

City of Williams Lake Economic Development Strategy Report

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Prepared for:

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1 INTRODUCTION

1.1 THE BACKGROUND TO THE PLAN

This report has been prepared to identify long term economic development direction that reflect Williams Lake's vision for future prosperity, in accordance with broader community development goals. The City's Economic Development Department focuses on activities that support business retention and expansion; resident, visitor, and business attraction; workforce development and attraction; and occasional sector specific projects. This Plan builds on those services by targeting initiatives aimed at economic diversification and community well-being.

1.2 THE APPROACH IN PREPARING THE STRATEGY

The project comprised of three phases: research and analysis, stakeholder engagement, and plan development. A Baseline Report with demographic, economic base, and sector data and trends was completed for the City in October, 2018. The engagement program included key informant interviews, in-person meetings, on-line community survey and sector focus groups. In the final phase, a planning workshop was held with elected officials and City staff to frame up plan content, and provide clear direction for the final report deliverables.

1.3 THE CURRENT SITUATION IN WILLIAMS LAKE

In 2016, the City of Williams Lake 29.7% of the labour force was employed in goods production (e.g. forestry, mining, manufacturing), compared to 18.8% for the province. However, this has been changing, and between 2001 and 2016, the goods production labour force has declined by 10.6% in Williams Lake compared to a decline of 13.1% at the provincial level. This decline in goods producing employment is a trend that is being experienced across Canada. Overall, the goods producing sector is typically characterized by better paying jobs, and has serviced the community well. However, while median household incomes were noticeably above provincial levels until 2005, they have now fallen slightly behind provincial levels. Further, although services contribute approximately 68% of jobs in Williams Lake, the high-growth job generators of the future, such as professional, scientific and technical, are under-represented when compared to the provincial average.

It is clear that the City of Williams Lake is sitting at cross-roads in its economic history. There are inevitable and unavoidable disruptions coming to the long-term regional timber supply in the region. At the same time Williams Lake is currently finding new residents coming to the community in increasing numbers. Enrolment in local schools has increased modestly recently and there is discussion on lack of availability of housing in the community. Further, many businesses are actively seeking to hire new employees. New public investment by Interior Health, in the hospital, and the province in residential care and social housing is adding to a busy development period. Positioning the community to benefit from the current economic activity and for any transition that may occur in the near future within forestry will be the key to future prosperity.

2 STRATEGY OVERVIEW

2.1 OVERVIEW

A key element of the planning process involved reviewing the City's mission and vision. The overarching goals emerged through the strategy consultation process and workshop. The vision, mission, and goals are laid out in this section along with the approach to setting priorities for the economic development strategy.

During the consultation process, economic development desires, ideas, needs and opportunities were explored with community stakeholders, City Council and senior staff. This information was collated, summarized and explored further with City Council and senior staff through a strategy workshop. The final step in the strategy development process involved fine tuning and prioritizing initiatives and actions.

2.2 VISION

"A vibrant community where all can come to play, participate in sustainable work, and find a welcoming environment."

2.3 MISSION

The City of Williams Lake's economic development department is focused on improving the quality of life for all residents of Williams Lake. They do this by working with local, regional, indigenous partners and senior levels of government to foster economic diversification and secure long-term employment activities. There is also a strong commitment to supporting the activities and values that residents enjoy and that draw new residents to the community.

2.4 GOALS

The economic development strategy is focused on achieving six strategic goals including:

1. **Economic Diversification:** Expand the economy into new and growing sectors, as well as developing new opportunities within existing sectors, focusing on creating a more sustainable and resilient local economy/community.
2. **Sustainable Funding:** Grow and diversify the municipal tax base that supports reinvestment in infrastructure and services.
3. **Employment Creation:** Create new, long-term quality jobs that provide opportunities for the local labour force as well as create opportunities for new residents to live in Williams Lake.
4. **Positive Community Image:** Reaffirm and create (brand) awareness of Williams Lake as:
 - o A safe, great place to do business, invest, live, work and play; and,

- The regional centre of education, government, health care, retail, service and the transportation hub for the Cariboo-Chilcotin.
5. **Quality of Life:** Maintain and enhance the quality of life of the community which includes the addition of new amenities and enhancing the vibrancy of the downtown core. Quality of life also means enhancing the sense of community while preserving the small-town lifestyle.
 6. **Strong Community Relationships:** This is focused on developing a strong, attractive community. Strengthening business and economic development linkages and partnerships with neighbouring First Nations, Cariboo Regional District, provincial government ministries, business and other community organizations.

2.5 SETTING PRIORITIES

In considering the importance of specific initiatives, it is important to understand the economic development office time commitment, economic development project and supporting cash costs¹, and overall return to the community from each initiative. This helps inform the strategic priorities that the City will consider moving forward. These are summarized in Table 1 below and provide a high-level overview of resourcing and benefits.

Table 1: Resource Allocation and Benefit Matrix

EDO Time commitment	 Minor	 Moderate	 Major
Cash costs	\$ Low	\$\$ Moderate	\$\$\$ high
Return to community	↑ Low	↑↑ Moderate	↑↑↑ High

To provide additional clarity of the role of the City’s Economic Development Department, those actions highlighted in **bold will be undertaken by the Economic Development Department**. While actions that are not in bold are the primary responsibilities of partner agencies and organizations or other departments within the City. This will be refined over time as the economic development office will revisit the specific actions in each initiative as the work plan for the following year is set.

2.6 THE PLAN AT A GLANCE

As illustrated in Figure 1, the Strategy is organized into four Economic Development Strategy Themes including: Enhance Liveability and Quality of Life (red); Investment Attraction and Business Development (green); Skill Development and Labour Force Attraction (blue); and, Partnership Development (purple). A fifth theme is also included and pretains to strategy monitoring and reporting (orange). The themes are broken down into initiatives and actions and their associated partners, goals, priority, time commitment, cost and potential return.

¹ Supporting cash costs do not include what the City might invest in infrastructure or other supporting costs through other City departments.

The initiatives and actions will be incorporated into annual workplans which will include the flexibility for emerging opportunities to be included as they arise and require actioning.

Figure 1: Economic Development Strategy Themes



3 STRATEGY DETAILS

3.1 ENHANCE LIVEABILITY AND QUALITY OF LIVING

3.1.1 Housing Diversification and Rental Development

Objectives:

- Address housing and rental shortages
- Enhance the quality of life in Williams Lake
- Attract new residents through available, affordable and attractive housing options

Rationale:

The City of Williams Lake is dealing with ongoing challenges related to the availability of land for housing and rental property development. Currently there are few serviced lots available for development.

Several land parcels within the City that could be developed have a variety of challenges associated with them. For example: the land belongs to the Crown, School District (SD) 27 or Thompson Rivers University (TRU); it is situated within a geotechnical hazard area; there are no infrastructure services present; or major bridge, road or highway improvements are required before the land development can take place (for commercial and residential development).

With an average selling price of only \$298,827 as of July 2018, the City's comparatively attractive housing and rental affordability for buyers/renters is a factor in the lack of housing development. At current development costs and resale values, there is not enough profit for developers to undertake new developments and make the returns they can in other communities in British Columbia. This is not expected to change to more favorable conditions in the near future for single family dwellings locally.

