



DISTRICT OF 100 MILE HOUSE
COMMITTEE OF THE WHOLE
TO BE HELD IN DISTRICT COUNCIL CHAMBERS
Tuesday, April 23rd, 2024, AT 4:00 PM

	<p><u>CALL TO ORDER</u></p> <p>Mayor to call the Committee of the Whole meeting to order.</p> <p>Mayor acknowledges that this meeting is being held on Tsqescencúlecw.</p>
A.	<u>APPROVAL OF AGENDA:</u>
	<p>A1</p> <p>BE IT RESOLVED THAT the April 23rd, 2024, Committee of the Whole agenda <u>be approved</u>.</p>
B.	<u>INTRODUCTION OF LATE ITEMS</u>
C.	<u>DELEGATIONS:</u>
Expedition Management	Representatives from Expedition Management will present the final District of 100 Mile House Tourism Plan.
D.	<u>UNFINISHED BUSINESS</u>
E.	<u>CORRESPONDENCE</u>

F.	<u>STAFF REPORTS:</u>
G.	<u>BYLAWS:</u>
H.	<u>OTHER BUSINESS:</u>
I.	<u>QUESTION PERIOD:</u>
J.	<u>ADJOURNMENT:</u>
	BE IT RESOLVED THAT the Committee of the Whole meeting of April 23 rd , 2024, adjourn: PM:



District of 100 Mile House Community Tourism Plan

Final Presentation

Expedition Management Consulting Ltd.

April 23, 2024



DISTRICT OF
100 Mile House

expedition

MANAGEMENT CONSULTING

Funding for this Project Provided by the Community Tourism Planning Program



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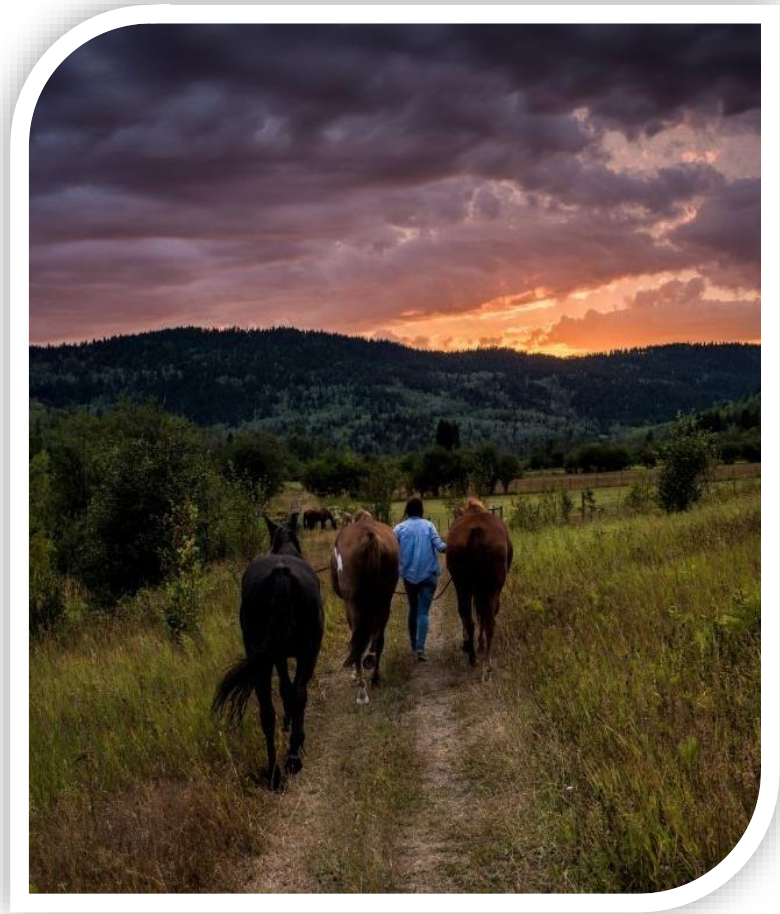
Project Deliverable

A community tourism plan that sets the future direction for the development of the visitor economy in 100 Mile House and the South Cariboo.



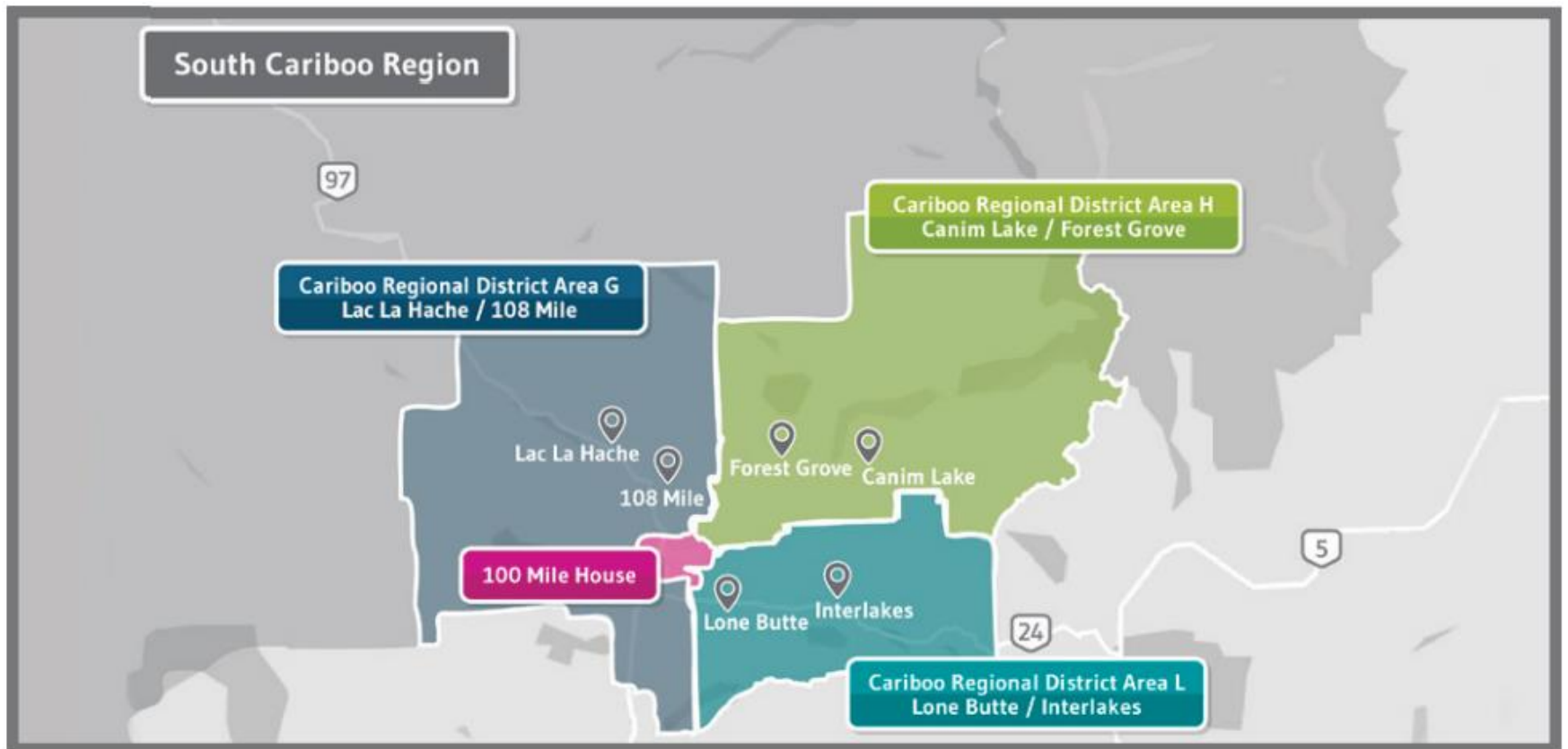
Why Invest in Tourism?

- Tourism is a key driver of economic success across BC.
- Visitor spending has a high multiplier effect.
- Promotes investment attraction.
- Helps maintain and enhance quality of life in the region.
- Contributes to the preservation of built and natural environments.
- Tourism is a resilient industry.

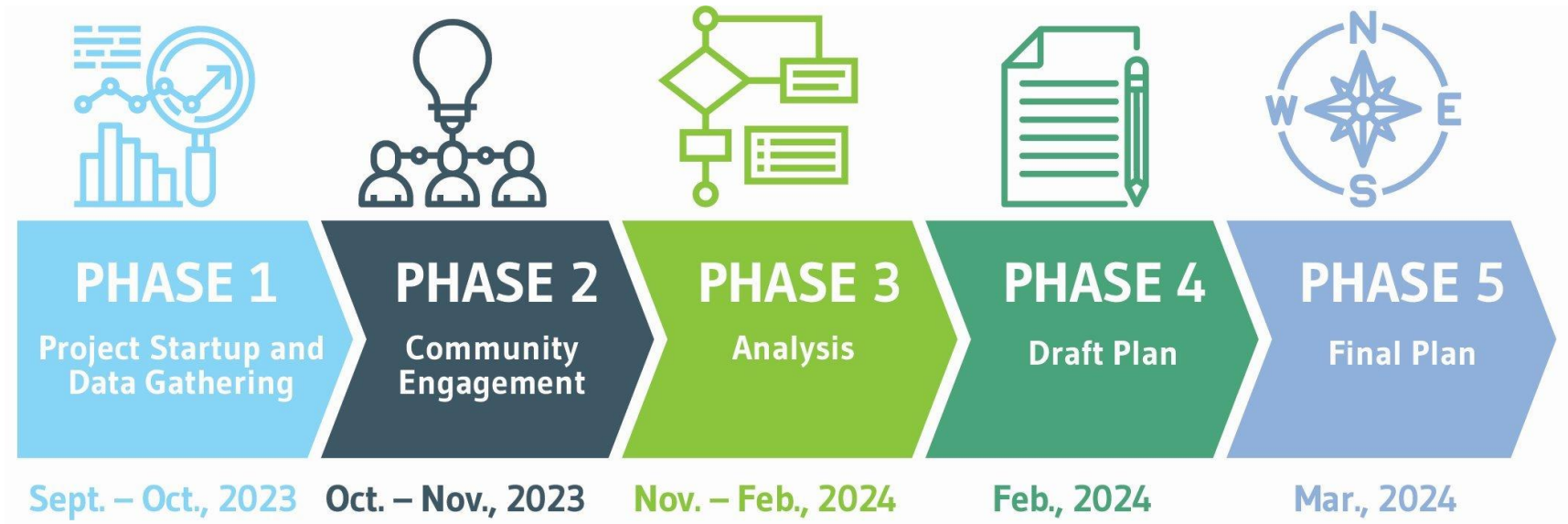


Study Area

The study area included: 100 Mile House and the South Cariboo.

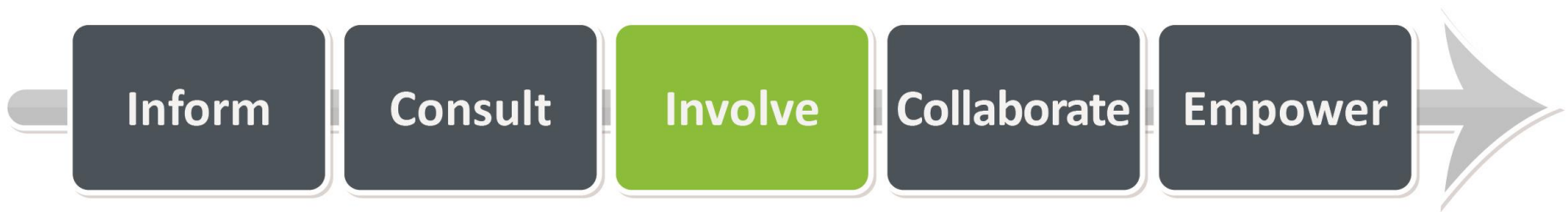


Project Process



Level of Community Engagement

The level of community engagement was “Involve”.



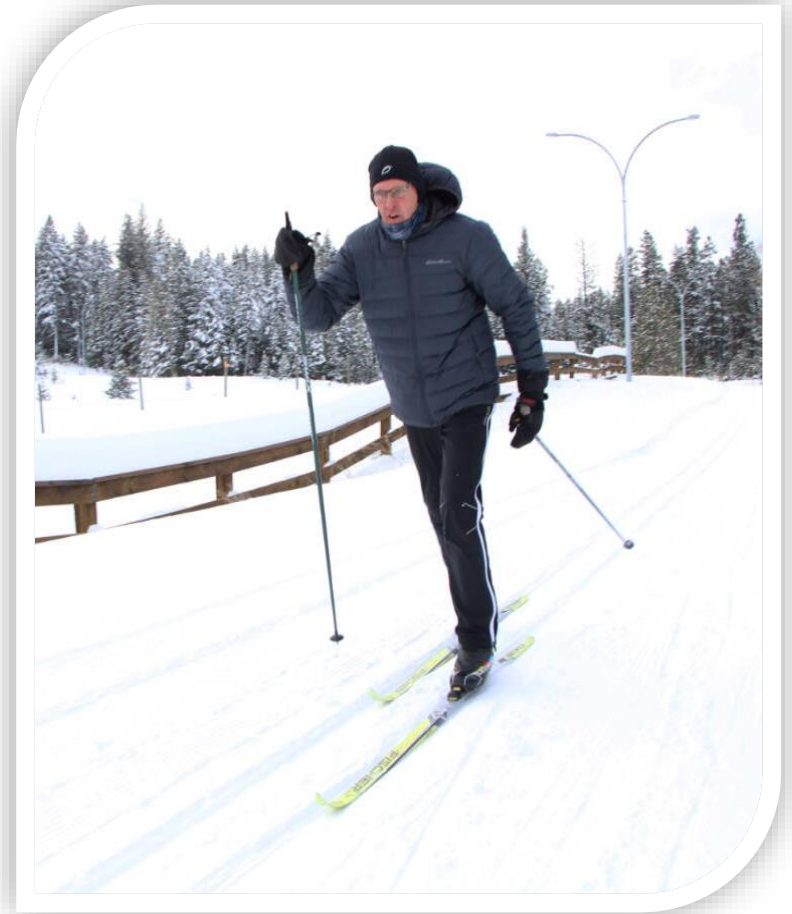
Source: IAP2 International Foundation. (2014).

- The engagement goal was to work directly with the public to ensure that their concerns and aspirations are considered.
- We ensured that input received was directly reflected in the report.
- Decision making responsibility rests with District of 100 Mile House Council.

Community Engagement Inputs

Key Activities

- Public Survey (139)
- Digital Input Workshops (9)
- Interviews (18)
- In total, the engagement process produced 166 touchpoints.



Current State

Strengths

- Stakeholder interest in tourism development.
- Strong fishing resort sector.
- Wealth of natural attractions.
- Regional service hub.

Growth Areas

- Lack of collaboration among organizations.
- Limited market-ready experiences.
- Limited funding/capacity.
- Low engagement in collaborative marketing.



Vision for the Future

“By 2034, 100 Mile and the South Cariboo will be recognized as the best place to go in the Cariboo Chilcotin to experience the great outdoors and connect with the welcoming people who call this amazing place home.”



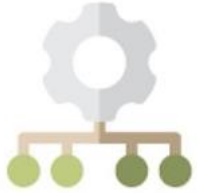
Outcome Statements

By 2034, the following will be happening:

- Increased collaboration among tourism stakeholders.
- More market-ready tourism products year-round.
- Increased visitors to the area.
- Strengthened and new tourism operators.
- New investment in tourism ventures.
- Increase in regenerative tourism initiatives.



