamish will be Canada's home base for content creators who inspire people to lead a healthy, outdoor adventure lifestyle while respecting our natural environment.

ELT/EPF Sprint 2

Ecosystem Framework Development

January 11, 2021

Framework Selection

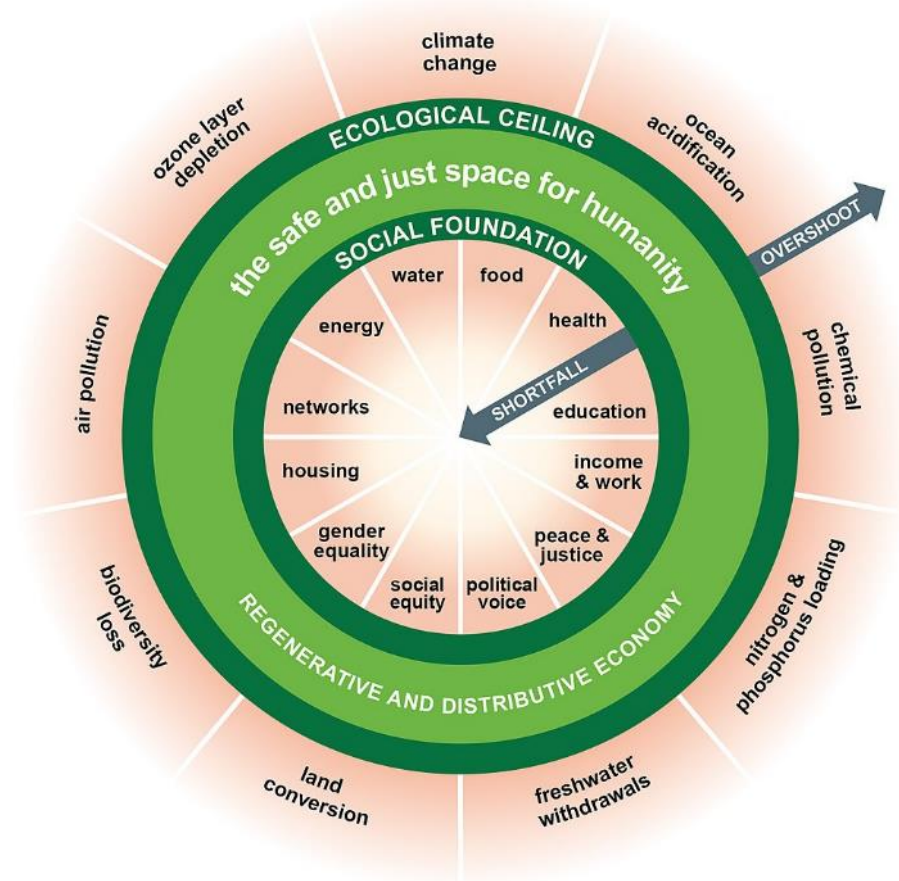
- It's important that a framework include both ecological and societal goals
- The Circular Economy as a framework captures ecological goals, but comes across as best suited for industry. It does not consider societal goals.
- The Triple Bottom Line approach (people, planet, profit) considers both societal and ecological goals, but by design, these three perspectives are treated separately in terms of measurement. There is also no standard measurement approach.
- UN Sustainable Development Goals are a widely known measurement framework. They tend to be directed more at developing nations. They have many targets (169) which can make this framework overwhelming when applying.
- Doughnut Economics is a framework that applies both societal and planetary boundaries. The goal of doughnut economics is to ensure the needs of people are met while staying within ecological boundaries.



Framework Selection

The Doughnut Economy

- Participants of this Sprint selected the Doughnut Economics as a framework to apply for decision making and evaluation.
- The Doughnut of social and planetary boundaries, developed by Kate Raworth, envisions a world in which people and planet can thrive in balance – in other words, it offers a compass for guiding 21st century prosperity.



