



*building communities together*

## **2021 Business Plan Central Cariboo and Chilcotin Economic Development (1025)**

*Darron Campbell, Manager of Community Services*

***Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.***

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### **Department/Function Services**

The Central Cariboo and Chilcotin Economic Development function was established through Bylaw No. 5244 in 2019. The purpose of the service is to provide funding support through contributions for economic development activities in the service area, including Electoral Areas D, E, F, J and K.

Prior to the establishment of the Central Cariboo and Chilcotin Economic Development service, there were five separate functions in the Central Cariboo. Each of these functions was created through Electoral Areas bylaws as follows, Area D (No. 3855, 2003), Area E (No. 5235, 2019), Area F (No. 3706, 2002), Area J (No. 5016, 2016) and Area K (No. 5017, 2016). The budgets and business plan goals for these functions have been merged into this plan to encourage cooperation and efficiency.

The new service was created to support and promote economic development in the Central Cariboo and Chilcotin and work in important sectors such as tourism, agriculture, natural resources development and the retention and attraction of businesses and residents. This service is provided through contracts for various economic development initiatives, which currently include Visitor Information Services support agreements with the Williams Lake and District Chamber of Commerce, the Horsefly Board of Trade, the Likely Chamber of Commerce and the 150 Mile Greenbelt, Trail and Heritage Society (2021-2023) and the Community Services and Development Society of Alexis Creek (2018-2020).

Currently, there is a contribution to the McLeese Lake Farmers Market Association (2019-2021) to support the promotion and operation of the McLeese Lake Farmers Market.

Electoral Areas D, E, F, J and K participate in the service and taxation is based on the assessed value of land and improvements. There is no requisition limit for this service.

The Directors of Electoral Areas D, E, F, J and K are responsible for the governance of this service.

## **Business Plan Goals, Rationale & Strategies**

### **2021 Goals**

- 1. Goal:** Review the McLeese Lake Farmers Market agreement.  
**Rationale:** The current three-year agreement to support this group and their operations expires December 31, 2021.  
**Strategy:** Agreement terms and costs will be renewed if there are no material changes.
- 2. Goal:** Work with rural communities to develop, maintain and improve trails and sites for tourism activity.  
**Rationale:** Rural communities continue to implement tourism strategies, including the development of infrastructure to continue a long-range plan to promote tourism and local economic development. Trails are proving to be a very important natural asset to rural areas that can be developed and promoted. Locations under consideration in 2021 include the Suey-Slate Bay Trail, the Archie Creek Trail and the Spawning Channel Trail in Horsefly; the Bullion Low Mobility Trail, Cameron Ridge and the Trail to Cariboo Falls near Likely and the Big Lake Heritage Site.  
**Strategy:** Trail projects will be led by various partner groups including but not limited to the Horsefly Board of Trade, Likely Chamber of Commerce and Big Lake Community Association, with updates to and advice from Regional District staff.
- 3. Goal:** Continue to encourage partnerships for economic development projects and activities.  
**Rationale:** Maintaining existing and creating new partnerships is an efficient and cost-effective way to deliver economic development services.  
**Strategy:** As projects and strategies are brought forward, appropriate partners, such as senior governments, municipalities, non-profit groups, and First Nations, will be identified.
- 4. Goal:** Support development of promotional materials for tourism activities in the Central Cariboo.  
**Rationale:** Promotional materials such as brochures, website, maps and videos are important tools to reach potential visitors and promote tourism opportunities in the area.  
**Strategy:** Promotional projects will be led by various partner groups including but not limited to the Horsefly Board of Trade and the Likely Chamber of Commerce, with updates to and advice from Regional District staff.

- 5. Goal:** Support the All Nations Pow Wow event held in Williams Lake.

**Rationale:** The Pow Wow would be a major tourism event held during the Williams Lake Stampede and bring in additional visitors and performers to the area. In addition to the direct tourism activity generated by the event, the positive cooperation by First Nations, local government, non-profit groups and business sponsors to host the event will result in long term economic benefits.