Focus Areas and Goals



Organizational Development

Goal: *Establish a framework for stakeholder collaboration and invest in organizational capacity to support tourism development.*



Product Development

Goal: *Develop more market-ready experiences that will attract visitors.*



Marketing and Promotional Development

Goal: *Expand and enhance tourism marketing activities.*



Destination Development

Goal: *Enhance the capacity of operators/communities to develop tourism and strengthen resiliency.*

Action Plan

The Action Plan includes:

- Prioritized actions
- Timelines
- Quick wins
- Roles
- Funding sources
- Evaluation procedures
- Performance measures



Organizational Considerations

Host Organization

- Effectively moves the plan forward in a cohesive manner.

Tourism Development Task Force

- Champions of tourism that act as a forum to collaborate and communicate tourism initiatives.

Tourism Coordinator or Contracted Resource

- New human resources to help develop tourism in 100 Mile and the South Cariboo.



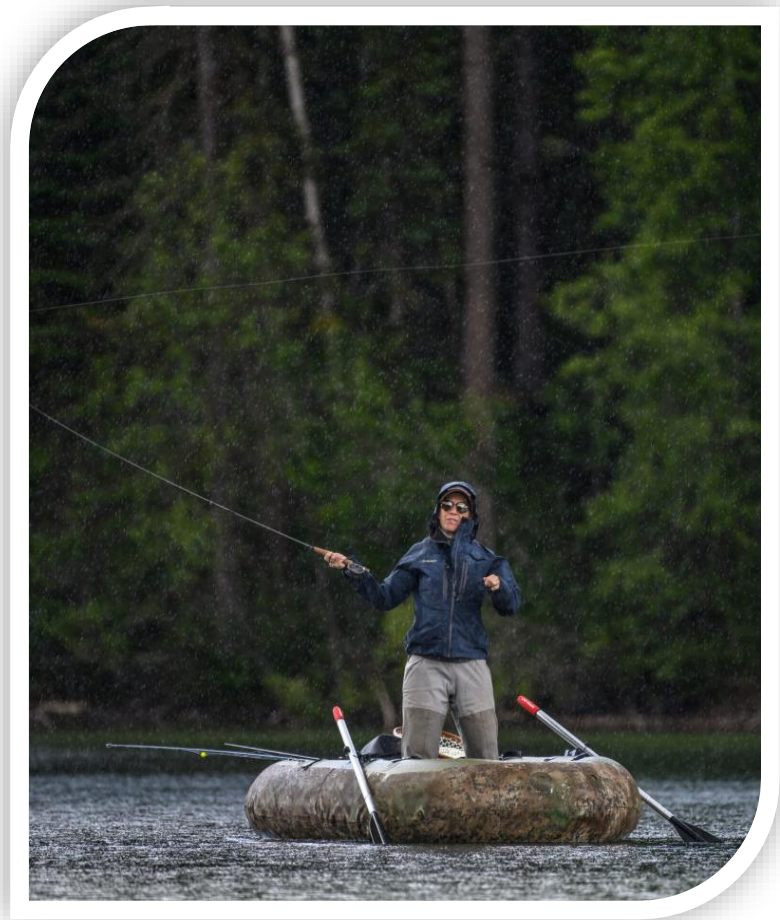
Top 10 Actions

1. Establish the District of 100 Mile House as the Host Organization. Strike Task Force.
2. Allocate resources to implement the plan.
3. Collaborate with Cariboo Chilcotin Coast Tourism (including a high impact marketing campaign).
4. Invest in human resources to increase capacity.
5. Host a South Cariboo Tourism Forum.



Top 10 Actions

6. Rebrand the SCVC and position as the go-to tourism organization locally.
7. Develop a Tourism Product Development Plan.
8. Develop and implement a Tourism Business Retention and Expansion Program and a Tourism Entrepreneur Attraction Strategy.
9. Provide grant writing support to tourism operators.
10. Develop a Tourism Emergency Communication Plan.



Conclusion

- The plan offers strategic direction and detailed actions that will guide the District of 100 Mile House toward its vision.
- Successful implementation will take enhanced investment and collaborative efforts on part of the District, region, and partner organizations.



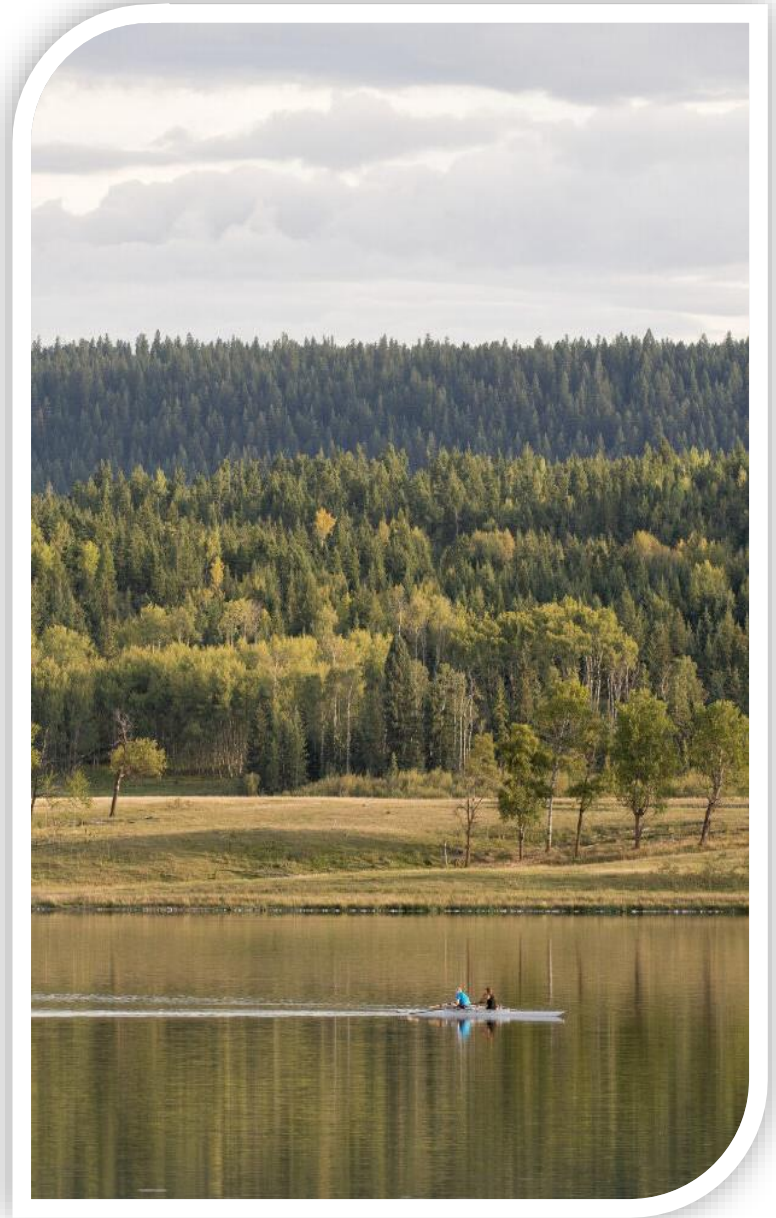
Questions?

Presentation by:

Justin Rousseau

Expedition Management Consulting Ltd.

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Thank You

Contact: Justin Rousseau

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District of 100 Mile House Community Tourism Plan

Final Report: March 15, 2024



South Cariboo Visitor Centre

Photo Credit: Expedition Management Consulting Ltd.



March 15, 2024

Joanne Doddridge
Director of Economic Development & Planning
District of 100 Mile House
385 Birch Ave
100 Mile House, BC V0K 2E0

Dear Ms. Doddridge,

Please find enclosed the final District of 100 Mile House Community Tourism Plan. It has been a pleasure working with you and your team to develop this plan. We look forward to hearing about all your successes moving forward.

If you have any questions or require clarification on the attached report, please feel free to contact me at 780.266.7888.

Sincerely,

A handwritten signature in blue ink, appearing to read "Justin Rousseau", with a horizontal line underneath.

Justin Rousseau, Managing Director
Expedition Management Consulting Ltd.

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Acknowledgements

The Community Tourism Planning program was made available by:



With the support of:



Pacific Economic
Development Canada

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The District of 100 Mile House acknowledges that the land it is situated upon is within Tsq̓escencúlecw.

01 INTRODUCTION

Introduction

The District of 100 Mile House (100 Mile House) is a welcoming community within British Columbia’s South Cariboo region. This region attracts visitors seeking exceptional outdoor experiences from cross-country skiing and snowmobiling in the winter to fishing, and hiking in the summer months among many other experiences. 100 Mile House serves as a service hub and gathering place for visitors to the South Cariboo. Tourism is a significant economic driver for the region and has further potential to help local communities flourish. This potential is recognized by 100 Mile House and tourism stakeholders, which is why the District has undertaken the development of a Community Tourism Plan.

“Fishing, hunting, ATVing, and boating in the South Cariboo are all great memories for me.”
- Survey Respondent

Project Purpose

The purpose of this project is to develop a Community Tourism Plan for the District of 100 Mile House. The plan will provide a firm stepping stone for continued planning within the community, guide future investment into tourism initiatives, and support long-term and sustainable growth of tourism.

It is recognized that tourism in 100 Mile House is deeply linked to tourism in the surrounding South Cariboo region. For that reason, the Community Tourism Plan considers input from regional partners and stakeholders and provides direction for developing tourism in 100 Mile House and the South Cariboo.

Process

The project had five, interconnected phases as described next.



Project Team

The project steering committee was established to oversee the project, provide input, and give feedback on the overall direction of the plan. The plan was developed by Expedition Management Consulting Ltd.

Project Steering Committee	
Organization	Representatives
District of 100 Mile House	Joanne Doddridge – Director of Economic Development & Planning Julie Gilmore – Manager, South Cariboo Visitor Centre Susan Paulsen – Community Transition Assistant
Destination BC	Heather Boyd – Project Lead (consultant)
Cariboo Chilcotin Coast Tourism	Frank Creasey – Chief Experience and Commercial Officer
Consultant Team (Expedition Management Consulting Ltd.)	Justin Rousseau – Managing Director Maxwell Harrison – Senior Associate Cassandra Gilmore – Associate Erin Pote – Associate

Overview of Research

A variety of primary and secondary research activities were conducted to develop this plan. Primary research was gathered through an online survey, facilitated sessions with residents and stakeholders, and one-on-one interviews with tourism businesses, municipal staff, elected officials, and partner organizations. Secondary research was gathered from local, regional, and national data sources, information requests of the Client, and a review of relevant literature.

1. Surveys Administered:

- a. Online Survey (139 responses)

2. Meetings Conducted:

- a. Project Steering Committee Meetings
Dates: September 14, September 27, October 19, and December 14, 2023, and February 29, 2024
- b. Digital Input Workshops
Dates: November 9 and November 16, 2023
Number of Attendees: 9

3. Stakeholders Engaged (through interviews, workshops, and/or survey):

Invites to participate in the engagement process were sent out to stakeholder groups. 29 groups chose to participate, including representatives of the following organizations.

Businesses

1. AcuComfort
2. Cariboo Bonanza Resort
3. Cariboo Log Guest House
4. CE Productions
5. Didi's Boutique
6. Fawn Lake Resort
7. First Journey Consulting
8. Jakes Bar and Grill
9. Little Horse Lodge
10. Loon Bay Resort
11. Meadow Lake Guest Ranch
12. Meadow Springs Ranch
13. Rock Island Lake Fish Camp
14. Ruth Lake Lodge Resort
15. Sheridan Lake Resort
16. South Point Resort
17. The Blue Cottage B&B

Organizations

18. 100 Mile Nordics
19. 100 Mile & District Historical Society
20. ATV Club
21. Cariboo Chilcotin Coast Tourism
22. Community Futures Cariboo Chilcotin
23. Destination BC
24. South Cariboo Chamber of Commerce
25. South Cariboo Visitor Centre

Governments

26. Cariboo Regional District
 27. District of 100 Mile House
 28. MLA Lorne Doerkson, Cariboo Chilcotin
 29. Tsq'ésceñ First Nation
4. Documents Reviewed
- a. Strategies, plans, and other documents from the District of 100 Mile House and applicable partner organizations.
 - b. Reports, statistics, surveys, and planning documents.
 - c. Research and plans from provincial and national sources.

02 SITUATIONAL ANALYSIS

This section describes the key findings from the situational analysis. It includes results from a SWOT analysis, tourism product analysis, visitor analysis, current tourism and economic conditions, summaries of the South Cariboo Cooperative Marketing Program and the MRDT program, strategic alignment analysis, trends, and a summary of community and stakeholder engagement.

“We have a unique area with lots of lakes, trails, and history. I enjoy the beautiful scenery and the different landscapes.”

- Survey Respondent

SWOT Analysis

A high-level analysis of 100 Mile House and the South Cariboo’s strength, weaknesses, opportunities, and threats as they related to tourism was completed to support the plan. The key findings from this analysis are provided below.

Strengths	Weaknesses
<ul style="list-style-type: none"> • There is a wealth of natural attractions providing an abundance of year-round outdoor recreational opportunities. • The region is very welcoming to visitors. • Large number of accessible, high-quality lakes support tourism uses (e.g. fishing, boating). • Well-established fishing resort sector in the region provides a solid foundation to build from. • Strong interest in tourism development from businesses, stakeholder groups, governments, and residents. • 100 Mile House serves as a regional service hub for visitors and regional residents. 	<ul style="list-style-type: none"> • Lack of role clarity among organizations that support tourism development. • Tourism marketing is fragmented between several different sources. • Tourism is highly seasonal with most visitation occurring during the summer months. • Limited number of visitor and market-ready experiences to complement established tourism products. • Limited funding and capacity to support tourism development. • Engagement in the South Cariboo Cooperative Marketing Program is somewhat limited and has stagnated in recent years.
Opportunities	Threats
<ul style="list-style-type: none"> • Organizing and aligning key stakeholders for tourism development. • Accomplishing “quick wins” during implementation of the plan to build momentum and encourage stakeholders who want to see action to get involved. • Enhancing collaboration between tourism businesses and support organizations. • Consolidating and improving visitor information to provide a comprehensive resource for visitors to plan their trip. • Supporting established tourism operators and encouraging new operators. • Expanding and diversifying complementary experiential offerings. 	<ul style="list-style-type: none"> • Increasing costs to operate tourism businesses threatens the sustainability of existing operations and reduces the attractiveness of starting new businesses. • Environmental threats including natural disasters (e.g. wildfires, floods), climate change impacts, and ecosystem degradation. • Competition for limited investment and development resources (locally and provincially). • Competition for visitors from other destinations that offer outdoor recreation opportunities. (e.g. Kootenays, Vancouver Island, Northern British Columbia).

<ul style="list-style-type: none">• Reducing seasonality by offering more year-round experiences.• Capitalizing on the trend of entrepreneurs moving to small communities and rural areas to start new tourism-related businesses.	
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Tourism Product Analysis

Several tourism product strengths and gaps, as well as high-potential tourism product development opportunities were identified for the South Cariboo region through an asset inventory process that was completed in 2022. A summary of these strengths, gaps, and opportunities is provided next. To view the full report, please follow this link: [South Cariboo Tourism Asset Inventory](#).

Tourism Product Strengths:

- Accessible lakes
- Resorts, lodges, and guest ranches
- Fishing
- Natural attractions
- Horseback riding
- Rodeos
- 282 Hotel and motel rooms
- Meeting venues
- RV and camp sites
- Regional service hub

“100 Mile House is a unique place to visit. It is also a place where people are kind and approachable.”

- Survey Respondent

Tourism Product Gaps:

- Trails
- Culture and heritage
- Supporting attractions, activities, and entertainment
- Agritourism experiences
- Market ready tourism products
- Shoulder and off-season offerings
- Indigenous experiences
- Public beaches
- Transportation
- Diversity of accommodations

Tourism Product Development Opportunities:

Several high potential product development opportunities were identified for future consideration. These opportunities are listed next and are explained in further detail in the South Cariboo Tourism Asset Inventory report.