However, the City and Cariboo Regional District (CRD) have recently taken steps to address accommodation challenges by passing bylaws to allow for secondary suites and carriage homes in designated areas. Further, the City continues to explore innovative opportunities to address the land and housing shortages such as rezoning options for the upper level of the Boitanio Mall to a mixed residential and community care facility.

Given the current increased employment attraction activity to fill job vacancies (i.e., industrial activity and long-term expansion in public sector activities), the City is currently experiencing and will for the foreseeable future, an increase demand for market housing and rental properties.

Actions:

- ⇒ Facilitate and press ongoing advocacy and lobbying discussions with the Province, School District 27 and TRU to free up unused or underutilized land within the City limits.

- ⇒ **Contact land owners of significant size lots to get an update of their intentions concerning land development plans.**
- ⇒ **Develop an up to date land inventory of properties that are underutilized and vacant.**
- ⇒ **Ensure developable lands that are available in the community are marketed.**
- ⇒ **Work with developers to identify and resolve development challenges and to determine and capitalize on opportunities.**
- ⇒ **Participate in the pending CRD led regional housing study (see section 3.4.3). Ensure all relevant City businesses and organizations are able to provide input to and share in the study's findings.**
- ⇒ Council and staff undertake a strategy to move developable lands forward which could involve:
 - Working with the Province to develop the West Ridge Crossing access;
 - Pre-determining infrastructure requirements and associated costs for specific developable lands to reduce uncertainty and speed up development time for interested developers;
 - For attractive parcels of land within geotechnical hazard areas, undertake geotechnical studies for future housing developments to reduce uncertainty and reduce costs to developers.
 - Exploring the possibility of land development on the unused highway corridor portion of Boitanio Park; and,
 - Working with TRU to develop residential dormitories for student housing needs.
- ⇒ If a lack of private sector housing development continues, the City should consider looking at:
 - Undertaking land acquisitions and a design charette for specific high value properties;
 - Exploring preliminary services design and possibly installation with the goal of having private sector developers to partner with;
 - Developing an RFQ or other marketing approach to attract investment to the property(s) could be explored and late-comer agreements could be utilized; and,
 - Consider acquiring existing land within the City with the vision to see it transformed for higher density housing.
- ⇒ Look at results of TRU WL campus student housing study and pending CRD led regional labour market/housing study to inform future City initiatives and plans regarding housing and land supply.

Partners	Priority: High				Timelines				
	Goals	Time	Cost	Return	2019	2020	2021	2022	2023
Province, SD 27, TRU, private land owners	1, 3, & 5		\$	↑↑					

3.1.2 Mountain Biking Marketing and Infrastructure Development

Objectives:

- Continue to grow tourism products locally
- Foster economic diversification
- Support the quality of life in Williams Lake

Rationale:

Mountain biking has truly become a key tourism activity in the Williams Lake area. From all-mountain single track, to the most progressive free-riding, to truly epic cross country, Williams Lake has something for every style and skill level of rider. Further, the City of Williams Lake has over 200 kilometres of single-track trails within the city limits. This is supported by a further 100 kilometres of trails within a half hour drive from town, and one of the largest bike parks in the Interior (City of Williams Lake. 2018a). There is little wonder that Bike magazine calls Williams Lake “the Shangri-La of mountain biking” (TrailForks. 2018).

In addition, locals in the region like to mountain bike. In 2009, the 2009/10 Outdoor Recreation Study was conducted to measure incidence of participation in various outdoor recreation activities in British Columbia. In the Cariboo Chilcotin Coast Region (CCCTA), 38% of residents participated in mountain biking - the highest rate in the province and much higher than Vancouver Coast Region which saw only 19% participate in mountain biking. (DBC. 2015)

Actions:

- ⇒ There are several trail heads that begin within the City of Williams Lake. It is important that the City be involved in wayfinding support of these trails heads as well as the overall tourism marketing and branding around mountain biking.
- ⇒ **Investigate with the business community ways to create secure storage and wash sites for resident and visiting bikers around town.**
- ⇒ **There is always a need for trail maintenance and opportunities for new trail development in the region. Explore how partners and funding can be leveraged to do more in this area including:**
 - **Connect with First Nations to support the efforts of Aboriginal Youth mountain bike efforts;**
 - **Explore how the City’s annual contribution of \$6,500 can be leveraged.**
- ⇒ Work with local mountain bike originations and the CCCTA to investigate greater marketing efforts for mountain biking in the Williams Lake area.
- ⇒ Support mountain bike events that are championed by the local mountain bike sector.

Partners	Priority: Medium				Timelines				
	Goals	Time	Cost	Return	2019	2020	2021	2022	2023
WLCOC, DWLBIA, CRD, WLIB, other Indigenous communities, CCCTA	1,5 & 6		\$	↑					

3.1.3 Develop Strategic Data to Support the Williams Lake Market Position

Objectives:

- Create accurate and reflective data on the City and Area
- Support marketing efforts with up-to-date data

Rationale:

The City of Williams Lake is a regional hub and has many positive features going for it. Unfortunately, data produced externally from the community often creates an on-going negative image of the community that is not necessarily justified but receives considerable attention. Most notable is the McLean’s Canada’s Most Dangerous Places list. To better support messaging for economic development it is important to communicate the quality of life and opportunities that do exist in Williams Lake. Further, data that is incorrect or misleading should be reviewed and communicated to accurately reflect the reality of the community/situation. Finally, data should be used to support positive development activities that have been transitioning the community over the past number of years, such as mountain biking.

Actions:

- ⇒ **Secure funding to create a comprehensive and up to date community profile. The last profile done for Williams Lake was done as part of the NDIIT intern program.**
- ⇒ **Review the economic indicators tracking prepared by the Economic Development office and look at expanding the number of indicators to capture specific socio-economic indicators.**
- ⇒ **Develop short videos that highlight the quality of life in the community and feature some of the recent community and business accomplishments**

Partners	Priority: Medium				Timelines				
	Goals	Time	Cost	Return	2019	2020	2021	2022	2023
WLCOC, DWLBIA, CRD, WLIB, CCCTA	4& 5		\$	↑					

3.1.4 Community Organizations Enhancing Quality of Life and Community Resilience

Objectives:

- Continue to monitor the after effects of 2017-2018 wildfires on: local economy and businesses, local labour force, community organizations, not-for-profits, volunteers and the community at large
- Continue to support community organizations, not-for-profits and volunteers in their ongoing efforts to support local residents and in sustaining and enhancing the area’s quality of life

Plan and prepare for spring freshet and summer wildfires potentially becoming the ‘new normal’ in the Cariboo Chilcotin region

Rationale:

The economic and mental health and wellbeing after effects of the 2017-2018 wildfires and floods in the Cariboo Chilcotin region have been substantial. For a number of sectors, businesses, individuals, the environment and its inhabitants, recovery will be a multi-year process. The majority of the available post wildfire and flood economic supports have been utilized. Hardships, both financial and on a mental health and well-being level, remain and local organizations are doing their best to address these.