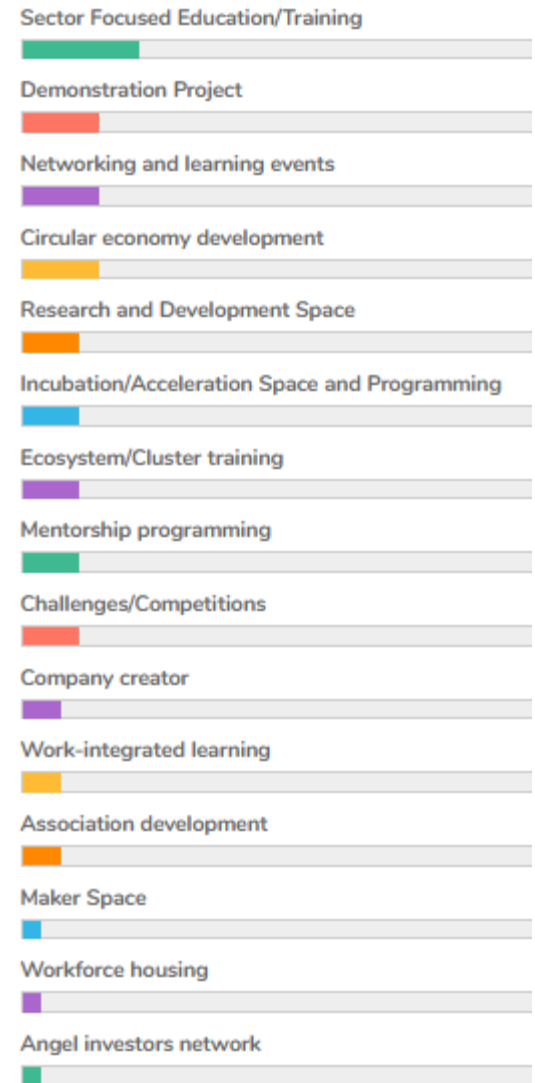
ELT/EPF Sprint 3

Ecosystem Action Development

January 18, 2021

Action Planning

- Participants reviewed findings to date from the engagement process including draft mission and vision statements, adopted framework, and opportunities for business ecosystem and cluster development
- Participants prioritized potential initiatives to support business ecosystem development
- The top initiatives selected by participants were **shared innovation and training space** and **circular economy development**
 - Shared innovation and training space is described as a centralized and shared concept for learning, innovation, and the development and scaling of business concepts.
 - Circular economy development refers to a systematic process that is regenerative by design and aims to gradually decouple growth from the consumption of finite resources. The circular economy is based on three principles:
 - Design out waste and pollution
 - Keep products and materials in use
 - Regenerate natural systems
- Next Step: Send out high-level action descriptions to stakeholders and invite participants with relevant expertise to further develop these concepts





ELT/EPF Ecosystem Development Survey

Topline Results

Survey Topline Results

Q: When identifying actions to develop the sector ecosystem, what considerations should be top of mind?

- Where do the financial supports come from and how can it be set up sustainably to ensure continued success? Can initial members provide resources (an investment with expected returns) for such a venture?
- Actions taken should reflect stated values and should reasonably progress towards stated vision. Vision and values to align with community plan. Would be thrilled to see green economy ecosystem take advantage of agritourism and food production. For rec tech, enhancing relationship between advocacy groups and District in land use planning decisions to support economic and recreational opportunities. Tying these emerging sectors to the overall health and prosperity of the District in achieving its vision.
- Having access to industry experts who can identify opportunities and problems that need to be solved. Connecting problems to potential solutions from a wide range of universities.
- Short term and long term projects incorporating a structural mechanism for collaboration between partners. Providing/identifying seed funding for projects
- Youth and emerging adults, education, training, up-skilling and re-skilling adult workforce.
- Access to regional transit is important, Skilled talent / knowledge worker, sector training, work co-ops, etc., Municipal Incentives are some top of mind actions.

Survey Topline Results

Q: In your opinion, from highest priority to lowest priority, list the TOP 10 actions for ecosystem development. (number in bracket = number of responses)

Top actions by total responses:

- Demonstration Projects (gov't/industry partnered) (7)
- Sector Focused Education/Training (6)
- Incentives for Sector Development (zoning & expedited process) (6)
- Sector Storytelling and Branding (6)

Actions assigned highest priority (selected within top three priorities):

- Demonstration Projects (gov't/industry partnered) (3)
- Workforce Housing (3)
- Incubation/Accelerator Space (3)

Actions with lowest priority:

- Cross-marketing (0)
- 1st mile/last mile transit (0)
- Industry trade events (1)
- Familiarization tours (1)

Survey Topline Results

Q: Of potential actions, which ones would you prioritize for the clean tech/green building sub-sectors?

