



**Hardwired for Business**  
Economic Action Plan  
2017-2019



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# Our Goals

There is sustainable and diverse business growth.



More people are trained and locally employed.

Infrastructure meets the needs of employees and employers.

“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

*Our Common Future, United Nations World Commission on Environment and Development*

# Message from Mayor



It is my pleasure to share the District of Squamish's Strategic Economic Development Action Plan. This action plan builds off the hard work of our community businesses and supporting organizations, and all those who have contributed to make Squamish the growing and opportunity-rich town it is today.

Squamish is facing considerable growth opportunities. Global and local forces are contributing to this opportunity, while also presenting challenges to be addressed going forward. From the increasing pace of technological advancements, to environmental and demographic shifts, to market forces affecting the price of real estate, this plan works to unlock potential for long-term benefit, while mitigating negative market pressures.

Premised on one over-arching outcome for our community; that of **increased sustainable economic development that raises the standard of living for all**, the plan uses a fundamental approach towards economic development by considering three vital pillars of success; People, Business and Place.

Through these three pillars, the plan works to ensure our community has increased access to local employment and has adequate skills and training to meet this demand. It works to ensure that the business community has access to tools and intelligence to expedite growth and is supported with the right conditions to realize this growth, whether that translates to increased access to employment lands or a broader connection to global markets.

The combination of Squamish's ideal location, its natural setting and entrepreneurial spirit have been strong precursors of its success. Coupled with the right growth plan, Squamish has the potential to benefit for years to come.

A handwritten signature in blue ink, reading "Patricia Heintzman". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Patricia Heintzman  
Mayor

# Executive Summary

British Columbia is leading the way in economic and job growth for Canada. It also boasts the lowest provincial unemployment rate in the country. Our robust and diversified export markets continue to drive connectivity and productivity for B.C. business, while also increasing its stability.

The District of Squamish, ideally positioned to share in this growth, is at the forefront of considerable change. The global and local operating environment has provided ideal conditions, including connectivity and technology, to support the expansion of the local economy. While there are significant opportunities for local businesses, the operating environment also comes with its share of challenges — notably affordability, labour and infrastructure pressures.

The District recognizes the importance of a collaborative approach in fostering the sustainable growth (social, environmental and economic) of our local economy. Through our work with other levels of government, partners and the local business community, we will attempt to address both the challenges and opportunities facing Squamish in the coming years.

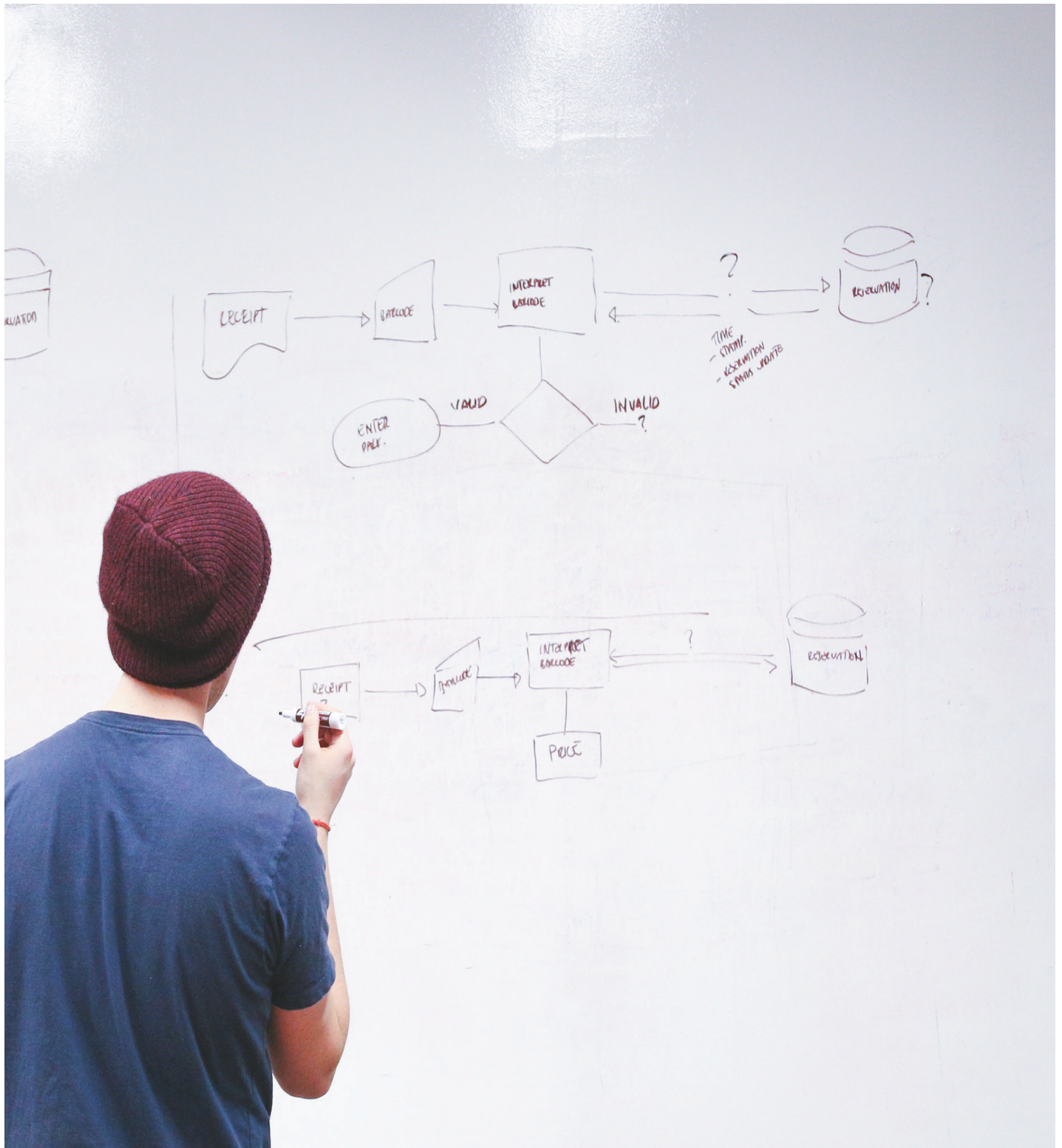
Taking an outcome-driven and evidence-based approach, the District will focus on our three areas of priority — People, Business and Place — with the objective of encouraging conditions for a healthy and sustainable local economy.

