

THE CORPORATION OF THE VILLAGE OF ASHCROFT

COMMITTEE OF THE WHOLE AGENDA

FOR THE MEETING OF COUNCIL TO BE HELD IN THE COUNCIL CHAMBERS
OF THE VILLAGE OFFICE AT 6:00 PM ON MONDAY MAY 27, 2019

1. CALL TO ORDER

2. PRESENTATIONS

- 2.1. Vicky Trill, Executive Director Ashcroft HUB Society
- Community Better Challenge by ParticipACTION P. 1
- 2.2. Amy Thacker, CEO Cariboo Chilcotin Coast Tourism Association
- Update Gold Rush Trail Marketing and Destination Development Plan P. 2-39
- Request letter of support
- 2.3. Ray Bewza – Cessation of Train Whistles
- 2.4. Other Items as Time Permits

3. TERMINATION

From: Vicky Trill [mailto:executivedirector@ashcrofthub.com]

Sent: May 13, 2019 10:15 AM

To: Michelle Allen <michelle@ashcroftbc.ca>

Subject: agenda item

Hello Michelle,

Is there room on the May agenda for me to present a 5 minutes presentation? We have an opportunity as a community to participate in the Community Better Challenge by ParticipACTION. The idea is that the community who logs the most active hours (based on per capita) wins cash for their municipality. \$20,000 for a regional winner and \$150,000 for the national winner. We have an extraordinarily active community, and I think that if we work together, we have a good chance of winning one of these prizes!

Thank you for your response.

Vicky Trill

Executive Director

Ashcroft HUB Society

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CARIBOO CHILCOTIN
COAST

REGIONAL DESTINATION
DEVELOPMENT STRATEGY

30 APRIL 2019

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EXECUTIVE SUMMARY

This Cariboo Chilcotin Coast Regional Destination Development Strategy (RDDS) is the result of a two-year process led by Destination British Columbia, which is designed to enhance the competitiveness of the region over the next 10 years and beyond. The tourism destination development program, carried out in partnership with the Regional Destination Management Organizations (RDMOs), is a critical component of Destination BC's corporate strategy, and the Ministry of Tourism, Arts and Culture (TAC). The RDDS illuminates the priorities for the Cariboo Chilcotin Coast region in consideration of the recommendations from the three planning areas strategies: Chilcotin Central Coast, Gold Rush Trail, and Interlakes. Together with their community, business, government and Indigenous stakeholders, working groups will be created to advance implementation. Special thanks are given to the Chilcotin Central Coast, Gold Rush Trail and Interlakes working groups and many private-sector, First Nations, public-sector, and not-for-profit tourism partners who contributed throughout the destination development planning process.

The Cariboo Chilcotin Coast RDDS plays an important role in integrating the planning area strategies from the Cariboo Chilcotin Coast into one overarching regional strategy. This plan elevates the objectives and actions identified within planning area strategies that would benefit from regional leadership and coordination for implementation or would provide positive exponential benefit for the industry.

The RDDS can play an important role in helping to help advance the implementation of destination development within the region, for both the regional and planning area strategies. The strategy, built off a common planning framework, sets out a path for strong regional leadership, collaborative action, integration, and alignment to support destination success in and throughout the region and planning areas.

This integrated approach will deliver strategically aligned plans providing direct benefit to all. When implementation is successful at one planning level, the strategy implementation can be expedited for all levels. While local champions and tourism partners will continue to focus on implementation for the Gold Rush Trail, Interlakes and Chilcotin Central Coast, the regional strategy will guide and coordinate efforts at the regional level to ensure the priorities are executed with an integrated approach.

Developed between July 2018 and March 2019, the strategy was informed by meetings with Destination BC (July-August 2018), presenting a regional discussion document to the Cariboo Chilcotin Coast Tourism Association (CCCTA) Board of Directors (September 2018), presenting to 65 stakeholders at the CCCTA AGM (November 2018) then hosting a working session to allow partners to provide input to inform streamlining the priorities. A stakeholder survey followed (November 2018), along with meetings with the CCCTA to finalize the priorities and identify success networks (December 2018) that will advance the regional priorities. The formal review process included the CCCTA Board of Directors, Destination British Columbia, and TAC (January-March 2019).

The Regional Vision

The Cariboo Chilcotin Coast is a geographically distinct region that reflects and respects the unique heritage, people, and cultures found within it. Future growth of the visitor economy lies in ensuring the long-term sustainability of accessible backcountry adventures, front country resorts, outdoor activities, and cultural, heritage and Indigenous experiences, while preserving the natural assets and way of life valued by residents and travellers alike. Essential to the future of this region is quality transportation, which includes steady, predictable ferry services, road and communication upgrades on major highways, and affordable air access.

The Regional Goals

The four regional goals are to:

1. Strategically grow the benefits from tourism while respecting the limited carrying capacity of the land and its cultural and heritage assets and striving to preserve the way of life valued by its residents.
2. Maintain an understanding of the customer, adapt to changing needs of the market, and develop experiences that will attract higher-yield travellers who value and appreciate what the area has to offer.
3. Demonstrate leadership through strategic, collaborative planning, development, and investment to achieve mutually beneficial tourism development outcomes for visitors, residents, and businesses.
4. Amplify awareness about the region by developing visitor experiences that showcase the region's unique assets, heritage, and cultures, attract more travellers, and increase the length of stay and spend throughout the year.

Destination Development Priorities

A total of 43 opportunities emerged as a result of the aggregate analysis of the three individual planning areas (Chilcotin Central Coast, Gold Rush Trail and Interlakes). The final synthesis resulted in seven development themes, 12 catalyst projects and 31 additional objectives that represent important projects to remain at the forefront of future destination development considerations (Table 1).

Each project is associated with a proposed implementation timeframe as a quick win (1-3 years) or a longer-term action (4-10 years). Projects marked as provincial in scope have a broader impact and overlap with other regions.

Table 1: Regional Catalyst Projects

Theme 1: Transportation, Access, and Safety
<ol style="list-style-type: none">1. Continue to work with BC Ferries to secure an agreement for a ferry schedule that stimulates tourism growth, anticipates future demand, and provides a long-term commitment. (Longer-term action, Regional scope)2. Improve emergency services and safety for visitors and citizens alike, travelling along the Gold Rush Trail, Highway 20, and within the Interlakes. (Longer-term action, Regional scope)
Theme 2: The Visitor Experience
<ol style="list-style-type: none">3. Support the growing interest in diversifying the availability of guided outdoor recreation opportunities including: fishing, mountain biking, hiking, front and back-country adventures. (Longer-term action, Regional scope)4. Create a committee of interested stakeholders who are willing to work in a cluster to invest in staying open and offering products and experiences at a new time of year to strategically lengthen the tourism season or stimulate a new season – e.g., winter. (Quick Win, Regional scope)
Theme 3: Lead Strategic Growth and Collaboration as a Region Rich with Touring Opportunities
<ol style="list-style-type: none">5. Improve the understanding with residents and businesses of the tourism eco-system, the value of the visitor economy, and the benefits of working collaboratively under the high-profile brands

<p>(e.g., Gold Rush Trail, Great Bear Rainforest, and British Columbia’s provincial brand. (Longer-term action, Regional scope)</p> <p>6. Grow visitor and stakeholder awareness, between businesses and communities, of the visitor experiences currently available, and of business development opportunities and needs along the primary touring corridors: GRT, Discovery Circle Tour Route (currently being renamed) and Highway 24 (Longer-term action, Regional scope)</p>
<p>Theme 4: Infrastructure, Resources, Land and Title Rights</p> <p>7. Collaborate regionally to harmonize the land-use management opportunities between government departments that impact the growth and success of tourism businesses and destination development opportunities. (Longer-term action, Provincial scope)</p> <p>8. Working in partnership with the province and First Nations to advance tourism management and communication activities between Indigenous and non-Indigenous tourism partners. (Longer-term action, Provincial scope).</p>
<p>Theme 5: Respectful, Balanced Tourism Growth</p> <p>9. Complete a regional trails strategy. (Quick Win, Regional scope)</p>
<p>Theme 6: Enable Business Viability and Success</p> <p>10. Establish a framework for collaborative action between CCCTA, ITBC, and ITAC to leverage the long-term destination development opportunities for the best interest of business opportunities and visitor outcomes. (Longer-term action, Regional scope)</p> <p>11. Assist businesses in becoming market and/or export ready, price and package travel for domestic and international travelers, as well as work to repair relationships with travel trade partners as a result of historic BC Ferries challenges. (Longer-term actions, Provincial scope).</p>
<p>Theme 7: Optimize the New Municipal Regional District Tax (MRDT) Funds</p> <p>12. Prioritize the MRDT funding to leverage the region’s national and international primary demand generating icons: The Gold Rush Trail, Tweedsmuir Park, the GBR, the western side of Wells Gray Provincial Parks, and Barkerville Historic Town & Park. (Longer-term action, Regional scope)</p>

It is important to note, that while this is a regional strategy that has been created and informed by the Chilcotin Central Coast, Gold Rush Trail and Interlakes destination development strategies, given the central location of the region, the plans and development activities of five planning areas also impact the long-term development of tourism (Figure 1). These planning area Destination Development Strategies include the North Thompson & Nicola Valleys, Fraser Valley, Sea-to-Sky Corridor, Northwest BC, and relative to the flow of visitors via BC Ferries, North Vancouver Island.