With the threat of ongoing climate change, natural disasters, beetle kill epidemics, international trade disruptions and pending industry rationalization in the forestry sector, it becomes even more important that the City continues to have a strong and healthy foundation of community-oriented organizations and volunteers.

One such organization, Community Futures Development Corporation (CFDC), did excellent work with their Wildfire Recovery Business Support Program which included one on one business consultation and group and online training programs. CFDC continues to look for innovative ways to support Williams Lake and area businesses and entrepreneurs and is a key partner for ongoing and future economic development initiatives.

Action:

- ⇒ City staff continue to take part in Mental Health Working Group meetings and initiatives.
- ⇒ City staff and Council continue to support community mental health and wellness awareness and related initiatives.
- ⇒ **Continue to network with and support the Social Planning Council and their community initiatives.**
- ⇒ City to continue to support and recognize community volunteers.
- ⇒ Continue to liaise with Provincial ministry representatives regarding current wildfire recovery initiatives and planning and preparation for future natural disasters.
- ⇒ **Continue to explore innovative initiatives, programs, and training opportunities with CFDC and partner to advance accordingly.**

Partners	Priority: Medium				Timelines				
	Goals	Time	Cost	Return	2019	2020	2021	2022	2023
Province, Social Planning Council, Mental Health Working Group, CFDC, and other community organizations and agencies	4, 5 & 6		\$	↑					

3.2 INVESTMENT ATTRACTION AND BUSINESS DEVELOPMENT

3.2.2 Airport Development

Objectives:

- Increase land utilization and development at the airport
- Attract new businesses to the airport and expand existing business activity
- Create new employment at the airport

Rationale:

The Williams Lake Regional Airport is located 14 kilometers north of the City of Williams Lake. The airport operates as an independent department within the City's Municipal Services. The catchment area of the airport is within the City and an area of about 100 km surrounding the City. Along with scheduled commercial flights, the airport services the Cariboo Initial Attack Fire Centre, helicopter, aircraft maintenance, medivac, corporate, and general aviation operations (City of Williams Lake. 2018).

Acquired from Transport Canada in 1997, the Airport Lands represent a significant development opportunity for the City. Because there is limited development near the airport, a rare opportunity exists to create an industrial park or other uses that can take advantage of the prime location of these lands. Further, there are many revenue generating opportunities that can both be created and leveraged now that the Cariboo Fire Centre has been established. The City is currently undertaking an airport investment master plan that will confirm the priority activities to maintain infrastructure and develop lands at the airport. The master plan will assist in identifying associated marketing priorities.

Already, there has been interest in locating a flight training school at the airport and Thompson Rivers University (TRU) has been exploring establishing a building at the airport to support their programming.

Actions:

- ⇒ **Implement priority marketing and business development actions items that emerge from the soon to be completed Williams Lake airport investment strategy.**
- ⇒ **Support business development opportunities and enquiries as they emerge.**

Partners	Priority: High				Timelines				
	Goals	Time	Cost	Return	2019	2020	2021	2022	2023
CRD, Province, Pacific Coastal, Federal Gov., TRU, Central Mountain Air	1,2 & 3		\$	↑↑↑					

3.2.2 Business Retention, Expansion and Attraction

Objectives:

- Ensure a positive business climate
- Expand job and tax base
- Foster greater investment activity

Rationale:

Effective economic development requires a strong local business base since they will be the key job generators of the future. Existing local businesses generate the majority of new jobs in a community, and it can be as high as 90% depending on the structure of the economic base (Government of Ontario 2000, Boyles 2014). A variety of programs and activities are implemented as part of a community's business care platform, but the best practices of the economic development discipline are straightforward: they are Business Retention, Expansion and Attraction (BRE+A). How these activities are carried out can vary greatly from community to community, but generally rely on local resources, expertise and priorities, and range across three categories: Business Retention and Expansion (BRE); Investment and Business Attraction; and, Community Development.

While there are many moving parts to a BRE+A program, managing it effectively generates a better understanding of the business community, identifies the needs of business clients and where/when they need support, forms relationships that lead to additional prosperity, and helps the community become tactical when it comes to investment attraction.

Actions:

- ⇒ **Conduct research on successful BRE programming that can be used to guide the Williams Lake process: [explore BC government](#) materials, liaise with province on potential BRE support, and explore on-line training from [Economic Developers of Alberta](#) (EDA).**
- ⇒ **Prepare for and enroll in the new British Columbia Provincial Nominee pilot program for rural communities launching in early 2019: Entrepreneur Immigration — Regional Pilot.**
- ⇒ **Support DWLBIA BRE+A activities.**
- ⇒ **Develop a team that can support EDO BRE+A activities.**
- ⇒ **Conduct a six-month BRE pilot that includes business visitation and outreach, data collection and aftercare requirements.**
- ⇒ **Evaluate pilot and launch full BRE program at the end of 2020.**
- ⇒ **Build on the initial business walk program conducted in the community in 2016 by formalizing a tracking system and formal survey to document local business information.**
 - **Explore further the possibility of modifying and utilizing Business License application and renewal data for economic development purposes.**
- ⇒ **Implement EDA's [Investment Readiness Toolkit](#) to measure Williams Lak's investment readiness.**

- ⇒ **Continue to support small business through participation in the Love Northern BC program.**
- ⇒ **Promote greater networking and business to business (B2B) support activities amongst business community.**
- ⇒ **Support next step outcomes of the Province’s TechDev 101 workshop, such as the exploration of a ‘co-working space’ in the City, for possible future BRE + A initiatives.**
- ⇒ **Consider utilizing sector ‘meet-ups’ and Think Tanks to explore and capitalize on opportunities as they emerge over the coming years.**
- ⇒ City and its Economic Development Department consider undertaking the development of a Marketing and Communications Strategy*.

*Note: The development of a Marketing and Communications Strategy can be an undertaking in its own right. In the interim, given present resources in the Economic Development Department and other priority initiatives and actions contained in this strategy, the following action steps should be considered:

- Develop key consistent marketing messaging with community and area partners who have similar goals of attracting and retaining businesses, investments, labour force and residents.
 - City messaging could include:
 - Quality of life (e.g. affordability, outdoor recreation, living in nature, big backyards, laid back lifestyle, short commutes and no traffic congestion)
 - Redefined crime stats as per City led initiative (underway)
 - ‘Colorful Cariboo Culture’ – explore possibility further with DWLBIA
 - City’s ‘Regional’ status re education, healthcare and commerce
 - Central location in the Province and transportation infrastructure advantages
 - Community and business successes: e.g. Cariboo Memorial Recreation Complex, ‘Mountain Bike Shangri La’, Timber Kings, Child Development Centre’s Autism program, etc.
- Marketing should be communicated to both internal and external audiences to generate community pride and raise awareness of Williams Lake as great place to live, work and invest.
- Marketing partners could look to Federal and Provincial funding sources to access and leverage funds to aid and develop marketing campaigns and perhaps employ a marketing specialist for a period of time.