Top mentions:

- Incentives for Sector Development (zoning & expedited process)
- Demonstration Projects (gov't/industry partnered)

Other mentions:

- Strategic or Social Procurement
- Community Challenges/Competitions
- Angel Investor Networks
- Research and Development Space
- Linking to Sector Associations
- Workforce Housing
- Regional Transit
- Mentorship and Mentorship Space
- Sector Storytelling and Branding

Survey Topline Results

Q: Of potential actions, which ones would you prioritize for the agri-foods sub-sector?

Top mentions:

- Incentives for Sector Development (zoning & expedited process)
- Sector Focused Education/Training

Other mentions:

- Regional Transit
- Familiarization Tours
- Demonstration Projects (gov't/industry partnered)
- Shared Procurement Strategies
- Research and Development Space
- Linking to Sector Associations
- Sector Directories

Survey Topline Results

Q: Of potential actions, which ones would you prioritize for the performance apparel/sporting tech sub-sectors?

Top mentions:

- Incentives for Sector Development (zoning & expedited process)
- Research and Development Space
- Angel Investor Networks

Other mentions:

- Incubation/Accelerator Space
- Linking to Sector Associations
- Demonstration Projects (gov't/industry partnered)
- Shared Space
- Workforce Housing

Survey Topline Results

Q: Of potential actions, which ones would you prioritize for the digital media, marketing and film sub-sector?

Top mentions:

- Incentives for Sector Development (zoning & expedited process)
- Workforce Housing

Other mentions:

- Community Challenges/Competitions
- Strategic or Social Procurement
- Regional Transit
- Shared Space
- Demonstration Projects (gov't/industry partnered)
- Sector Focused Education/Training
- Sector Directories
- Maker Space

Survey Topline Results

Q: Of the potential actions presented during the ELP/ELT meeting, which ones could you or your organization participate in the development/implementation of?

Mentions:

- Development Incentives (Zoning, Expedited Process)
- Development Incentives (Revitalization Tax Agreements)
- Demonstration Projects
- Sector Storytelling and Branding
- Strategic or Social Procurement
- Workforce Housing
- Mentorship and Mentorship Spaces
- Sector Focused Education/Training
- Cross-marketing Between Sectors
- Community Challenges/Competitions
- Angel Investor Network
- Sector Focused Education/Training
- Research & Development Space
- Work-integrated Learning, Co-ops, Internships

Survey Topline Results

Q: Considering those actions where you identified a potential role for you or your organization, what role could you play?

- We wish to showcase how development incentives and demonstration projects can accelerate the growth of clean tech companies headquartered in Squamish.
- With respect to mentorship, training, and cross-marketing, I have good capacity for offering guidance and advise on business planning, feasibility analysis, and strategy. With respect to workforce housing and development incentives, I would be keen to assist in providing input towards viable land uses, zoning incentives, and guidance on how developers and financial institutions would view such mechanisms.
- Challenges - help establish practices on how to be done. Challenges - conduct ones of interest to me. Angel Investor Network - lead pulling together local people and connecting to Vancouver angel network. Mentorship - was on the board of Vancouver Enterprise Forum - could help set up a local version of this. Sector Focused Education/Training - help set out a program, and participate as a facilitator/presenter from time to time.
- linking UBC research to R&D goals of companies/organizations and city initiatives - Connecting companies/organizations to talent -Co development of R&D space, demonstration projects - coordination of marketing and promotion of joint projects
- Industrial and commercial space planning and zoning.

An aerial photograph of a coastal town, likely in British Columbia, Canada. The town is nestled in a valley, surrounded by steep, forested mountains. A large body of water, possibly a bay or fjord, is visible in the background. In the foreground, there are residential areas with houses and trees. A river or stream flows through the town, and a bridge crosses it. The sky is clear and blue.