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ACRONYMS

BCVTA	Bella Coola Valley Tourism Association
BCHA	British Columbia Hotel Association
BCLCA	British Columbia Lodging and Campground Association
BIA	Business Industry Association
CCCTA	Cariboo Chilcotin Coast Tourism Association
CCRD	Central Coast Regional District
CF	Community Futures
CFN	Coastal First Nations (Heiltsuk, Gitga’at, Nuxalk, Kitasoo Xai’Xais, Oweekeno)
CRD	Cariboo Regional District
DDP	Destination Development Program
DDS	Destination Development Strategy
DMO	Destination Management Organization
EDO	Economic Development Offices
GBR	Great Bear Rainforest
GRT	Gold Rush Trail
GRTC	GRT Committee
IEA	Interlakes Economic Association
MRDT	Municipal and Regional District Tax (commonly referred to as the ‘Hotel Tax’)
NDIT	Northern Development Initiative Trust
NPTG	New Pathways to Gold
OCP	Official Community Plan
RD	Regional District

RDMO	Regional Destination Management Organization
TNG	Tsilhqot'in National Government
WCTA	West Chilcotin Tourism Association

PROVINCIAL MINISTRIES/ENTITIES

AGRI	Ministry of Agriculture
CITZ	Ministry of Citizens' Services
EMBC	Emergency Management BC
EMPR	Ministry of Energy, Mines and Petroleum Resources
ENV	Ministry of Environment and Climate Change Strategy
FIN	Ministry of Finance
FLNR	Ministry of Forest, Lands, Natural Resource Operations and Rural Development
JTT	Ministry of Jobs, Trade and Technology
IRR	Ministry of Indigenous Relations and Reconciliation
ITBC	Indigenous Tourism Association of British Columbia
LBR	Ministry of Labour
MAH	Ministry of Municipal Affairs and Housing
TAC	Ministry of Tourism, Arts and Culture
TIABC	Tourism Industry Association of British Columbia
THRC	Tourism Human Resource Council
TRAN	Ministry of Transportation and Infrastructure

FEDERAL MINISTRIES/ENTITIES

DC	Destination Canada
DFO	Department of Fisheries and Oceans
INAC	Indigenous and Northern Affairs Canada
ITAC	Indigenous Tourism Association of Canada
TIAC	Tourism Industry Association of Canada
THRC	Tourism HR Canada

FOREWORD AND ACKNOWLEDGEMENTS

Foreword

The Cariboo Chilcotin Coast is a region that offers rural, off-the-beaten path experiences for those who want to get away from the hustle of everyday life. It's an outdoor recreation paradise for nature lovers, and home to some of BC's most significant heritage assets for those who have a keen interest in delving into the history and cultures of our people.

This Destination Strategy (RDDS) is of six strategies being developed to enhance the appeal and competitiveness of the Cariboo Chilcotin Coast tourism region over the next 10 years and beyond.

This document is part of Destination BC's Destination Development Program (DDP). The Program is a critical component of Destination BC's corporate strategy and facilitates the collaboration of local, regional and provincial agencies, Indigenous communities, entrepreneurs, destination marketing and management organizations, tourism operators, and other community interests to guide the long-term growth of tourism.

This Destination Development Strategy (RDDS) is the outcome of a multi-year research and stakeholder engagement process that produced three planning area destination development plans for the Chilcotin Central Coast, Gold Rush Trail and the Interlakes. This strategy is the regional roll-up of priorities for the region to be led by the Cariboo Chilcotin Coast Tourism Association (CCCTA) and various stakeholder success networks. As one of six regional destination development strategies being produced, it will contribute to the tapestry of long-term provincial planning efforts that will support BC's development as a world-class tourism destination offering remarkable, authentic experiences.

Acknowledgements

Cariboo Chilcotin Coast Tourism Association (CCCTA), Destination British Columbia (DBC), and the project facilitation team thank the many private-sector, First Nations, public-sector, and not-for-profit tourism partners who contributed throughout the process by supporting the numerous community meetings, surveys, stakeholder interviews, and follow-up conversations, and by providing relevant documents that informed the planning area and regional reports and strategies.

We thank the Indigenous communities on whose traditional territories we travelled and gathered for our community meetings. We acknowledge that many significant agreements have been realized in this tourism region resulting from successful cooperation between the Indigenous and non-Indigenous peoples, the private sector, governments, not-for-profit organizations, and passionate volunteers.

Special thanks are offered to members of the three working groups who provided guidance and insight into their respective planning area strategies which then informed the creation of this regional DDS.

Additionally, special thanks are offered to the facilitators of the regional destination development process: Nancy Arsenault (Project Lead) and Lesley Anderson of Tourism Café Canada.

INTRODUCING THE STRATEGY

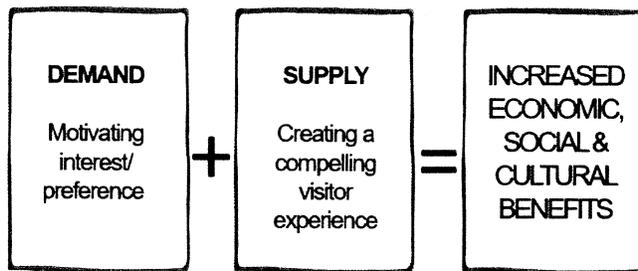
The Cariboo Chilcotin Coast DDS is being developed to enhance the competitiveness of the region over the next 10 years and beyond. The strategy is being developed as part of Destination BC's Destination Development Program (DDP). The Program is a critical component of Destination BC's corporate strategy and facilitates the collaboration of local, regional and provincial agencies, Indigenous communities, entrepreneurs, destination marketing and management organizations, tourism operators, and other community interests to guide the long-term growth of tourism.

A Focus on the Supply and Visitor Experience

Destination development is the mechanism whereby the natural life cycle of tourism (e.g., development, stagnation, decline, and rejuvenation) is managed to ensure a destination evolves to remain 'desirable' for the ever-changing consumer and hence, competitive in its target markets. Destination development happens when industry and government plan and work together to enhance the quality of the visitor's experience by ensuring tourism products, services, amenities, and practices meet and exceed visitor expectations over the long term.

Tourism has two primary revenue drivers – supply and demand (Figure 1). Destination development focuses on the supply side of tourism by creating a compelling visitor experience to attract new visitors and entice repeat visitation. Arguably, in this age of near instantaneous sharing of experiences via social networks and third-party platforms allowing the traveller to review their experience, the quality of the destination and the experiences it offers is now an essential element of the marketing toolbox.

Figure 1: Tourism Revenue Drivers



There are multiple dimensions to supply that are considered in destination development planning to enhance the visitor experience: the setting in which our experiences take place and how to access them; policies that establish and maintain opportunities and growth barriers; the investment enhancement framework; products and experiences matched to consumer interests, including infrastructure and amenities (which are all often public in nature and used by residents as well as visitors); visitor servicing programs that meet and exceed guest expectations; and, capability, skills, and training needed by the tourism to excel.

Program Vision and Goals

On a provincial level the DDP strives to accomplish the following vision:

- BC is a world-class tourism destination that offers remarkable products and experiences that are authentic, driven by visitor demand, exceed expectations, and align with BC's brand.

The above vision is supported by three provincial goals:

- Make BC the most highly recommended destination in North America.
- Create 10-year strategies for tourism development and improve return-on-investment for government and private sector investments in tourism assets.
- Elevate BC's ability to compete as a premium destination while making the province more attractive for investment.

Destination development brings together planning, policy and capacity building efforts to:

- Ensure that a destination is well positioned to make future strategic decisions.
- Address impediments to growth and capitalize on opportunities.
- Outline key assets of a destination including the main product themes/experiences available.
- Outline key priorities for new product, infrastructure and amenity development.
- Identify impediments to development and tourism growth (e.g., potential policy or capacity issues, available funding, access to funding etc.).

Purpose

The Cariboo Chilcotin Coast RDDS is intended to serve as a guide for tourism partners as they proceed with implementation. The strategy should be reviewed and updated as necessary to reflect changing tourism objectives, priorities, and market conditions. Also, results should be tracked regularly to ensure learnings can help future implementation activities be even more effective in increasing economic, social, and cultural benefits to the entire region.

The Cariboo Chilcotin Coast Destination Development Strategy plays an important role in integrating the planning area strategies from the Cariboo Chilcotin Coast into one overarching regional strategy. This plan elevates the objectives and actions identified within planning area strategies that would benefit from regional leadership and coordination for implementation or would provide positive exponential benefit for the industry.

The RDDS can play an important role in helping to help advance the implementation of destination development within the region, for both the regional and planning area strategies. The strategy, built off a common planning framework, sets out a path for strong regional leadership, collaborative action, integration, and alignment to support destination success in and throughout the region and planning areas.

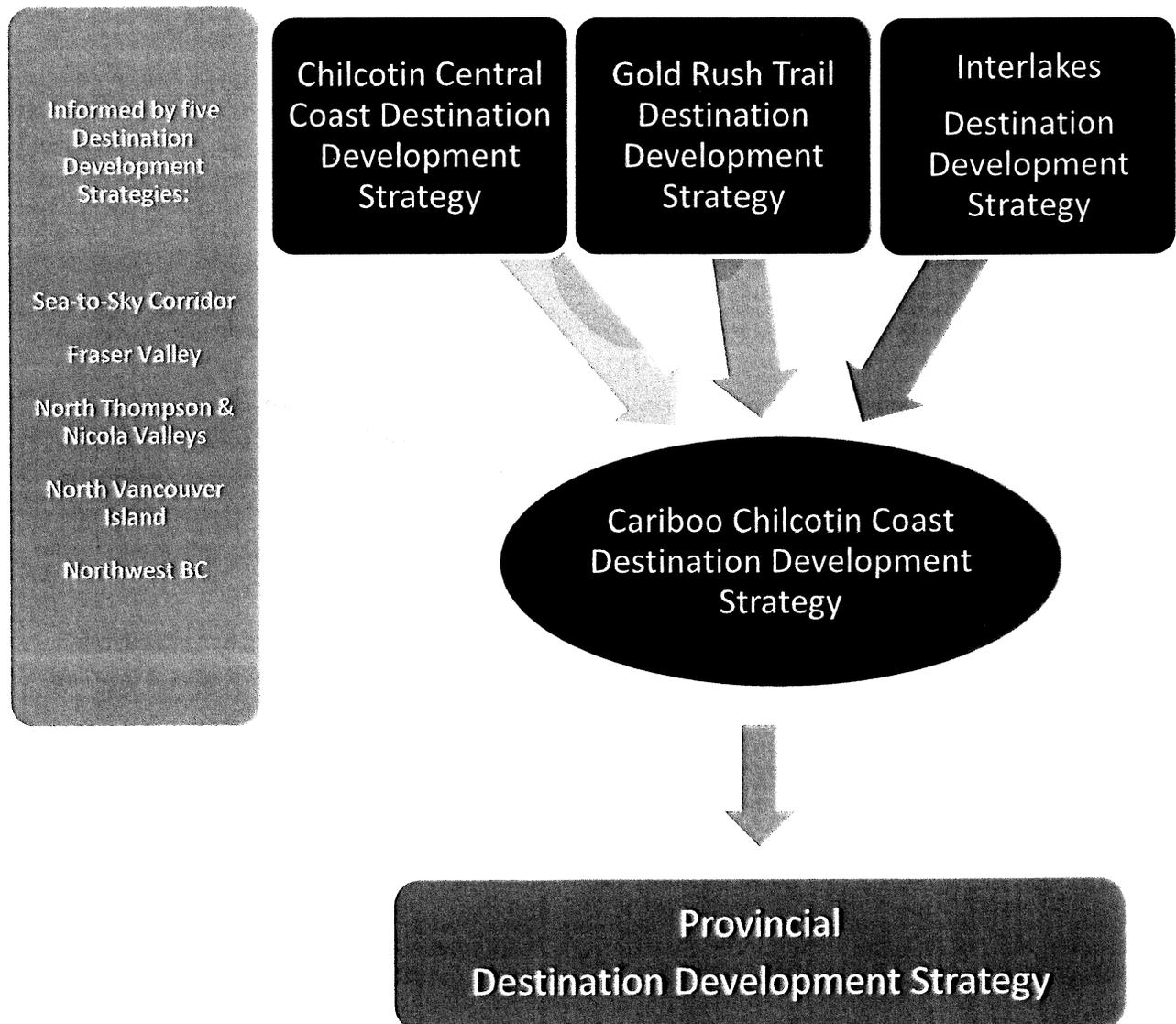
Methodology

Great strategies don't come together overnight, and the Regional Destination Development Strategy is no exception. It is the result of an extensive, multi-phased planning process that included significant groundwork and engagement to, first, develop three planning area strategies. Further industry engagement and prioritization, as well as thoughtful consideration, led to the creation of this unifying regional strategy that represents focused priorities for tourism development.