High-level outcomes as part of this three-year plan will include:

1. People: More people are trained and locally employed
2. Business: There is sustainable and diverse business growth
3. Place: Infrastructure meets the needs of employees and employers

Through this strategy, the District will prioritize work plans and serve the existing business community by advocating for effective policy, programs and initiatives, while also working to share business intelligence and support programs to expedite growth.

Squamish is a world-class destination to live, work and play. Being “hardwired for business” is a precursor to ensuring that our reputation continues to support our unique and vibrant community.



# District Mandate & Role

The general purpose of local government is to provide a wide range of services and regulate a variety of activities within its geographic boundary. While its mandated functions range from constructing and maintaining local roads to emergency planning, local government has a number of voluntary functions in support of enhancing the quality of life of its residents.

The District of Squamish recognizes the important role economic development plays as part of this effort to improve quality of life.

## **Economic Development Department Mandate**

The economic development department's mandate is to work with the local community, our partners and other levels of government to support the sustainable growth of the local economy.

Specifically, our mandate is to:

- Support a vibrant and profitable local economy
- Promote Squamish as place of business
- Support a collaborative relationship between private and public sectors
- Provide information in support of a healthy local economy

## **Role of the Economic Development Department**

The District of Squamish, through our economic development services, supports the vibrancy of the existing business community while strategically positioning the community for future economic growth. We work with the business community to ease business constraints, provide expertise and tools to local business, and liaise with the business community and government to support policy development and programs that lead to growth opportunities for the community.

# Operating Environment

Economic development depends on a number of controllable and uncontrollable factors. Major weather events, government policy changes, demographics and technology all matter for effective planning. To anticipate potential risks and opportunities, we reviewed the global and local operating environments, with consideration of potential implications to the local economy.





# Global Operating Environment



## Shifting Demographics

Working-age populations are growing in emerging markets like Africa and India while mature markets like Canada are experiencing aging workforces.

**Challenge:** Potential labour shortage and lack of competitiveness



## Political Instability and Conflict

Continued and escalating tensions due to greater connectivity, resource constraints and growing concerns around security are at the forefront of instability.

**Challenge:** Ability to access markets for trade and investment



## Global Connectivity and Technology

Global connectivity continues to drive advancements in technology and trade, leading to automation, and new, value-added global chains.

**Challenge:** Ramping up productivity and innovation in order to compete



## Slower Growth

Demographic shifts and weaker productivity gains, coupled with past economic crises, means major economies will face growth constraints.

**Challenge:** Diversifying the local economy to ensure growth is not stifled



## Environmental Health Concerns

Extreme-weather events and longer-term threats will drive collective action but also increased tensions. Increased mobility and poor health infrastructure pose considerations for infectious disease management.

**Challenge:** Effective contingency planning and risk analysis

# Local Operating Environment



## Political Uncertainty

While British Columbia currently holds the top provincial spot for economic growth, the 2017 provincial election results will confirm if this is enough for another term.

**Challenge:** Potential impact on policy programs and funding



## Demand and Supply Issues

Mounting housing costs and the attractiveness of Squamish are drawing more people to the area, affecting both residential and commercial property supply.

**Challenge:** Addressing growth limits and productivity of local businesses



## Small and Medium-Sized Enterprise Growth

Small- and medium-sized enterprises (SME) make up one-third of GDP in B.C. Maximizing productivity, commercializing innovation and supporting market entry is key to their success.

**Challenge:** Addressing growth inhibitors for SMEs are crucial to a healthy local economy



## Affordability Concerns

As the Lower Mainland continues to be one of the most expensive real estate metros in the world, the high cost is driving up prices in nearby communities, including Squamish.