Potential Marketing Partners:

- CRD, WLCOC, DWLBIA, WLIB, CCCTA, CIRD, IHA, SD27, TRU, CFDC, the Province and other area stakeholders

Partners	Priority: High				Timelines				
	Goals	Time	Cost	Return	2019	2020	2021	2022	2023
WLCOC, DWLBIA, CFDC	1, 2, 3, 4 & 6		\$\$	↑↑					

3.2.3 Business Development in Forestry and Value-Added

Objectives:

- Expand and strengthen the existing value-added sector
- Attract new value-added wood activity to the community
- Grow, sustain and diversify the municipal tax base

Rationale:

Forestry and its associated primary and value-added wood processing activities continue to be the primary economic engine of Williams Lake and area. Currently, there is a significant degree of uncertainty in this sector due to recent wildfires, beetle epidemics, and changing land management and public policy priorities (i.e., BC Hydro-Atlantic Power contract). However, in a sign of confidence, primary and value-added wood manufacturers locally have been reinvesting in their Williams Lake operations. Overall, this bodes well for the future sustainability of the City's forest sector.

Opportunities emerging in the post wildfire period include increased reforestation, silviculture and land remediation activities, an increase in available slash materials, and new land management practices and associated jobs. In addition, the provincial government has a stated intent to grow and support the value-added sector.

Actions:

- ⇒ Continue to support the primary forest industry sector.
- ⇒ **Explore establishing a committee among the local value-added manufacturers to facilitate and support their mutual objectives which may include:**
 - Networking and sharing their ongoing challenges and opportunities;
 - Advocating for value added operators concerns such as: access to fibre, labour shortages, securing long term contracts, etc.
- ⇒ Support the Williams Lake Community Forest continuing to channel wood from the Community Forest to value added sector operators.
- ⇒ **Facilitate bi-annual meetings with primary and value-added businesses to explore challenges and opportunities and to facilitate greater cohesiveness within the local forest sector.**
- ⇒ **Look into how the City can support additional investments and complimentary initiatives by producers.**
- ⇒ **Explore hosting a Central Cariboo/Williams Lake Timber Supply Area (WLTSA) forestry/land base forum (similar in nature to the 2018 Quesnel Forestry Think Tank) that includes:**
 - Exploring longer term opportunities in the forestry, ranching and resourced based sectors;
 - Investigating the evolving land management practices (re wildfires, climate change, other) and the implications for various sectors;

- Exploring the merits of establishing a post forum committee which would provide stakeholders (including the City) with the opportunity to have a voice in scoping future land/forestry management developments/directions in the area.
- ⇒ **Monitor Quesnel Forestry Think Tank pilot project developments and where applicable, advocate for similar initiatives in the WL TSA when timing is favorable (as discussed with FLNRORD and other stakeholders by the WL Wildfire Recovery Manager).**
- ⇒ **Support UBC’s exploration of a research and tourism forestry centre in the Williams Lake area.**
- ⇒ **Explore local seedling production and cold storage business opportunities as a result of the 2017-2018 wildfires. Market any applicable opportunities to local and external business interests.**

Partners	Priority: High				Timelines				
	Goals	Time	Cost	Return	2019	2020	2021	2022	2023
Primary and Value-Added industry, First Nations, CRD and other regional organizations	1,2 & 3		\$\$	↑↑					

3.2.4 Tourism Product Development and Marketing

Objectives:

- Continue to grow tourism products locally
- Foster diversification in the range of tourism businesses

Rationale:

The City of Williams Lake serves as the gateway to a diverse range of tourism products including outdoor recreation, heritage sites, and circle tours that leverage the Cariboo Chilcotin’s wilderness areas. Specifically, the City is renown for its Williams Lake Stampede which has been on going since 1919. More recently the City of Williams Lake has become known as the hub for the region’s world renown mountain biking trails.

A sub-regional marketing partnership amongst several communities including the City of Williams Lake and the Cariboo Regional District was formed in 2017 to market the Gold Rush Trail corridor from Clinton to Barkerville and Wells. In addition, and driven by the Province and Destination BC, Tourism Destination Development Plans have been undertaken for three areas in the Cariboo Chilcotin region including Williams Lake. These plans are currently being rolled up into a regional tourism development plan which in turn is being rolled into a provincial tourism development plan that includes areas and regions throughout the Province. In 2019, the Province will unveil its new tourism development master plan and possibly implementation resources for areas and regions to action their development plans (Thacker, 2018 per comms.).

The federal government has just announced a renewed focus on Canadian tourism as a major economic driver. A Federal Strategy on Jobs and the Visitor Economy is being developed which may be able to be leveraged by the City and Cariboo Chilcotin region’s tourism sector.

Finally, a new three per cent tax on accommodations was approved for the Cariboo Chilcotin Coast area and took effect May 1, 2018. It is expected the Municipal, Regional District Tax (MRDT), will stimulate an injection of approximately \$1 million in new marketing funds annually to drive more visitation to the region (MyCaribooNow. 2018). The funds will be managed through the CCCTA by a local tourism industry marketing committee made up of regional accommodation representatives.

Actions:

- ⇒ **Support local champions and their efforts to develop the heritage park and expand and diversify the stampede grounds and associated product opportunities.**
- ⇒ **Provide business planning support for tourism opportunities that emerge.**
- ⇒ **Support Council with statistical information as required in their efforts to lobby for VIA Rail passenger service and Ferry Circle route developments.**
- ⇒ **Engage with the new MRDT Marketing Committee representing the City of Williams Lake’s tourism marketing objectives and connect events and tourism products to the CCCTA and MRDT marketing efforts where possible.**
- ⇒ Explore and pursue opportunities to increase the number of economically beneficial events held annually within the City.
- ⇒ City of Williams Lake to continue enhancing wayfinding tools and signage within the community and connect to larger regional tourism marketing efforts.
- ⇒ Develop tourism infrastructure (i.e., boat launch, restaurants, trails, etc.) at the RC Cotton site.

Partners	Priority: Medium				Timelines				
	Goals	Time	Cost	Return	2019	2020	2021	2022	2023
Stampede Association, Mountain Bike groups, UBC, CCCTA, CRD, WLCoC, DWLBIA, CRD, and FN	1,3 & 6		\$	↑↑					

3.2.5 Industrial Land Inventory

Objectives:

- Obtain complete picture of industrial land available for development
- Expand job and tax base
- Foster greater investment activity

Rationale:

The City’s industrial tax base contributes significantly to the City’s overall tax revenues - approximately 27% of 2017 overall tax revenues. While much of the industrial land available for development in and around the City is known to City staff and Council, there are likely some

privately held parcels that are not. As the amount of known available industrial land for development is low, an inventory assessment should be conducted to ascertain any additional parcels in order to gain a complete picture for planning and economic development purposes.