As part of Destination BC's Destination Development Program, strategies were prepared for three primary planning areas within Cariboo Chilcotin Coast region (Gold Rush Trail, Interlakes and the Chilcotin Central Coast), additionally, five planning areas impact the region (Sea-to-Sky Corridor, North Thompson & Nicola Valleys, Fraser Valley, Northwest BC and the North Island). The discussions and outcomes from the eight processes have informed this strategy (Figure 2). Specifically, in the creation of this strategy:

- A review of three planning area destination development plans produced between 2016 and 2018 for the Gold Rush Trail, Chilcotin Central Coast and Interlakes destination development planning processes (2016 – 2018).
- A regional priorities meeting with Destination BC and the CCCTA CEO, July 2018.
- A discussion document with the regional priorities prepared for Cariboo Chilcotin Coast (August – September 2018) which was reviewed by Destination BC and the CCCTA prior to presenting the findings to their stakeholders at the November 2018, CCCTA Tourism Summit, attended by 65 stakeholders.
- The streamlining of priorities emerging from this meeting were then placed in an online stakeholder survey to invite broader.
- This strategy was drafted in November 2019.
- The draft strategy review process involved the CCCTA Board of Directors, Destination BC and the Ministry of Tourism, Arts and Culture (January – March 2019).

Figure 2. Levels of Destination Development Planning



CARIBOO CHILCOTIN COAST OVERVIEW

About the Region

The Cariboo Chilcotin Coast is a region that offers rural, off-the-beaten path experiences for those who want to get away from the hustle of everyday life. It's an outdoor recreation paradise for nature lovers, and home to some of BC's most significant heritage assets for those who have a keen interest in delving into the history and cultures of our people.

From the rich Indigenous beginnings that date back millennia, to the powerful 'Mighty Fraser River' that is more than a transportation corridor, the Cariboo Chilcotin Coast is symbolic of the strength and passion of the people who choose to make this region their home and the foundation for their tourism businesses. Described as the 'land less travelled', this region has yet to realize its full potential compared to other areas of the province – and for some stakeholders, it is that preservation of the way of life that is intimately linked to the charm of the area, and its lure for visitors. Tourism growth 'at all costs' is not desired. Rather, a careful, measured, sustainable, and strategic approach is essential. This region has endured challenges and evolutions unlike any other region in the province, including the negative impacts of the Bella Coola ferry cancellation followed by a delay in reinstating its return, the wildfires and floods experienced in 2017 and 2018, and the Supreme Court of Canada Tsilhqot'in Land Title decision. Yet, like other areas, tourism is seen as a valued element of the economy, bringing the potential for economic growth. A "community first" approach is desired, where tourism contributes to the lifestyle, amenities, and economic base in a way that can attract residents and families who value balancing economic prosperity with the preservation of local values and the environment.

Regional Insights

In 2014, the Cariboo Chilcotin Coast received a total of 988,000 visits in total, with 528,000 being overnight visits, generating over \$168 million in related overnight spending.¹ The 2017 the CCCTA Regional Tourism Profile revealed that domestic overnight travellers accounted for 84% of visitation and 70% of related spending. International and US travellers accounted for 16% and 30%, respectively. On average, travellers in the Cariboo Chilcotin Coast stayed 3.3 nights and spent \$99 per night during their trip. BC travellers in the Cariboo Chilcotin Coast stayed 3.5 nights and spent \$77 per night during their trip. Other Canadian travellers stayed 2.8 nights and spent \$86 per night. US travellers spent 2.3 nights and \$299 nightly, with international travellers spending 2.2 nights and \$212 per night.

British Columbia makes up the largest share (73%) of visitors to the region, representing 61% of the total spend. In second place is Alberta at 11% of regional visitation and 9% of the spend. Washington is the third largest market at 3%, representing 6% of the spend followed by California at 2% of the region's total visitation but 12% of the visitor spend.

¹ Destination BC. (2017, May). Cariboo Chilcotin Coast Regional Tourism Profile. Retrieved from: https://www.destinationbc.ca/content/uploads/2018/05/Cariboo-Chilcotin-Coast-Regional-Tourism-Profile_2017.pdf

Key Visitor Markets

Success in the Cariboo Chilcotin Coast, over the longer term, will be based on attracting niche markets – visitors with certain profiles. There are nine primary Explorer Quotient (EQ) types² for Canada, three of which Destination BC is targeting: Authentic Experiencers, Culture Explorers and Free Spirits.

Via multiple stakeholder engagement sessions throughout the Region, it was determined that Authentic Experiencers, Cultural Explorers, Free Spirits, and Cultural History Buffs should be the primary target segments, as they provide the best match between what visitors are seeking, and the assets found within the region (Figure 3). Personal History Explorers align well with the outdoor recreation and activity-based pursuits available in the Interlakes planning area and represent a potential secondary market.

Figure 3: Regional Explorer Quotient Priority Profiles



Authentic Experiencers, Cultural Explorers, and Cultural History Buffs are independent travellers who enjoy multi-day touring by car, and who tend to stay away from organized tours and want to get off the beaten path. They enjoy a mix of self-discovery and paid, guided activities and experiences; having these experiences available is important to enhance the overall visitor experience for these types of travellers.

Cultural Explorers enjoy many of the outdoor activities available in the region including horseback riding, guest ranches, canoeing, kayaking, and hiking. All these EQ types have a high interest in local cultural events and

² Destination Canada. (2012). *EQ profiles*. Retrieved from https://www.destinationcanada.com/sites/default/files/archive/2013-01-01/Tools_ExplorerQuotient_Profiles_2015_EN.pdf.

festivals, as well as Indigenous cultural tourism experiences. The region could benefit from an increased availability of Indigenous cultural products and experiences to complement the strong outdoor recreational opportunities that exist and contribute to increasing stay length and spend.

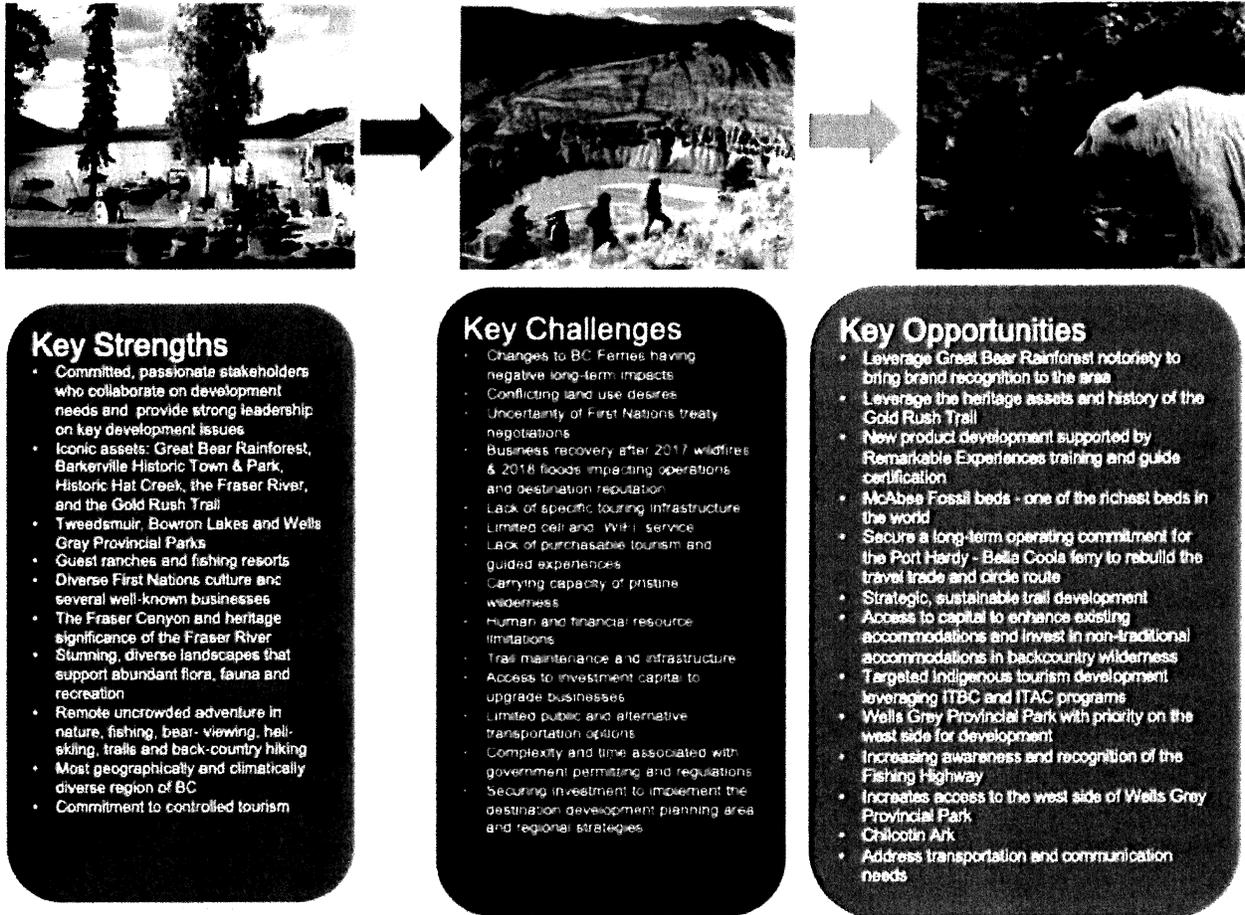
Free Spirits are more structured travellers who enjoy lodges and resorts, but also have a higher propensity to camp. As the more adventurous travellers of the three target segments, Free Spirits enjoy winter activities including snowshoeing, snowmobiling, dogsledding, as well as many of the other outdoor recreational opportunities available in the region including fishing, canoeing, kayaking, hunting, mountain biking, horseback riding, swimming, and geocaching.