**Challenge:** Addressing affordability, higher-wage demand and inflation management



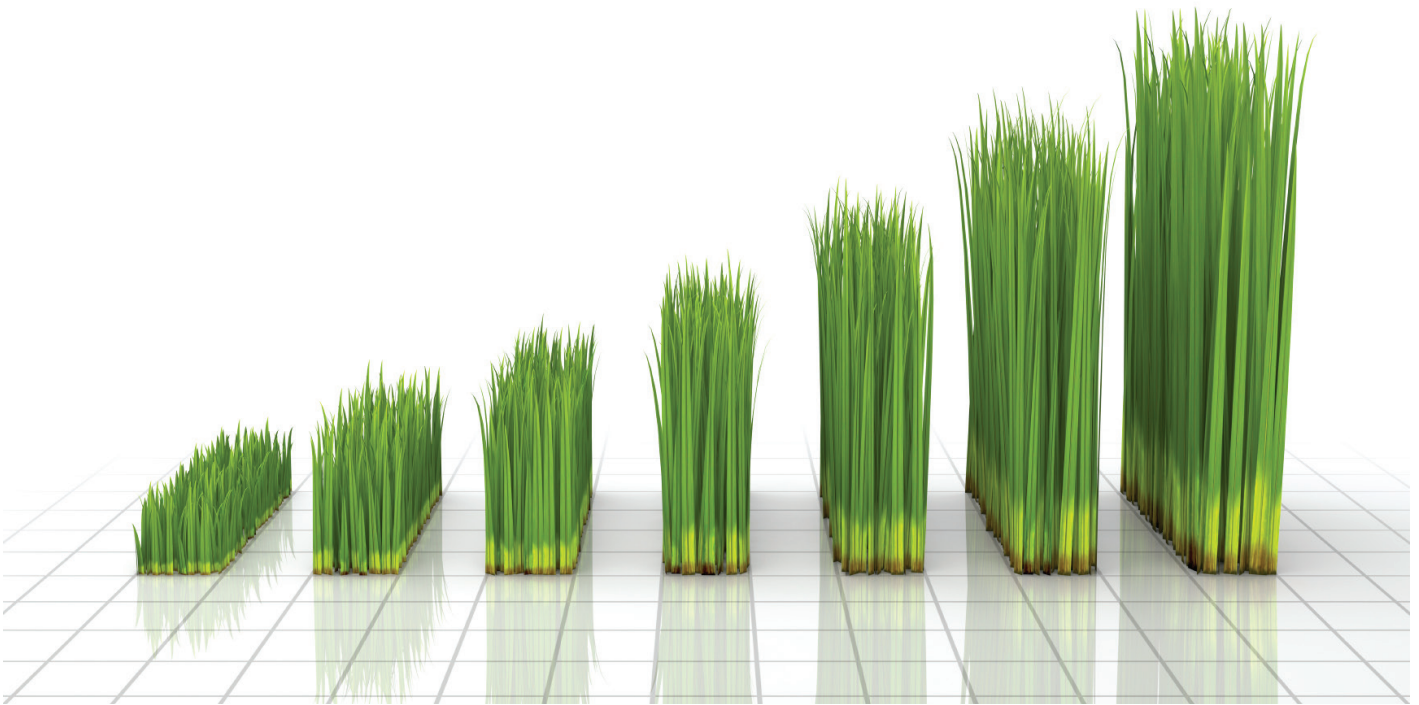
## Slower Growth

The weakening of home resale activity may push B.C. out of top economic spot in 2017. Despite this cool down, other market indicators remain favourable.