Actions:

- ⇒ **Research and compile information on available industrial land in and around the City.**
- ⇒ **Share inventory with CRD, WLIB, realty offices and other interested and relevant parties.**
- ⇒ **Include Inventory information, where appropriate, in online and applicable print publications – e.g. Investment Ready Community Profile.**

Partners	Priority: Flexible				Timelines				
	Goals	Time	Cost	Return	2019	2020	2021	2022	2023
CRD, WLIB, provincial government, private land owners, realty offices	1, 2, & 3		\$	↑					

3.2.6 Agriculture Diversification

Objectives:

- Increase value-added agriculture products in region
- Diversify services offered by the basic agriculture sector
- Foster new retail/commercial activities linked to agriculture

Rationale:

The City of Williams Lake plays an important role as the agricultural service centre for the region. Williams Lake is home to the Williams Lake Stockyards which are one of the largest and most modern in the province, with approximately 40,000 head of cattle sold each year. In addition, another 10,000 head are sold privately in the Cariboo with approximately a quarter of all cattle sold shipped to Alberta for processing. (City of Williams Lake. 2012)

In recent years there has been some new agricultural initiatives in the area which have increased the quantity and variety of locally-produced foods. Eating local food has become more popular in Williams Lake due to the efforts of local community groups. (City of Williams Lake. 2012)

In addition, in 2015, TRU Williams Lake launched the Applied Sustainable Ranching Program, the first of its kind in British Columbia. Students gain the expertise to build and sustain ranching enterprises within BC's ranching industry and apply that knowledge to agricultural businesses in any region. By the end of the program, students will have gained an understanding of ecosystem management in the last intact temperate grassland in the world. (TRU. 2018)

Actions:

- ⇒ **Establish Williams Lake Agricultural Steering Committee that has the expertise to guide investigation into:**
 - Conducting a market scan of meat cutting, mobile abattoirs operating now, in the past and planned for the future. Consider feasibility study if it looks like there is local and regional demand.
 - Explore export and agriculture speciality products for the Williams Lake area.
 - Connect with CNC in its initiatives to foster agriculture expansion and research through their C-CAN program.
- ⇒ **Work on attracting agri-food wholesale and retail businesses to Williams Lake such as a distillery, brew pub, and cannabis infused products manufacturers.**

Partners	Priority: Flexible				Timelines				
	Goals	Time	Cost	Return	2019	2020	2021	2022	2023
TRU, CNC, ranching operators, CRD, other agriculture producers	1 & 3		\$	↑					

3.3 SKILL DEVELOPMENT AND LABOUR FORCE ATTRACTION

3.3.1 Worker Attraction and Retention

Objectives:

- Attract skilled workers to fill existing job openings
- Support businesses looking for workers of all skill levels to fill vacancies
- Build a collaborative approach to promote Williams Lake as a good place to live and work

Rationale:

The Williams Lake area has been experiencing significant worker shortages in most job categories. After the 2017 wildfire many service and retail operations found that not all their employees returned. This factored with more traditional attrition has created staffing shortages across the retail and service sectors. In addition, manufacturing and primary sectors are also short workers with most businesses looking to fill unskilled and semi-skilled workers.

While the labour shortages in the unskilled and semi-skilled positions are an emerging issue, they now join the challenges the Williams Lake area has been experiencing in recruiting skilled workers. In particular, the region has continually been working to recruit a variety of skilled workers such as counselors, medical staff, teachers, and trades people.

Currently, there are several separate efforts to recruit professionals locally including: Central Interior Rural Division (CIRD) of Family Practice recruiting of medical professionals; School District 27's effort to recruit new school teachers; and major industrial employers' efforts to recruit trades personal. Further, several individual employers have also been exploring or utilizing international workers to meet specific labour demands locally.

Actions:

- ⇒ **Explore a more coordinated approach for attracting skilled workers to the community:**
 - Explore the award-winning approach in place in Quesnel to cross market for attracting skilled workers;
 - Work with the CIRD of Family Practice and the Williams Lake HR Working Committee to broaden the team approach to not only address physician recruitment but a variety of in-demand professionals;
- ⇒ **Develop a Skilled Worker Steering Committee to over see coordinated skilled worker attraction and undertake:**
 - Growing the Welcoming Community Program used by CIRD to other skilled sectors;
 - Expanding the use of the income calculator in use by CIRD to other skilled attraction activities;
 - Working with Gibraltar Mines to explore utilizing their short-term housing to address rentals to support incoming professionals as they get settled in the community;
 - Investigating ways to integrate professional immigrant workers into local labour force;
 - Coordinating a proactive marketing program to attract skilled workers.

- Explore the possibility of harnessing and modifying the CIRD's *Physician in Transition* website for recruitment use in other sectors.
- ⇒ **Establish a campaign with major employers to work collaboratively to attract and retain unskilled and semi-skilled workers.**
 - Undertake group marketing efforts to attract new workers to the community.
 - Collaborate in attracting new local workers into the labour force.
- ⇒ **Support the Cariboo Chilcotin Aboriginal Training Employment Centre (CCATEC) in their training goals.**
- ⇒ **Participate in the development and implementation of a Cariboo Chilcotin wide labour gap analysis (see section 3.4.3).**
- ⇒ **Support Work BC job portal and communication efforts in connecting workers to employers.**
- ⇒ **If funding application is successful, continue leading foreign worker recruitment initiative.**

Partners	Priority: High				Timelines				
	Goals	Time	Cost	Return	2019	2020	2021	2022	2023
CRD, CIRD, Major Employers, TRU, SD 27, Construction Assoc., Work BC, CCATEC	3 & 6		\$\$	↑↑↑					

3.3.2 Expand Educational Programming in Williams Lake

Objectives:

- Further harness the educational economic opportunities in the City
- Increase training locally to address community labour force needs
- Offer more educational programming locally to retain and attract residents

Rationale:

The Thompson Rivers University Williams Lake (TRU WL) campus had 303 full-time students and 1,320 part-time students for a total of 1,623 students in 2017/18 (TRU. nd). These students participated in a number of TRU WL campus multi-year/ multi-facet program and course offerings. However, many of these programs do not allow for start to finish completion in Williams Lake. This results in negative impacts including: increasing education and training costs for local residents; making Williams Lake a less desirable place to raise and educate a family; sending current and future workforce participants outside the community increasing the likelihood they will not return (thus diminishing the local labour pool); and, reducing the attractiveness of teaching in Williams Lake for TRU educators.

In trades training, there are provisions within the Province's Industry Training Authority that allow for non-fully subscribed programs to go forward. Potential demand and interest in additional local trades training can be explored and encouraged, in part, through the City's Economic Development department. Finally, health care delivery in Williams Lake will see a boost with the \$100 million plus renovation of the Cariboo Memorial Hospital (TWLT. 2018a).

Already there is nurse training being conducted at the hospital in collaboration with TRU. It is anticipated that expand health care training may take place in Williams Lake moving forward.

While the TRU WL campus offers unique training, programs related to ranching and lumber manufacturing, there may be emerging training opportunities to pursue in other disciplines such as: agriculture (cannabis industry and food security), healthcare, home construction, indigenous related studies, and programming for foreign students (Sanders, pers comm.).

Within the community, there are local champions with desires to establish one or more Centres of Excellence (in Williams Lake) in ranching and custom home building. These would likely include and or build on program offerings at WL's TRU campus. Should these gain greater traction and support, it is important that the City support and advocate for the initiatives.