Authentic Experiencers, Cultural Explorers, Free Spirits, and Cultural History Buffs represent 44% of short-haul travellers to BC (BC, Alberta, and Washington) and 60% of long-haul travellers from the Greater Toronto Area, other parts of Ontario, and the USA. And their preferred activities are aligned with what this area offers: sightseeing, scenery, and touring/driving trips.

Summary of Key Regional Strengths, Challenges and Opportunities

The aggregate strengths, weakness, and opportunities for the region highlight both the immense potential, as well as the limitations, that must be managed. Strengths, challenges and opportunities were identified within each planning area process in the Cariboo Chilcotin Coast. These then informed the summary for the regional strategy. These key strengths, challenges, and opportunities are summarized below in no particular order (Figure 4).

Figure 4: Regional Strengths, Challenges, Key Opportunities



Key Regional Demand Generators and Motivating Experiences

There is a substantial list of tourism demand generators and motivating experiences in the region catering to a broad visitor audience dependent on the experience, activity, or service offered. The Cariboo Chilcotin Coast region houses several of the province’s unique, distinctive features including the Great Bear Rainforest (GBR), Tweedsmuir Provincial Park, Bowron Lakes Provincial Park, Wells Gray Provincial Park, the GRT, the Fraser River, and Fraser River Canyon. It is one of the most ecologically diverse regions in the province, and is home to world class bear viewing, including accessible, market and export-ready experiences to see the Kermode/Spirit bears only found in this area.

Great Bear Rainforest

The Great Bear Rainforest™³ covers 6.4 million hectares on B.C.'s north and central coast. A large portion of this designated area lies within the Cariboo Chilcotin Coast region, and the region provides the primary access points to most of the current visitor opportunities within the GBR.

As the largest intact temperate rainforest in the world, the notoriety and visitor interest in this area has been growing since it became protected in 2016, with the designation established to conserve 85% of the forest, and 70% of the old growth forest.

Bear and Wildlife Viewing

Wildlife viewing rates highly amongst trip activities for visitors to the Cariboo Chilcotin Coast⁴. In particular, the rare and unique Kermode/Spirit Bear has brought attention to the Central Coast area. While there is limited opportunity to experience these unique animals, the Spirit Bear Lodge (Kitasoo Xai'Xais First Nation) was recognized for its visitor experience "In Search of the Spirit Bear with the Kitasoo" and is listed amongst the Canadian Signature Experiences being promoted internationally by Destination Canada (DC). Grizzly bear viewing opportunities offered throughout the region are a lure for international visitors who are keen to experience BC's wildlife in pristine natural environments. Other wildlife viewing opportunities in the region include black bear, moose, bighorn sheep, elk, deer, wolves, as well as a variety of birds and marine wildlife.

Independent Touring

The Cariboo Chilcotin Coast's diverse scenery, rural character, plentiful parks, unique heritage, and key highway corridors (Highways 1, 20, 24, 26 and 97) draw independent travellers who are touring by car, RV, and motorcycle. Reinstating the full service in 2019 of the direct Port Hardy to Bella Coola ferry will increase the visitor potential once again to enjoy the *Discovery Coast Circle route*⁵. For east-west visitors travelling from Jasper to the Lower Mainland, Highway 24 offers a quieter touring alternative to the main Highway 1 corridor for those who enjoy getting off the beaten path. And the GRT attracts touring visitors looking to experience the scenic beauty of the Fraser Canyon and BC's unique heritage assets.

The Gold Rush Trail

The GRT is a unique, scenic, heritage touring route that stretches from Fort Langley National Historic Site to Barkerville Historic Town & Park – the largest historic site in western North America. The GRT traces sections of the historic Cariboo Wagon Road that was used by more than 10,000 gold rush prospectors during the 1860s and is home to 58 First Nations. Incorporating the Fraser River, designated a Canadian Heritage River for its natural and human heritage values, and the Fraser River Canyon, this planning area offering stunning natural landscapes for visitors to enjoy travelling north and south along the primary corridors of Highways 1 and 97.

³ While the designation of the Great Bear Rainforest is provincial, the Kitasoo First Nation owns the trademark for the name.

⁴ Cariboo Chilcotin Coast Regional Profile, 2017.

⁵ Note: The name of this route is under reconsideration.

Indigenous Tourism

With a significant portion of the province’s Indigenous nations calling this region home, and the growing interest in Indigenous tourism, there is an opportunity to grow this tourism sector and increase its contribution to the demand generators within the region. Within the region, the currently available Indigenous tourism experiences are the most plentiful along the GRT.

Lodges, Resorts, and Ranch Vacations

A rich history of cattle ranching in the Chilcotin and Cariboo exists, with a variety of guest ranches that offer horseback riding and a chance for visitors to experience western cowboy heritage. Throughout the region, lodges and resort-based experiences offer everything from wildlife viewing, fishing, yoga, horseback riding, paddling, and hiking, all set in exquisite nature-based surroundings, luring long-haul guests to visit and partake in these activities.

Visiting Well-Known Parks

The region is home to five of BC’s highly popular parks, that are primary demand generators, including Tweedsmuir, Wells Gray, Bowron Lake, Stein Valley Nlaka’pamux, and the South Chilcotin Mountains. Bowron Lake is a renowned 116km canoe circuit encompassing lakes, waterways, and connecting portages. Stein Valley Nlaka’pamux has been an extremely important location for the Nlaka’pamux people for thousands of years, and visitors come to experience the spectacular scenery and outstanding historical, cultural, and spiritual values of the park. The South Chilcotin Mountains is famous for its stunning scenery, remote wilderness, and network of backcountry trails for mountain biking, hiking, and horseback riding. The west side of Wells Gray is home to unique and significant geological features and beautiful waterfalls. Tweedsmuir is known for its bear-viewing opportunities and Hunlen Falls, Canada’s highest freefalling waterfall.

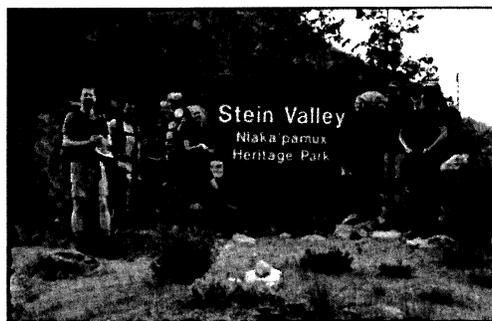


Image: jpmckenna/Flickr

Year-Round Front and Back-country Outdoor Recreation

This region epitomizes the provincial brand under which British Columbia is marketed. The CCC offers a spectacular backdrop for a wide variety of front and backcountry outdoor adventure, including paddling, river rafting, recreational boating, heli and nordic skiing, snowmobiling, horseback riding, ATVing, hiking, mountain biking, and more, that draws visitors throughout the year.

The region is also home to the long-distance Gold Rush Snowmobile Trail, which draws visitors through the winter months.

Seafood Harvesting, Salt and Freshwater Fishing

The diversity and plentitude of harvesting and fishing opportunities draws visitors to the region. With over 8,000 lakes, 17,000 km of rivers, countless streams, many fjords, and numerous ocean inlets and passages, this

region is home to world-class seafood harvesting, and spectacular salt and freshwater fishing. The Fraser River hosts all six species of Pacific salmon and is one of only three rivers in BC where the prehistoric white sturgeon thrives and spawn. Highway 24 is known as the Fishing Highway for its plentiful lakes that provide back and frontcountry fishing opportunities. The Coastal area provides an opportunity for ocean angling for salmon, halibut and other seafood while coastal area rivers are iconic for salmon and steelhead fishing.



Key Partners in the Regional Success Network

Successful destination development implementation recognizes that “we all have a role to play”. The Cariboo Chilcotin Coast Regional DDS is not intended to work in isolation nor disregard the existing policy and planning framework that already exists. Rather, the planning process has brought tourism to the table in a coordinated fashion that will work with wider policies and planning efforts.

Success networks represent the clusters of businesses and organizations who will need to collaborate and work in harmony to bring the opportunities to fruition and implement the plan. As such, these strategies have been built on a foundation of utilizing federal, provincial, regional and local organizations and available resources for implementation. It is recognized that only by working collaboratively in the continued planning and implementation of destination development that the true potential of the Cariboo Chilcotin Coast region can be realized.

Tourism partners throughout the development of this plan have articulated their desire to work cooperatively on key aspects of implementation. The following organizations, agencies, and community groups have informed the creation of this plan, and/or have a role to play in executing the plan (Figure 4). In addition to these organizations, there are multiple local organizations that play a role in destination development.

It is the aspiration that over time this strategy will inform, and become embedded in, local, regional, provincial, and federal decision-making processes. The result will be an integrated system of priorities that will result in better development decisions and drive greater tourism revenues and benefits for businesses and communities in the Cariboo Chilcotin Coast. This will contribute to a sustainable thriving, vibrant, and growing economy.