Deep Dive Cluster Focus Groups Engagement Results

2020
November 5 and 12, December 8

2021
January 7 and 13

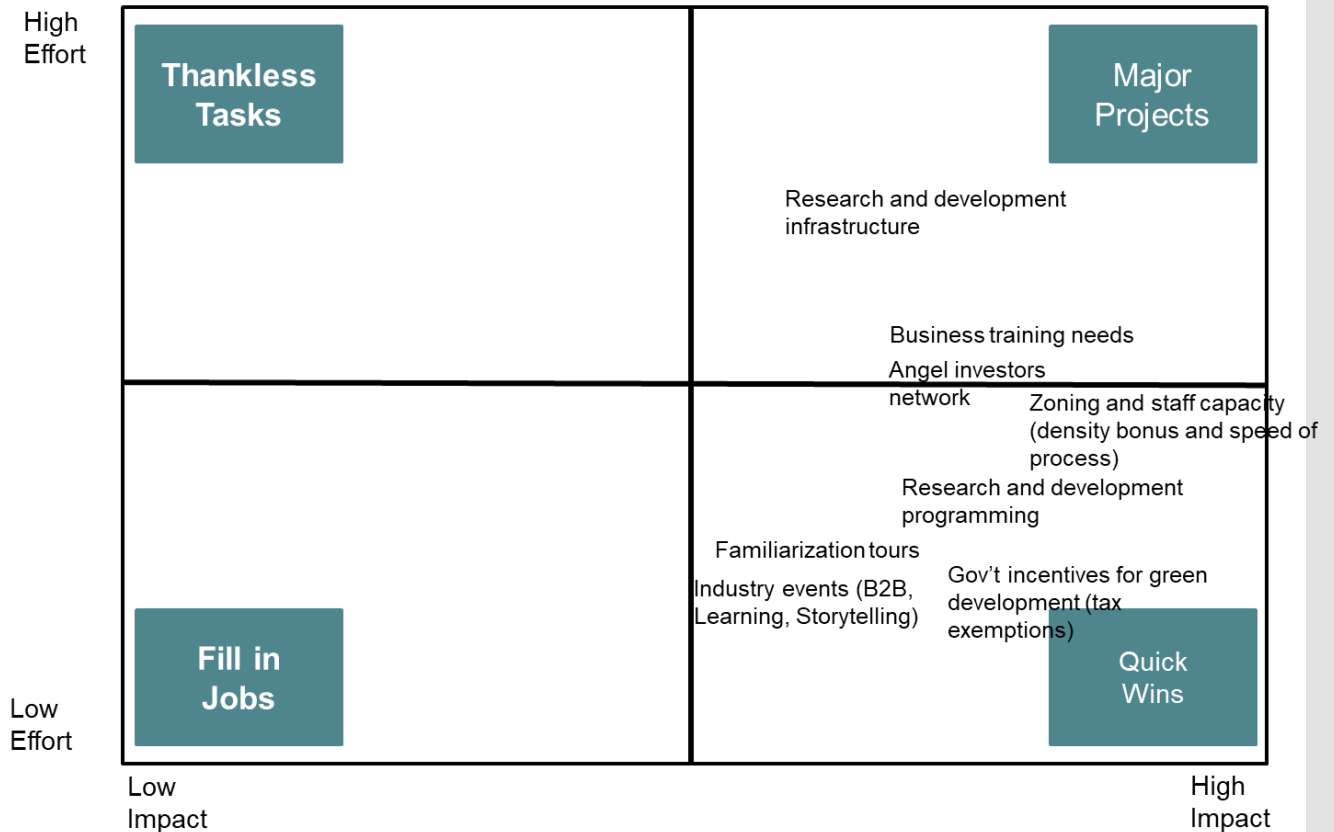
Green Technology and Building Opportunities