Further illustrating the importance and linkages of Williams Lake's education and training sector to the Williams Lake economy, SD27 contributes in a number of unique ways including:

- SD27 has an international (China) student program that is being expanded in duration for 2019;
- SD27's career preparation programs focusing on confidence, pathways, and skill sets include a variety of engagement opportunities for students and local employers including the RCMP, Cariboo Fire Centre, and heavy equipment operator businesses (the Cariboo Fire Centre hires approximately 25% of the SD27 Junior Fire Fighting high school participants for summer employment); and,
- In 2017, 10% of SD27 graduates enrolled in TRU apprenticeship and healthcare assistance programs in their final high school year (TRU seats purchased by SD27) (Corbetts, 2018 pers comm.).

Targeting and attracting educational opportunities is an important step in support existing economic activities as well fostering the development of innovative and new business activities that lead to diversification.

Actions:

- ⇒ Continue to support any TRU WL campus led efforts to offer expanded program selection.
- ⇒ Continue to advocate with the Province for greater and more consistent TRU program offerings at the Williams Lake campus.
- ⇒ Continue to support TRU and IHA in targeting health care training in Williams Lake.
- ⇒ **Connect to Skilled Worker Steering Committee to ensure (see section 3.3.1):**
 - Dialogue between TRU WL, the IHA and local health professionals, SD27, and other local employment and training centres regarding current and emerging training needs in the local health care and social work sectors.
 - Emerging training needs and opportunities in other sectors are identified and shared by sector representatives.
- ⇒ **Support the Cariboo Chilcotin Aboriginal Training Employment Centre (CCATEC) in their training goals.**

- ⇒ **Promote and the support the TRU/SD 27 led Educational Summit which will be taking place on an ongoing annual basis. The summit will have a strong focus on meeting the current and future labour needs of the local economy.**
- ⇒ Support UBC’s exploration of a research and tourism forestry centre in the Williams Lake area (see section 3.2.3).
- ⇒ **Look at ways of leveraging SD 27’s expanding international students’ program.**
- ⇒ Work with CAECA and the Province to explore the opportunity of establishing an International High School in the City (see section 3.4.3).
 - **Research and review similar initiatives in Canada and abroad as to potential pros and cons and economic benefits to a community.**

Partners	Priority: Medium				Timelines				
	Goals	Time	Cost	Return	2019	2020	2021	2022	2023
TRU, SD27, UBC, CCATEC, and other education and training providers	1,3,4, & 6		\$	↑↑					

3.3.3 Fire Centre of Excellence/Training Facility

Objectives:

- Create training opportunities in the Cariboo
- Fill job needs that are emerging for Cariboo regions

Rationale:

In 2017, the BC Government opened the new \$7.1 million Cariboo Fire Centre which incorporates state-of-the art equipment at the Williams Lake Airport. The Cariboo Fire Centre is one of the busiest centres in the province and services approximately 10.3 million hectares. The Williams Lake facility is home to the Cariboo Fire Centre office, the Cariboo-Chilcotin Fire Zone office, the Regional Wildfire Co-ordination Centre, an air tanker base, 12 three-person initial attack crews, a 20-person sustained action unit crew and aircraft personnel. There is a core staff of 165 people during the fire season (BC Local News. 2018).

The BC Government employs approximately 1,600 seasonal firefighting employees each year. To address attrition, a central boot camp is offered to approximately 150 to 170 new recruits each year in Merritt. Around 2012, the Ministry of Forest Lands and Natural Resources and Rural Development (FLNRORD) established the boot camp training facility at the Merritt airport. Successful graduates are placed at fire centres across BC. In addition, private contractors do their own training and each provincial fire centre does additional specialized training and upgrading locally. (Schell, 2018 per comm.)

Further, the MFLNRORD does approximately 30 or more additional fire training courses in the spring and summer. These are more advanced courses and typically take place in Prince George, Chilliwack, Kamloops, Castlegar and so on. Additional training is done in the province by Emergency Management BC. In the Williams Lake area, the military does periodic fire

training at their Risky Creek facility. The FLNRORD is always interested in collaborative training opportunities but these need to fit with their outlined needs. (Nessman, 2018 pers comm.)

At the local level, the City might be able to contribute some development lands at the airport towards a joint venture. While Williams Lake is very central to the region, local governments in the area have their own basic training facilities and so Williams Lake will need to provide a very specific focus. (Peterson, 2018 pers comm.)

Actions:

- ⇒ **Conduct research on the potential types of fire training that could be done in Williams Lake.**
- ⇒ **Undertake discussions with local Indigenous communities on wildfire training needs and interest in collaborative approach to training for wildfires.**
- ⇒ **Investigate with partners the potential of creating a Fire Centre of Excellence in Williams Lake. If there is potential then undertake a business plan for the project.**
- ⇒ **If business plan proves positive then engage BC Government to explore investment opportunities.**

Partners	Priority: Flexible				Timelines				
	Goals	Time	Cost	Return	2019	2020	2021	2022	2023
CRD, FLNRORD, Indigenous communities, private contractors	3 & 6		\$	↑					

3.4 PARTNERSHIP DEVELOPMENT

3.4.1 Collaboration with Neighbouring Indigenous Communities

Objectives:

- Develop stronger community relationships between communities
- Create new employment opportunities for area workers
- Foster economic diversification in the region

Rationale:

The City is in close proximity to several indigenous communities including the T'exelcenc or Williams Lake Indian Band (WLIB) who have a variety of business ventures in forestry, business services, ranching, land development, tourism (i.e., golf course, heritage park, and campground) - all contributing to the local economy (WLIB. 2018). Currently the WLIB is moving forward with a residential development at its Coyote Rock Development Area. This site boasts spectacular vistas of the lake, brilliant sun exposure, and outstanding highway access, and it is already home to a highway commercial and light industrial area. The WLIB is actively seeking tenants and joint venture partners to help realize the vision for the build-out of the Coyote Rock Development Area (Coyote Rock. 2018).

In addition, the Supreme Court of Canada has backed up the Williams Lake Band's claim to land denied to it by British Columbia when the province was a colony of Great Britain (iPolitics. 2018). This land includes the stampede grounds and downtown Williams Lake and will likely lead to financial compensation. Recently, the Xat'sull First Nation (Soda Creek) along with several other Indigenous communities around Williams Lake have been developing a mountain biking trail network that is supporting further mountain bike trail diversity in the region (IMBAC. 2018). To date, the Xat'sull First Nation crews have built over 35 kilometres of mountain biking trails (TWLT. 2018b).