1. **Fishing Highway Programs and Events** – Strengthening links to culinary tourism through the consumption of locally sourced fish, developing a large signature event to promote the Fishing Highway, and offering complementary non-fishing programming focused on females and youth.
2. **Family Friendly Entertainment** – Expanding the diversity of family friendly entertainment options.
3. **Agritourism and Culinary** – Further developing the region’s agritourism and culinary offerings such as farm tours and meals made with local ingredients.
4. **Outdoor Adventure** – Further developing outdoor adventure tourism offerings such as mountain biking, hiking, paddling, boating, cross-country skiing, and mechanized pursuits year round.
5. **Activate 100 Mile House Downtown** – Transforming downtown 100 Mile House into a focal point for tourism activity in the region through programming, events, destination animation, enhanced interpretation of cultural and historical aspects, and patio dining options.
6. **Enhanced Accommodation Options*** – Diversifying the accommodation offerings available for visitors, especially options that add to the visitor experience.

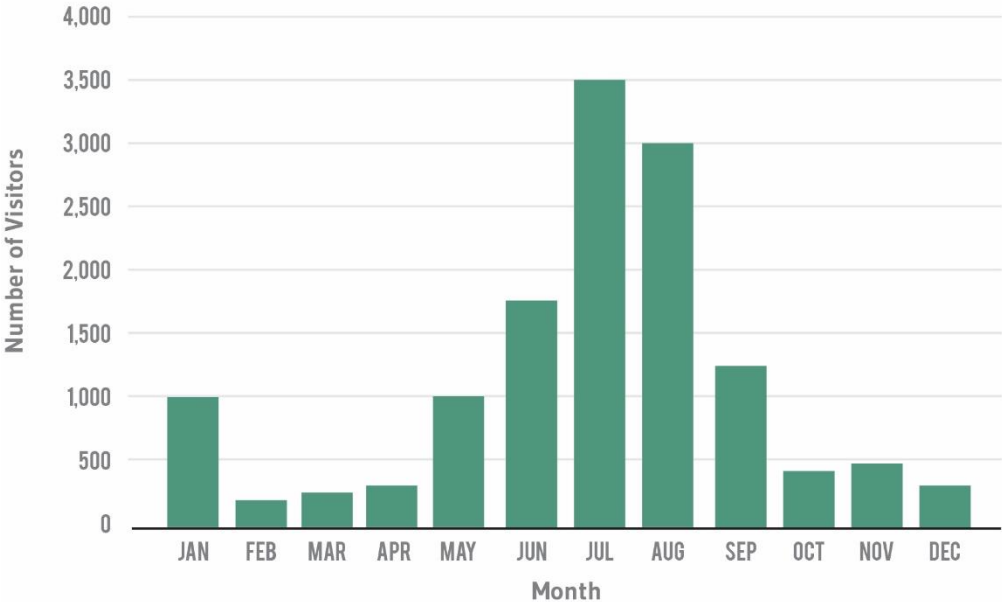
*This opportunity was added through the Community Tourism Planning process. It does not appear in the South Cariboo Tourism Asset Inventory.

Visitor Analysis

South Cariboo Visitor Centre Statistics

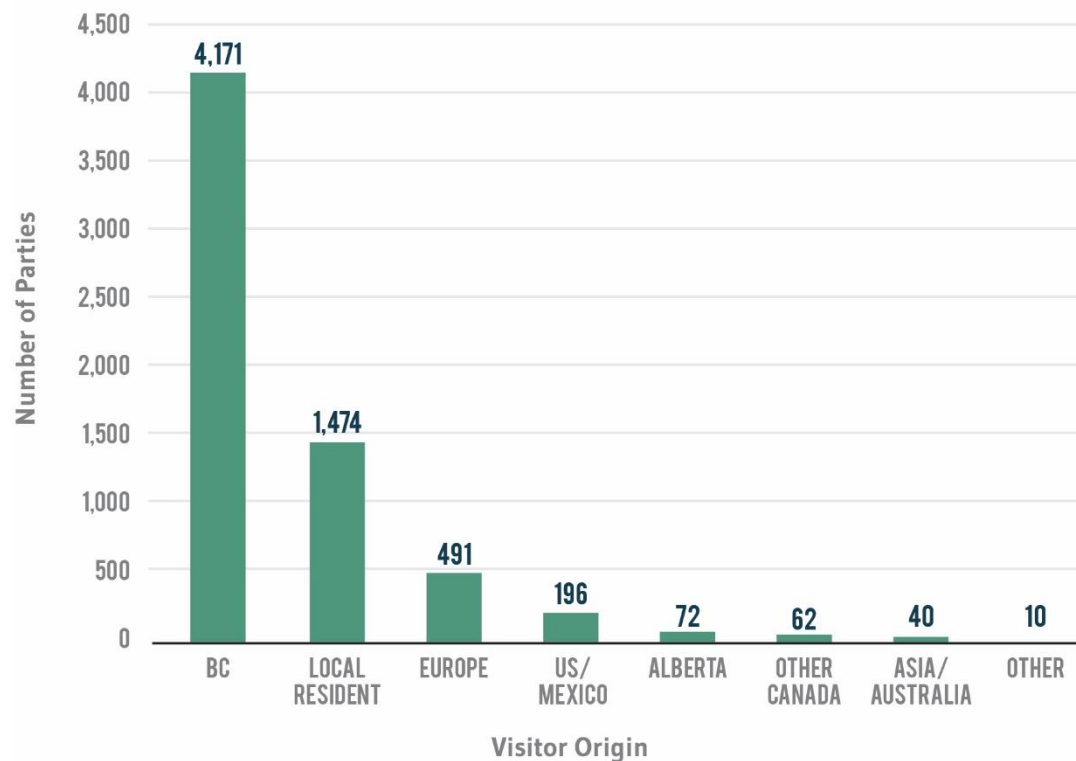
13,538 people visited the South Cariboo Visitor Centre (SCVC) in 2023. July and August were the highest traffic months with 49% of total visitation for the year, indicating a high degree of seasonality. Figure 1 provides a monthly breakdown of visitation to the SCVC in 2023.

Figure 1. South Cariboo Visitor Centre Monthly Visits (2023)



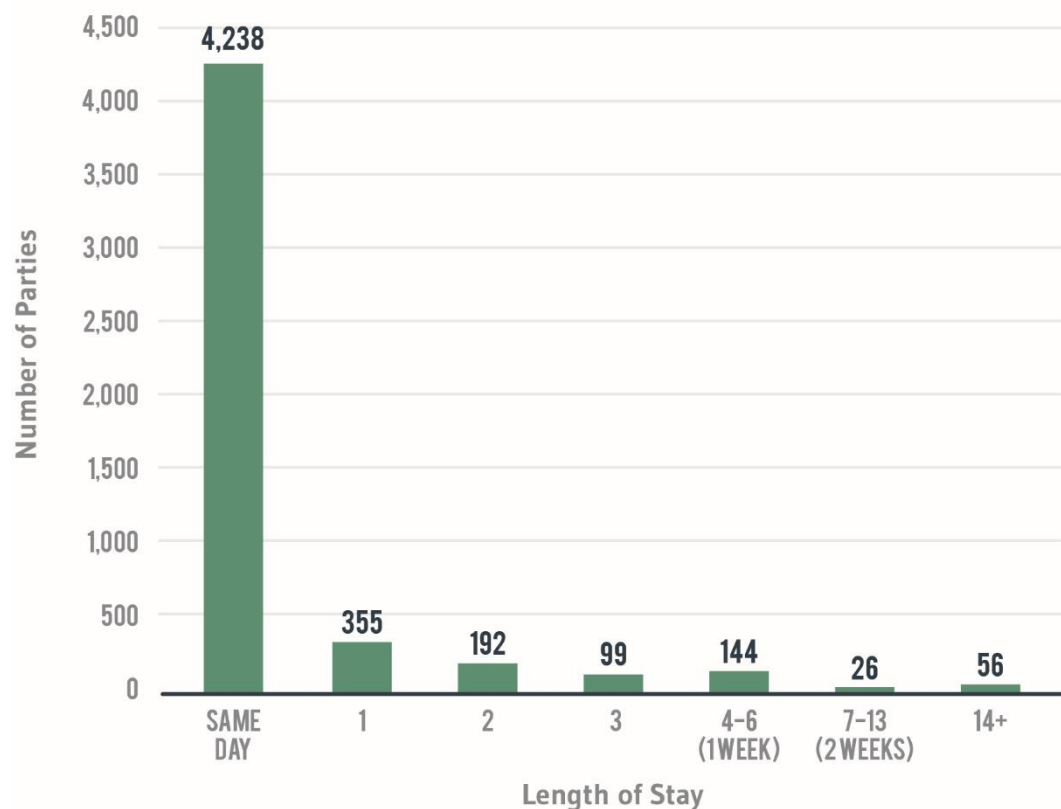
Out of a total of 6,595 parties who visited the SCVC in 2023, 4,171 parties (63%) originated in British Columbia, 1,474 parties (22%) were local residents, 491 (7%) of parties originated from Europe, and 275 (4%) parties came from the USA and Mexico. Figure 2 provides a breakdown of the origin of parties who visited the SCVC in 2023.

Figure 2. Origin of Parties Who Visited the South Cariboo Visitor Centre (2023)



In 2023, each party visiting the SCVC accounted for 4,238 same-day visits. The main reasons for their stop at the SCVC were for washrooms, EV charging, and maps/directions, which indicates that these parties were likely travellers passing through 100 Mile House on their way to another destination. The breakdown for overnight visits includes one night (355), two nights (192), three nights (99), four to six nights (144), seven to thirteen nights (26), and fourteen or more nights (56). Figure 3 provides a summary of same-day and overnight visits per party for the SCVC in 2023.

Figure 3. Length of Stay Per Party for Visitors to the South Cariboo Visitor Centre (2023)



SCVC's Facebook account had a following of 1,466 in 2023 with 95.5% located within Canada. Among the domestic audience, 38.2% were local followers. The Instagram account maintained 810 followers during the same period. From August to December 2023, the business profile for the website received 3,434 views, 580 related searches, and 484 profile interactions. These metrics point to the relatively low reach and engagement levels of the SCVC's online presence. There is opportunity to increase engagement through digital marketing initiatives.

Unique Visitor Profiles

The following information provides an overview of visitor profiles for the District of 100 Mile House for the year 2022. This information includes both same day and overnight visitors. 95% of these visitors come from British Columbia with the most substantial portion coming from the Thompson-Nicola region (31%). Additionally, 3% of visitors are from Alberta, while the remaining 2% represent various other regions across Canada. The following figure provides an overview of the geographical origins of visitors to the District of 100 Mile House.

“People from out of town like the people here. We care, share, and listen. This makes people want to sit with each other and share stories.”

- Survey Respondent

Figure 4. District of 100 Mile House Unique Visitor Profile (2022)

	2022	%
British Columbia	41,300	94%
Thompson-Nicola	15,700	36%
Kamloops	3,500	8%
North Okanagan	9,600	22%
Greater Vancouver	6,600	15%
Surrey	1,800	4%
Cariboo	4,000	9%
Williams Lake	1,500	3%
Fraser Valley	3,300	8%
Chilliwack	1,600	4%
Fraser-Fort George	2,100	5%
Prince George	1,300	3%
Alberta	1,500	3%
Rest of Canada	1,000	2%
Total Unique Visits	43,800	

Data Details:

- Source: Environic Analytics MobileScapes.
- Unique Visitors: Captures a device only once throughout the entire year. Counts include day and overnight visitors.

Visitation to the Cariboo Regional District

In 2022, the Cariboo Regional District had a total of 2,296,500 domestic visitors. The most significant contribution to this number came from within British Columbia, accounting for 1,985,200 visitors. On the international side, visitors from the United States predominantly came from Washington and California. Additionally, when considering global visitors, the largest groups were from Germany, the United Kingdom, and the Netherlands. The peak of this visitation occurred in the third quarter (Q3), where a combined total of 1,959,000 domestic and international visitors were recorded. The following figure provides an overview of the geographic origins of visitors to the Cariboo Regional District.

Figure 5. Visitation to the Cariboo Regional District (2022)

Cariboo Regional District					
Market	Q1	Q2	Q3	Q4	Total
Total Domestic	301,200	571,900	982,000	441,500	2,296,500
British Columbia	258,200	493,700	860,000	373,300	1,985,200
Alberta	30,200	51,000	83,900	45,100	210,200
Ontario	3,800	10,900	17,500	8,900	41,200
United States	1,500	4,700	5,700	1,600	13,100
Washington	400	1,000	600	400	2,400
California	400	1,200	1,500	400	3,200
International					
Japan	0	0	100	0	100
Australia	0	300	600	200	1,100
South Korea	0	0	0	0	100
Netherlands	0	400	900	0	1,300
United Kingdom	0	800	1,600	100	2,500
Germany	100	1,600	4,400	200	6,300
Mexico	0	100	200	100	500

Data Details:

- Source: Environics Analytics VisitorView (Canada, US, and International databases).
- Trips: Are defined as the count of traveller trips which involved spending one or more nights over the time period as part of a continuous visit to the destination.
- Counts: Due to the estimated nature of creating estimates, numbers have been rounded to the nearest hundredth.

Current Tourism and Economic Conditions

The District of 100 Mile House is an urban area in the Cariboo region of British Columbia. The community is located on the traditional territory of the Secwepemc people of the Interior Salish.¹ Beginning in the late 1800’s, 100 Mile House served as the 100-mile point stop along the Cariboo Wagon Road during the Barkerville Gold Fields rush.² The community was incorporated in 1965, and today the area comprises 5,308 hectares of land and is known as the “Handcrafted Log Home Capital of North America”.³ As of 2021, the population of 100 Mile House was 1,928 people.⁴

100 Mile House is strategically situated along the province’s only major north-south roadway, Highway 97. More than 1.5 million vehicles travel along this highway annually.⁵ This is a significant asset for transportation both to and within the area. Chartered passenger services are available at the South

Cariboo Regional Airport.⁶ For regular passenger flight service, the closest airports are to the north in Williams Lake and to the south in Kamloops.⁷

The top three economic sectors in 100 Mile House are forestry, agriculture, and tourism. Other key economic sectors for the District include ranching, retail services, as well as virtual and remote work.⁸ 100 Mile House has a labour force of 750 people and, when combined with the South Cariboo region, the top three labor forces by sector include sales and services (23%), health and educational services (17%), and accommodation and food services (11%).⁹

The District invested economic resources for various infrastructure projects as part of 100 Mile House's 2022 budget. Some of these projects that directly support tourism include:

- Aesthetic improvement and groundwork to uplift the visitor centre.
- New outdoor public washrooms at the Visitor Information Centre.
- Dogwood sidewalk and storm project, which included new sidewalks being put in from Cedar Avenue to Aspen Street, and Dogwood Avenue to Cedar Avenue along First Street.
- Continued road paving improvements such as the paving of Fourth Street.
- Wayfinding strategy completion.
- Tourism Asset Inventory completion.¹⁰

Community economic investment project goals for 2023 that are relevant for tourism include:

- Transforming pre-existing tennis courts to pickleball courts.
- Adding more benches to public spaces.
- Finalizing public washrooms and ground improvement project at the Visitor Centre.
- Market community through videography.
- Event planning guide.
- Transition love100milehouse.com.
- Complete Active Transportation Plan.
- Implementation of wayfinding strategy.¹¹

South Cariboo Cooperative Marketing Program

The South Cariboo Cooperative Marketing Program (SCCMP) offers several services to help businesses market themselves to potential customers. Through the program, businesses gain access to promotional tools to increase visibility and attract a wider customer base. The South Cariboo Cooperative Marketing Program provides the following services:

- Being featured in the South Cariboo area map.
- Being featured in the 100 Mile House and South Cariboo visitor guide.
- Being featured on the South Cariboo tourism website.
- Year-round representation and referrals from the South Cariboo Visitor Centre.