**Strategy:** A committee of event partners is organizing the event under the banner of several local First Nations. Funding support for the event is included in the Central Cariboo Economic Development financial plan.
- 6. Goal:** Support site improvement initiatives for event-hosting space for the Horsefly Community.

**Rationale:** Building on ongoing projects to improve event hosting space the community has the potential to contribute positively to the regional economy by encouraging events in the community.

**Strategy:** Projects including lighting at the outdoor rink and a potential frisbee golf course at the spawning channel grounds will be led by the Horsefly Board of Trade with updates to and advice from Regional District Staff.
- 7. Goal:** Support joint marketing initiatives for the Cariboo East including Big Lake Ranch, Horsefly, and Likely.

**Rationale:** Working together these three communities can promote experiences and amenities of the East Cariboo through marketing initiatives for increased tourism benefitting all three economies.

**Strategy:** Marketing initiatives will be led by the communities with updates to and advice from the Regional District.
- 8. Goal:** Contribute to site improvements, marketing, and promotions for the Xat'sull Heritage Village.

**Rationale:** The Xat'sull Heritage Village is an award-winning tourism attraction which provides educational and recreational opportunities for visitors, centered around the culture and heritage of the Xat'sull First Nation. This tourism attraction contributes positively to the local economy by encouraging travelers to visit our region and by providing employment to area First Nations.

**Strategy:** Projects and initiatives will be led by the Xat'sull First Nation with updates to and advice from Regional District staff.
- 9. Goal:** Invest in capital improvements or marketing and promotional activities at the Bull Mountain Cross Country Ski Area.

**Rationale:** Ongoing projects to improve trail signage and promote events at Bull Mountain are reasonable opportunities to generate local economic activity. The goal is to bring out-of-town recreational skiers to the facility. Bull Mountain is a premiere cross-country skiing destination in the Central Cariboo; however, it remains a local "secret" due

to limited promotion and signage on the highway. Bull Mountain is managed by volunteers through a non-profit society.

**Strategy:** Projects will be led by the Williams Lake Cross Country Ski Society with updates to and advice from Regional District staff.

- 10. Goal:** Support the Likely Visitor Information Centre storage building project.

**Rationale:** The VIC is also an important tourism attraction which provides historical and educational opportunities for visitors within the community of Likely. The VIC positively contributes to the local economy and provides more market-ready tourism products for visitors. Lack of storage space is making it difficult to fully develop the historical artifacts and information that the VIC has to offer.

**Strategy:** Project will be led by the Likely Chamber of Commerce, with updates to and advice from Regional District staff.
- 11. Goal:** Sponsor conferences and events in the Central Cariboo.

**Rationale:** Conferences and events draw visitors to the Central Cariboo and encourage economic development in the electoral areas.

**Strategy:** The resources necessary to provide limited sponsorship to conferences and events is included in the function financial plan.
- 12. Goal:** Coordinate the roundtable session of the Economic Development Officers within the region.

**Rationale:** The Regional Economic Development practitioner's roundtable builds, maintains efficient relationship and provides a platform for EDO's throughout the region to share resources, projects initiatives, strategies, challenges and best practices. This goal is included in the corporate tactical plan developed in 2019.

**Strategy:** Workshop will be led and report made by the Cariboo Regional Community Economic Development Officer, with support from the Manager of Community Services.
- 13. Goal:** Coordinate and create new economic development landing pages to highlight the region and act as an attraction and retention tool.

**Rationale:** The 2020 Cariboo Labour Market Study (LMS) identified nine objectives with one pertaining directly to the CRD, *Objective 9: Build Assets and promote the Region*. This is a priority agreed by the LMS Steering Committee.

**Strategy:** Work with the LMS Steering Committee, the Manager of Community Services, and the Manager of Communications to build a series of webpages offering regional statistics and assets.
- 14. Goal:** Support the Explore Cariboo marketing tactics.

**Rationale:** Now entering its third year, the Explore Cariboo marketing campaign is building momentum showcasing the entire Cariboo Region through a website, social media posts, media influencers, published content, and advertising.

**Strategy:** Provide both financial and strategic support to the project ensuring communities, attractions, and businesses from throughout the region are included resulting in enhanced increased tourism.