Figure 5: Key Partners in the Regional Success Network

Federal	Indigenous	Provincial	Regional	Local
<ul style="list-style-type: none"> • Destination Canada • Tourism Industry Association of Canada • Small Business & Tourism • Western Economic Diversification • Tourism HR Canada • Canadian Heritage • Indigenous and Northern Affairs • Immigration and Citizenship 	<ul style="list-style-type: none"> • Indigenous communities • Indigenous entrepreneurs and businesses • Indigenous economic development • Indigenous Tourism Association of BC • Indigenous Tourism Association of Canada • Coastal First Nations 	<ul style="list-style-type: none"> • Destination BC • Tourism Industry Association of BC • Provincial Tourism Sector Associations • Ministry of Tourism Arts and Culture • BC Parks • Provincial ministries identified in the success networks 	<ul style="list-style-type: none"> • Cariboo Chilcotin Coast Tourism Association • Bella Coola Valley Tourism • West Chilcotin Tourism Association • South Cariboo Tourism • Fishing Highway 24 Tourist Association • Watch Lake Green Lake Business Association • Lower North Thompson Tourism • Tourism Wells Gray • Gold Country Communities Society • Cariboo Regional District • Central Coast Regional District • Thompson Nicola Regional District • Fraser Fort George Regional District • Squamish Lillooet Regional District • Fraser Valley Regional District • Community Futures • Northern Development Initiative Trust 	<ul style="list-style-type: none"> • First Nations • City of Quesnel • City of Williams Lake • District of 100 Mile House • District of Hope • District of Lillooet • District of Wells • Village of Ashcroft • Village of Cache Creek • Village of Clinton • Village of Lytton • Unincorporated communities • Local tourism associations • Tourism businesses

A DISTINCTIVE DIRECTION – VISION, GOALS, GUIDING PRINCIPLES, AND DEVELOPMENT THEMES

Vision

The Cariboo Chilcotin Coast is a geographically distinct region that reflects and respects the unique heritage, people, and cultures found within it. Future growth of the visitor economy lies in ensuring the long-term sustainability of accessible backcountry adventures, front country resorts, outdoor activities, cultural, heritage, and Indigenous experiences, while preserving the natural assets and way of life valued by residents and travellers alike. Essential to the future of this region is quality transportation which includes steady, predictable ferry services, road and communication upgrades on major highways, and affordable air access.

Goals

The aggregate goals are to:

1. Strategically grow the benefits from tourism, while respecting the limited carrying capacity of the land, and its cultural and heritage assets, and striving to preserve the way of life valued by its residents.
2. Maintain an understanding of the customer, adapt to changing needs of the market, and develop experiences that will attract higher-yield travellers who value and appreciate what the area has to offer.
3. Demonstrate leadership through strategic, collaborative planning, development, and investment to achieve mutually beneficial tourism development outcomes for visitors, residents, and businesses alike.
4. Amplify awareness about the region by developing visitor experiences that showcase the region's unique assets, heritage, and cultures, and serve to attract more travellers and increase lengths of stay and spend throughout the year.

Guiding Principles

- Recognize and respect local values, cultures, communities, and heritage, while rebuilding environmental assets and responding to the needs of today's travellers.
- Prioritize support and enhancement of existing assets before investing to create new.
- Prioritize initiatives that generate sustainable economic benefits for tourism businesses and the overall visitor economy.
- Grow and improve a culture of meaningful communication between partners.
- Strengthen collaboration and unite stakeholders around recognizing the value of tourism.

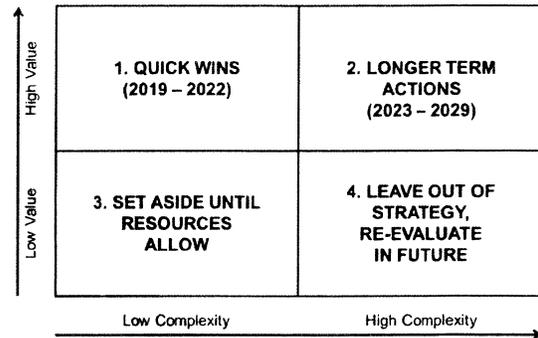
Development Themes

Seven regional development thematic clusters emerged as a result of the analysis of the Chilcotin Central Coast, Gold Rush Trail, and Interlakes Destination Development Strategies as well as those outside the region that influence tourism within it. Each cluster is important to the long-term regional development.

CARIBOO CHILCOTIN COAST STRATEGIC PRIORITIES

The prioritization of each objective, and the relative timing for implementation, is based on the following framework:

1. **Quick Wins** – high value tactics with low complexity and can be achieved within 3 years (2019-2022).
2. **Longer Term Actions** – high value, high complexity tactics that require 4 to 10 years to achieve results (2023-2029), albeit activities can begin immediately.
3. **Set Aside Until Resources Allow** – low complexity and low value tactics, to be addressed when time and resources exist.
4. **Leave out of Strategy, Re-evaluate in Future** - high complexity and low value tactics, not realistically achievable in the 10-year time frame of this strategy.



Presenting the destination development objectives with a consistent framework will allow the province and the tourism region the opportunity to expand on the three planning area strategies and provide emphasis on objectives that benefit the entire region. The regional strategy elevates the objectives and actions identified within planning areas strategies that would benefit from regional leadership and coordination for implementation. Considerable effort has gone into developing the regional strategy in an integrated way with priorities from the planning areas strategies helping to shape the priorities of this strategy.

Setting Priorities

In setting the regional priorities stakeholders were asked to prioritize those that will:

1. Have the greatest **regional tourism destination benefits** over the next 10 years.
2. Are most likely to be actioned and **gain the stakeholder momentum, commitment, and resources** required for implementation.

A total of 43 aggregate regional opportunities emerged from the three Cariboo Chilcotin Coast destination development strategies. Through the CCCTA regional board input, a stakeholder workshop at the AGM and a stakeholder survey, twelve priorities, identified as catalyst projects, emerged in seven thematic areas. Thirty-one additional regional initiatives are identified as 'Additional Regional Development Objectives' within their respective thematic areas. Chapter 6 lists the top 12 regional priorities according to the survey results. While the results are not generalizable due to the small sample size, they do provide some quantitative guidance from the stakeholders of the Cariboo Chilcotin Coast region.

Development Theme 1: Transportation, Access and Safety

Rationale: Transportation was determined to be the single most important element to growing the tourism potential in the region which would also lead to enhancing the quality of life for citizens and visitors alike. It will be important to work with BC Ferries to provide a long-term commitment, which demonstrates to tour operators and communities, the commitment to sustaining the Port Hardy – Bella Coola route to rebuild confidence for domestic and international travellers and the travel trade. Additionally, road improvements, maintenance, affordable airlift and enhanced public transportation are vital to the long-term development of tourism in the Cariboo Chilcotin Coast region of BC.

CATALYST PROJECT	PRIORITY
<p>1-1. Continue to collaboratively work with BC Ferries to secure an agreement for a ferry schedule that stimulates tourism growth, anticipates future demand, and provides a long-term commitment.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Collaborate with BC ferries to secure an agreement in writing to extend the operating season from the May long weekend to Thanksgiving for a period of 5-years, to offer travel trade and independent traveller security in vacation planning from 2020-2025. • Seek a commitment from BC Ferries to maintain a daytime sailing schedule with travel during daylight hours, enhancing the visitor experience, and assisting with staffing needed to support visitor arrivals at hotels, restaurants, etc. • Strive to secure a commitment from BC Ferries to publish and commit to a schedule and fares at least one year in advance to facilitate consumer and travel trade bookings and provide access to online booking software for advanced reservations and bookings. • Work together to explore opportunities for aligning BC Parks and bear watching seasons to the new ferry schedule, increasing the length of season for things to see/do. <p>SUCCESS NETWORK: BC Ferries, BC Ferries Vacations, BC Ferries Advisory Committee, BC Parks, CCCTA, Bella Coola Valley Tourism, West Chilcotin Tourism Association (WCTA), Ministry of Transportation and Infrastructure (TRAN), Coastal First Nations (CFN), Tourism Vancouver Island, Indigenous Tourism Association of BC (ITBC), ITAC, Central Coast Regional District (CCRD), Cariboo Regional District (CRD)</p>	<p>Longer term Action</p> <p>Regional Scope</p>
<p>1-2. Improve emergency services and safety for visitors and citizens alike, travelling along the GRT, Highway 20, and within the Interlakes.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Work collaboratively to improve emergency services along the GRT: <ul style="list-style-type: none"> - Meet with partners to determine any imminent improvements as a result of the 2017/2018 wildfire learning. 	<p>Longer-term Action</p> <p>Regional Scope</p>

<ul style="list-style-type: none"> - Work to ensure wildfire learnings are adopted into legislation and policy. - Enhance the wildfire/emergency exits along the circle route. - Identify individuals from each success network that could form a short-term working group to establish next step priorities and serve as a champion for change within their organizations. • Seek upgrades to road infrastructure in slide-prone areas. • Work with TRAN and FLNR to complete an inventory of key forest service roads used for tourism and wildfire egress. • Secure funding and support to expand the Cariboo Chilcotin Coast Tourism Emergency Management Pilot a permanent position • Support the implementation of the 16 Destination BC Tourism Marketing Committee tourism industry emergency recommendations. <p>SUCCESS NETWORK: Regional Districts, municipalities, First Nations, BC Ambulance, Ministry of Citizens’ Services (CITZ), Ministry of Public Safety and Solicitor General and Emergency BC (PSSG), Fire Service, Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNR), TRAN, Ministry of the Environment and Climate Change Strategy (ENV), CCCTA, local Members of the Legislative Assembly (MLAs), tourism businesses</p>	
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ADDITIONAL REGIONAL DEVELOPMENT OBJECTIVES	PRIORITY
<p>1-3. Secure the return of passenger rail service to the region.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Strike a special taskforce to revisit the work done to date and identify next steps. • Identify potential funding sources to commission a feasibility study. <p>SUCCESS NETWORK: Via Rail, Destination Marketing Organizations (DMOs), Regional Destination Marketing Organizations (RDMOs), businesses, municipalities, TRAN, First Nations, ITAC, RDs</p>	<p>Longer-term Action</p> <p>Provincial Scope (crosses regions)</p>
<p>1-4. Create a communications committee to identify priority locations for technology/communication service upgrades and identify key locations for additional cell coverage and wi-fi hotspots.</p> <p>SUCCESS NETWORK: TRAN, municipalities, RDs, First Nations, Telecom companies, Network BC, RDMOs, tourism businesses, trusts offering funding opportunities, CITZ</p>	<p>Longer-term Action</p> <p>Provincial Scope (crosses regions)</p>
<p>1-5. Address the shortage of public and shared transportation options.</p> <p>SUCCESS NETWORK: Municipalities, BC Transit, RDs, businesses, First Nations, Car rental companies, ride-share companies, ICBC</p>	<p>Longer-term Action</p> <p>Regional Scope</p>
<p>1-6. Work with tourism and community stakeholders to provide TRAN with clear local</p>	<p>Longer-term</p>

<p>guidance on regional directional and interpretive signage needs.</p> <p>SUCCESS NETWORK: CCCTA, Destination BC, TRAN, municipalities, RD, First Nations, businesses, Visitor Information Centres, RDMOs, DMOs, BC Parks</p>	<p>Action</p> <p>Regional Scope</p>
<p>1-7. Advocate with the appropriate government departments for improved road maintenance, access and visitor amenities to enhance the tourism potential of the western side of Wells Gray Provincial Park.</p> <p>SUCCESS NETWORK: FLNR, TRAN, Visitor Information Centres, RDMOs, DMOs, First Nations, BC Parks, RDs, Rec Sites and Trails, Tourism Wells Gray</p>	<p>Longer-term Action</p> <p>Regional Scope</p>
<p>1-8. Initiate multi-stakeholder meetings to inventory existing stops along Highways 1, 20 and 97, including their available amenities. Including a ranking in priority order to identify investment needs and secure the financial commitment to complete the work.</p> <p>SUCCESS NETWORK: TRAN, municipalities, RDs, MLAs, Ministry of Finance (FIN), TAC, GRT Committee (GRTC), First Nations, BC Hydro, Visitor Information Centres (VICs)</p>	<p>Quick Win</p> <p>Regional Scope</p>

Development Theme 2: The Visitor Experience

Rationale: In broadening the destination appeal, new and enhanced tourism products, services and experiences are needed to encourage visitors to stay longer and spend more while travelling. The region has the opportunity to invest in, and benefit, product development that will increase visitor opportunities for paid and unpaid activities, improved food services, Indigenous tourism and an appropriate mix of digital and traditional visitor services.