“You are doing a great job at consumer shows.”

- Survey Respondent

- Participation in mail outs, email lists, and brochures.
- Tradeshow representation.
- Networking opportunities.
- Bulletins and industry updates.
- Access and use of the South Cariboo logo and photo image bank.

“The South Cariboo map is a great hand-out to guests.”
 - Survey Respondent

Figure 6 provides a breakdown of the number of SCCMP Partner Packages sold over the past four years.

Figure 6: SCCMP Partner Packages Sold

Package	2020	2021	2022	2023
Standard	16	52	13	15
Enhanced	44	Not Available	33	33
Deluxe	7	Not Available	6	5
South Cariboo Society	16	16	16	16
Total	83	68	68	69

Municipal & Regional District Tax (MRDT)

The Municipal and Regional District Tax (MRDT) is a tax applied to sales of short-term accommodation within participating areas of British Columbia. The tax is aimed at funding local tourism marketing, programs, and projects.¹² In 2018, Cariboo Chilcotin Coast Tourism (CCCT) became an eligible entity for the regional MRDT collection for the purpose of tourism marketing. The regional approach was promoted as an effective way to market on behalf of smaller communities and rural areas. As a not-for-profit destination marketing organization, the CCCT plays an important role in managing MRDT revenues to market and develop the tourism industry within the Cariboo Chilcotin Coast.

Figure 7 outlines the estimated MRDT revenues for the Cariboo Chilcotin Coast and Figure 8 outlines the allocation of MRDT funds.

Figure 7. Estimated MRDT Revenue¹³

Region	2018	2019	2020
Cariboo Chilcotin Coast	\$672,019	\$715,454	\$583,337

Figure 8. Allocation of MRDT Funds Budget

Major Category	2018-19	2019-20	2020-21	2021-22	2022-23
Marketing	\$535,000	\$610,000	\$610,000	\$630,000	\$630,000
Visitor Servicing	\$25,000	\$25,000	\$25,000	\$5,000	\$5,000
Tourism Management	\$70,000	\$120,000	\$120,000	\$120,000	\$120,000
Destination & Industry Development	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Total*	\$665,000	\$790,000	\$790,000	\$790,000	\$790,000

*The budget totals exceed the estimated MRDT revenue due to the ability for MRDT funds to be levered with other funds from municipalities, regional districts, and other available grants.¹⁴

Explore Cariboo

Explore Cariboo is a tourism website that provides visitor information and entices travellers to explore the Cariboo region. The initiative is a partnership between Destination BC and several municipalities in the region, including the District of 100 Mile House, City of Williams Lake, City of Quesnel, T’exelc First Nation, Cariboo Regional District, and the District of Wells. There may be opportunity to align and enhance visitor-facing information between the SCVC and the Explore Cariboo initiative. Furthermore, higher leverage of marketing investments could be achieved through closer partnerships and collaboration.

Strategic Alignment Analysis

Development of the 100 Mile House Community Tourism Plan was found to be in alignment with the following strategies and plans. For a summary of key linkages from these strategies and plans please see Appendix B.

- South Cariboo Tourism Asset Inventory (2022)
- Gold Rush Trail Destination Development Strategy (2019)
- Interlakes Destination Development Progress Action & Implementation Plan (July 2023)
- Interlakes Development Strategy (2018)
- Destination British Columbia’s Global Marketing Strategy (2023-2025)
- Strategic Framework for Tourism: A Plan for Recovery and Resiliency (2022-2024)

Trends

Trends impacting the tourism sector were reviewed to inform the planning process. The most relevant trends for 100 Mile House and the South Cariboo are provided next. Trends were used as one indicator to justify future initiatives put forward to support tourism development.

Regenerative Tourism

In British Columbia and around the globe there are increased efforts to implement regenerative tourism actions. Regenerative tourism creates a net positive effect for host destinations, leaving destinations better than they were before tourists' arrival.¹⁵ For example, Destination BC launched a province wide marketing campaign in 2023 called *REjuvenate, REgenerate, and REvitalize travel in BC*. This campaign's purpose was to create emotional interest in regenerative tourism activities across the province.¹⁶ Regenerative tourism offers many solutions and a path forward through navigating climate change threats, community wellbeing, and economic instability which are of increasing concern for BC tourism operators.¹⁷

Tourism Growth and Sustainability

In British Columbia, the tourism industry accounts for \$22.3 billion in revenue annually and is the top contributor to the province's GDP.¹⁸ However, the tourism industry is becoming increasingly vulnerable to climate change impacts, and this is being recognized by businesses who are shifting towards more sustainable tourism operations. Eco-friendly accommodations, greener journeys, and environmental stewardship are becoming increasingly prominent and necessary.¹⁹

Localism

Visitors want to experience local life when travelling and are embracing unique, locally crafted, more sustainable, and higher quality products made at the host destination or with local ingredients. Some of these products include farm to table offerings, craft beer, and events that show off authentic community values and spirit.²⁰

The Natural Environment and Outdoor Recreation as Primary Motivators of Travel

There is growing demand from visitors to experience the natural wonders of places. Operators are continually adapting their tourism experiences and products to meet this demand along with an aging population that may struggle with more remote wilderness accessibility.²¹

Rising Operational Costs

In British Columbia, many tourism operators are experiencing financial hardships from inflation and the nationwide cost of living crisis. In turn, this impacts wages, insurance prices, food costs, energy costs, and other cost centres for businesses.²²

Shifting Environmental and Climatic Patterns

Increased frequency of natural disasters, extreme weather phenomena, and aggressive wildfire seasons pose a threat to many communities and the tourism industry.²³

Digital Travellers

The digital revolution has changed how visitors prefer to learn about destinations, plan their trips, and access information while they are travelling. For example, across British Columbia, 74% of people use their smartphones to plan and book their trips.²⁴ Technological changes are having a significant impact on traditional marketing channels, such as travel agents, hard copy advertising, and brick and mortar visitor

centres. Marketing is becoming more sophisticated with more targeted advertising and engaging promotion through digital channels (e.g. websites, social media, search engines, etc.).²⁵ Destinations need to keep up with these shifts if they want to compete.

Social Changes

The tourism industry is embracing a shifting culture whereby sustainability, regeneration, Indigenous culture, inclusion, and diversity are vitally important. Equity, diversity, and inclusion (EDI) strategies are becoming increasingly prominent in the tourism industry.²⁶

Increase in Remote Work Opportunities

There has been an increase in remote work opportunities since the COVID-19 pandemic. This opens opportunities for rural communities to attract new residents with the capability to work from anywhere. Traditionally, called “lone eagles”, these people live in large cities, but many are moving to small towns and rural areas in search for a better quality of life.²⁷ Lone eagles share a variety of characteristics including:

- Highly mobile and can live wherever they want.
- Leaving large urban environments and areas of rapid development and environmental degradation.
- Want specific quality of life amenities such as clean air and quiet spaces to enjoy flora and fauna, access to outdoor activities, and a safe place to live.

Summary of Community Engagement

Input from tourism industry stakeholders, residents, District Council, and regional partners was gathered from October 30 – November 24, 2023. In total, the engagement process produced 166 touchpoints. Figure 9 provides a breakdown of engagement touchpoints by activity.

Figure 9. Summary of Engagement Touchpoints

Engagement Activity	Total Engagement
Online Survey	139 responses
Community Input Workshops	9 participants
Interviews	18
Total	166

Key Findings

The following provides a summary of the key findings from the engagement process. To view the expanded engagement results, please see Appendix A.

1. A Special Destination

Participants in the engagement process described 100 Mile and the South Cariboo as being a special destination because of its variety of outdoor activities, the beauty of its natural landscape, access to numerous lakes, friendly residents, small-town feel, and the quiet and peacefulness of the area.

“The natural beauty of the area is a primary factor. Our part of the world is clean and quiet, and the pace is unhurried.”

- Survey Respondent

2. Demand for Digital Marketing

While there was a high degree of satisfaction with hard copy and print tourism marketing materials, operators expressed strong demand for increased digital tourism marketing and an enhanced online tourism presence for the region.

Tourism businesses expressed appreciation for the hard work and dedication of staff at the South Cariboo Visitor Centre in promoting the region as a tourist destination.

3. Need for More Tourism Product

Participants highlighted the need for more tourism product in the region to attract and retain visitors, especially during the winter season. Residents who responded to the survey identified nature-based experiences (50%), festivals and events (45%), and community attractions (42%) as the top activities that have the greatest potential to be developed to encourage tourism.

4. Collaboration Between DMOs

Participants would like to see stronger collaboration between their local DMO (SCVC) and the regional DMO (CCCT). Stakeholders from 100 Mile House and the South Cariboo expressed concern that the CCCT’s visitor-facing website was not promoting their region enough.

5. Organizational Role Clarity

Participants expressed a desire for enhanced clarity regarding the roles of organizations that provide tourism marketing and destination development services in the region.

6. Operational Challenges

Operators described several operational challenges that they are facing, including rising costs (particularly insurance), staffing shortages, preparing and responding to emergencies (e.g. wildfires, floods), and navigating regulations.

7. MRDT Transparency

Some operators are concerned with the perceived lack of transparency of the MRDT program and whether the region is getting appropriate value from their contributions.

8. Indigenous Tourism Opportunities

The consulting team engaged with a representative of the Tsq̓ésceñ First Nation to discuss emerging Indigenous tourism opportunities. Highlights from the conversation included the construction of an Indigenous cultural centre in 108 Mile, a new Indigenous tourism operator preparing to launch their business in the summer of 2024, and a strong interest from the Nation to pursue tourism development.

03 VISION, STRATEGY, AND GOALS

This section puts forward a vision for the future, strategy for tourism development, target markets, and goals. It also describes the core issues facing tourism development in 100 Mile and the South Cariboo, which sets the context for the action plan found later in this report.

Vision for the Future

The following vision with supporting outcome statements has been developed to guide the Community Tourism Plan.

10 Year Vision Statement

“By 2034, 100 Mile and the South Cariboo will be recognized as the best place to go in the Cariboo Chilcotin to experience the great outdoors and connect with the welcoming people who call this amazing place home.”

Outcome Statements

- Tourism marketing organizations will be working well together to implement impactful collaborative marketing campaigns that draw visitors to the area.
- There will be more market-ready tourism products available for visitors to enjoy year-round.
- More visitors will be travelling to 100 Mile and the South Cariboo to experience the area’s offerings in a responsible way.
- Tourism operators will be in a stronger position to continue their operations and the area will see new operators start businesses. There will be new investment into tourism ventures.
- Tourism will be widely recognized by communities as a key driver of economic, social, and environmental benefits that serve to regenerate the destination.

Strategy for Tourism Development

It is recommended that 100 Mile House and the South Cariboo employ a product development strategy as its strategic focus over the next 10 years. A strong outdoor recreation product base to build from, a need for new complementary and year-round experiences, and a large available market in British Columbia support this focus.

Target Markets

Considering the visitor data described previously, and taking into account what inspires tourists to travel to 100 Mile House and the South Cariboo, the following target markets have been identified for the plan.

Primary Target Market:

Visitors from across British Columbia who are seeking outdoor recreation experiences that deepen their connections to the natural world.

Secondary Target Market:

Visitors from across Canada, Europe, the US, and Mexico who are seeking to immerse themselves in the natural world through outdoor recreation experiences.

Goals

Four overarching goals have been developed to guide the plan. A description of an implementation framework is provided in Section 4. A detailed action plan is provided in Section 5.

1. Organizational Development

Goal: *Establish a framework for stakeholder collaboration and invest in organizational capacity to support tourism development in 100 Mile and the South Cariboo.*

2. Product Development

Goal: *Develop more market-ready experiences and diverse accommodation options that will attract visitors to 100 Mile and the South Cariboo.*

3. Marketing and Promotional Development

Goal: *Expand and enhance tourism marketing activities to entice more visitors to travel to 100 Mile and the South Cariboo.*

4. Destination Development

Goal: *Enhance the capacity of operators and communities to develop tourism, as well as strengthen their resilience so they are better prepared to respond to future challenges.*

04 IMPLEMENTATION FRAMEWORK

The following describes the core issues that should be addressed and how stakeholders will come together to action the plan. The implementation framework includes an overarching structure and outlines roles for each group in implementation.

Core Issues in Implementation

The following discussion provides an overview of the core issues that were identified through the strategic planning process.

Collaboration

A central theme that permeates through all the core issues is the need for enhanced collaboration among DMO's, businesses, governments, and non-profit organizations. There are many organizations working for the betterment of tourism in the region, but the system is somewhat fragmented. There is an opportunity for the SCVC to bring parties together to leverage resources, share ideas and generate enthusiasm.

Resource Constraints

The District of 100 Mile House is a small municipality with limited access to resources for tourism development. There are also a limited number of tourism operators who can contribute to tourism initiatives in the region and generate earned revenue for the DMO. In addition, the funds collected through the MRDT are not allocated to the SCVC but instead to the CCCT. This is a challenge for the SCVC as there is an expectation from operators that enhanced services are provided yet there are not the resources in place to provide them. Moving forward, it will be critical that the SCVC implements targeted and strategic actions that will help ensure its sustainability as an organization. The following actions are recommended.

1. Position the SCVC as the Go-To Organization

Right now, there is some confusion among operators as to who they should go to with tourism development initiatives. The SCVC has an opportunity to position itself as the go to organization for all things tourism. To do this, the organization will need to expand its services in response to the needs of tourism operators. For example, stakeholders would like to see more digital marketing and social media promotion. The DMO could potentially obtain grant funding to step up the digital marketing offering of the organization. The SCVC should work with the CCCT and DBC to leverage digital marketing dollars and expand the reach of digital campaigns. The action plan described later in this report identifies some of the other services that are in high demand from operators.

2. Significantly Enhance the Partnership with the CCCT

The relationship between the SCVC and the CCCT is somewhat limited with both organizations operating in relative isolation. Through the engagement process, leadership from both organizations indicated a desire to strengthen communications and work closer to promote and develop tourism in the Cariboo region. Further development of this alliance will be an important part of enhancing the effectiveness of

both organizations. The CCCT can provide funding, expertise, advice, mentorship, and execution of key initiatives. The SCVC can provide valuable services to the CCCT including engagement with the local business community, connections to local leaders, and amplification of the service offerings of the CCCT.

3. Seek Grant Funding to Implement the Plan

One of the most difficult things to secure funding for is ongoing staff to implement the plan and grow the service offering of the DMO. Eventually, the goal would be to generate additional funds through member contributions, however that will take time. Members will want to see enhanced value to invest more and the DMO does not have the staff resources to deliver on that just yet. One way to access grant funds is to build in staff or contracted resources into activities identified in this plan. This could potentially help the DMO hire part-time, full-time, or contracted resources that would help implement the plan.

4. Demonstrate the Value of Tourism to the Municipality

The municipality will be called upon to provide some resources to implement this plan. To justify these expenditures, municipal leaders will need to understand the case for investment of public dollars. There are a series of action items identified in the plan that speak to this, including quantifying the value of tourism in the community, engaging community members in tourism development, and enhancing the community benefit of tourism. It will be important for the SCVC to package these action items in a way that makes a strong case for investment.