Opportunities:	Why?
Cluster audit and assessment	Understand what exists and how it aligns to goals
Value chain mapping and strategy for cluster	Identification of value chain gaps and what/how to fill
Space access strategy	To provide greater access to optimal space for businesses in this cluster in various stages of development
Zoning and Staff Capacity (density bonus and speed of process)	Increase density to minimize footprint and embody green principles
Collateral products	Resources to help launch, scale their businesses in this cluster
Familiarization tour	Showcase existing cluster to investors, government, media for awareness purposes
Grant opportunity mapping	Better leverage funds from all levels of government through a collaborative and partnered approach

Green Technology and Building Opportunities

Opportunities:	Why?
Green Challenges	To drive brand awareness for the cluster and solve civic challenges using local talent, innovation and expertise
Investment Attraction	To increase/grow number of businesses part of the green cluster
Business training needs assessment	To better understand and action training/education that would support an increase in talent that supports the green cluster
Research and development infrastructure/programming	To facilitate new green economy innovations locally, to facilitate academic and industry partnership, to create efficiencies
Talent Attraction	To increase available talent for green cluster
Company creator	To support the creation of new businesses part of the green cluster
Angel investors network	To increase access to capital
Gov't incentives for green development (tax exemptions)	To embody green building and technology in community development
Industry events (B2B, Learning, Storytelling)	To create a network, partnership opportunities, awareness, etc. for the green cluster

