

Regional Community Economic Development Document Inventory Cariboo Regional District

August 2015

The following inventory of documents was compiled in order to better understand the scope of previously completed Community Economic Development (CED) resources for the Cariboo-Chilcotin region. Published between 2006 and present, these documents represent both broad CED, as well as sector specific plans, strategies, and frameworks designed to guide CED policy and actions at the regional, sub-regional, and municipal levels, within the Cariboo Regional District.

Document	Summary Description
Regional	
<p><i>Cariboo Regional Development Framework Feasibility Study</i> (2010)</p> <p>Prepared by: Economic Growth Solutions, and Gardner Pinfold Consulting</p>	<p>This study works to determine the suitability of a regional development framework for the Cariboo Region. The study analyzes and compares regional development approaches in other jurisdictions, identifies core and potential project partners for such a framework, proposes an organizational mandate, goals and objectives, suggests an organizational and management structure, identifies short-term priority project and recommends potential funding sources for implementation. It is the finding of the authors that the Cariboo Regional District and member municipalities should proceed with the formation of such a framework under the suggested name, <i>Cariboo-Chilcotin Sustainable Development Alliance</i>.</p>
<p><i>Cariboo-Chilcotin: Living on the Edge of Climate Change, MPB: Comprehensive Mitigation Strategy</i> (2008)</p> <p>Prepared by: Cariboo-Chilcotin Beetle Action Coalition</p>	<p>This mitigation strategy is the amalgamation and summary of the 12 independent reports produced for CCBAC in the years prior. The report synthesizes the expected impacts from the MPB, regional stabilization strategies, economic development strategies, the organizational capacity required to implement, monitor, and report on the strategies, and the funds required over the next decade of implementation. In total, an expenditure of \$551 million over 10 years is recommended for the initial investments identified, reserve investment funds, and implementation capacity funds.</p>

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<p><i>Cariboo-Chilcotin Beef Industry Product Cluster – Final Report</i> (2008)</p> <p>Prepared by: Meyers Norris Penny LLP</p>	<p>This report builds upon a previous study produced by the same consultant in 2005 to determine the suitability of a beef industry cluster for the region. The initial report concluded that the development of a beef industry product cluster for the Cariboo was a sensible approach. This <i>phase 2</i> report involves a pre-feasibility study for the construction and operation of a freezer storage facility in Williams Lake, the development of a sector marketing strategy that indicates the best market strategies to be pursued, and a review of existing meat processing facilities in the region, including which facility is most suitable for upgrading the federal facility standards.</p>
<p><i>Cariboo-Chilcotin Tourism Sector Strategy</i> (2007)</p> <p>Prepared by: Peak Solutions Consulting, and Lions Gate Consulting</p>	<p>This document proposes a regional tourism strategy that aims to identify regional aspirations for development, identifies goals and targets, and identifies opportunities that have the potential to stimulate sector growth. The report concludes with a series of recommendations and implementation strategies. In total, the report indicates that \$20.16 million in spending is required to achieve the identified sector goals.</p>
<p><i>Cariboo-Chilcotin Mineral Sector Strategy</i> (2007)</p> <p>Prepared by: Cariboo-Chilcotin Beetle Action Coalition</p>	<p>This report provides a historical overview and status of the mineral exploration and mining sector in the Cariboo-Chilcotin region, outlines the potential growth opportunities for the mineral sector, contemporary land and resource management issues, as well as community aspirations in the region. The report concludes with a proposed regional Mineral Sector Development Action Plan that includes recommendations for public policy and investments to enhance the development of the mineral resource sector.</p>
<p><i>Cariboo-Chilcotin Region Secondary Wood Products Strategy – Summary Paper</i> (2007)</p> <p>Prepared by: Triangle Resources</p>	<p>This report includes a situational analysis of the secondary wood products industry and market at the international, national, provincial, and regional levels. The report suggests a series of goals, objectives and strategies to strengthen the secondary wood products sector in the Cariboo Region. Finally, the report proposes an implementation work plan and associated budget of \$9.7 million over 5 years to advance priority projects in the secondary wood products sector.</p>
<p><i>Forest Sector Strategy</i> (2007)</p> <p>Prepared by: not indicated</p>	<p>This sector strategy aims to achieve recovery and growth in the forest sector through a number of identified projects and initiatives. The initial sections of the report include a forest sector profile, industry growth opportunities and trends, and land a resource management issues relevant to the forest sector. The final component of this strategy is a <i>Forest Sector Action Plan</i>, which includes specific recommendations, action items, and estimated budget requirements to move forward through implementation.</p>