**Challenge:** Addressing affordability and labour demand despite slower growth

# ECONOMIC ACTION PLAN

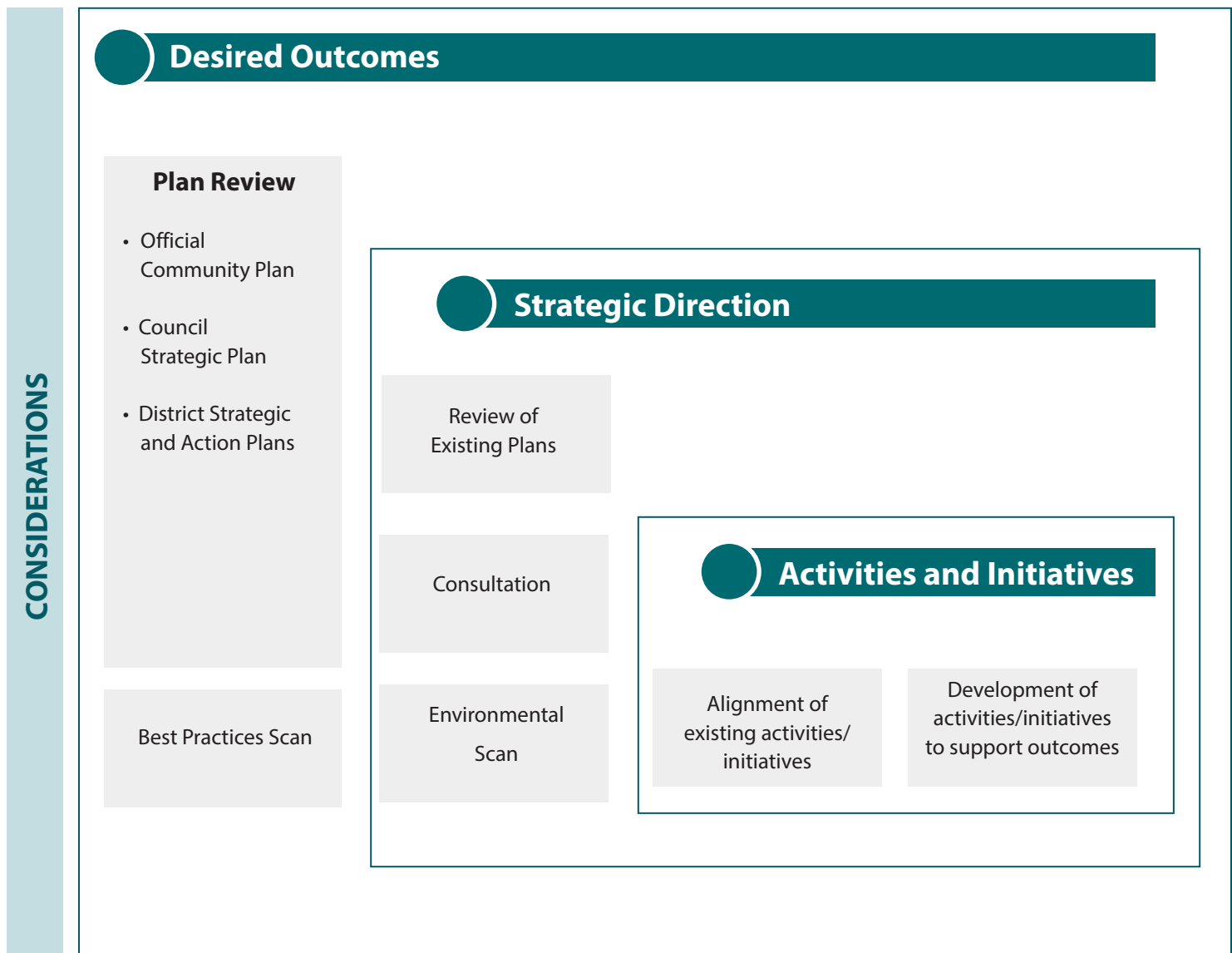
## 2017-2019



# Approach

The District of Squamish's Economic Action Plan 2017-2019 sets out the strategic direction for the District's economic development efforts. It begins with listing desired outcomes and then narrows its focus to describe the activities and initiatives required to attain these outcomes. The plan, premised on the community's vision, articulated through the Official Community Plan, as well as supporting District and council strategies, considers outside factors with the potential to significantly impact desired outcomes.

## Development Approach



# Alignment

The District's mission, as stated in the Official Community Plan, is to protect and enhance the liveability and sustainability of the community, and to embrace and benefit from the opportunities before it.

To achieve this mission, the District is steered by the five guiding principles below. Our economic development efforts will use the same guiding principles to ensure alignment to the District's mission statement.

Mission Guiding Principles	Economic Development Efforts Alignment
Visionary Leadership	<ul style="list-style-type: none"><li>• Be Outcome Driven</li><li>• Innovate every day through team -based approach</li></ul>
Strong Community Partnerships	<ul style="list-style-type: none"><li>• Support alignment of roles and vision of community's economic development efforts</li></ul>
Customer-focused Service	<ul style="list-style-type: none"><li>• Be efficient and effective, always solution-oriented</li></ul>
Excellence in Governance	<ul style="list-style-type: none"><li>• Be evidence-based in planning, implementation and reporting</li><li>• Be nimble and proactive in planning and execution</li><li>• Be transparent by providing meaningful reporting at regular intervals</li></ul>
Sound Financial Management	<ul style="list-style-type: none"><li>• Be efficient in planning and execution</li><li>• Be opportunistic by seizing funding, external support and work already done</li></ul>

# Outcomes, Actions and Activities



The District's economic development efforts will focus on sustainable economic growth to improve the quality of life for all community members.

This growth plan will account for existing and potential gaps in infrastructure, labour and business while also working to seize opportunities and mitigate potential risks associated with economic development. Ongoing measurement will work to evaluate the District's work in achieving these outcomes, as further detailed on page 23.

Outcomes are broken into three categories: **immediate** outcomes support the three-year plan; **intermediate** and **ultimate** outcomes help guide the strategy beyond three years into the future.

Three strategic pillars, People, Business and Place, form the strategic direction for work undertaken by the District in support of economic development outcomes. An inclusive and sustainable growth plan considers not only growth itself, but the precursors of a healthy economy, which is a healthy community.

The economic development department will use **priority actions** to approach and inform work. **Core activities** are ongoing and steer **priority activities** delivered over the life of the three-year plan. **Government priorities** compare the alignment of pillars and supporting activities to council's strategic priorities. The following model provides a visual depiction of the District's main economic development strategic outcomes and activities over the short-, medium- and long-term. A delivery timeline is also included as Appendix A of this plan.

	OUTCOMES	Squamish is on a path of sustainable economic growth, increasing the quality of life for all community members.				
	Intermediate	The <u>economy</u> is <u>diverse</u> and <u>growing</u> while jobs and average wages are increasing. <u>Productivity</u> is <u>increasing</u> , leading to higher average wages and standards of living. The rate of <u>job participation</u> is <u>increasing</u> , notably among priority populations.				
	Immediate	More people are trained and locally employed	There is sustainable and diverse business growth	Infrastructure meets needs of employees and employers		
	Priority Actions	Partner · Align Roles and Vision Be Efficient · Be Evidence-based · Innovate · Be Outcome-driven · Be Nimble				
ACTIONS	Pillars	PEOPLE	BUSINESS	PLACE		
	Core Activities	PARTNER	To close the labour gap	To support business growth and productivity	To better connect to regional, provincial, national and global networks	
		PRIORITIZE	Labour needs/gaps through assessment and ongoing monitoring	Sustainable growth (social, economic and environmental) through a data-driven approach	Infrastructure development against economic development needs	
		COMMUNICATE AND ADVOCATE	For policy, programs and funding to address labour gaps	For policy, programs and funding to remove barriers and expedite healthy growth for local business	For policy, programs and funding to lead to greater workforce inclusion	
		FACILITATE	Partner programs and initiatives to address the labour gap	Programs and initiatives to drive business growth	Programs and initiatives to improve business infrastructure and better connect the local economy	
Priority Activities 2017-2018	To establish a Squamish Economic Development Steering Group (SESG) To develop a Community Economic Development Plan and Economic Health Dashboard					
	PARTNER	Implementation of a Skills Inventory Analysis Project (SIAP) with partners	By developing a Key Account Strategy for Economic Development	By mapping community/District priorities to Economic Action Plan 2017-2019		
	COMMUNICATE AND ADVOCATE	By sharing findings from SIAP and making labour/skills recommendations to government and stakeholders	By reviewing economic development communications and tools and developing an economic development communications plan	In consultation with District planning advocate for infrastructure improvements that support conditions for economic development		
	FACILITATE	By developing a framework for a Skills Connect Squamish Plan	By developing a framework for a Squamish Business Accelerator Program	By developing a Connect Place Plan: Networks, Infrastructure and Services		
	Government Priorities	Economy · Healthy Community	Open and Enterprising Government · Economy	Open and Enterprising Government · Healthy Community · Economy · Environment		