- 15. Goal:** Review the Species at Risk Act for potential impacts to the regional economy.  
**Rationale:** The ongoing periodic review will enable preemptive preparation for potential negative economic impacts prior to legislative actions taken by the provincial or federal governments, as was the case with the mountain caribou recovery plan and restrictions on high elevation timber supply. This goal is included in the corporate tactical plan developed in 2019.  
**Strategy:** The review will be made by the Regional Economic & Community Development Officer each quarter of the year with special attention to the Chilcot Steelhead population. A thorough risk assessment of Chilcotin and Thompson steelhead trout has confirmed the results of a previous survey declaring the fish at risk of extinction. The latest findings mean the fish will again be considered for listing under the Species at Risk Act (SARA).

### **Overall Financial Impact**

The 2021 requisition is increased by \$30,000 from 2020 for a total requisition of \$100,000. This increase is necessary to meet renewed contribution agreement commitments included in the business plan. No further increase is included in the five-year financial plan.

The first year of tax requisition for the new service was 2020, which was initially set at \$70,000 to meet all goals and contribution agreements from the previously separate economic development functions.

### **Significant Issues & Trends**

The Cariboo Regional District is a signatory on the Province of BC/UBCM Climate Action Charter and has committed to continuing to work towards carbon neutrality in respect of corporate operations.

### **Measuring Previous Years Performance**

The following goals were included in each of the separate economic development functions in 2019 and most are continued into the 2020 Central Cariboo and Chilcotin Business Plan.

**Goal:** Review Visitor Information Centre Services agreement with the Williams Lake and District Chamber of Commerce, Horsefly Board of Trade, Likely Chamber of Commerce and the

150 Mile Greenbelt, Trail and Historical Society and the Community Services and Development Society of Alexis Creek.

- Completed. A new agreement with a value increase appropriate to the broader central Cariboo area for visitor information services was executed.

**Goal:** Work with rural communities to develop, maintain and improve trails and sites for tourism activity.

- Completed. Supported low mobility wilderness trails at Hotnarko Falls and Nimpo Lake. Supported work on the Spawning Trail and Beaman Trails in Horsefly, the Low Mobility Trail at Bullion Pit Mine.

**Goal:** Continue to encourage partnerships for economic development projects and activities.

- Completed. Contribution made to the regional Explore Cariboo project, supported and met with the Cariboo Agricultural Adaptation Strategy Working Group, coordinated monthly meetings with Municipal EDOs, in response to COVID-19 met monthly with the Williams Lake Business Development Partners Working Group.

**Goal:** Support development of promotional materials for tourism activities in the Central Cariboo.

- Completed. Contribution to Central Cariboo Mountain Bike Campaign, the Explore Cariboo project and Influencer visits to the region.

**Goal:** Support the All Nations Pow Wow event held in Williams Lake.

- Not completed. Cancelled due to COVID-19.

**Goal:** Support site and trail development and marketing initiatives for the Horsefly Extreme Quest projects.

- Completed. Brochures printed and distributed.

**Goal:** Contribute to the replacement of the sign at the Horsefly Visitor Information Centre.

- Completed. New sign has been made and will be installed.

**Goal:** Contribute to site improvements, marketing, and promotions for the Xat'sull Heritage Village.

- Completed. Contribution made towards the replacement of the viewing platform.

**Goal:** Invest in capital improvements or marketing and promotional activities at the Bull Mountain Cross Country Ski Area.

- Completed. Contribution made from Regional District Community Works Fund for upgrading to energy efficient lighting.

**Goal:** Support the Likely Visitor Information Centre storage building project.

- Completed. Building has been purchased and constructed on Museum site.

**Goal:** Sponsor conferences and events in the Central Cariboo.

- Not completed. No events came forward due to COVID-19.

**Goal:** Coordinate the roundtable session of the Economic Development Officers within the region.

- Completed. Group met in person in Williams Lake in January, via conference call in May, and by Zoom Meeting in November.

**Goal:** Review the Species at Risk Act for potential impacts to the regional economy.

- Completed. Reviewed the 2019/2020 Species at Risk Report.