Green Technology and Building Priorities Mapping



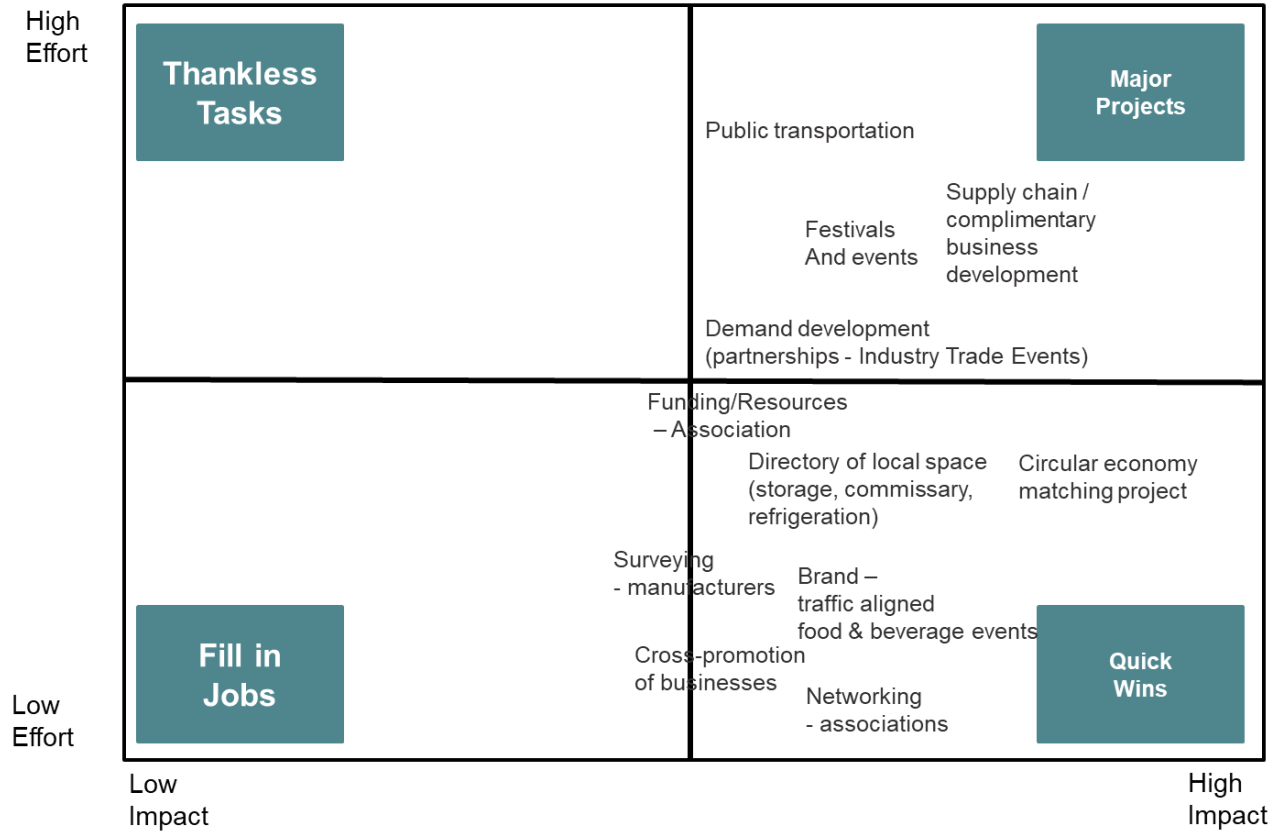
Agri-foods Opportunities

Opportunities:	Why?
Covered outdoor event-space / year-round market space	Provide greater access to micro and small producers and processors, add vibrancy to Squamish
Commissary space and shared storage, refrigeration, distribution	Reduce overhead for production through shared amenities, increased viability for businesses, strengthen sector
Product development lab (none exist in BC)	Become more competitive as a start up destination for agri-foods businesses, fill a BC gap (currently only lab is in AB)
Circular economy development – input-output sharing Strategic procurement	Create synergies between sectors, create a more productive and innovative ecosystem, reduce waste, emissions, etc.
Asset matching (product development space)	Create more opportunities for start-ups and co-benefits between businesses
Association development (Squamish food producers and processors)	Strengthen sector's presence, resources, funding, networking, advocacy

Agri-foods Opportunities

Opportunities:	Why?
Squamish-specific branding	Strengthen Squamish's position in agri-foods, marketing opportunities, including co-operative marketing
Research (processor/manufacturer needs assessment)	Uncover the specific needs, barriers, opportunities of agri-food processors
Local space directory (commissary, processing, storage)	Strengthened start-up and small business resources for micro and small business
Trade events (learning, storytelling, business to business)	More exposure, learning, collaboration between industry
Market space available during Sea to Sky high traffic times	More sales and exposure opportunities, cross-marketing opportunities, brand strength
Cross-marketing partnerships / expanding tourism experience/ festivals and events	Better exposure, stronger sales opportunity, more community vibrancy

Agri-foods Priorities Mapping



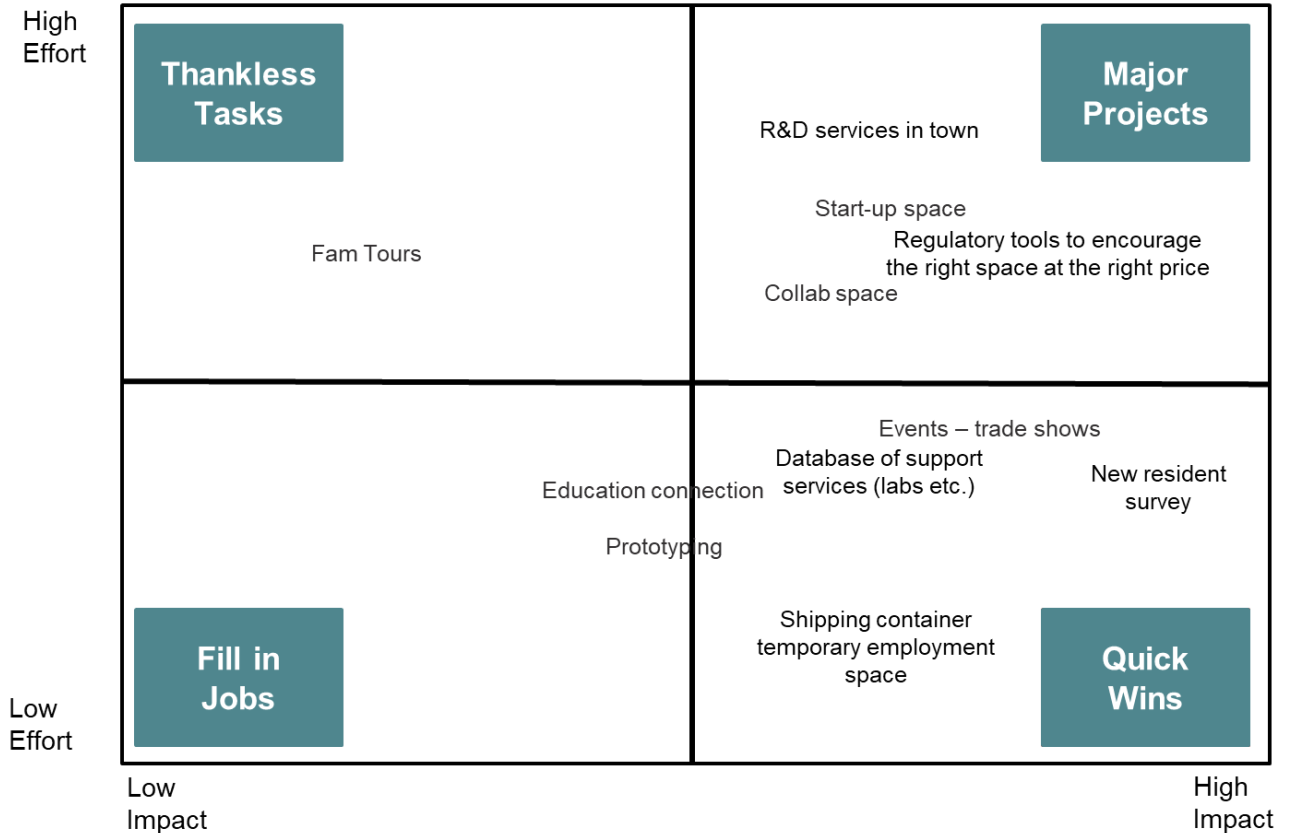
Recreation Technology and Design Opportunities