Tourism Operator Engagement

Many of the tourism operators in the region have limited engagement with the DMO and other businesses so there is an opportunity to connect individuals to further strengthen the collaborative framework. In addition, some operators are nearing the end of their careers and may be looking to retire. There is a need to connect with these individuals and encourage them to keep their tourism businesses alive through the transition of their service to new operators. Successors should be sought who bring enthusiasm, expertise, expanded services and a collaborative mindset.

The engagement process revealed that operators are looking for a high impact quick win and primarily want to drive business and increase awareness. There is an opportunity to make a big splash in 2024 to generate enthusiasm for implementing the plan, increase partner engagement and gain momentum. One of the first big initiatives could be a significant marketing campaign that would signal to operators that this plan will have impact.

Tourism Product Development

There are gaps in the tourism experiences and visitor services currently available in the region. There is a need to develop a plan to assist in the development of new experiences that will respond to current and future market demand. This plan and the recent asset inventory document identify some of these opportunities, but more detailed work should occur. A tourism product development plan would provide specific steps required to invigorate the product offering in the region.

Organizational Considerations

Host Organization

A Host Organization will be needed to provide oversight and ensure the plan is moving forward in the most effective and cohesive manner. It is recommended that the District of 100 Mile House takes on the role of “Host Organization” for the Community Tourism Plan.

The role of the Host Organization is as follows:

Role:

- Oversees and coordinates implementation of the plan.
- Secures partnerships and leverages funds.
- Encourages investment in tourism development initiatives and invests in these initiatives itself where appropriate.

Tourism Development Task Force

It will be important for the Task Force to be made up of individuals who are champions of tourism. Members should be highly engaged in their sector, collaboratively minded, and stand to gain by building the visitor economy in 100 Mile and the South Cariboo.

Role:

- Drives implementation of the plan forward.
- A forum for collaboration and communication on the promotion and development of tourism initiatives.

Composition:

Representatives from the following organizations are recommended to be included on the Task Force:

- District of 100 Mile House
- South Cariboo Visitor Centre
- Cariboo Chilcotin Coast Tourism
- Cariboo Regional District
- Tourism Businesses*
- First Nations**

*Representation from multiple sectors of the visitor economy is recommended (e.g. accommodations, restaurants, tour operators, etc.).

**Although Indigenous tourism in the region is still emerging, it is recommended that First Nations groups and/or communities be invited to participate on the Task Force.

Collaboration Action Team

It is recommended that a Collaboration Action Team be struck as a sub-committee of the Task Force. The purpose of this action team will be to bring together representatives from key organizations and enable them to focus on completing collaborative actions. The composition of this Action Team is suggested to be as follows.

- District of 100 Mile House (1)
- South Cariboo Visitor Centre (1)
- CCCT (1 marketing representative and 1 destination development representative)
- Cariboo Regional District (1)

Destination BC has indicated their support for the regionally collaborative approach described in this plan. The Task Force and Action Team are encouraged to reach out to representatives from DBC if there is a need to engage them in specific conversations or ask questions.

Tourism Development Coordinator

The Tourism Development Coordinator is a proposed new employee of the District of 100 Mile House whose sole focus would be to develop the tourism sector in 100 Mile and the South Cariboo. The staff member would work closely with the Tourism Development Task Force and the CCCT to implement tourism development initiatives. The enhanced capacity provided by this role will be important in furthering tourism growth in the destination.

Given the regional nature of tourism in the area, several partner organizations stand to benefit from the Tourism Development Coordinator's efforts, including the Cariboo Regional District and the CCCT. Therefore, the feasibility of financially supporting this position with contributions from multiple partners should be explored (e.g. municipal budgets, MRDT allocation, operator contributions, etc.).

Contracted Resources

A potential alternative to hiring a Tourism Development Coordinator in the near term (i.e. next 1-3 years), could be to secure contracted resources with specialized expertise in tourism development. The contract could be resourced through a mix of partner investment and grant funding. This approach could be beneficial over the short term because it is easier to access niche-based expertise and to secure termed funding rather than dedicated, ongoing funding for a new staff person. Additionally, overhead expenses like office space and equipment can be avoided.

Reallocating Existing Resources

Another potential alternative that would enhance the District's capacity would be to reallocate existing resources toward to implementing this plan. Doing this would require weighing the value of staffs' current activities in relation to the value of completing action items in the plan, and then making a decision on what the District would prefer to focus on.

Partner Roles and Responsibilities

The implementation of this plan will require the cultivation of partnerships to collaboratively accomplish initiatives. The following identifies key partners for the plan and describes their role.

Organization	Role
District of 100 Mile House	<ul style="list-style-type: none"> • Takes the lead role in ensuring the 100 Mile House Community Tourism Plan is moving forward in the most effective and cohesive manner. • Manages the Tourism Development Coordinator and/or contracted resources and provides support as appropriate.
South Cariboo Visitor Centre	<ul style="list-style-type: none"> • The South Cariboo Visitor Centre will be the go-to organization for all things tourism in 100 Mile and the South Cariboo. They will be the leading source of local visitor information and play an important role in tourism development, stakeholder engagement, and contributing to implementation of the plan.
Cariboo Chilcotin Coast Tourism	<ul style="list-style-type: none"> • Cariboo Chilcotin Coast Tourism will be a key partner in the implementation of the plan. It is envisioned they will partner with the District of 100 Mile House, the SCVC, and local tourism operators where appropriate to support the implementation of relevant initiatives, such as through collaborative marketing campaigns, capacity enhancing actions, training opportunities, marketing services, etc.
Cariboo Regional District	<ul style="list-style-type: none"> • The Cariboo Regional District (CRD) can help to bring stakeholders together, aid in asset development and management, support grant funding applications, and contribute resources to implementing the plan. • The CRD contributes resources to the Discover Cariboo site and has provided funding for heritage sites, Fishing Highway Campaigns, and community/recreation assets.
South Cariboo Chamber of Commerce	<ul style="list-style-type: none"> • A non-profit organization comprised of members from the business community and other non-profits. • Acts as a forum for businesses to collaborate and network to share ideas and solutions. • Can encourage the participation from residents and local businesses with the 100 Mile House Community Tourism Plan.
Destination BC	<ul style="list-style-type: none"> • Destination BC (DBC) is a provincial Crown corporation that leads the marketing of British Columbia as a tourist destination and promotes the development and growth of the provincial tourism industry. • DBC provides a host of tourism marketing, destination development, research, education, and funding support to BC-based destinations. Tourism stakeholders in 100 Mile and the South Cariboo should seek to leverage these supports wherever possible. • When requested, provide advice and answer questions posed by the Tourism Development Task Force.
Businesses and Entrepreneurs	<ul style="list-style-type: none"> • Provides many of the front-line services to visitors, such as accommodations, food and beverage, and experiences. • Local businesses will play a significant role in growing tourism in 100 Mile and the South Cariboo through the development and delivery of high-quality experiences.

	<ul style="list-style-type: none"> • Businesses must be actively engaged in implementing the plan. Further investment will be needed from the private sector.
Local Associations	<ul style="list-style-type: none"> • Passionate individuals from local associations will play key roles in implementing the plan and ensuring tourism develops in a way that enhances quality of life for residents. Examples of local associations include, but are not limited to, Huncity Mountain Bike Club, 100 Mile Snowmobile Club, and 100 Mile Nordic Ski Society. • The efforts of these organizations could lead to the development of new tourism products (e.g. new trails). Their efforts should be supported by tourism stakeholders where appropriate.
Volunteers and Residents	<ul style="list-style-type: none"> • Dedicated community champions will need to be inspired to help implement the plan and generate buy-in within the community. • Making the opportunity to participate in the Task Force will be important.
Fishing Highway Tourist Association	<ul style="list-style-type: none"> • Incorporated in 2006 to promote fishing tourism within the Highway 24 area. The Association promotes community involvement through events, ethical business practices, and wise use of land/resources. • The Association should be encouraged to participate in collaborative marketing campaigns to achieve higher leverage on available marketing resources.
Tsq̓ésceñ First Nation	<ul style="list-style-type: none"> • The Tsq̓ésceñ First Nation is part of the Shuswap Nation and are Interior Salish People. • The Nation has indicated they are interested in developing tourism. A local operator (Red Willow Adventures) is beginning to offer fishing, hiking, and eco-tours. • The Nation could be a source of new Indigenous tourism experiences in the South Cariboo area.
Community Futures Cariboo Chilcotin	<ul style="list-style-type: none"> • A non-profit organization led by a volunteer board of directors and staffed by business professionals. It is funded by Western Canada PacificCan. • Works in partnership with other business lenders, educational institutions, not-for-profits, and community governments to foster growth and diversification in the local economy.
Neighbouring DMO's and Municipalities	<ul style="list-style-type: none"> • There is potential to partner with other neighbouring DMO's and municipalities on initiatives that support tourism development in the region (e.g. product development, experience packaging, collaborative marketing). The nearest partners would include City of Williams Lake/Tourism Williams Lake, Village of Clinton, Village of Cache Creek, Village of Ashcroft, City of Kamloops/Tourism Kamloops, City of Prince George/Tourism Prince George.
Fishing BC	<ul style="list-style-type: none"> • Fishing BC is a marketing partnership between the BC Fishing Tourism Association (BCFTA), Freshwater Fisheries Society of BC (FFSBC), and Sport Fishing Institute of BC (SFI) supported by Destination BC. • Joins together fishing sector stakeholders to promote BC as a world-class fishing destination and better align marketing investments.
BC Parks	<ul style="list-style-type: none"> • BC Parks is responsible for the designation, management, and conservation of British Columbia's system of ecological reserves, provincial parks, conservancies, protected areas, and recreation areas. • BC Parks manages outdoor recreational assets in 100 Mile House and the South Cariboo, including Green Lake Park, Canim Beach Park, and Lac La Hache Park.

<p>Ministry of Tourism, Arts and Culture</p>	<ul style="list-style-type: none"> • This Ministry integrates the tourism sector with the vibrant arts, culture, and sport sector to promote British Columbia for residents, visitors, and investors. • The Ministry provides a variety of supports, funding programs, and links to partner websites to assist destinations develop.
<p>Indigenous Tourism BC</p>	<ul style="list-style-type: none"> • Indigenous Tourism BC (ITBC) is a non-profit, stakeholder-based organization committed to the continued growth of a sustainable, authentic, and culturally rich Indigenous tourism industry in British Columbia. • ITBC could be a future partner in the development of Indigenous tourism offerings in 100 Mile and the South Cariboo.
<p>Tourism Industry Association of BC</p>	<ul style="list-style-type: none"> • The Tourism Industry Association of BC (TIABC) is a member-driven, not-for-profit association that advocates for the interests of British Columbia’s visitor economy.
<p>British Columbia Regional Tourism Secretariat (BCRTS)</p>	<ul style="list-style-type: none"> • The BCRTS is a collaboration among five regional DMO’s (including Cariboo Chilcotin). • The BCRTS leads the BC Tourism Resiliency Network which is a long-term resiliency program providing BC tourism businesses with meaningful, one-on-one support to navigate the impact of the COVID-19 pandemic, adapt and work towards eventual recovery.
<p>BC Destination Marketing Organization Association (BCDMOA)</p>	<ul style="list-style-type: none"> • The BCDMOA works to improve organization and industry performance in communities that have active DMO’s. Membership is open to all municipal DMO’s. • The membership offers many resources for its members to leverage tourism offerings.

05 ACTION PLAN

Action items were formulated based on the findings from the consultant assessment, input from the community and stakeholders, and best practices. Completing the action plan will drive 100 Mile and the South Cariboo toward its vision and goals for tourism development.

The action plan is divided into sub-sections that align with the four goals of the plan. Each action item has been assigned a suggested priority rating, estimated cost, organizational lead, and anticipated timeline for implementation.

Priority

High Priority (H)

Medium Priority (M)

Low Priority (L)

Cost Criteria

Low Cost (L) Less than \$10,000

Medium Cost (M) \$10,000 - \$50,000

High Cost (H) More than \$50,000

Organizational Lead

The action plan identifies organizations responsible for leading action items. It is expected that lead organizations will provide the resources necessary to implement their action items. Where appropriate, they are encouraged to seek partnerships with the private sector, stakeholder groups, municipalities, provincial ministries, and other applicable groups wherever possible to leverage available resources.

Abbreviation	Organization
HO	Host Organization (including the Tourism Development Coordinator)
TDTF	Tourism Development Task Force (including Action Teams)

Implementation Timeline

Short Term (S) Less than 2 years

Medium Term (M) 2 – 5 years

Long Term (L) More than 5 years

Quick Wins



A blue star indicates that an action item is a “Quick Win.” Quick wins are actions that can be implemented within a year or two, have a high probability of success and have a relatively low cost.

Future Planning, Evaluation, and Reporting

A key component of the success of this plan will be the evaluation of its initiatives. The action plan should be reviewed bi-annually, at which time priorities should be re-evaluated and a discussion of any variances should occur in reference to key performance indicators (KPI's). If new projects are added (or old projects removed) as the plan progresses, this should be done by weighing the relative priority of all projects in the plan. The action plan should be updated on a yearly basis; therefore, the third quarter evaluation period will set the stage for the updated version of the plan. In the fourth quarter, the updated plan should be formalized, and a draft approved by the end of the year. It is further recommended that the entire plan be updated in year five of implementation.

Implementation Considerations

The action plan identifies several initiatives and action items. Attempting to complete all of them concurrently will stretch the resources and limit the focus of the Host Organization and Tourism Development Task Force as they implement the plan. Therefore, it is recommended that implementation begins with the highest priority items.

It should be recognized that this plan is a non-statutory plan whose purpose is to provide direction and guidance. Implementation may be impacted by a variety of factors, including Council priorities, available resources, and emerging opportunities/challenges.