Action:

- ⇒ **Develop an approach to identify an overlapping strategic vision with WLIB to foster further development dialogue.**
- ⇒ **Identify a specific joint economic development project both with the City and WLIB that they can collaborate on.**
- ⇒ **Network with surrounding Indigenous communities, connecting staff to staff to become more aware of each other's economic development priorities.**
- ⇒ **Support Aboriginal youth mountain biking trail development projects in the region and the work of the Aboriginal Youth Mountain Bike Program.**

Partners	Priority: High				Timelines				
	Goals	Time	Cost	Return	2019	2020	2021	2022	2023
WLIB, Provincial Government, Xat'sull, other Indigenous Communities	1, 3, 5 & 6		\$	↑↑↑					

3.4.2 Work with the Province and International Organizations on Attracting Foreign Investment

Objectives:

- Attract new investment to the Williams Lake Area
- Develop new business activities locally
- Support diversification of international markets for local export businesses

Rationale:

The provincial government has been facilitating investment and trade missions into the interior for a number of years. Specifically, Trade and Investment BC provides:

- Prompt and professional service to help investors find the best location for their business idea in British Columbia; and,
- A single point of contact to explore business location and expansion opportunities in British Columbia (Trade and Investment BC. 2018).

There is also further support from the province’s regional economic development managers to coordinate and promote investment requirements between the local area and potential investors.

Further, organizations like the Canada Asia Economic and Culture Association (CAECA – currently engaged with the City) promote economic cooperation and cultural exchange within British Columbia. They also focus on working to connect emerging Asia markets to BC entities to conduct business and seek investment collaboration. Currently CAECA has expressed an interest in creating an international high school in Williams Lake.

Action:

- ⇒ **Work with BC Trade and Investment to ensure Williams Lake investment opportunities are profiled on their investment portal.**
- ⇒ **Work with regional provincial staff on periodic investment and trade missions to the region.**
- ⇒ **Work with CAECA in investigating and facilitating the development of an international high school in Williams Lake.**
- ⇒ **Support CAECA in exploring additional business investments and area promotion including filming ventures and residential development.**
- ⇒ **Continue to pursue and facilitate the development of a flight training school.**

Partners	Priority: High				Timelines				
	Goals	Time	Cost	Return	2019	2020	2021	2022	2023
Province of BC, CAECA, CFDC, WLCOC, WLDBIA, CRD	1,3 & 6		\$	↑↑					

3.4.3 Collaboration with Cariboo Regional District on Strategic Priorities

Objectives:

- Foster seamless economic development in and around Williams Lake
- Leverage the regional Cariboo Brand in Investment attraction
- Support development in the Regional District that fosters economic diversification and growth in the City

Rationale:

The CRD, through its EDO, provides leadership in regional and sub-regional community economic development and assists regional stakeholders in economic and community development objectives. In addition, the EDO acts a primary contact within the CRD for industrial and business inquiries, assists community groups in researching and accessing funding for priority projects, and it takes the lead on developing and initiating regional and sub-regional economic development projects and programs. (CRD. 2018)

There is a significant amount of connection in the CRD with the City of Williams Lake, as seen with the large number of Williams Lake Chamber members being located outside the City. Further, despite the opportunities, there remains challenges in moving forward on specific initiatives given the dependence on volunteers and limited resources for implementation in the region. (Schilling, 2018 pers comm.)

Collaboration at the regional level is seen as key to overcoming resourcing challenges. It is also critical in leveraging regional expertise in areas like agriculture where CNC is working on agriculture research and expansion, and the North Cariboo is moving forward on several strategic agriculture activities. Further, working with the CRD allows for larger partnerships to undertake regional focused projects that allow for sharing of costs and workloads, combining expertise, and expanding exposure on strategic regional initiatives which are also important to Williams Lake.

Action:

- ⇒ Engage the CRD on specific economic development priorities that may be of important to the City, including participating in the Regional Labour Market and Housing Study.
- ⇒ Support the CRD in development of better communication and internet infrastructure in the Highway 20 and east Central Cariboo regions.
- ⇒ Work collaboratively on leveraging funds for the region and joint projects.

Partners	Priority: Medium				Timelines				
	Goals	Time	Cost	Return	2019	2020	2021	2022	2023
CRD, City of Quesnel, 100 Mile House, Province of BC	1, 2, & 6		\$	↑					

3.5 STRATEGY MONITORING

3.5.2 Strategy Monitoring and Reporting

Objectives:

Standardized monitoring and evaluation and reporting framework

Rationale:

The City of Williams Lake can communicate economic development and investment attraction activities by defining expected outcomes and tracking performance. The underlying question to be answered is “Are economic development efforts making a difference, and if so, in what way?” The indicators and data used should lead to good decisions about what activities and programs are best for the community. At the same time, they should be useable by staff and council to assist with broader communications and marketing activities.

Action:

- ⇒ **Identify data sources for the objectives outlined in this plan.**
 - **Outputs** such as clients served, investment attracted, website visits, program uptake and the like can be measured through internal tracking.
 - **Outcomes**, which are measures of additionality, for example employment and income levels, can be tracked using published data from statistical agencies.
- ⇒ **Establish a quarterly reporting period, with annual report summaries that compare year-over-year. Exceptions can be made in the case of special projects.**

⇒ Partners	Priority: High				Timelines				
	Goals	Time	Cost	Return	2019	2020	2021	2022	2023
Internal	na		na	na					

4 STRATEGY SUMMARY

Table 2: Summary of Goals, Resourcing, Benefit by Initiative

Strategy	Priority	Goals						Resources		Return
		1	2	3	4	5	6	Time	Costs	
Enhance Liveability and Quality of Life										
Housing Diversification and Rental Development	High	■	■		■			⦿	\$	↑↑
Mountain Biking Marketing and Infrastructure	Medium	■				■	■	⦿	\$	↑
Strategic Data Support for Williams Lake	Medium				■	■		⦿	\$	↑
Community Organizations Enhancing QoL and CR	Medium				■	■	■	⦿	\$	↑
Investment Attraction and Business Development										
Airport Development	High	■	■	■				⦿	\$	↑↑↑↑
Business Retention, Expansion and Attraction	High	■	■	■	■		■	⦿	\$\$	↑↑
Forestry and Value-Added Diversification	High	■	■	■				⦿	\$\$	↑↑
Tourism Product Development and Marketing	Medium	■		■			■	⦿	\$	↑↑
Industrial Land Inventory	Flexible	■	■	■				⦿	\$	↑
Agriculture Diversification	Flexible	■		■				⦿	\$	↑
Skill Development and Labour Force Attraction										
Worker Attraction and Retention	High	■		■				⦿	\$\$	↑↑↑↑
Expand Educational Programming in Williams Lake	Medium	■		■	■		■	⦿	\$	↑↑
Fire Centre of Excellence/Training Facility	Flexible			■			■	⦿	\$	↑
Partnership Development										
Collaboration with Neighbouring Indigenous Communities	High	■		■		■	■	⦿	\$\$	↑↑↑↑
Work with Province and International Organizations	High	■					■	⦿	\$	↑↑
Collaboration Cariboo RD on Strategic Priorities	Medium	■	■				■	⦿	\$	↑
Strategy Monitoring										
Strategy Monitoring and Reporting	High					Na		⦿	Na	Na