## Core Activities

Pillar	Activities	Initiatives	Description
People	Partner	Partner to close labour gap	Facilitate skills development by developing partnerships with industry, institutions and other levels of government to better understand labour needs, to deliver relevant marketplace education and to train and support existing and anticipated skills shortages within the community.
	Prioritize	Assess and monitor labour needs/gaps to prioritize work	Through partnerships, support the collection and analysis of labour-related data. Examples include analysis of credentials requirements versus job requirements, participation rates among subsets of our population and skills shortage assessments by sector.
	Communicate and Advocate	Support policy, programs and funding that addresses labour gaps	Through an evidence-based approach, advocate for policy, programs and funding to address local skills development and labour needs for today and the future.
	Facilitate	In partnership, develop and implement initiatives/programs that address labour gaps	Work in partnership to support local employment, education, and training programs and initiatives to increase job participation rates, notably among priority populations within the community, such as indigenous peoples, women, youth and immigrants.
Business	Partner	Partner to support business growth and productivity	Through an evidence-based approach, evaluate and prioritize partnerships with other levels of government, private industry and organizations to support business expansion and retention, increased productivity and new businesses in priority sectors.
	Prioritize	Access and monitor opportunities/threats to support sustainable growth	Use data and intelligence to inform sector focus, identify growth opportunities, uncover business constraints, and add transparency to process and reporting.
	Communicate and Advocate	Share business intelligence and best practices that promote growth	Share data and intelligence with the business community to remove barriers and expedite healthy growth while advocating to ease constraints. This includes sector profiles, business data, and economic and performance indicators.
	Facilitate	Encourage, participate and implement programs that facilitate growth	Work to address points of friction by eliminating red tape and streamlining processes, while encouraging business growth through the delivery of programs and initiatives.
Place	Partner	Connect the local economy to regional, national and global networks	Take an active role in developing purposeful relationships to support trade, innovation, productivity and general connectivity at regional, national and global levels.
	Prioritize	Assess and prioritize the infrastructure that best supports employees and employers	Work to prioritize planning/ business infrastructure recommendations and to meet economic development outcomes (i.e. available employment land built inventory, digital connectivity, transit) while taking into account other decision drivers important to the health of the community.
	Communicate and Advocate	Support policy, programs and funding that lead to greater workability	Support policy, programs and funding initiatives that lead greater workforce inclusion, affordability and services to better connect and support workers and employers.
	Facilitate	Encourage, participate and implement programs and initiatives to improve place	Support improved business infrastructure prioritized to meet the needs of employees and employers.

# Priority Activities 2017-2019

Pillar	Activities	Initiatives	Description
People, Business, Place	Partner	Establish the Squamish Economic Development Steering Group	This steering group will support outcomes with a focus on the three pillars: People, Business and Place. Supporting sub-committees will each focus on one pillar, represented by skills-based District partners.
	Partner	Collaborate to develop a Community Economic Development Plan and Economic Health Dashboard	Serving as a strategic tool to prioritize and direct work plans for economic development, the community plan and supporting dashboard will aim to define and align supporting organizations' roles to a common framework and drive ownership at all levels.
	Prioritize	Implement a Skills Inventory Analysis Project	Managed by the People sub-committee of the steering group, this project will guide future strategy and work plans, and include a review of present and anticipated labour skills demand against the current and anticipated skills inventory of the community.
People	Communicate and Advocate	Communicate findings and labour/skills recommendations to government and stakeholders	Using the results of the Skills Inventory Analysis Project, the District and partners will communicate results to encourage policy, programs and initiatives supporting a healthy labour market.
	Facilitate	Develop a framework for the Skills Connect Squamish Plan	The People sub-committee of the steering group will work to develop a framework to close the labour gap. This framework will consider existing and new resources and program needs, as well as communication, policy and oversight.
	Prioritize	Develop a Key Account Strategy and dashboard for economic development	The Key Account Strategy will apply a consistent and evidence-based approach to prioritize work plans for the District. An evaluation dashboard will show the progress and demonstrate the value of the District's economic development activities in achieving outcomes to support future strategic decisions.
Business	Facilitate	Develop a framework for the Squamish Business Accelerator Program	This framework, developed in collaboration with the steering group, will support the expansion of existing businesses/sectors. The framework will consider the Key Account Strategy, business intelligence, internal and external resources, as well as programs and initiatives.
	Communicate and Advocate	Review economic development communications and tools	A needs assessment against existing communication channels and internal/external business tools will form the basis of a communications plan for the department. This will include a review of the economic development web interface, tools for businesses, research and intelligence communications products, as well as consideration for roles and responsibilities of the District and partners.
	Prioritize	Map the priorities of the <i>Official Community Plan</i> , plus digital and employment land strategies to the economic development work plan	In collaboration with the steering group, as part of an ongoing effort to prioritize recommendations and the economic development work plan, the District will work with partners to prioritize Place-related considerations, activities and initiatives against anticipated impacts in meeting economic development outcomes.
Place	Communicate and Advocate	In consultation with District planning advocate for infrastructure improvements that support conditions for economic development	As an outcome of its prioritization exercise, the District, through the Squamish Economic Development Steering Group, will advocate and advise on policy, priorities and programs in support of local economic development.
	Facilitate	Develop a Connect Place Plan supporting networks, infrastructure and services	The economic development department, with the steering group and in consideration of other District priorities, will develop a Connect Place Plan to support the delivery of business infrastructure and services to achieve desired economic development outcomes. The plan will prioritize and make recommendations on work plans and resourcing to support implementation.

