



building communities together

2022 Business Plan Central Cariboo and Chilcotin Economic Development (1025)

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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.

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 (2021-2023).

Currently, there is a contribution to the McLeese Lake Farmers Market Association (2022-2024) 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

2022 Goals

- 1. Goal:** Support the development of Frisbee Golf courses in the Central Cariboo.
Rationale: Frisbee Golf is a fast-developing sport. Supporting the local society to build and upgrade courses in the region will encourage tourism and create another outdoor lifestyle amenity to attract and retain residents.
Strategy: Funding is allocated to match and support grant opportunities.
- 2. Goal:** Support site improvements to Big Lake Heritage Site.
Rationale: The Big Lake Heritage Site acts as a stop of interest along the Cariboo Gold Rush Trail and a Community Hub for local residents. Structures have become unsafe and the site run down. Revitalizing these assets will draw and retain both tourists and residents.
Strategy: Funding is allocated to match and support grant opportunities.
- 3. Goal:** Support obtaining grant funding for restoration of the Bullion Pit penstocks.
Rationale: The penstocks, which were a key part of the water management system that fed the massive monitors used in mining operations, are an interesting historical asset and are deteriorating rapidly in the wet climate. A new low mobility trail was constructed in 2020 to provide easy access to the site and rebuilding the penstocks will add value to the location.
Strategy: The Bullion Pit site is operated by the Likely Xat'sull Community Forest, which will submit grant applications with support from the Regional District.
- 4. 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 upgrades to the boardwalk at the Spawning Channel in Horsefly; the Bullion Pit, 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.

5. **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.
6. **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.
7. **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.
8. **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: Funding is allocated to match and support grant opportunities to support upgrades at the outdoor rink. This will be led by the Horsefly Board of Trade with updates to and advice from Regional District Staff.
9. **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.

- 10. 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.
- 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: Regional meetings will be led by the Cariboo Regional Community Economic Development Officer, with support from the Manager of Community Services.
- 13. Goal:** Monitor and market new economic development landing pages ‘Make the Move.’

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. The pages were completed in 2021 and need to promoted to build national awareness.

Strategy: Work with the LMS Steering Committee, the Manager of Community Services, and the Manager of Communications to execute a marketing campaign to promote the website.
- 14. Goal:** Support the Explore Cariboo marketing tactics.

Rationale: Now entering its fourth 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:** Support the Regional Wood Innovation Training Hub initiative.
Rationale: With changes in the forest industry, a provincial appetite for sustainable harvest and value-added wood products, and international recognition for log and timber frame home building, a diverse group of stakeholders has come together to form an initiative focused on sustainable wood-based education and training. This initiative will support regional small and medium sized businesses by building a skilled employment base, and drawing regional, national and international participants to the region.
Strategy: Work with the advisors group to help direct efforts and identify funding.
- 16. 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 of all species at risk will be made by the Regional Economic & Community Development Officer each quarter of the year with special attention to the Chilcotin 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 2022 requisition remains unchanged from the 2021 requisition of \$100,000 and this level is maintained in the five-year financial plan.

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.

Significant Issues & Trends

COVID-19 has significantly impacted the ability to host events and tournaments throughout the region. It has also contributed towards an increase in labour shortages across all sectors.

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 2021 and most are continued into the 2022 Central Cariboo and Chilcotin Business Plan.

Goal: Review McLeese Lake Farmer's Market Agreement.

- Completed. The agreement has been renewed, expiring in 2024.

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

- Completed. Supported trail work at the Bullion Pit Mine and Cariboo Falls near Likely, and the Story walk and kiosk at the spawning channel in Horsefly.

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

- Completed. Financial contribution towards Nimpo Lake's fence project at a tourism site and towards repairing the VIC roof in Horsefly, created and hosted an Education Roundtable, participated in the Agricultural Development Advisory Committee, coordinated monthly meetings with Municipal EDOs, and 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 towards improvements to Likely's website and social media campaign, Horsefly's website upgrade and interactive new host.

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

- Not completed. Cancelled due to COVID-19.

Goal: Support site improvement initiatives for event-hosting space for the Horsefly Community.

- Completed. Contributed to site improvements at the outdoor rink including new lighting, replacing the gate, and surface improvements.

Goal: Support joint marketing initiatives for the Cariboo East including Big Lake Ranch, Horsefly, and Likely.

- Completed. Financial Contribution towards new brochures created to connect and promote the three communities.

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

- Not completed. No projects were brought forward.

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

- Completed. Contribution made towards new signage and kiosks.

- 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. Met quarterly throughout 2021.
- Goal:** Coordinate and create new economic development landing pages to highlight the region and act as an attraction and retention tool.
- Completed. Worked with regional EDOs, the Manager of Community Services and the Communications Department to create a suite of pages hosted on the CRD website.
- Goal:** Support the Explore Cariboo marketing tactics.
- Completed. Supported the annual campaign both with strategic planning and a financial contribution.
- Goal:** Review the Species at Risk Act for potential impacts to the regional economy.
- Completed. Reviewed the 2021/2022 Species at Risk Report. Will continue to monitor Chilcotin Steelhead and Salmon populations.