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AAC	Allowable Annual Cut
B2B	Business to Business
BCCFA	BC Community Forest Association
BRE+A	Business Retention, Expansion and Attraction
CAECA	Canada Asia Economics and Culture Association
CCATEC	Cariboo-Chilcotin Aboriginal Training and Education Centre
CCCTA	Cariboo Chilcotin Coast Tourism Association
CFDC	Community Futures Development Corporation
CIRD	Central Interior Rural Division
CNC	College of New Caledonia
CR	Community Resilience
CRD	Cariboo Regional District
DBC	Destination BC
DMO	Destination Marketing Organization
DWLbia	Downtown Williams Lake Business Improvement Association
EDA	Economic Developers of Alberta
ENV	BC Ministry of Environment
FDI	Foreign Direct Investment
FESBC	Forest Enhancement Society of BC
FLNRORD	BC Ministry of Forests, Lands and Natural Resource Operations and Rural Development
HR	Human Resources
ITBC	Indigenous Tourism BC
IHA	Interior Health Authority
MAE	BC Ministry of Advanced Education
MOTI	BC Ministry of Transportation and Infrastructure
MRDT	Municipal and Regional District Tax
NDIT	Northern Development Initiatives Trust
PNP	Provincial Nominee Program
PST	Provincial Sales Tax
QoL	Quality of Life
SD 27	School District 27
TRU	Thompson Rivers University
TRU WL	Thompson Rivers University Williams Lake
SIBAC	Southern Interior Beetle Action Coalition
UBC	University of British Columbia
UNBC	University of Northern British Columbia
WLCOC	Williams Lake and Area Chamber of Commerce
WLIB	Williams Lake Indian Band
WLTA	Williams Lake Timber Supply Area

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Schell, Steve. Operations, Forest Lands and Natural Resource Operations and Rural Development (FLNRORD). Kamloops, BC. Telephone conversation on October 30, 2018.

Stranberg, Larry. Chair, Social Planning Council. In person conversations August 23rd and October 17, 2018.

Thacker, Amy. CEO, Cariboo Chilcotin Coast Tourism Association. Tourism conference comments November 4, 2018.

Walters, Laurie. Former Councillor, City of Williams Lake. Telephone conversation on August 10 and November 15. 2018.

Wintjes, Mark. Superintendent of Schools, SD 27. Telephone conversations October 15 and November 9, 2018

Zirnhelt, Jill. Executive Director, Central Interior Rural Division of Family Practice (CIRD). In person conversation November 8, 2018.

5.4 FOCUS GROUP PARTICIPANTS

Table 3: Environment

Peter Smith	Council of Canadians
Francis McCoubrey	Williams Lake Field Naturalists
Vanessa Moberg	Cariboo Chilcotin Conservation Society
Rick Dawson	Cariboo Chilcotin Conservation Society
Sue Hemphill	Scout Island Nature Centre
Becky Bravi	Terraforma Environmental
Kent Watson	Consus Mgmt Ltd.
Jean Oke	Williams Lake Field Naturalists
Margaret Waring	Williams Lake Field Naturalists

Table 4: Construction and Development

Gord Mierau	Sprucelee Construction Ltd.
Steven Haylestrom	Vantage Living/Cariboo Place
Sam Zirnhelt	Zirnhelt Timber Frames

Table 5: Tourism

Mark Savard	Red Shreds Bike & Board Shed
Shawn Lewis	Williams Lake Cycling Club
Beth Holden	City of Williams Lake
Tim Rolph	Williams Lake Stampede Association
Amy Thacker	Cariboo Chilcotin Coast Tourism Association
Jaylyn Byer	Williams Lake Visitor Centre
Vanessa	Downtown WL Business Improvement Association

Table 6: Forestry Primary

Kerri Howse	Ministry Forests, Lands, Natural Resource (FLNOROD)
Tom Hoffman	Tolko
Mark Runge	West Fraser
Frankie Nelson	Atlantic Power Corp.

Table 7: Health

Jill Zirnhelt	Central Interior Rural Division of Family Practice
Steven Haylestrom	Vantage Living / Cariboo Place
Janice Breck	Canadian Mental Health Association CC Branch
Robert Osmachenko	Cariboo Chilcotin Elders College
Nancy Gale	Cariboo Chilcotin Child Development Centre
Dr. Glen Fedor	Doctor, Family Practice
David Hamm	Kornack and Hamms

Table 8: Business and Retail

Mark Doratti	Chamber of Commerce
Vanessa Moberg	Downtown WL Business Improvement Association
Cindy Watt	Woodland Jewellers
Bob Sunner	Laketown Furnishings
Angie Delainey	Delainey's & Satya Yoga
Karen Eden	CFDC
Arla Driver	WL & District Credit Union

Table 9: Social

Larry Stranberg	Social Planning Council
Jessica Dunn	Social Planning Council
Anne Burill	Thrive Williams Lake
Kristina Moller	RCMP Victim Services
Ashlee Hyde	United Way Thompson Nicola Cariboo
Bruce Mack	Cariboo Chilcotin Partners for Literacy
Jeremy Vogt	Pastors Fellowship, Churches of Williams Lake
Melissa Newberry	Big Brothers Big Sisters of Williams Lake
Bree Odd	Community Wellness Manager, United way
Janice Breck	Canadian Mental Health Association CC Branch
Suzanne Cochran	City of Williams Lake

Table 10: City Staff

Milo MacDonald	Chief Administrative Officer
Ashley Williston	Director of Human Resources
Leah Hartley	Director of Development Services
Erick Peterson	Director of Protective Services
Vitali Kozubenko	Chief Financial Officer
Geoff Paynton	Director of Community Services
Dave Dickson	Manager of Community Safety
Kim Dressler	Executive Assistant/DCO
Joe Engleberts	Manager Water/Sewer Division

Table 11: Education and Training

Ray Sanders	Williams Lake Campus, Thompson Rivers University
Mark Wintjes	SD27
Ulli Vogler	Horton Ventures Inc.
Karen Eden	Community Futures Development Corporation
Shaun Cox	Industry Training Authority
Helen Poss	Industry Training Authority
Crystal Cahoose	Cariboo Chilcotin Aboriginal Training Employment Centre

Table 12: Value Added Wood

Brian McNaughton	BC Woodlot Association
Kerri Howse	MFLNRORD
David Zirnheld	Former Minister of Forests
Ken Day	KDay Forestry Ltd.
Stephanie Ewen	Alex Fraser Research Forest
Tim Potter	Parallel Wood Products Ltd
Sam Zirnhedt	Zirnhedt Timber Frames
Ric Durfeld	Durfeld Log and Timber

5.5 WORKSHOP PARTICIPANTS: CITY COUNCIL AND STAFF

Milo Macdonald - CAO	Hasib Nadvi – Planner 2
Leah Hartley – Director of Development Services	Walt Cobb – Mayor
Vitali Kozubenko – CFO	Jason Ryll – Councillor
Geoff Paynton – Director of Community Services	Craig Smith – Councillor
Erick Peterson – Fire Chief	Sue Zacherias – Councillor
Kim Dressler – Executive Assistant/DCO	Laurie Walters – Councillor
Cindy Walters - Municipal Services Coordinator	Beth Veenkamp – EDO
Beth Holden – Events and Marketing Coordinator	Pat Mahood – Water & Waste Foreman
Gary Muraca - Director of Municipal Services	