# Link to Local Government Priorities



## PEOPLE

**Economy:** Supports the goal of “Increase Median Income.”

**Healthy Community:** Supports the goal of “Squamish is an adaptable and resilient community considering food, agriculture, water, built environment, employment and energy.”



## BUSINESS

**Open and Enterprising Government:** Supports the goals of “foster strategic and financial partnerships,” “customer service is solution/outcome driven,” “technology is deployed to enhance service” and “monitor, report and respond to introspective benchmarking and evaluation – continuous improvement.”

**Healthy Community:** Supports the goal of “Squamish is an adaptable and resilient community considering food, agriculture, water, built environment, employment and energy.”

**Economy:** Supports the goals of “diversified tax base,” “increase number and spectrum of jobs” and “create an investment friendly environment that is competitive and future focused.”



## PLACE

**Open and Enterprising Government:** Supports the goals of “foster strategic and financial partnerships” and “technology is deployed to enhance service.”

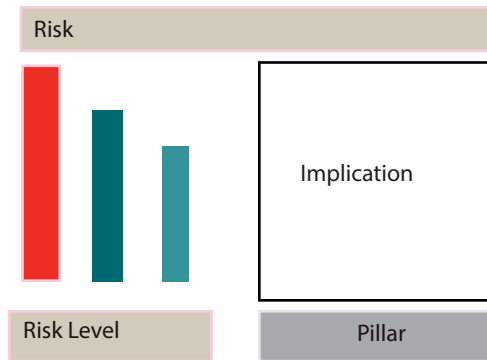
**Healthy Community:** Supports the goal of “Squamish is an adaptable and resilient community considering food, agriculture, water, built environment, employment and energy.”

**Economy:** Supports the goals of “diversified tax base,” “increase number and spectrum of jobs” and “create an investment friendly environment that is competitive and future focused.”

**Environment:** Supports the goals of “increase transportation choices and minimize our impact on the environment.”

# Risk Assessment

Risk assessment analyzes potential risks and their impact on achieving economic development outcomes while working to mitigate impacts before they occur. The following information summarizes potential risks that directly affect the progress and outcome of strategy.



## Inability to Meet Infrastructure Needs

Existing businesses cannot expand or relocate to expand. New businesses cannot open or relocate to Squamish due to lack of available space and supporting infrastructure.

Prioritize based on needs analysis through Place pillar activities



## Continued Rise in Cost of Living

The cost of doing business results in an inability to be competitive, stagnating or impeding on growth.

Encourage productivity of firms & policy, programs that sustain/lower cost of living.



## Continued labour shortage

Given the high cost of living, workers are moving away from or not locating to Squamish, limiting the ability of businesses to sustain themselves or grow.

Analyze demand & support policy and programs addressing labour/skills



## Overburden on tax base

Limits on service delivery and infrastructure impedes on the business climate stifling growth.

Diversify and increase the non-resident tax base while securing new funding





#### Lack of consensus

Limited prioritization and unmanaged growth leads to an imbalance.

Develop, in partnership, a measurable community economic development plan.



#### Rise in Canadian dollar

While the buying power of local firms and general residents increases, heavily reliant export sectors face a downturn.

Support a diversified sector and export market growth strategy.



#### Increase in prime lending rate

Decreased real estate demand leads to market stagnation and affects services and infrastructure delivery

Encourage managed approach to growth and diversify District revenues.



#### More restrictive US trade environment

Lack of competitiveness and productivity for local firms has a bottom-line impact.

Encourage export market diversification



# Measuring Performance

The District's economic development department has an obligation to create transparent performance measurement indicators to provide assurance of the effectiveness of our work while informing future strategy direction.

Further to the need for District evaluation, a broader set of indicators to monitor the economic well-being of the community supports a common approach and understanding amongst stakeholders. To support the development of these indicators, Appendix B provides potential indicators for consideration during the development of the broader Community Economic Development Plan.

The following District Economic Development Scorecard provides the measurement framework and targets aligned to outcomes established through the District Economic Action Plan 2017-2019.