Opportunities:	Why?
Exposure – events, trade shows	Increase awareness – was seen as the place between Vancouver and Whistler but this is changing. It's opportunity to make Squamish a destination of its own
BCSRA Show – sales representative show (hold local event) Bid on sector-based events	Sales representatives are already in Squamish, this can create a supply chain opportunity
Prototyping and testing capacity	Increase product to market, increasing start-up ecosystem capacity, (adds pre competitor collaboration opportunities)
Space – light industrial (small / affordable), co-working space – collaboration space, flexible shipping containers for cheaper/subsidized storage, shared warehouse space – logistics opportunities	Increases start-up ecosystem or micro-business opportunities, creates more opportunity for a greater diversity of people, drives efficiency and cost-savings for local businesses
Familiarization tours	Creates a pipeline for industry, creates more awareness and branding

Recreation Technology and Design Opportunities

Opportunities:	Why?
Outreach to schools / integrated learning opportunities	Connects and inspires youth to industry, creates more innovation opportunities, creates a talent pipeline
Shared Procurement strategies	Drives cost and productivity efficiencies for business
Directory of support services	Enables product development, supply chain opportunities
Access to affordable commercial land for rent or purchase (through regulatory tools)	Supports viability of sector in Squamish
Delivery service or marketplace to source	Opportunity to procure higher grade materials, fabrics
Advanced prototyping/rapid prototyping tools/services for R&D: 3D printing services	Stronger research and development capacity, efficiency and cost savings
Quality testing lab/equipment	Stronger research and development capacity