1. Organizational Development

Action Items		Priority/Cost	Lead/Timeline
★ 1.1	Select a Host Organization for the Community Tourism Plan. It is recommended that this be the District of 100 Mile House.	H/L	HO/S
★ 1.2	Establish a Tourism Development Task Force.	H/L	HO/S
1.3	Allocate resources from the District of 100 Mile House and the CCCT to implement the plan. Wherever feasible, resources should be leveraged between partner organizations and the private sector to build collaboration.	H/H	HO + Partner Organizations/ Ongoing
1.4	Increase capacity to implement the plan by investing in a Tourism Development Coordinator or contracted resource.	H/H	HO/S
★ 1.5	<p>Host a South Cariboo Tourism Forum to officially kick off implementation of the plan.</p> <p>It is envisioned that the Forum would be a highly engaging event that would serve as a rallying point for tourism stakeholders. The event could be hosted at an existing tourism operator to further showcase what the region has to offer.</p> <p>Consider hosting Tourism Forums annually to report on successes, describe upcoming initiatives, increase communication and collaboration, and energize stakeholders in the tourism sector.</p>	H/M	HO + TDTF/S
★ 1.6	Endeavour to get local representatives onto the CCCT Board and the organization’s various committees to better ensure the area’s needs are represented.	M/L	TDTF/S
1.7	Designate a representative to liaise with the CCCT. The representative’s role will be to participate in regular industry calls/meetings, identify emerging opportunities, and ensure alignments are maintained and fully leveraged.	M/L	HO/Ongoing
1.8	Review the feasibility and interest in implementing a voluntary destination marketing/management fund (DMF) in 100 Mile and the South Cariboo to help support tourism development initiatives. Participation in the DMF should be open to all tourism-related businesses.	M/L	HO/M

2. Product Development

Action Items	Priority/Cost	Lead/Timeline
<p>2.1 Develop a Tourism Product Development Plan for 100 Mile and the South Cariboo. The purpose of this project will be to produce a tactical plan that will set the destination on a path toward developing high potential tourism experience clusters and begin bridging the gap in terms of the lack of availability of market ready tourism products.</p> <p>Initial ideas and recommendations to support the development of new tourism products are provided next. It is expected that the private sector will take the lead in terms of investment into new products.</p> <p><u>Outdoor Adventure:</u></p> <ul style="list-style-type: none"> – Expand the development of trails for high demand activities, such as biking, hiking, cross-country skiing, snowshoeing, and mechanized pursuits. – Identify and assess the feasibility of opportunities to expand public access to lakes and water bodies in the South Cariboo. – Encourage the development of outdoor adventure tourism experiences in the region (e.g. guided paddling tours, dark sky/northern lights viewing, interpretive nature walks, etc.). – Consider tourism demand when developing recreational assets to take advantage of opportunities to both meet resident needs and provide more for visitors to do (e.g. trails, viewpoints, disk golf courses, pump tracks, dog parks, etc.). – Provide input toward the CCCT’s Regional Trails Strategy to ensure 100 Mile and the South Cariboo are strongly considered. <p><u>Fishing Highway Programs and Events:</u></p> <ul style="list-style-type: none"> – Consider developing a signature event focused on celebrating and promoting the Fishing Highway. A decentralized event that takes place over the course of several days or weeks, as well at several locations, could work particularly well. – Develop complementary programming focused on markets that tend to be less engaged (e.g. females, youth, families). – Expand winter season offerings (e.g. ice fishing). 	H/H	HO/S

Action Items	Priority/Cost	Lead/Timeline
<p><u>Family Friendly Entertainment:</u></p> <ul style="list-style-type: none"> – Encourage the development of entertainment options that appeal to the whole family (e.g. mini golf courses, adventure playgrounds, zip lines, petting zoos, paintball courses, events, performances, etc.). – Develop a signature family-friendly event for every season during the year. <p><u>Agritourism and Culinary:</u></p> <ul style="list-style-type: none"> – Encourage agricultural businesses to explore tourism opportunities (e.g. farm stays, u-picks, tours, long-table meals, etc.). – Expand opportunities to consume locally caught fish. – Incorporate culinary experiences into other product categories. <p><u>Activate 100 Mile House Downtown:</u></p> <ul style="list-style-type: none"> – Animate downtown 100 Mile House with events, street markets, and small-scale performances. – Consider allowing restaurants to build temporary patios during the summer months. – Enhance interpretation of historical and cultural aspects of the downtown. – Develop a self-directed walking tour. – Strengthen connections between downtown 100 Mile and Centennial Park through programming, signage, and promotions. <p><u>Cultural Heritage Tourism:</u></p> <ul style="list-style-type: none"> – Develop tourism focused programming around existing cultural assets (e.g. interpretive tours, cultural demonstrations, showcases, etc.). <p><u>Indigenous Tourism:</u></p> <ul style="list-style-type: none"> – Build experiences around the new Indigenous Cultural Centre at 108 Mile Ranch (currently under construction). 		
<p>2.2 Develop and implement a Tourism Business Retention and Expansion Program.</p>	<p>H/L-H</p>	<p>HO/S</p>

Action Items		Priority/Cost	Lead/Timeline
2.3 ★	Encourage existing tourism operators to develop succession plans that will lead to their continued operation. Community Futures Cariboo Chilcotin offers assistance to business owners who are looking to sell their business. Tourism businesses could be directed there for help.	H/L	HO + TDTF/Ongoing
2.4	Develop and implement a Tourism Entrepreneur Attraction Strategy. The strategy should be strongly linked to the visitor brand of the destination and fit with the culture and history of the region. 100 Mile and the South Cariboo could be branded as the new frontier for opportunity for young, energetic entrepreneurs looking to run a business and enjoy the lifestyle available in the region.	M/L-M	HO/S-M
2.5	Establish a Tourism Business Mentorship Program that would connect experienced operators with new and emerging operators to coach them along their development journey.	M/L	TDTF/S-M
2.6	Develop an Investment Prospectus for a new hotel and conference centre in 100 Mile House.	M/M	HO/M
2.7	Share the Investment Prospectus with potential investors and work towards attracting new hotel operators to 100 Mile House.	M/L	HO/M
2.8	Encourage residents to host their friends and relatives (VFR) by providing resources, training, and other supports (e.g. trip planning tools, how-to-host tip sheets, VFR packages, ambassador programs).	L/L	HO/M-L
2.9	Seek opportunities to attract vacation property and/or resort community developments around the region's many lakes.	L/L-H	HO/L

3. Marketing and Promotional Development

Action Items		Priority/Cost	Lead/Timeline
3.1	Work with the CCCT to develop and implement a high-impact collaborative marketing campaign that will serve to increase awareness of, and drive visitation to, 100 Mile and the South Cariboo. Funding partners for this initiative could include the CCCT, Destination BC, District of 100 Mile, Cariboo Regional District, and local tourism operators. Based on initial discussions with the CCCT, the campaign could have a budget of approximately \$50K if only 100 Mile is promoted or up to a budget of \$150K if the entire South Cariboo is promoted.	H/H	HO/S
3.2 ★	Position the South Cariboo Visitor Centre to be the leading source of local visitor information about 100 Mile and the South Cariboo. Providing enhanced information on the DiscoverSouthCariboo.ca	H/M	HO/S


Action Items	Priority/Cost	Lead/Timeline
<p>website so visitors can more readily access visitor experiences will be crucial to success. Refer to Visit Tumbler Ridge's tourism website as an example of a best practice.</p>		
<p>3.3 ★ Consider renaming and rebranding the South Cariboo Visitor Centre to establish itself more clearly as the DMO for 100 Mile House and South Cariboo.</p>	H/L	HO/S
<p>3.4 Revamp the South Cariboo Cooperative Marketing Program to better align the offering with the needs of tourism operators. The revamp should consider the following service additions and enhancements.</p> <ul style="list-style-type: none"> – Significantly enhance the SCVC’s digital marketing presence. – Addition of more networking and engagement opportunities, such as annual Tourism Forums, monthly newsletters, or operator meet-ups. – Addition of product development services, such as itinerary development and coaching/training opportunities. – Addition of an awards or recognition program for outstanding experience offerings and visitor services. – Addition of group purchasing programs to facilitate lower costs to operators (e.g. insurance, materials, technology, etc.). – Align the name of the revamped program with the rename/rebrand of the SCVC and to more clearly describe the services provided. – Revise the program’s pricing to better align it with the value it provides. – Implement a roll-out campaign to launch the revamped program. 	<p>H/H*</p> <p>*It is assumed that increased program pricing and participation will partially off-set the costs of these additional services.</p>	HO/S
<p>3.5 ★ Engage with the CCCT to identify ways that it can better promote 100 Mile House and the South Cariboo, especially on its visitor-facing websites. This could include the following.</p> <ul style="list-style-type: none"> – Include more geographical information on where visitors should go in the region. This is particularly important given the large size of the South Cariboo. See Visit the USA tourism website for an example of a best practice. – Include more links to the DiscoverSouthCariboo.ca website and tourism operator websites in the South Cariboo. – Increase the exposure of experiences available in 100 Mile and the South Cariboo. 	H/L	HO + TDTF/S
<p>3.6 Undertake a Partnership Drive to increase participation in the revamped DMO. Consider running the Partnership Drive on an annual or bi-annual basis to ensure operators remain aware of the program. Tactics that could be included as part of the Drive include:</p> <ul style="list-style-type: none"> – Develop a brochure that describes a compelling case for investment in service offerings. 	H/L-M	HO/S-M

Action Items	Priority/Cost	Lead/Timeline
<ul style="list-style-type: none"> – Host a contest for a free basic membership. – Incentivize referrals. – Organize a recruitment event or leverage an existing event to recruit new partners. Consider unveiling something new or exciting about the program to generate interest. – In-person site visits. 		
<p>3.7 Improve signage so visitors can more easily find the main attractions in the region.</p> <p>As part of efforts to improve signage, consider lobbying the Ministry of Transportation to allow resort properties to qualify for the recognizable blue highway tourism signs.</p>	M/L-M	HO/M
<p>3.8 ★ Establish a formalized process and/or schedule for the SCVC and the CCCT to keep each other updated and coordinate their activities. Quarterly meetings may work well.</p>	M/L	HO/Ongoing
<p>3.9 As new winter and off-season tourism products are developed, increase marketing efforts to support these experiences and address seasonality challenges.</p>	L/L	HO/Ongoing
<p>3.10 Consider opportunities to achieve greater leverage on marketing resources by linking in with broader tourism marketing campaigns, such as those related to the Gold Rush Trail or Destination BC’s Iconics Strategy.</p>	L/L-H	HO/Ongoing

4. Destination Development

Action Items	Priority/Cost	Lead/Timeline
<p>4.1 ★ Continue providing grant writing support to tourism operators to help them access available funding opportunities, and work with the SCVC to explore opportunities to promote this service to operators.</p>	H/L	CRD/S-L
<p>4.2 Develop a Tourism Emergency Communications Plan. The plan should provide direction on how tourism marketing will be adjusted and/or leveraged to respond to, and recover from, emergencies that impact visitation, such as wildfires. The following should be considered.</p> <ul style="list-style-type: none"> – Ensure the plan is aligned with the Government of BC’s Tourism Emergency Management Framework. – Include a process to determine when it is appropriate to halt and restart tourism marketing. – Provide guidance on sharing critical information with visitors (e.g. safety updates, government restrictions, live camera feeds to indicate how smoky it is or isn’t, etc.). 	H/L	HO/S

Action Items	Priority/Cost	Lead/Timeline
<p>4.3 Encourage regenerative tourism practices in 100 Mile and the South Cariboo. This could be accomplished through:</p> <ul style="list-style-type: none"> – Developing education programs for visitors to help them understand how they can responsibly enjoy the destination’s offerings in a way that provides net benefits to communities. – Encouraging tourism businesses to implement sustainability standards and practices that will protect the destination’s core product offering (i.e. nature). – Consider implementing a voluntary Community Tourism Regeneration Fund. This would entail operators charging a nominal additional fee on their services, which is then contributed toward initiatives that regenerate the destination. – Review the CCCT’s Sustainability Chart Action Plan and align or support initiatives as appropriate. – Engage with researchers to implement citizen/visitor science projects that would contribute to regenerating the destination (e.g. tracking the health of local fisheries). – Engage with residents to better understand their perspectives on the potential benefits and drawbacks of tourism, then work to generate the benefits and reduce/mitigate the drawbacks. 	H/L-H	HO + TDTF/S-L
<p>4.4 Help tourism operators address the challenges they face securing affordable insurance coverage. This may include:</p> <ul style="list-style-type: none"> – Exploring the feasibility of offering a group insurance program for tourism operators that will provide appropriate coverage at a lower price point than available options. – Lobbying insurance providers to offer better rates to tourism operators. Highlighting that many operators are established businesses with proper booking procedures, safety controls, and monitoring could be particularly effective. – Lobbying the CRD to implement a business licence program for tourism operators, which could serve to help formalize them as actual businesses from the perspective of insurance companies. 	H/L-H	HO + TDTF/S
<p>4.5 ★ Encourage tourism operators and communities in the South Cariboo to undertake FireSmart initiatives to increase resiliency to wildfires. These initiatives could also potentially serve to lower insurance costs.</p>	H/L	HO + TDTF/S
<p>4.6 Consider completing a Value of Tourism Study to quantify the economic impact of tourism in the region.</p>	M/M	TDTF/M
<p>4.7 ★ Update the Tourism Asset Inventory on an annual basis to ensure it will remain a useful tool moving forward.</p>	M/L	HO/Ongoing

Action Items	Priority/Cost	Lead/Timeline
4.8  Check in regularly with the Tsq̓ésceñ First Nation to keep apprised of where they are at on their tourism development journey and to explore opportunities to work together on tourism development initiatives.	M/L	HO/Ongoing
4.9 Consider offering public washrooms in areas that received high visitor traffic.	M/L-M	HO/M-L
4.10 Consider supporting the Lac Da Roche Watershed Society in their efforts to develop an Active Transportation Route along the Fishing Highway.	L/L	TDTF/L
4.11 Advocate for expanded access to high-speed internet throughout the South Cariboo. Consider a public Wi-Fi program for downtown 100 Mile House. Funding for improvements may be available through the Province’s Connecting British Columbia program (https://www2.gov.bc.ca/gov/content/governments/connectivity-in-bc).	L/L	TDTF/L
4.12 Review municipal bylaws, policies, and procedures to ensure a strong foundation and favourable regulatory framework is in place to support tourism.	L/L	HO/Ongoing
4.13 Utilize the attached performance measures and other measures as appropriate to measure performance of the local visitor economy on an annual basis (e.g. visitor survey, accommodation survey, etc.). Use the data collected during the first year of measurement as a benchmark to compare future results to.	L/L	HO/Ongoing
4.14 Commit to formal communication and reporting processes to keep stakeholders and the community apprised of tourism developments.	L/L	HO/Ongoing
4.15 Update the Community Tourism Plan in year five of implementation	H/M	HO/L

Top 10 Actions

The following actions have been identified as the top priorities of the plan. They are listed in a recommended order of priority. This priority list and all components of the report are for planning purposes only and will be subject to annual budget approvals and ongoing planning efforts from the District and their partners. Activities may be added, removed, or re-ordered based on the needs of the community during implementation.

1. Establish the District of 100 Mile House as the Host Organization and a Tourism Development Task Force who will be primarily responsible for implementing the Community Tourism Plan.
2. Allocate resources to implement the plan. Wherever feasible, resources should be leveraged between partner organizations to build collaboration.
3. Work with the CCCT to develop and implement a high-impact collaborative marketing campaign that will serve to increase awareness of, and drive visitation to, 100 Mile and the South Cariboo.
4. Increase capacity to implement the plan by investing in a Tourism Development Coordinator or contracted resource.
5. Host a South Cariboo Tourism Forum to encourage collaboration and officially kick off the broader implementation of the Community Tourism Plan.
6. Position the SCVC as the leading source of local visitor information and the go to organization for all things tourism. Revamp the South Cariboo Cooperative Marketing Program to better align the offering with the needs of tourism operators and consider renaming and rebranding the organization to better reflect its role in tourism development and the services it provides.
7. Develop a Tourism Product Development Plan for 100 Mile and the South Cariboo.
8. Develop and implement a Tourism Business Retention and Expansion Program and a Tourism Entrepreneur Attraction Strategy.
9. Provide grant writing support to tourism operators to help them access available funding opportunities.
10. Develop a Tourism Emergency Communications Plan.

Performance Measures

17 key performance indicators (KPI's) have been developed for the plan. It is suggested that KPI's are measured and evaluated on an annual basis. Baseline figures will need to be established for KPI's that are not currently tracked.

Focus Area for Growth	KPI	Measurement Tool
1. Economic	1.1 5% annual growth in visitor spending in the destination.	Operator survey, Destination BC stats
	1.2 5% annual increase in accommodation occupancy.	Operator survey, MRDT receipts.
	1.3 5% annual growth in new tourism businesses and associated increase in municipal business tax revenue.	Tourism asset inventory, municipal budgets
	1.4 5% annual growth in new tourism products available in 100 Mile and the South Cariboo	Tourism asset inventory
	1.5 10% annual growth in digital engagement with visitors.	Digital marketing metrics
	1.6 10% annual growth in SCCMP partner packages sold.	SCCMP program stats
	1.7 90% awareness of the SCCMP and SCVC service offerings among tourism-related businesses.	Operator survey
2. Community	2.1 85% great rating of overall visitor experience (by year 5).	Visitor survey
	2.2 Achieve a Net Promotor Score of 50 (by year 5).	Visitor survey
	2.3 85% resident satisfaction with tourism.	Resident survey
	2.4 Positive social impacts reported by the community.	Resident survey
	2.5 10% annual growth in Tourism Forum participation.	Attendance stats
3. Environmental	3.1 5% annual reduction in waste produced as a result of tourism.	Operator survey
	3.2 5% annual increase in recycling of waste generated as a result of tourism.	Operator survey
	3.3 Tourism generates net benefits to natural areas.	Ecosystem benchmarks
	3.4 Tourism generates net benefits to infrastructure.	Capital plans
	3.5 Businesses implement sustainability measures.	Operator survey

Tourism Development Funding and Support Programs

The following describes programs that can be accessed to help fund and support tourism development in 100 Mile and the South Cariboo.