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<p><i>Cariboo-Chilcotin Log Building Sector Strategy</i> (2006)</p> <p>Prepared by: Westcoast CED Consulting</p>	<p>This report proposes a framework for building and expanding the log home/building industry Cariboo-Chilcotin region. The report includes an analysis and assessment of the log building industry in the region, the economic impact of the sector to the region, and global market trends for this sector. The final section of the report includes broad sector goals and specific action items to grow the regional log building industry. The report indicates that an investment of \$150,000 a year over 3 years is required to implement the recommended strategy.</p>
<p><i>Retention and Attraction of People to the Cariboo-Chilcotin: Benchmarking Research for the Cariboo-Chilcotin Beetle Action Coalition</i> (2006)</p> <p>Prepared by: Ecogistics Consulting, Hamlen Management Consultants, and Yates, Thorn & Associates</p>	<p>The focus of this document is the identification of best practices in the area of resident retention and attraction by benchmarking with Canadian communities which have faced various degrees of economic challenge. This report builds upon previous focus group sessions involving Cariboo-Chilcotin residents, who discussed the region's assets and detriments, amenity priorities and suggestions for improvements. Additionally, stakeholder interviews were held with stakeholders from the Cariboo-Chilcotin including local government and health authority staff and admin. and First Nations representatives. From the benchmarking research, focus group sessions and stakeholder interviews, the report recommends a series of actions to attract new residents to the Cariboo Region while maintaining the current population.</p>
<p>Quesnel</p>	
<p><i>Quesnel Community Marketing Strategy</i> (2015)</p> <p>Prepared by: Savage & Associates, and Small Town Media Love</p>	<p>The focus of this report is on retention and attraction of people who will invest in Quesnel, digital (online) marketing, and collaboration among the many groups with an interest in community marketing. This report advocates for a community marketing approach for attracting investment which highlights Quesnel's superior lifestyle benefits, over a traditional, sector-based investment attraction approach.</p>
<p><i>City of Quesnel: Investment Attraction Strategy - Part 1 & 2</i> (2014)</p> <p>Prepared by: EcoTactix Consulting</p>	<p>This report identifies the need for Quesnel to focus efforts on attracting foreign direct investment (FDE) and recommends strategies to achieve this. Part 1 of the report includes an analysis of FDE in a national, provincial and local context. Part 2 identifies potential investment opportunities in Quesnel, strategies for attracting FDE to Quesnel, and methods to improvement Quesnel's investment readiness.</p>

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<p><i>Quesnel Community & Economic Development Corporation: 2013 – 2015 Strategic Plan</i> (2012)</p> <p>Prepared by: Quesnel Community & Economic Development Corp.</p>	<p>This report is designed to guide the activities of the Quesnel Community & Economic Development Corp. from 2013 to 2015. A sector-based approach to economic development is employed in this plan. Key sectors have been identified, and each sector area is followed by a goal statement. Objectives have been developed for each goal statement, to provide further guidance for implementation.</p>
<p><i>Quesnel Prosperity & Sustainability Business Plan</i> (2008)</p> <p>Prepared by: Quesnel Community & Economic Development Corp.</p>	<p>This document is meant to serve as a guide to improve economic diversity and resilience for the City of Quesnel through to 2017. The plan outlines seven broad community goals, identifies six categories of action, provides costs estimates, discusses management and implementation requirements, and indicates potential measureables to gauge success. The report indicates that \$340 million in funding is required from 2008 to 2017 in order to implement the projects and initiatives recommended in the plan.</p>
<p><i>Tourism Quesnel Draft Business Plan</i> (2007)</p> <p>Prepared by: Quesnel Community & Economic Development Corp.</p>	<p>This draft business plan proposes the creation of a destination marketing organization (DMO) for the City of Quesnel, known as Tourism Quesnel, funded through the establishment of the Additional Hotel Room Tax (AHRT). The report includes proposed goals and objectives for the organization from 2007-2012, as well a proposed organizational budget for 2008.</p>
<p>Wells</p>	
<p><i>North Cariboo Tourism Plan – Wells, Barkerville, Bowron Lakes Implementation Plan</i> (2007)</p> <p>Prepared by: Tourism British Columbia</p>	<p>This document presents a broad tourism marketing plan and a 3-5 year implementation plan for the Wells/Barkerville area. The plan focuses on key priority areas including external media relations, tour wholesaler attraction, regional/transient traveler marketing, rocky mountaineer vacations optimization, and local & near-in marketing. Separate strategic and action plans are provided for each of these priority areas.</p>
<p>Williams Lake</p>	
<p><i>Williams Lake Assessment and Business Expansion, and Attraction Strategy</i> (2011)</p> <p>Prepared by: Peak Solutions Consulting, and Lions Gate Consulting</p>	<p>This report aims to establish a targeted work plan that will allow the City of Williams Lake to facilitate the expansion of existing businesses and proactively attract new investment and businesses to the community. The main components of this project include a community overview, economic base analysis, future economic outlook by sector, and a community marketing strategy which includes 6 strategy area recommendations and associated strategic initiatives for implementation.</p>