Recreation Technology & Design Priorities Mapping



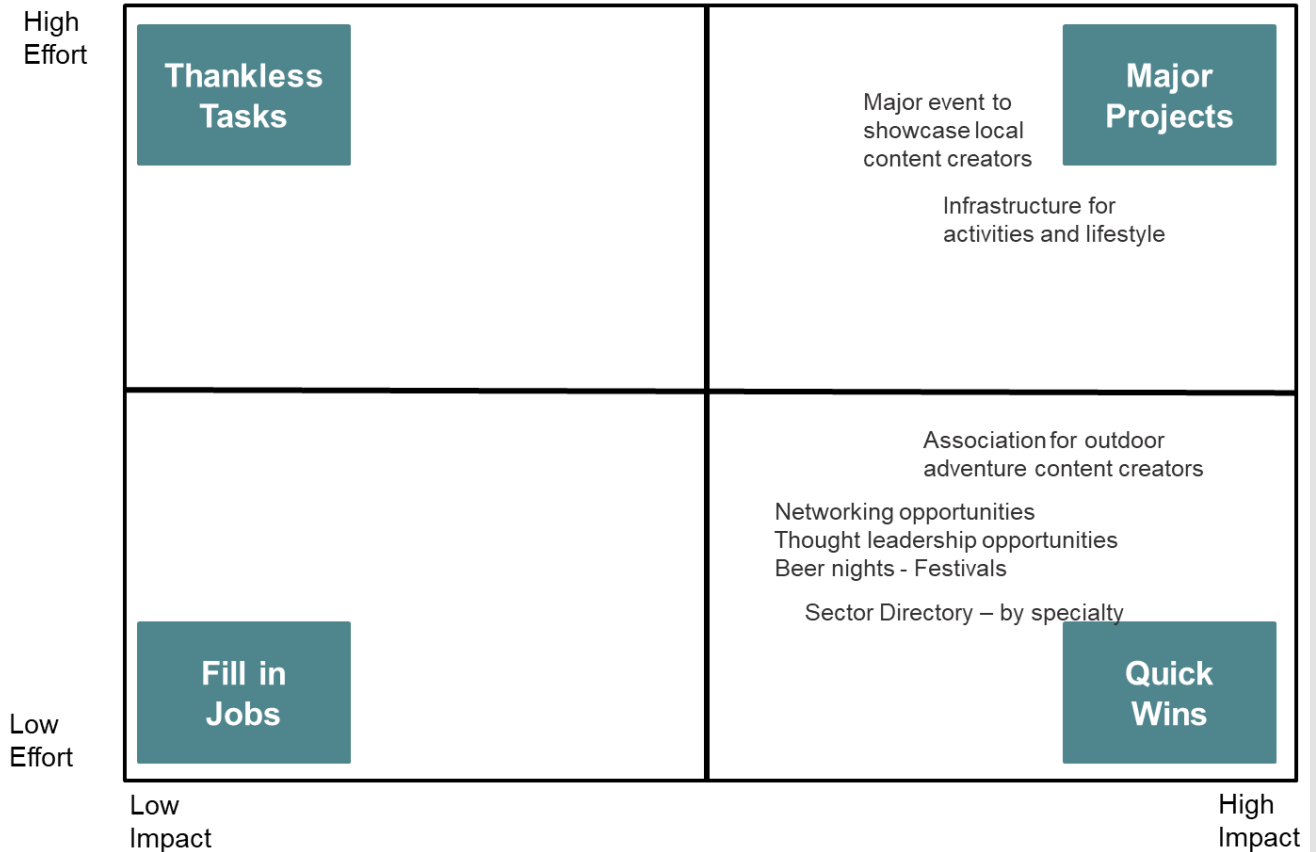
Adventure Digital Media and Film Opportunities

Opportunities:	Why?
Directory of locations (interior / exterior)	Increased opportunities for Squamish as a filming locale
Local industry directory	Increased knowledge of industry participants, greater opportunity for collaboration, talent recruitment
Film commissioner or dedicated support for development	Active development opportunity for Squamish's film sector
Local education/training (post-secondary focused)	Collaboration potential between industry and academia, talent pipeline, stronger position as a digital media, marketing and film hub
Expanded union zone (beyond Horseshoe Bay)	Opportunity for large-scale sound stage, pre-post production
Pre- and post production space	Increases efficiency/cost savings for Squamish-based productions adding to attractiveness of location
Youth industry connection	Opportunity to inspire youth, create talent pipeline, innovate

Adventure Digital Media and Film Opportunities

Opportunities:	Why?
Community theatre spaces	Creates a stronger brand, opportunity to host industry events, conferences, etc.
Major content events	Creates more brand awareness, brings potential business to Squamish, cross-marketing opportunities with other industries, adds vibrancy
Adventure lifestyle community infrastructure	Celebrates industry, adds brand strength, embodies active lifestyle in community
Industry Networking	Creates more cohesiveness and uncovers home-based workforce working in this industry, creates collaborations
Association for content creators	Strengthens industry presence in Squamish, adds opportunity for funding, advocacy, partnership, learning, networking

Adventure Digital Media, Marketing and Film Priorities Mapping





SQUAMISH