Cariboo Chilcotin Coast

Program Name	Description of Program	Available Funding
Marketing Project Funding	Digital first, dollar matching marketing program for partners to be used for tourism marketing programs and projects aligned with CCCT's marketing strategy to promote the Cariboo Chilcotin Coast region.	CCCT investment will not exceed 50% of proposed total cost.
Consumer Show Funding	Access to marketing funds to assist with costs of consumer show exhibitions as a means of promoting tourism products and networking with other tourism operators.	Up to 50% of event fee covered.

Destination British Columbia

Program Name	Description of Program	Available Funding
Co-operative Marketing Partnership Program	Facilitates collaboration and encourages partnerships between sectors and communities wishing to enhance tourism marketing efforts.	Funding Requests \$20,000 (minimum) to \$250,000 (maximum) per year.* *pre-approved paired community and single community applicants are eligible to apply for a lower amount.
Spark Mentorships & Grants Program	Matches selected applicants with a tourism mentor to find, foster, and support new tourism ideas as well as enhance current tourism products and/or offerings.	Tourism mentor, \$3000 grants, and additional partner to support in developing local tourism ideas.
Destination BC Learning Centre	Offers free resources, tools, guides, and templates to enhance tourism operations from safety and emergency preparedness to social media, marketing, and accessible tourism resources.	Free resources.

Government of British Columbia

Program Name	Description of Program	Available Funding
Destination Development Fund	To support the development and rejuvenation of tourism infrastructure, assets, and experiences.	Stream 1 Activate: up to \$1,000,000/project. Stream 2 Elevate: up to \$500,000/project.
Tourism Events Program (TEP)	Supports building BC's reputation as an events destination and to increase tourism visitation through helping support marketing expenses.	Funding for up to 10% of total event budget up to a maximum of \$250,000/event (minimum \$10,000).
BC Tourism Climate Resiliency Initiative (BCTCRI)	Starting 2023/2024 fiscal year and spanning over two years is a \$3 million investment from BC Ministry of Tourism, Arts, Culture and Sports through Destination Development Fund.	1) Facilitated Sustainable Tourism and Climate Adaptation Planning for BC Tourism Businesses. Free tailored support to tourism businesses in BC that

		want to incorporate environmentally sustainable or climate adaption measures into their operations. Available for up to 150 businesses across BC. 2) Micro-grants to support sustainability and climate change adaption plan implementation. Tourism businesses that are ready to build on their pre-existing sustainability or climate adaption plan, implement a project, or obtain sustainability certifications. \$15,000 available.
Community Resiliency Investment (CRI) Program	Supports communities to complete FireSmart initiatives, through two streams of FireSmart Community Funding (FCFS) and Supports and Crown Land Wildfire Risk Reduction (CLWRR). 100 Mile House Natural Resource District has 56,423 hectares for fuel management to take place. ²⁸	Up to \$150,000 for FCFS. Approximately \$5 million is allocated across 15 communities for CLWRR.
ORV Trail Fund	Improves off-road vehicle trails for increased resident and visitor outdoor recreation experiences. It is administered by Recreation Sites and Trails BC.	\$400,000 available for 2024 projects.
Rural Economic Diversification and Infrastructure Program (REDIP)	Modelled after the Rural Dividend Program (2016-2019) and the Community Economic Recovery Infrastructure Program (2020-2022). It aims to support rural economic development projects that promote diversification, resilience, and infrastructure development.	Maximum funding between \$100,000 and \$1 million (depending on funding category).
Outdoor Recreation Fund of BC	To be launched in spring 2024, this fund will support grants for community-based initiatives that create and enhance quality outdoor recreation as well as nature-based experiences.	\$10 million contributed to support ORCBC establishment of this fund.

Government of Canada

Program Name	Description of Program	Available Funding
Canadian Tourism Growth Program	Aims to assist small and medium sized businesses, organizations, and local communities’ grow tourism.	Businesses and not-for-profit organizations can apply for up to \$250,000 interest-free repayable funding.

Northern Development Initiative Trust

Program Name	Description of Program	Available Funding
Marketing Initiative	Provides funding to support new marketing campaigns or projects that position a community or region to take advantage of opportunities that support economic vitality and diversification.	Up to \$20,000.

<u>Cultural Infrastructure</u>	Supports creation of, or the improvement of, arts, heritage, culture and creative innovation spaces. The program improves access to, and quality of, professional arts and cultural facilities for residents and tourists alike.	Up to \$100,000 (upgrades or repairs). Up to \$300,000 (new construction and/or substantial upgrades).
<u>Economic Infrastructure</u>	Supports projects of regional and local significance that contribute to economic growth and stronger communities. Projects include renovations or new construction of public multi-use facilities or capital investments that drive revenue and job creation.	Up to \$100,000 (upgrades or repairs). Up to \$300,000 (new construction and/or substantial upgrades).
<u>Recreation Infrastructure</u>	Supports community efforts to create and support recreational infrastructure to encourage resident attraction and retention while also increasing opportunities for sport tourism.	Up to \$100,000 (upgrades or repairs). Up to \$300,000 (new construction and/or substantial upgrades).

Disability Alliance BC

Program Name	Description of Program	Available Funding
<u>Accessibility Projects Grants</u>	Increase accessibility for people with disabilities through community engagement projects focused on accessible arts, culture, tourism, sports, recreation and more.	Up to \$40,000.

Go2HR

Program Name	Description of Program	Available Funding
<u>SUPERHOST Destination Ambassador</u>	Provides stakeholders, destination ambassadors, and staff with skills needed to promote the community to visitors to enhance visitor experiences, identify visitor profiles, understand best promotion practices, and the importance of tourism for the community.	Half day training course, recommended to take Foundations of Service Quality Course first. Contact SUPERHOST team.

Back Country Horsemen Society

Program Name	Description of Program	Available Funding
<u>BC Trails Grant (BCHBC Trails Grant)</u>	This grant supports trail construction, renovation, rehabilitation, signage, mapping of trails and equestrian campsites.	Not listed. Contact trailcommittee@bchorsemen.org for more information.

06 CONCLUSION

The District of 100 Mile House Community Tourism Plan offers a strategic direction and tactical actions that will advance 100 Mile and the South Cariboo toward its vision and desired outcomes. The region has a strong foundation of tourism assets on which to build from and indications are pointing toward strong opportunity for tourism growth.

To be successful, the plan will require a high degree of collaboration among stakeholders, investment from multiple partners, and a strong focus on impactful actions. It will be important to accomplish significant initiatives in the near term in order to build enthusiasm and momentum for implementation. The return on these investments will be a revitalized and growing visitor economy that regenerates communities and the environment.

APPENDICIES

Appendix A – Expanded Engagement Results

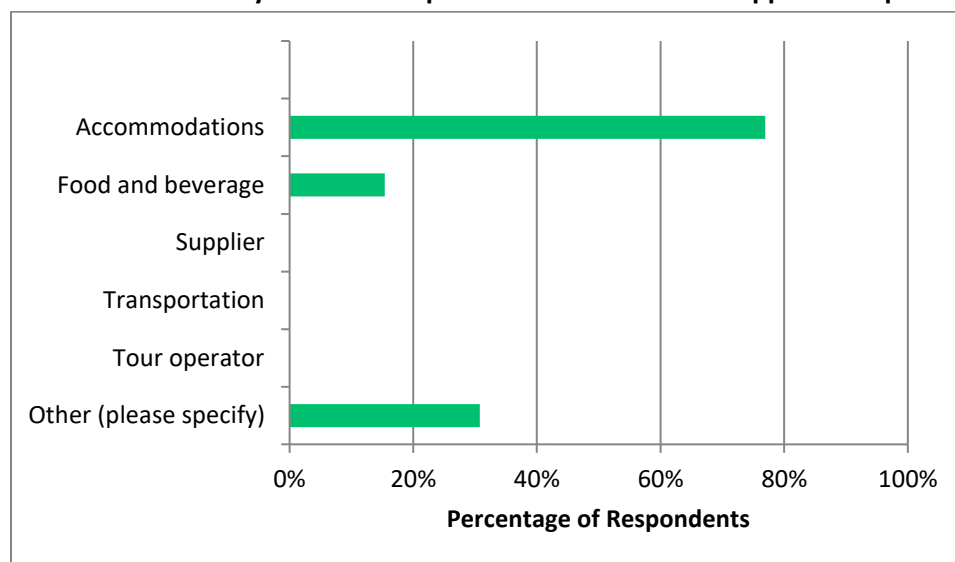
Online Survey Results

A survey collected input from businesses/organizations and community members from October 30th to November 24th, 2023. In total, 139 responses were received. 36% of respondents indicated they reside in the District of 100 Mile House, 21% said they reside in Horse Lake & Lone Butte, 11% said they reside in 108 Mile Ranch, 7% said they reside in Canim Lake & Forest Grove, 7% said they reside in Lac La Hache, 5% said they reside in Interlakes, 4% said they reside in Green Lake, and 7% said they reside in other. The following summarizes the input received.

Businesses/Organizations

The online survey streamed respondents to different questions based on if they identified themselves as representatives of a business/government/organization or as a resident. The following information is applicable specifically to survey respondents who identified themselves as a representative of a business/government/organization.

What services does your business provide? Please select all applicable options.



*Other responses included:

- Health and wellness businesses.
- Retail businesses.

What are the main challenges and/or issues facing your business/organization?

Respondents identified the following most often:

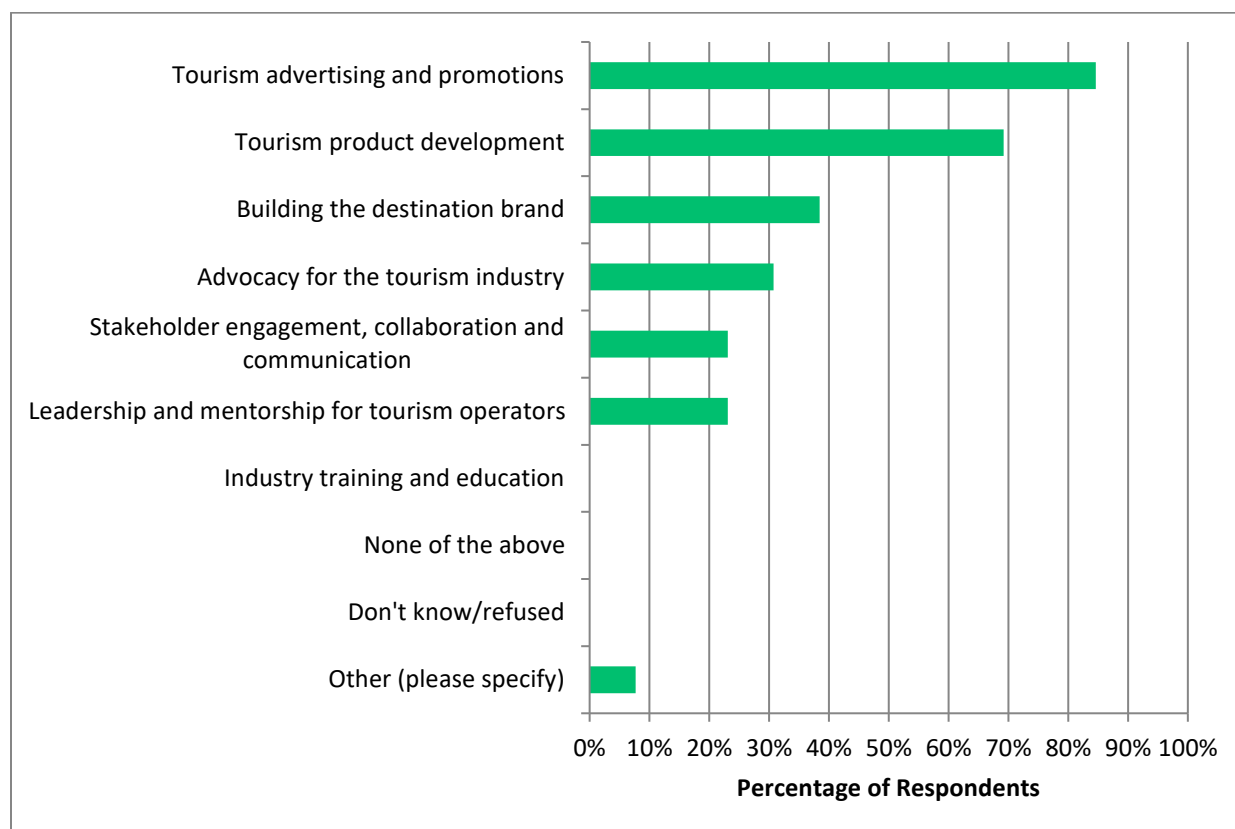
- Costs are a challenge including taxes and operating costs.
- Advertising.
- Lack of experiences offered.
- Lack of capacity for non-profit organizations.

What opportunities are there to grow visitation and visitor spending in 100 Mile House and the South Cariboo?

Respondents identified the following most often:

- Increasing advertising and marketing initiatives such as signage and building awareness of experiences in the region.
- More experiences for visitors.
- Hiking and biking trails.

In the future, what types of destination development services would most help your business grow tourism in 100 Mile House and the South Cariboo? Please select up to 3 options.

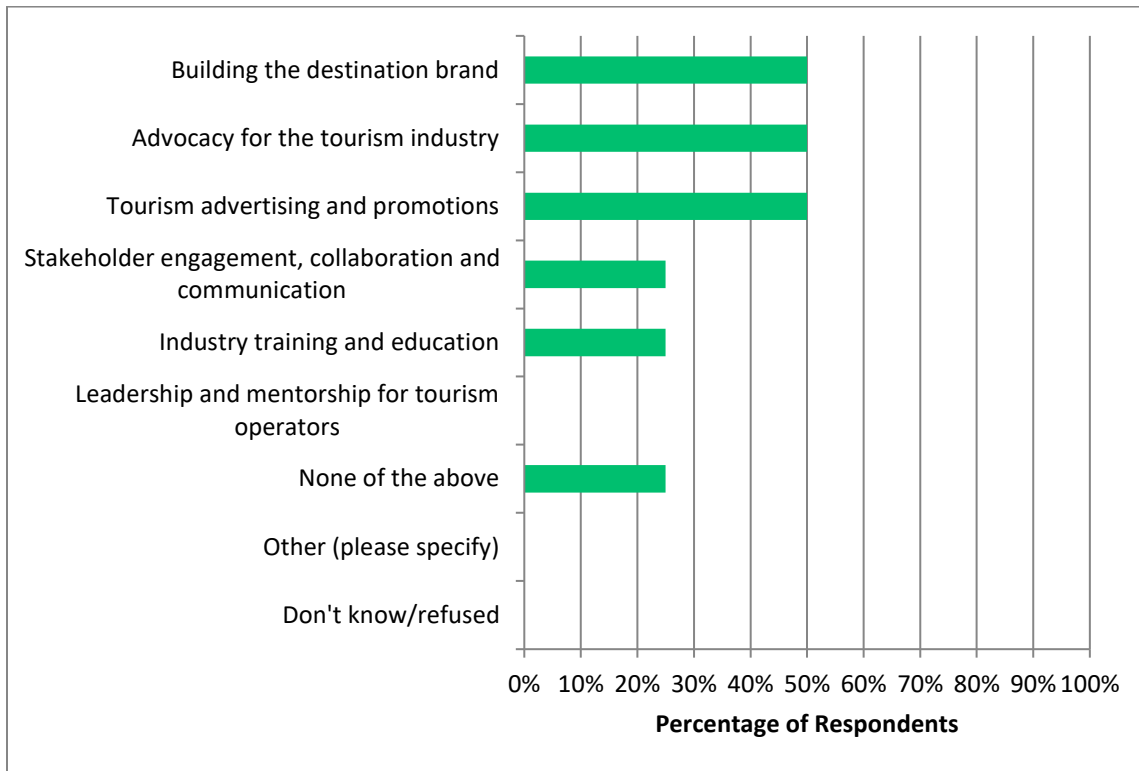


What can your business/organization do to help develop tourism in the 100 Mile House and the South Cariboo?