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100 Mile House	
<p><i>District of 100 Mile House – Community Economic Development Strategy</i> (2006)</p> <p>Prepared by: District of 100 Mile House</p>	<p>This document is meant to serve as a guideline for economic development activities for the District of 100 Mile House from 2006 onwards. This strategy establishes economic development policy statements for the District, identifies preliminary action plan items, and provides a SWOT analysis for economic development in 100 Mile House.</p>

The following documents, while not specific to Community Economic Development, do contain CED components and/or implications, and are included for reference purposes.

Document	Summary Description
Regional	
<p><i>Strong Regions Grow Strong, Sustainable Communities – Edition 2</i> (2008)</p> <p>Prepared by: Cariboo Regional District</p>	<p>This report was developed for the purpose of providing senior government with an overview of the challenges facing the Cariboo-Chilcotin region as a result of the mountain pine beetle epidemic. The report provides specific recommendations to the provincial government on potential legislative impediments to collaborative local government relations. Additionally, a series of action items is proposed to assist with regional social/economic recovery and resilience.</p>
<p><i>Inventory and Synopsis of Agriculture Development Studies and Initiatives for the Cariboo-Chilcotin</i> (2006)</p> <p>Prepared by: George Powell, and Julie Gibert</p>	<p>This report provides an inventory of previous regional agriculture development studies in the Cariboo-Chilcotin and summarizes the major findings of previous and ongoing development work applicable to the region. This document aims to acknowledge and build upon previous and ongoing work in the development of the agriculture sector, while avoiding unnecessary duplication in the preparation of CCBAC’s Agriculture Sector Strategy.</p>

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<p><i>The Regional Net Wealth Balance of Funds: Regional Inflow and Outflow of Funds – Cariboo Chilcotin Beetle Action Coalition</i> (2006)</p> <p>Prepared by: Synergy Management Group</p>	<p>This study was commissioned to determine to what degree the Cariboo-Chilcotin region is a net wealth generator (outflow of funds to senior govt. > inflow of funds from senior govt.) or a net wealth consumer (inflow of funds from senior govt. > outflow of funds to senior govt.). This process involves an economic modeling exercise (Net Wealth Balance Sheet) which assesses regional inflow and outflow of funds, based on specific hard data measurables. The study indicates that the Cariboo-Chilcotin region was consistently a net wealth generator to government, generating \$1.33 billion in outflow funds to senior government between 1991 and 2001.</p>
Quesnel	
<p><i>Our Quesnel: Quesnel Integrated Community Sustainability Plan</i> (2013)</p> <p>Prepared by: City of Quesnel</p>	<p>The Our Quesnel Integrated Community Sustainability Plan (ICSP) establishes a long-term vision for success and sustainability in Quesnel. This ICSP is comprised of community priorities for success that provide strategic directions, desired outcomes for each community strategy area, sustainability principles, and a description of the current situation with respect to each strategy area. A series of tools are included to guide the implementation of the ICSP.</p>
<p><i>District Heating Options for the Campbell Crescent Industrial Park in Quesnel, BC</i> (2010)</p> <p>Prepared by: Farallon Consultants</p>	<p>This study was undertaken to determine the feasibility of extending the proposed District Energy System in Quesnel in order to provide heat and cooling to Campbell Crescent Industrial Park. Of the six potential options presented in the study, only two were determined to have positive cash flows, and the District Energy System is expected to be able to support either one of these options, but not both. The study recommends further analysis by the project proponents in the design phase of the District Energy System to ensure optimization in meeting these additional system demands.</p>
Wells	
<p><i>Traction for Social Action: Creating a Strategic Social Development Plan for Wells, Bowron Lakes and New Barkerville</i> (2015)</p> <p>Prepared by: Sparc BC</p>	<p>This report provides a summary of the results of the <i>Traction for Social Action</i> workshop in Wells BC held in April 2015. An overview of the workshop is provided, including the results of the group work: visioning, identifying issues, and a list of community development ideas is presented. Analysis of the results of the action planning exercise is provided, which includes a review of the challenges for two selected priority areas, as well as a list of action items for implementation.</p>