CATALYST PROJECT	PRIORITY
<p>2-1. Support the growing interest in diversifying the availability of guided outdoor recreation opportunities including: fishing, mountain biking, hiking, front and back-country adventures.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Develop a regional trails strategy to guide and prioritize strategic investment into the future. • Inventory and increase awareness of existing guiding services available within the region. • Support the development of packages and itineraries for guided activities that promote and sell what is already available. • Accelerate product development by providing training such as Remarkable Experiences. • Work with FLNR and BC Parks to identify and invest in boat access points to support increased guided fishing opportunities. 	<p>Longer-term Action</p> <p>Regional Scope</p>

<ul style="list-style-type: none"> • Support the development of Indigenous guided outdoor recreation experiences. <p>SUCCESS NETWORK: FLNR, tourism businesses, First Nations, ITBC, ITAC, CCCTA, Community Futures (CF), Destination BC, DMOs, New Pathways to Gold (NPTG), municipalities, communities, ENV, BC Parks, Recreation Sites and Trails BC, Sector Associations, user groups, Department of Fisheries and Oceans (DFO)</p>	
<p>2-2. Create a committee of interested stakeholders who are willing to work in a cluster to invest in staying open and offering products and experiences at a new time of year to strategically lengthen the tourism season or stimulate a new season – e.g., winter.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Explore opportunities for investments in events that could help draw visitors at new times of year, beginning with growing existing shoulder season events. • Inventory existing winter/shoulder season operators. • Develop packages and suggested itineraries to promote new seasonal development with the cluster of businesses involved. • Explore opportunities to connect snowmobile trails from Clearwater to the Gold Rush Snowmobile Trail. <p>SUCCESS NETWORK: RDMOs, DMOs, tourism businesses, Interlakes Economic Association (IEA), RDs, BC Parks, user groups, Economic Development Offices (EDOs), Chambers of Commerce, CF, Communities, First Nations, FLNR, GRTC, NTPG, First Nations, Heritage BC, ITBC, ITAC</p>	<p>Quick Win Regional Scope</p>

ADDITIONAL REGIONAL DEVELOPMENT OBJECTIVES	PRIORITY
<p>2-3. Encourage the growth and diversity of food and beverage opportunities, particularly north of Hope, and along Highways 20 and 24.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Develop a forum for business owners to discuss solutions to staff challenges and business hours. • Expand the diversity of food options, responding to visitors’ interests in local or traditional foods as part of their travel experience. • Work with provincial and federal agencies to provide support to entrepreneurs to access investment and start-up funds. • Encourage investment in food trucks, ‘grab and go’ fresh lunches, and food kiosks at gas stations and hotels to add capacity with a lower overhead, and the ability to increase capacity in the summer season. 	<p>Quick Win Regional Scope</p>

<p>SUCCESS NETWORK: Operators, RDMOs, RDs, Ministry of Agriculture (AGRI), Canadian Food Inspection Agency (CFIA), CF, FIN, Entrepreneurs, RDMOs, DMOs, Banks, EDOs, Chambers of Commerce, ITAC</p>	
<p>2-4. Explore opportunities for sustainable funding to not-for-profit heritage organizations in ways that allow them to strategically invest in product development, long-term asset maintenance, and maintain operations.</p> <p>SUCCESS NETWORK: Northern Development Initiative Trust (NDIT), Heritage BC, Heritage Canada, TAC, CF, RDs, municipalities, FLNR, Barkerville, Hat Creek, Yale Historic Sites, Cottonwood, GRTC</p>	<p>Longer-term Action</p> <p>Provincial Scope</p>
<p>2-5. Develop a visitor information services plan that acknowledges and addresses the lack of modern communication connectivity in multiple locations in the region.</p> <p>SUCCESS NETWORK: CCCTA, First Nations, RDMOs, community and sub-regional DMOs, RDs, BC Parks, Recreation Sites and Trails BC, Visitor Information Centres, DBC Visitor Experience Strategy team</p>	<p>Quick Win</p> <p>Regional Scope</p>
<p>2-6. Continue to invest in current and future primary heritage and cultural demand generators, with a priority on the McAbee Fossil Beds, the Alexandra Bridge, and Bridge Lake Ice Caves projects that are currently underway.</p> <p>SUCCESS NETWORK: NDIT, Heritage BC, Heritage Canada, TAC, CF, RDs, municipalities, FLNR, Barkerville, Hat Creek, Yale Historic Sites, NPTG, First Nations, GRTC</p>	<p>Longer-term Action</p> <p>Regional Scope</p>
<p>2-7. Create more purchasable cultural and experiential travel offers and packages for both independent and group travellers along the Discovery Coast Circle Tour⁶ and across Highway 24 with Indigenous and non-Indigenous businesses.</p> <p>SUCCESS NETWORK: First Nations, tourism businesses, ITBC, ITAC, CCCTA, CFs, RDMOs, Destination BC, DMOs, NPTG, TRAN, BC Ferries Vacations, Indigenous and Northern Affairs Canada (INAC), Western Diversification, AGRI, ENV, BC Parks, communities, RDs with an agri focus</p>	<p>Quick Win</p> <p>Regional Scope</p>

⁶ The name of this route is currently under review.

Development Theme 3: Lead Strategic Growth and Collaboration as a Region Rich with Tourism Opportunities

Rationale: The need for increased collaboration to realize the full potential of the region was a strong theme throughout the planning processes. It was felt that tourism is not fully understood or valued as an economic generator relative to the traditional resource industries. There was also an interest expressed by various government organizations to embrace a plan that will help streamline collaboration to areas that have the greatest overall impact.

CATALYST PROJECT	PRIORITY
<p>3-1. Improve the understanding with residents and businesses of the tourism ecosystem, the value of the visitor economy, and the benefits of working collaboratively under the high-profile brands (e.g., Gold Rush Trail, Great Bear Rainforest, and British Columbia’s provincial brand).</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Support and encourage incorporating tourism development interests and activities in Official Community Plans (OCPs), Comprehensive Community Plans and strategic planning documents/ band council documents. This includes any land use interests, evolutions, environmental/cultural protection, and allowed/encouraged visitor activities. • Actively, and continually, invite new businesses, elected officials and new employees in government organizations into local, regional, and provincial tourism conversations to garner diverse input and create advocates who can speak on behalf of the industry. • Promote and continue to educate communities, politicians, and residents about the value of tourism and the benefits of a robust visitor economy. • Consider the creation of a Tourism Ambassador program that fits the needs of this region. • Encourage and support training on tourism career options in high schools. <p>SUCCESS NETWORK: Tourism Industry Association of BC (TIABC), Destination BC, TAC, RDMOs, DMOs, Chambers of Commerce, go2HR, Economic Development Organizations, Business Industry Associations (BIAs), CF, First Nations, municipalities, RDs, VICs, GRTC, FLNR, ENV, Ministry of Energy, Mines and Petroleum Resources (EMPR), TRAN, AGRI, Ministry of Municipal Affairs and Housing (MAH), school districts, residents</p>	<p>Longer-term Action</p> <p>Regional Scope</p>
<p>3-2. Grow visitor and stakeholder awareness, between businesses and communities, of the visitor experiences currently available, and of business development opportunities and needs along the primary touring corridors: GRT, Discovery Circle Tour Route (currently being renamed) and Highway 24.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Encourage and support the creation of a set of communication protocols amongst tourism operators that will enhance communication and awareness 	<p>Longer-term Action</p> <p>Regional Scope</p>

<p>of what's happening within the region.</p> <ul style="list-style-type: none"> • Create and distribute a list of key tourism information resources that can be used by operators and given to visitors who are looking for information. • Enhance training for visitor centre staff on GRT along the entire corridor. <p>SUCCESS NETWORK: CCCTA, DMOs, sub-regional DMOs, tourism businesses, VIC's, Chambers of Commerce</p>	
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ADDITIONAL REGIONAL DEVELOPMENT OBJECTIVES	PRIORITY
<p>3-3. Work collaboratively with FLNR and TRAN on a development and maintenance plan for regional touring routes.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Measure existing road use and prioritize route options. • Assess and inventory needs relative to touring route signage and visitor amenities. • Work to develop accurate Google mapping as routes are developed. • Connect to relevant wildfire/natural disaster planning task forces looking at future road options, and any other relevant road development initiatives. <p>SUCCESS NETWORK: TRAN, FLNR, EMPR, VICs, RDMOs, DMOs, First Nations, BC Parks, RDs, Communities, Elected officials</p>	<p>Longer-term Action</p> <p>Provincial Scope</p>
<p>3-4. Increase the accuracy of Google mapping along the Gold Rush Trail.</p> <p>SUCCESS NETWORK: RDMOs, DMOs, Destination BC, tourism businesses, Google</p>	<p>Quick Win</p> <p>Provincial Scope</p>

Development Theme 4: Infrastructure, Resources, Land and Title Rights

Rationale: Partners in the region have negotiated many long-term agreements, treaties, plans, and practices through collaboration and dialogue. It was recognized that opportunities that will have the greatest impact on the strategic development of the destination will continue to require high levels of collaboration. Infrastructure enhancement, land management planning, and protecting the natural and cultural resources will be critical to growing the tourism potential for all stakeholders and in contributing to the future of tourism business viability.