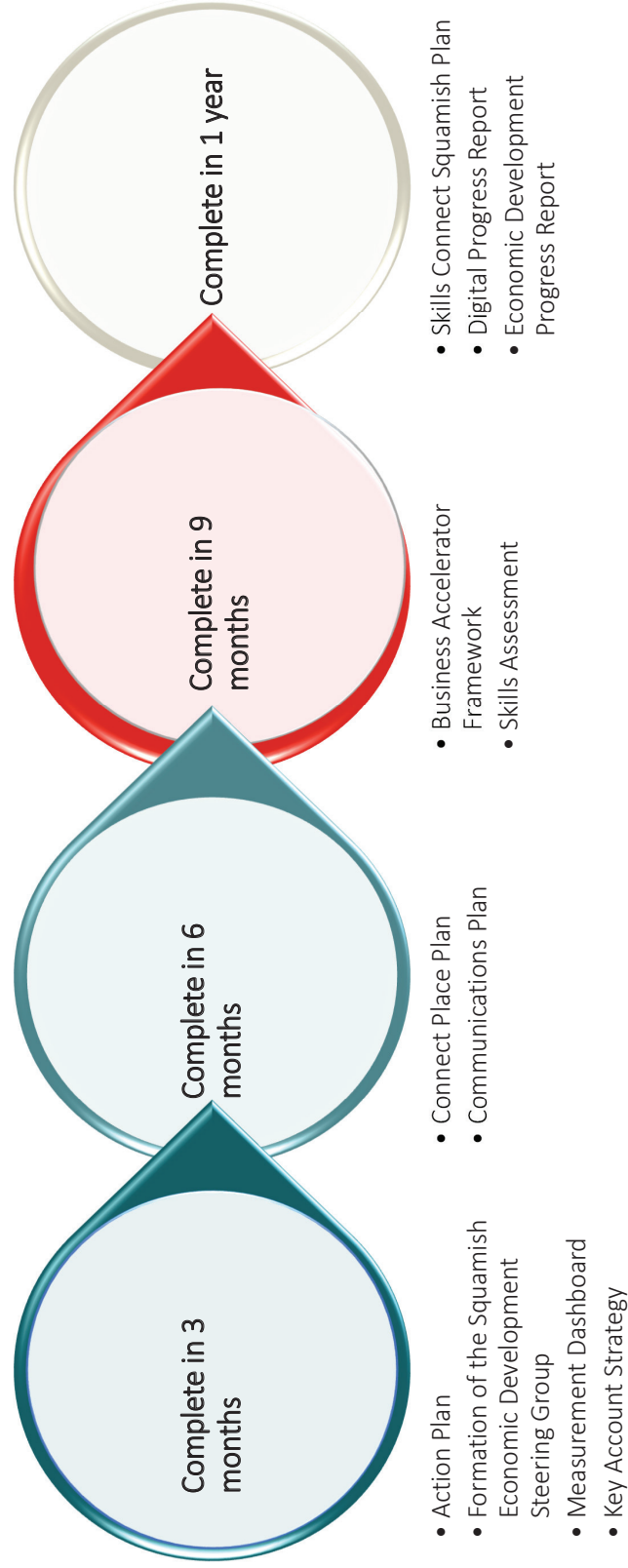


# District Economic Development Scorecard

			Targets				
Outcomes	District Strategy	Measure	2017	2018	2019		
Pillar 1: People – More people are trained and locally employed		Alignment of District economic development efforts to partner objectives <sup>1</sup>	Benchmark	Increase/Maintain	Increase/Maintain		
<ul style="list-style-type: none"><li>- More community members have skills to meet job demand</li><li>- New residents support local employment needs</li><li>- More local employment opportunities</li><li>- Participation rates increase, notably for priority populations</li></ul>	<ul style="list-style-type: none"><li>- Partner to close the labour gap</li><li>- Prioritize by assessment and monitoring of labour demand/supply</li><li>- Communicate and advocate for policy, programs and funding addressing labour needs</li><li>- Facilitate programs and initiatives addressing labour gap</li></ul>	Value of research, intelligence and tools <sup>1, 2</sup>	Benchmark	Increase/Maintain	Increase/Maintain		
		Engagement rate of economic development intelligence and tools <sup>3</sup>	Benchmark	Increase/Maintain	Increase/Maintain		
		Pillar 2: Business – There is sustainable and diverse business growth		Ratio of partner co-investment/funding <sup>4</sup>	1:1	Increase/Maintain	Increase/Maintain
<ul style="list-style-type: none"><li>- Existing businesses are expanding</li><li>- Productivity increases</li><li>- New businesses start in leading sectors of the economy (diversified)</li><li>- More businesses export to/enter new markets</li><li>- There is better access to foreign investment and venture capital</li><li>- Local companies are investing in R&amp;D</li><li>- Ease of business increases</li></ul>	<ul style="list-style-type: none"><li>- Partner to support business growth and productivity</li><li>- Prioritize sustainable growth through a data-driven approach</li><li>- Communicate and advocate for policy, programs and funding to remove barriers and expedite growth</li><li>- Facilitate programs and initiatives to drive business growth</li></ul>	Business intentions <sup>1, 2</sup>	Benchmark	Increase/Maintain	Increase/Maintain		
		Pillar 3: Place – Infrastructure meets the needs of employees and employers		Priority sector lead growth <sup>2</sup>	Benchmark	Increase	Increase
		<ul style="list-style-type: none"><li>- Workability is increasing</li><li>- Squamish is connected to a broader ecosystem (regional, provincial, global)</li><li>- There is access to land to support current and future business needs</li><li>- There is built infrastructure to support growth of existing and new business as needed</li></ul>	<ul style="list-style-type: none"><li>- Partner to better connect networks</li><li>- Prioritize infrastructure development against economic development needs</li><li>- Communicate and advocate for policy, programs and funding that lead to greater workability</li><li>- Facilitate programs and initiatives to improve infrastructure and better connect local economy</li></ul>	Percentage of businesses who indicate District economic development activities advance their business objectives <sup>2</sup>	Benchmark	Increase/Maintain	Increase/Maintain