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<p><i>District of Wells - Biomass District Heating Business Case</i> (2013)</p> <p>Prepared by: Wood Waste 2 Rural Heat Project, and the District of Wells</p>	<p>This document was prepared to determine the feasibility of a Biomass District Heating System for the District of Wells to supply heat to publicly owned buildings. A detailed business case which includes a financial analysis detailing system design requirements, capital cost estimates, as well as fuel, operational, and maintenance cost estimates is summarized in this report. Recommendations for future actions are also provided.</p>
<p><i>Heart of the Cariboo: A Participatory Rural Appraisal of Tourism Development in Wells, Barkerville and Bowron Lake</i> (2009)</p> <p>Prepared by: University of Northern B.C., Thompson River University, and Vancouver Island University</p>	<p>This report summarizes the findings of a consortium involving various post-secondary institutions who were invited to Wells to assess the state of tourism in the area, using a Participatory Rural Appraisal method. The report includes a summary of background research/literature review, describes the project methodology, highlights the insights gained from the research, and proposes a series of recommendations to improve the visitor experience in the Wells area.</p>
<p>Williams Lake</p>	
<p><i>Imagine Our Future: Integrated Community Sustainability Planning Framework</i> (2010)</p> <p>Prepared by: City of Williams Lake</p>	<p>This plan is meant to guide the City of Williams Lake towards a more sustainable future by incorporating sustainability objectives into the community decision making process. The main elements of the framework include a sustainability declaration, 10 strategic priority areas as identified by the community, desired outcome statements, an analysis of the current state of the community, and transition strategies to guide implementation up to 2030. It is recognized in the plan that while this is a long term (20 year) strategy, the plan should be reviewed roughly every 5 years to ensure that it is in line with the realities facing the community.</p>
<p>100 Mile House</p>	
<p><i>Miles Ahead: A Community Sustainability Plan for 100 Mile House</i> (2014)</p> <p>Prepared by: Fraser Basin Council</p>	<p>This document presents a plan for the community of 100 Mile House to achieve sustainability objectives. Through focus groups held with local residents, a vision statement and broad community goals/strategies were developed to guide future activities. For each of these strategies, the plan presents a number of more detailed actions, along with a suggested lead coordinating organization, potential partners, and approximate timelines. Finally, a series of tools and steps are suggested to assist with implementation.</p>

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***Project in Motion: 100 Mile House Industrial Hemp Pilot Project –
Preparing for Pre-Commercial 2011 Activities*** (2010)

Prepared by: Biomass Fractionation Canada

This report builds upon previous research to determine the suitability of the 100 Mile House area for producing and processing industrial hemp fibre. The focus of this report is on pre-commercial activities that could lead to the establishment of an industrial hemp industry for the south Cariboo. Included in this study is a historical review of the hemp fibre industry, a market update and assessment, producer support highlights, an agronomic research review, a partnership overview, and associated special projects review. The study recommends that project proponents move forward with small scale hemp production and processing and let the market determine future growth.

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