CATALYST PROJECT	PRIORITY
<p>4-1. Collaborate to harmonize the land-use management opportunities between government departments that impact the growth and success of tourism businesses and destination development opportunities.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Support efforts by TIABC and tourism operators to address the need for 	<p>Longer-term Action</p> <p>Provincial Scope</p>

<p>updated land management planning.</p> <ul style="list-style-type: none"> • Establish a framework for the discussion and approach to collaborative decision making related to land use that, includes a tourism land value along with extractive industries. • Increase collaboration and communication about tourism’s opportunities with land-use decision makers and resource companies. • Communicate the impacts of decisions that negatively impact the land base and viability of the tourism industry. • Invest in economic impact research to communicate tourism’s importance in relation to extractive industries. <p>SUCCESS NETWORK: TAC, TRAN, FLNR, ENV, Ministry of Indigenous Relations and Reconciliation (IRR), EMPR, RD, RDMOs, TIABC, TAC, EMPR, resource companies, communities, First Nations, EDOs, ITAC</p>	
<p>4-2. Working in partnership with the Province and First Nations to advance tourism management and communication activities between Indigenous and non-Indigenous tourism partners.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Support the creation of a framework to address three key opportunities emerging from the DDP consultation process: <ul style="list-style-type: none"> ○ Understand acceptable land use by non-Indigenous operators and visitors within title lands (motorized vs non-motorized activities, consumptive vs non-consumptive activities). ○ Create new land tenure agreements and application processes for non-Indigenous tourism business owners for permitted user activities on title lands, including permit pricing structures and the tenure agreement length. ○ Establish communication and management protocols for Indigenous and non-Indigenous business development. <p>SUCCESS NETWORK: CCCTA, ITBC, Destination BC, ITAC, TAC, First Nations, IRR, INAC, BC Parks, Recreation Sites and Trails BC, tourism businesses, FLNR, RDs, municipalities</p>	<p>Longer-term Action</p> <p>Provincial Scope</p>

ADDITIONAL REGIONAL DEVELOPMENT OBJECTIVES	PRIORITY
<p>4-3. Build relationships with local forest service management companies and government representatives to establish improved communication related to key issues impacting tourism’s success, including viewscape management, communication on land transfers to logging/mining companies, and FSR deactivation.</p> <p>SUCCESS NETWORK: FLNR, EMPR, TAC, resource companies, RDs, ENV, RDMOs, DMOs, tourism businesses, communities, First Nations</p>	<p>Longer-term Action</p> <p>Provincial Scope</p>

<p>4-4. Encourage the upgrading of existing accommodations that have become tired and/or don't meet modern standards for accessibility and today's visitor expectations. Provide support for capital investment, research, business planning and funding for operators. Work with the Province to establish a capital investment fund for tourism operators. Create a no or low-interest fund through which businesses could access capital to upgrade and/or expand their operations.</p> <p>SUCCESS NETWORK: Private/public sector accommodators, First Nations, EDOs, municipalities, RDs, British Columbia Lodging & Campgrounds Association (BCLCA), BC Hotel Association (BCHA), RDMOs, Access BC, NDIT, RDs</p>	<p>Longer-term Action</p> <p>Regional Scope</p>
<p>4-5. Work with Provincial and Federal Government agencies and Indigenous Communities to develop approaches to assist tourism operators to adapt to changes in the operating and regulatory environment resulting from Indigenous Land Claim Decisions reached in Treaty Negotiations and Indigenous Land Title Agreements awarded by the Courts.</p> <p>SUCCESS NETWORK: Tourism operators, CCCTA, tourism sector organisations, First Nations, Provincial and Federal Government agencies.</p> <p>Longer Term Action, Provincial Scope.</p>	<p>Longer-term Action</p> <p>Provincial Scope</p>
<p>4-6. Continue exploring the opportunity to safeguard and celebrate the Chilcotin Ark as a permanently recognized or designated land area.</p> <p>SUCCESS NETWORK: CCCTA, First Nations (TNG, Ulkatcho, Tl'etinqox, Toosey, Tsi Del Del, Yunesit'in, Xeni Gwet'in, St'at'imc), tourism operators, WCTA, BC Parks, FLNR, Rec Sites and Trails, Chilcotin Ark-Strategic Campaign, BC Spaces for Nature, Wilburforce Foundation, Chris Harris Photography, BCVT</p>	<p>Longer-term Action</p> <p>Regional Scope</p>
<p>4-7. Build on the GRT trails strategy, where the development opportunities and discussions are relevant to the Interlakes and Chilcotin Central Coast.</p> <p>SUCCESS NETWORK: FLNR, BC Parks, Rec Sites & Trails, First Nations, CCCTA, RDs, TRAN, operators, INC, EMPR, AGRI, Agricultural Land Commission (ALC), sector associations, user groups, municipalities</p>	<p>Quick Win</p> <p>Regional Scope</p>
<p>4-8. Explore with TRAN the options to increase the availability of recreational vehicle services along Highways 1, 24, and 97, and create more traditional campgrounds/campsites throughout the region.</p> <p>SUCCESS NETWORK: RDMO, TRAN, BC Campground & RV Association, BC Parks, FLNR, Campground operators, RDs, municipalities</p>	<p>Longer-term Action</p> <p>Provincial Scope</p>

Development Theme 5: Respectful, Balanced Tourism Growth

Rationale: Engagement identified the need for a process to define which tourism activities should be respectfully developed and which should not around the region. There is an opportunity for a land and yield management planning to better understand, then support the carrying capacity and management of the delicate areas in the region to ensure growth occurs at a sustainable pace.

CATALYST PROJECT	PRIORITY
<p>5-1. Complete a regional trails strategy.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Strike a taskforce with provincial government and First Nations to create a regional trails strategy to guide strategic investment. • Identify funding sources. <p>SUCCESS NETWORK: FLNR, Recreation Sites & Trails BC, First Nations, Sector Associations, RDs, municipalities, user groups, ITBC, ITAC, CCCTA, GRTC, NPTG, WCTA, Bella Coola Valley Tourism Association (BCVTA), BC Parks</p>	<p>Quick Win</p> <p>Regional Scope</p>

ADDITIONAL REGIONAL DEVELOPMENT OBJECTIVES	PRIORITY
<p>5-2. Establish a short-term, highly focused taskforce that will collaborate to determine how the Cariboo Chilcotin Coast region will support the planning areas priorities and guide implementation.</p> <p>SUCCESS NETWORK: CCCTA, TRAN, BC Parks, Recreation Sites and Trails BC, Tourism businesses, RDs, FLNR, NDIT, BC Ferries, First Nations, ITBC</p>	<p>Quick Win</p> <p>Regional Scope</p>
<p>5-3. Manage and monitor the growth of visitor volumes based on the carrying capacity of the Great Bear Rainforest as it grows in prominence, BC Ferries increases access to the region in 2019, and the Destination BC destination development strategies are implemented and sustainable growth to the region.</p> <p>SUCCESS NETWORK: First Nations (Heiltsuk, Gitga'at, Nuxalk, Kitsoo Xai'Xais, Oweekeno), Tourism Operators, Destination BC, BCVT, WCTA, Hakai Institute, BC Parks, WD, DFO, FLNR, BC Parks, First Nations Watchmen, Ahoy BC, Central Coast Chamber of Commerce, Great Bear Project, Sport Fishing Institute, CCCTA, Northern BC Tourism Association (NBCTA), Tourism Vancouver Island (TVI)</p>	<p>Longer-term Action</p> <p>Regional Scope</p>
<p>5-4. Launch discussions to manage the growing recognition of the Great Bear Rainforest name, and the impending retail trademark as it relates to the future use of the term 'Great Bear Rainforest' by a broad range of stakeholders, including tourism businesses, First Nations, educators, geographers etc., all of whom have an interest in this unique area within Canada.</p> <p>SUCCESS NETWORK: CCCTA, NBCTA, TVI, First Nations, Destination BC, BCVT, WCTA, TAC, CCRD, Great Bear Project</p>	<p>Quick Win</p> <p>Regional Scope</p>

Development Theme 6: Enable Business Viability and Success

Rationale: Tourism business viability is being impacted by a variety of issues, the most prominent of which were the ability to attract and retain labour, address business succession challenges, affordable housing, and the need to streamline policy that supports long-term business success.

CATALYST PROJECT	PRIORITY
<p>6-1. Establish a framework for collaborative action between CCCTA, ITBC, and ITAC to leverage the long-term destination development opportunities for the best interest of business opportunities and visitor outcomes.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Align the relationship building and the destination development goals between ITBC, CCCTA, and ITAC to build on past strengths and build new bridges and relationships. Secure funding for a full-time, permanent, Indigenous liaison staff person within the CCCTA to build relationships with Indigenous communities, train and support tourism development, align and manage development opportunities. Secure funding to update the 2013 Cariboo Chilcotin Coast regional Aboriginal tourism strategy to reflect new regional developments and align with ITBC's and ITAC's 5-year strategies. <p>SUCCESS NETWORK: CCCTA, ITBC, ITAC, IRR, DBC</p>	<p>Longer-term Action</p> <p>Regional Scope</p>
<p>6-2. Assist businesses in becoming market and/or export ready, price and package travel for domestic and international travellers, as well as work to repair relationships with travel trade partners as a result of historic BC Ferries challenges.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Support training and capacity building for operators to elevate their business readiness standards. <p>SUCCESS NETWORK: Tourism businesses, Destination BC, Destination Canada, CCCTA</p>	<p>Longer-term Action</p> <p>Provincial Scope (crosses regions)</p>

ADDITIONAL REGIONAL DEVELOPMENT OBJECTIVES	PRIORITY
<p>6-4. Support efforts by TIABC and tourism operators to improve government processes including the time/process to secure tenure, permits and development approvals.</p> <p>SUCCESS NETWORK: RDMOs, DMOs, RDs, TIABC, elected officials, tourism businesses</p>	<p>Quick Win</p> <p>Regional Scope</p>