<sup>1</sup> Partner survey to be conducted among Squamish Economic Development Steering Group/sub-committee members <sup>2</sup>Business survey to be conducted <sup>3</sup>Engagement rate consists of time on website, number of pages visited <sup>4</sup>Internal tracking system

# Appendix A: Timeline



# Appendix B:

## Potential Community

### Economic Health Indicators

Indicators	Rationale
<b>GOAL: The economy is growing while the standards of living are increasing for all</b>	
<b>Pillar 1: People – More people are trained and locally employed</b>	
Local participation rate	Health of labour force/community
Job openings	Demand assessment
Average wages	Measurement of productivity
Experienced labour force by industry	Labour supply assessment
<b>Pillar 2: Business – There is sustainable and diverse business growth</b>	
Business expansion	Progress in growing existing businesses
Businesses exporting/new market entry	Export revenue as a proxy for expansion and non-resident reliance for growth
New leading sector business starts vs. all	Progress in defined priority sector growth and assessment of impact of Economic Development Strategic Action Plan
Productivity (GDP per worker)	Measurement of quality of life/proxy for innovation and R&D
Total employment by industry	Measurement of growth and labour participation
Investment in R&D	Assessment of innovation, productivity and attractiveness for expansion
Ease of doing business/climate	Assessment of attractiveness, efficiency and growth
FDI attracted/venture capital	Assessment of attractiveness, innovation and growth
<b>Pillar 3: Place – Infrastructure meets the needs of employees and employers</b>	
Commuting time	Quality of life indicator and priority for council
Number of locally owned businesses/employees	Assessment of quality of life (affordability)
Housing costs vs. incomes (affordability)	Assessment of digital strategy outcomes
Digital penetration	Assessment of (current/future) supply vs. demand
Existing/available employment lands	Assessment of market demand (healthy economy)
Vacancy (commercial, industrial, retail)	Measurement of productivity, healthy economy and labour force
Median household income (family wage)	Quality of life indicator and priority for council

# Appendix C: Priority Sector Review

The following is an alignment of Federal and Provincial Government priority sectors.

Federal	Provincial
Aerospace	Advanced Manufacturing
Agriculture and Processed Foods	Agrifoods
Automotive	
Consumer Products	
Chemicals	
Education	International Education
Defense and Security	
Fish and Seafood	
Financial Services	
Industrial Machinery	
Forestry and Wood Products	Forestry
Infrastructure	
Information and Communications Technology	Technology
Life Sciences	Advanced Manufacturing
Mining	Mining
Oil and Gas	Natural Gas, Energy
Ocean Technology	Technology
Professional Services	
Sustainable Technologies	Technology
Transportation	Transportation
Tourism	Tourism
Wine, Beer and Spirits	

Sources: BC Jobs Plan – 5 Year Update,  
<http://international.gc.ca/global-markets-marches-mondiaux/sectors-secteurs/index.aspx?lang=eng>

# Appendix D: Bibliography

The following provides a summary of District strategy and action plans, as well as third-party plans considered in the development of Hardwired for Business. These plans formed the basis for the strategic framework and work plan, as well as the environmental scan and risk analysis.

Council Strategic Plan 2015- 2018	District of Squamish
Squamish Digital Strategy – December 2016	District of Squamish
Employment Lands Strategy – January 2015	District of Squamish
Official Community Plan 2040 – Draft	District of Squamish
District Economic Development Review and Action Plan - August 2016	District of Squamish
Branding, Development and Marketing Action Plan – September 2017	District of Squamish
Community and Employer Partnership Plan Squamish 2015-2016	Training Innovations
Strategic Direction - 2017	Squamish Chamber of Commerce
B.C. Rural Economic Development Strategy – March 2017	British Columbia Provincial Government
Ministry of Jobs, Tourism and Skills Training and Minister Responsible for Labour - 2015/16 – 2017/18 SERVICE PLAN	British Columbia Provincial Government
Ministry of International Trade and Minister Responsible for the Asia Pacific Strategy and Multiculturalism - 2015/16 – 2017/18 SERVICE PLAN	British Columbia Provincial Government
Ministry of Forests, Lands and Natural Resource Operations - 2015/16 – 2017/18 SERVICE PLAN	British Columbia Provincial Government
Ministry of Natural Gas Development and Minister Responsible for Housing - 2015/16 – 2017/18 SERVICE PLAN	British Columbia Provincial Government
Ministry of Technology, Innovation and Citizens' Services - 2015/16 – 2017/18 SERVICE PLAN	British Columbia Provincial Government
Innovation, Science and Economic Development Canada - Departmental Plan 2017-18	Government of Canada
Global Affairs - Departmental Plan 2017-18	Government of Canada
Western Economic Diversification Canada - Departmental Plan 2017-18	Government of Canada
Provincial Outlook, March 2017	Robert Hogue, Senior Economist, RBC Economics
Building Community Prosperity Through Local Economic Development: An Introduction to LED Principles and Practices	George Edward (Ted) Treller, Lochaven Management Consultants Ltd.
Strengthening Canada's Hometowns: A Roadmap for Strong Cities and Communities	The Federation of Canadian Municipalities
The Evolution of Local Economic Development in Canada	Lochaven management consultants ltd.
TechTalentBC Report 2016	WorkBC
Remaking Economic Development: The Markets and Civics of Continuous Growth and Prosperity	Amy Liu, The Bookings Institution, 2016
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**District of Squamish**

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