<p>6-5. Identify the greatest human resource needs (e.g., staff shortages, seasonal workers) and their locations, then collaborate with go2HR to research best practices in addressing the needs.</p> <p>SUCCESS NETWORK: RDMOs, go2HR, Tourism Human Resource Council (THRC,) TAC, ITAC, ITBC, Ministry of Labour (LBR), First Nations, NDI, CF, IRR, operators</p>	<p>Longer-term Action</p> <p>Provincial Scope</p>
<p>6-6. Initiate regional actions to address the need for business succession planning and foreign ownership policies.</p> <p>SUCCESS NETWORK: TIABC, Ministry of Jobs, Trade and Technology (JTT), tourism businesses, EDOs, municipalities, go2HR, CFs, Tourism HR Canada (THRC), Ventures Connect, Chambers of Commerce, , Small Business BC</p>	<p>Longer-term Action</p> <p>Provincial Scope</p>
<p>6-7. Form a regional committee to approach the provincial and federal governments to seek temporary tax relief and operating permit relief for three years (2019 – 2022) for tourism businesses impacted by the 2017 and 2018 natural disasters.</p> <p>SUCCESS NETWORK: FIN, FLNR, municipalities, BC Parks, RDs, TAC</p>	<p>Quick Win</p> <p>Regional Scope</p>
<p>6-8. Support natural disaster recovery actions.</p> <p>SUCCESS NETWORK: ENV, FLNR, EMBC, TRAN, PSSG, insurance companies, tourism businesses, BC Parks, municipalities, TAC, RDs, RDMOs, First Nations, Destination BC</p>	<p>Quick Win</p> <p>Regional Scope</p>
<p>6-9. Seek Provincial support to provide training to new foreign investors and their staff to fast-track their understanding of the Canadian tourism eco-system, laws, opportunities, and limitations.</p> <p>SUCCESS NETWORK: JTT, TAC, Destination BC, RDMOs, EDOs, go2HR, THRC, municipalities, Chambers of Commerce, go2HR, tourism businesses, ITAC, Small Business BC, ITBC</p>	<p>Longer-term Action</p> <p>Provincial Scope</p>

Development Theme 7: Optimize the New Municipal Regional District Tax (MRDT) Funds

Rationale: The implementation of the Municipal Regional District Tax has created a transformative opportunity for the region. Partners are committed to ensuring that these funds are used strategically to responsibly grow tourism.

CATALYST PROJECT	PRIORITY
<p>7-1. Prioritize the MRDT funding to leverage the region’s national and international primary demand generating icons: The Gold Rush Trail, Tweedsmuir Park, the GBR, the western side of Wells Gray Provincial Parks, and Barkerville Historic Town & Park.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Identify the key destination development projects to be supported to allocate the appropriate funds to support implementation of targeted actions. 	<p>Longer-term Action</p> <p>Regional Scope</p>

SUCCESS NETWORK: CCCTA, MRDT Marketing Committee	
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Catalyst Projects

The top twelve regional priorities are summarized here, in the order of importance expressed by stakeholders.

1.	7-1. Optimize the MRDT funding to leverage the region's national and international primary demand generating icons: The Great Bear Rainforest, Gold Rush Trail, Tweedsmuir Park and the western side of Wells Gray Provincial Parks, and Barkerville Historic Town & Park.
2.	4-1. Collaborate to harmonize the land-use management issues between government departments that impede/impact tourism businesses and growth and success of tourism businesses and destination development opportunities.
3.	4-2. Working in partnership with the province and Indigenous Nations, advance tourism management and communications activities between Indigenous and non-Indigenous tourism stakeholders.
4.	3-2. Grow visitor and stakeholder awareness, between businesses and communities, of the visitor experiences currently available, and of business development opportunities and needs along the primary touring corridors: GRT, Discovery Circle Tour Route (currently being renamed) and Highway 24.
5.	2-1. Support the growing interest in diversifying the availability of guided outdoor recreation opportunities including: fishing, mountain biking, hiking, front, and back-country adventures.
6.	1-1. Continue to work with BC Ferries to secure an agreement for a ferry schedule that stimulates tourism growth, anticipates future demand, and provides a long-term commitment.
7.	3-1. Improve the understanding with local citizens and businesses of the tourism eco-system, the value of the visitor economy, and the benefits of working collaboratively under the high-profile brands (e.g., Gold Rush Trail, Great Bear Rainforest, Destination BC).
8.	6-1. Establish a framework for collaborative action between CCCTA, ITBC, and ITAC to leverage the long-term destination development opportunities for the best interest of business opportunities and visitor outcomes.
9.	6-2. Collaborate to assist businesses in becoming market and/or export ready, price and package travel for domestic and international travellers, as well as work to repair relationships with travel trade partners.
10.	2-2. Create a committee of interested stakeholders who are willing to work in a cluster to invest in staying open and offering products and experiences at a new time of year to lengthen the tourism season or stimulate a new season – e.g., winter.
11.	1-2. Improve emergency services and safety for visitors and citizens alike, along the Gold Rush Trail, Highway 20, and within the Interlakes.
12.	5-1. Complete a regional trails strategy.

IMPLEMENTATION

Implementation of Destination British Columbia's destination planning activities will occur at three levels. Twenty planning areas will each have destination development plans that will guide local area tourism development opportunities.

For each of the six tourism regions, a regional plan will be produced, focusing on regional initiatives that span two or more planning areas. The provincial strategy will focus on the destination development needs that benefit multiple planning areas and multiple regions. Together, this suite of plans provides a highly aligned approach to tourism development and coordinated implementation. This integrated approach will deliver strategically aligned plans providing direct benefit to all. When implementation is successful at one planning level, the strategy implementation can be expedited for all levels.

For implementation to be successful, working groups will need to be established to facilitate ongoing dialogue, secure resources (human, financial, technical) and set forth realistic time frames plus roles and responsibilities for action.

While local champions and tourism partners will continue to focus on implementation for the Gold Rush Trail, Interlakes and Chilcotin Central Coast, the regional strategy will guide and coordinate efforts at the regional level to ensure the priorities are executed with an integrated approach. It is critical all strategies are coordinated as they are being implemented to ensure maximum impact and effectiveness of these efforts.

MEASURING AND MONITORING SUCCESS

The key measures of success for monitoring progress are summarized in Table 10.

Table 1: Goals and Performance Measures

GOAL	PERFORMANCE MEASURES
<p>1. Demonstrate leadership through strategic, collaborative planning and targeted development and investment to optimize the region’s assets and strengthen business viability.</p>	<ul style="list-style-type: none"> • Establish research measures • # shared use/collaboration agreements • # strategic, collaborative project outcomes
<p>2. Amplify awareness amongst visitors, businesses and residents alike of the unique experiences this region has to offer.</p>	<ul style="list-style-type: none"> • Increase in visitor spend • Increase in length of stay • Increase in overnight stays • Increase in # authentic Indigenous experiences • Net Promoter Score⁷
<p>3. Incrementally grow the benefits from tourism while respecting the limited carrying capacity of the land and residents’ desire to retain the area’s unique character and culture.</p>	<ul style="list-style-type: none"> • # of education/training opportunities • # participants in professional training • Various measures for consumer marketing
<p>4. Maintain a keen awareness and understanding of the customer, adapt to the changing needs of the market, and develop visitor opportunities that enhance the visitor experience, attract more travellers, increase length of stay and spend throughout the year.⁸</p>	<ul style="list-style-type: none"> • Visitor surveys • MRDT data

⁷ <http://www.destinationbc.ca/Resources/Monitoring-and-Evaluation/Net-Promoter-Score.aspx>

⁸ Marketing is not part of BC’s destination development planning program measures of marketing success can be secured from Destination BC’s marketing department.

APPENDIX: LIST OF COMMUNITIES AND FIRST NATIONS

Incorporated and Unincorporated Communities

1. Alexis Creek	21. Clinton	41. Lillooet	61. Spence's Bridge
2. Alkali Lake	22. Dawsons Landing	42. Little Fort	62. Spuzzum
3. Anahim Lake	23. Denny Island	43. Logan Lake	63. Stone Creek
4. Ashcroft	24. Firvale	44. Lone Butte	64. Stuiie
5. Barkerville	25. Forest Grove	45. Loon Lake	65. Tatla Lake
6. Barriere	26. Gold Bridge	46. Lytton	66. Watch Lake
7. Bella Bella	27. Green Lake	47. McLeese Lake	67. Wells
8. Bella Coola	28. Hagensborg	48. Namu	68. Williams Lake
9. Big Creek	29. Hanceville	49. Nemiah Valley	69. Wuikinuxv
10. Boston Bar	30. Hartley Bay	50. Nimpo Lake	70. Yale
11. Bouchie Creek	31. Hixon	51. Pavilion	71. 70 Mile House
12. Bowron Lake	32. Horsefly	52. Ocean Falls	72. 100 Mile House
13. Bralorne	33. Horse Lake	53. Quesnel	73. 108 Mile Ranch
14. Bridge Lake	34. Kersley	54. Redstone Riske Creek	74. 150 Mile House
15. Butedale	35. Kimsquit	55. Rivers Inlet	
16. Cache Creek	36. Kleena Kleene	56. Roe Lake	
17. Canim Lake	37. Klemtu	57. Savona	
18. Chezacut	38. Knight Inlet	58. Seton Portage	
19. Chilanko Forks	39. Lac La Hache	59. Sheridan Lake	
20. Clearwater	40. Likely	60. Springhouse	

First Nations

1. ?Esdilagh (Alexandria) Indian Band	13. High Bar First Nation	26. Simpcw Nation
2. Ashcroft Indian Band	14. Kanaka Bar Indian Band	27. Siska Indian Band
3. Bonaparte Indian Band	15. Kitasoo Xai'Xais Nation	28. Skuppah Indian Band
4. Boothroyd Indian Band	16. Kluskus Indian Band	29. Spuzzum Indian Band
5. Boston Bar Indian Band	17. Lytton First Nation	30. Sts'ailes First Nation
6. Canim Lake Indian Band (Tsq'escenemc)	18. Nazko First Nation	31. Stswecem'c Xgat'tem (Canoe/Dog Creek) First Nation
7. Cayoose Creek (Sekw'el'was) Band	19. Nicomen Indian Band	32. T'it'q'et First Nation
8. Clinton Indian Band	20. Nuxalk Nation	33. Tl'esqox (Toosey) Indian Band
9. Cook's Ferry Indian Band	21. Oregon Jack Creek Band	34. Tl'etinqox (Anaham) Nation
10. Esk'etemc First Nation	22. Pavillion (Ts'kw'aylaxw) Band	35. Tsi Del Del (Redstone) Nation
11. Gitga'at Nation	23. Red Bluff Indian Band	36. Ulkatcho Nation
12. Heiltsuk Nation	24. Seton Lake First Nation	37. Williams Lake Indian Band
	25. Shackan Indian Band	38. Wuikinuxv Band
		39. Xat'sull (Soda Creek) Indian Band
		40. Xaxli'p First Nation
		41. Xeni Gwet'in Nation
		42. Xwisten First Nation
		43. Yale First Nation
		44. Yunesit'in Nation