Respondents identified the following most often:

- Promotion of local businesses.
- Continuing to provide high quality customer service.
- Continuing to provide quality accommodations (clean facilities).

In the future, what types of destination development services would most help your organization grow tourism in 100 Mile House and the South Cariboo? Please select up to 3 options.

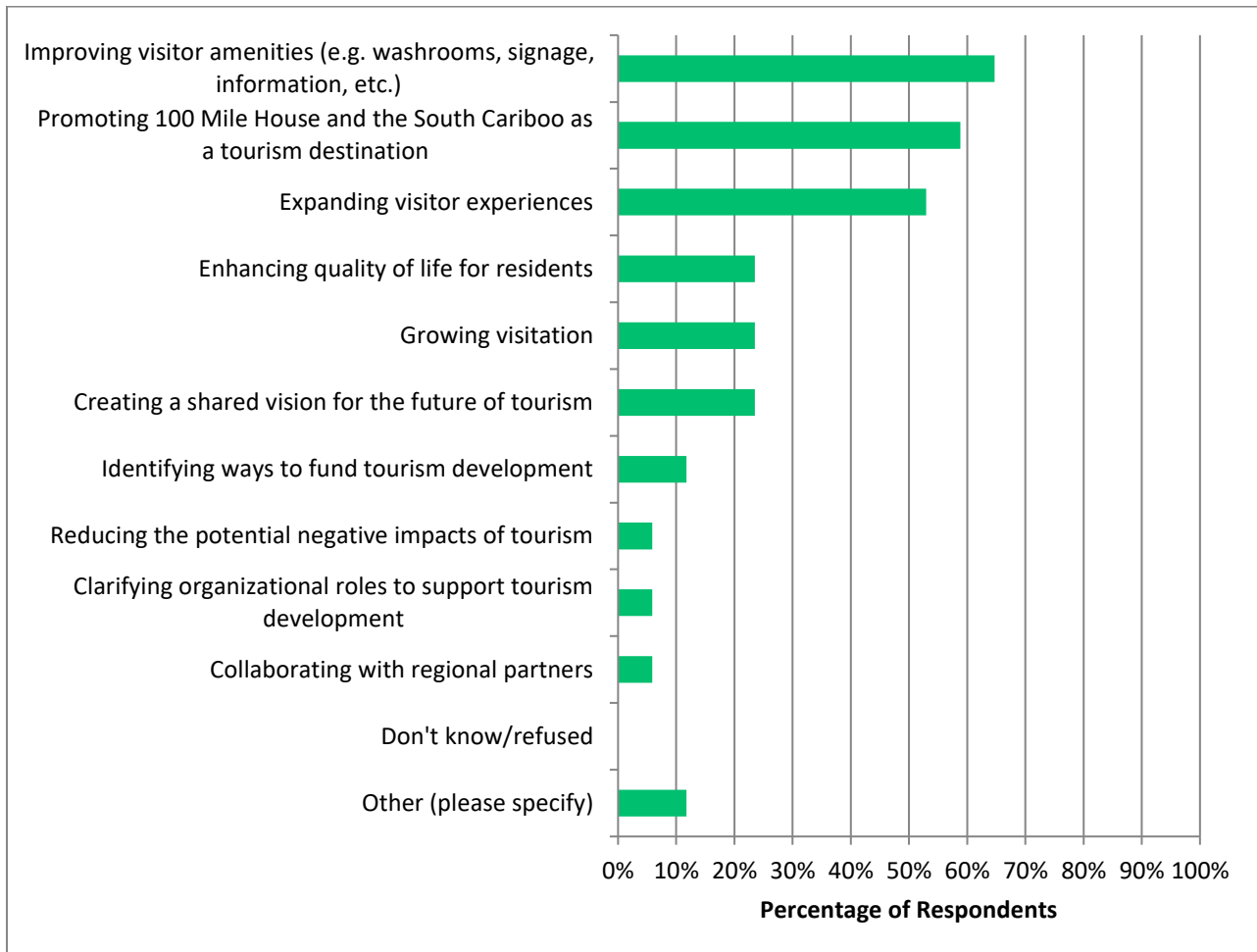


We would like to better understand what makes 100 Mile House and the South Cariboo a unique place to live and visit. In your opinion, what makes this place a special destination?

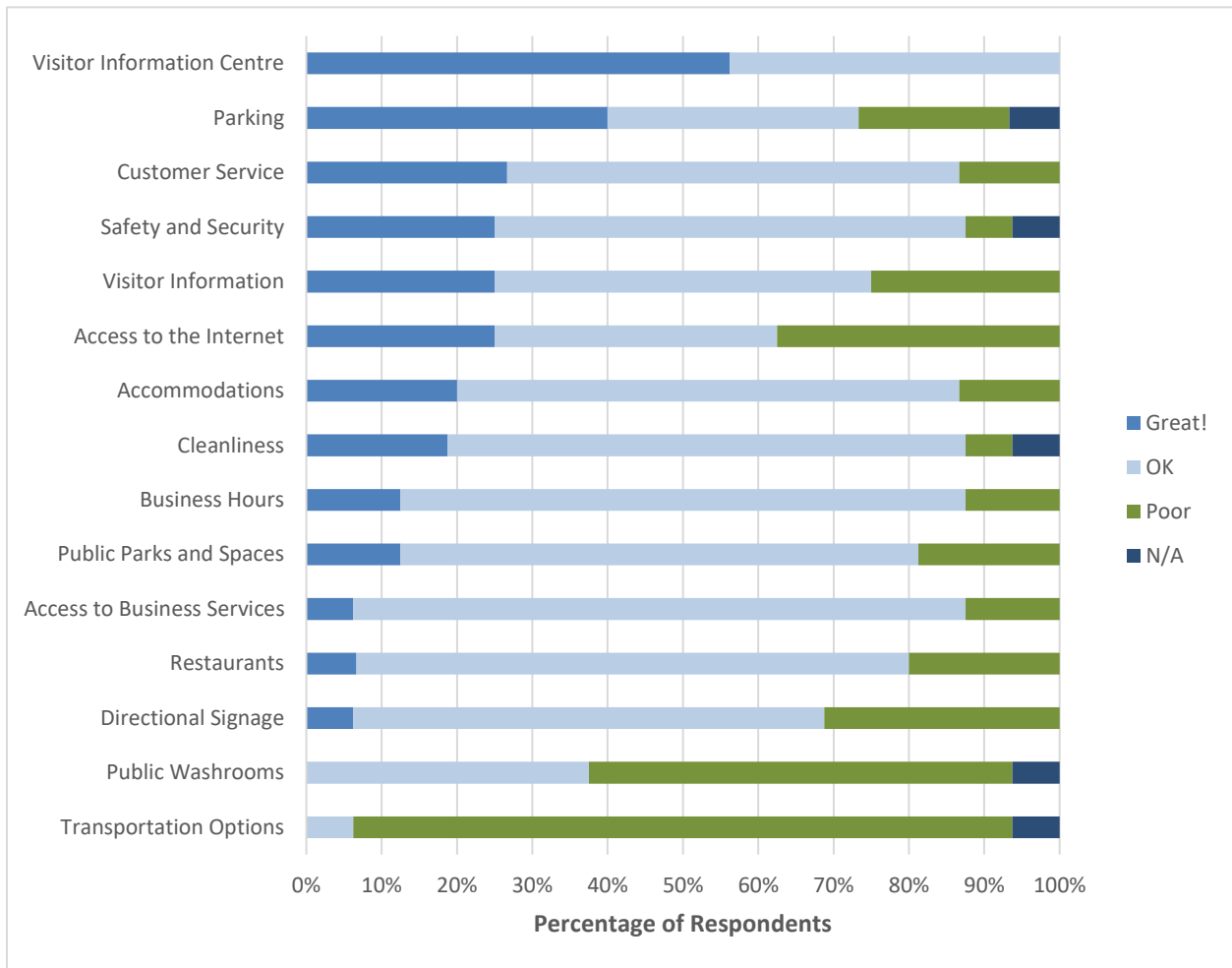
Respondents identified the following most often:

- Outdoor experiences such as fishing, hunting, and snowmobiling.
- Natural environment and landscape.
- Friendly community.

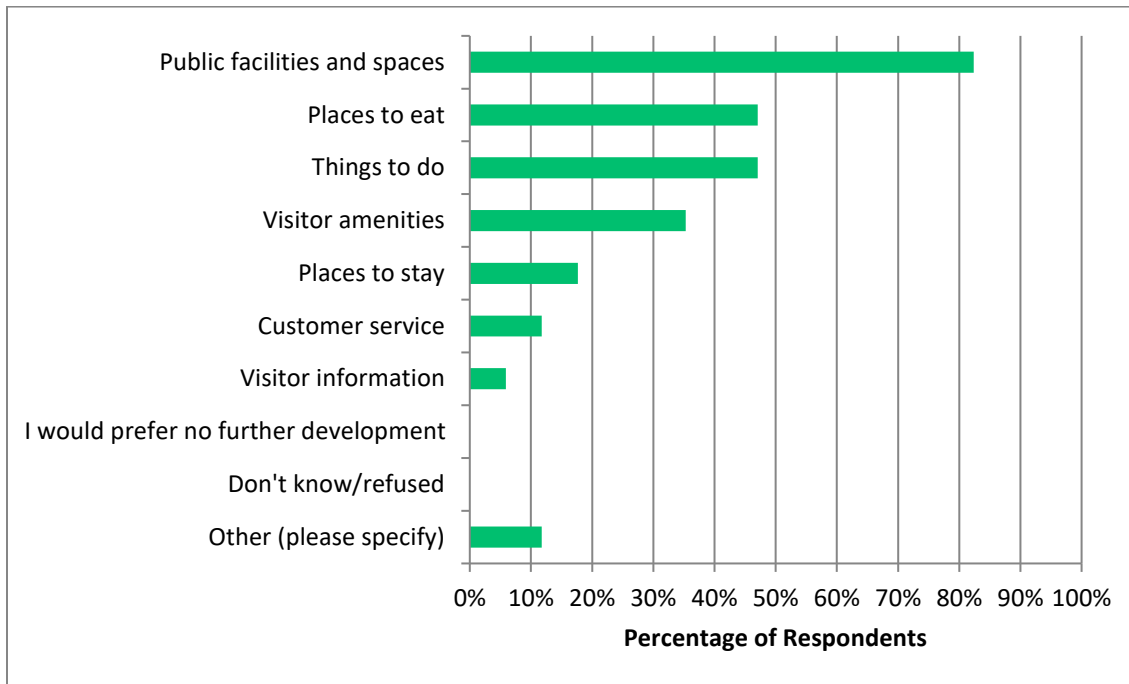
As we begin developing the Community Tourism Plan for 100 Mile House and the South Cariboo, what do you think are the top 3 issues we should focus on? You may select up to 3 options.



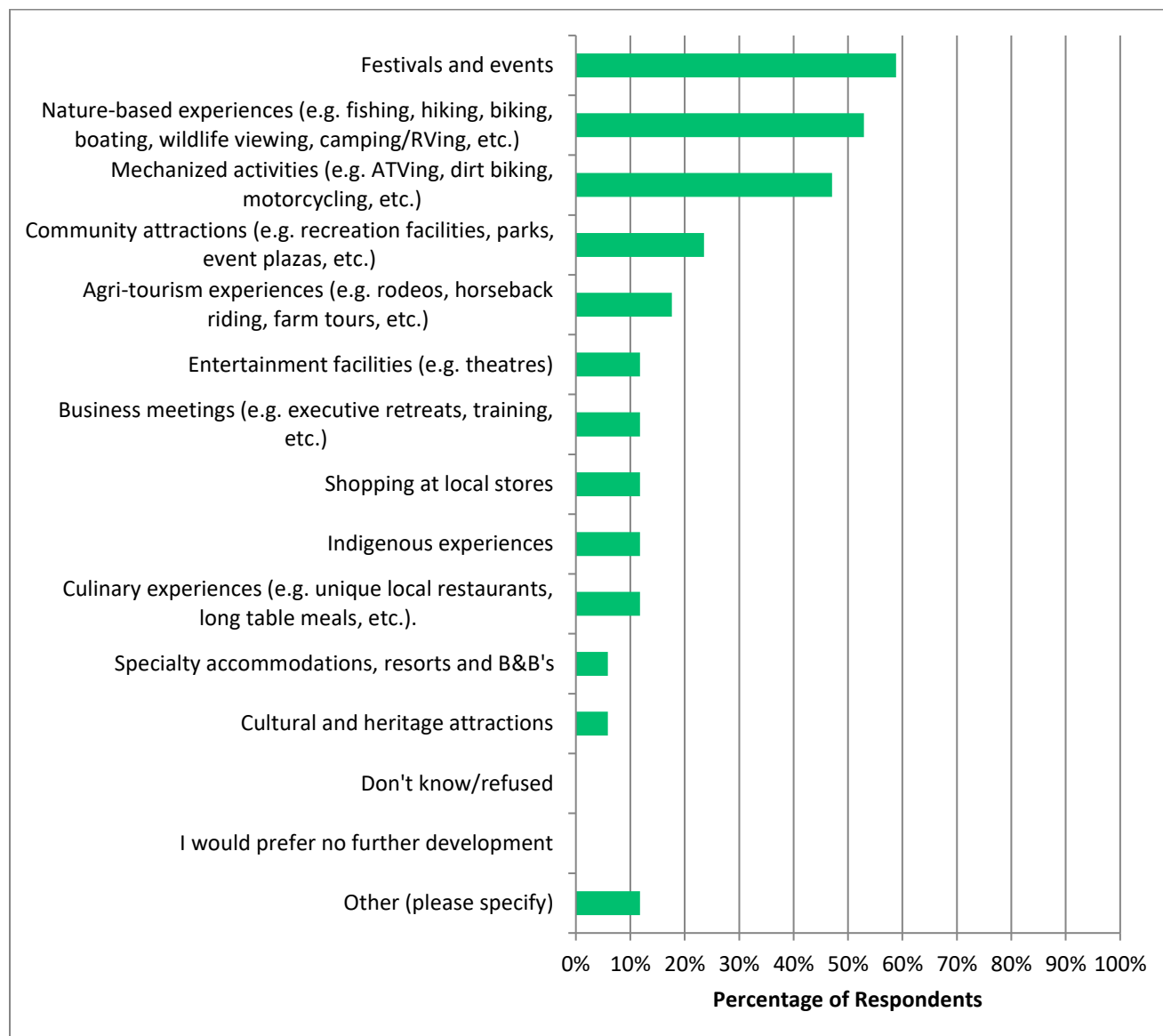
Please rate the following visitor services and amenities in 100 Mile House and the South Cariboo.



In order to encourage more visitors to come to 100 Mile House and the South Cariboo, what do you think could be most improved? Please select up to 3 options.



What types of activities have the greatest potential to be developed to encourage visitation? Please select up to 3 options.

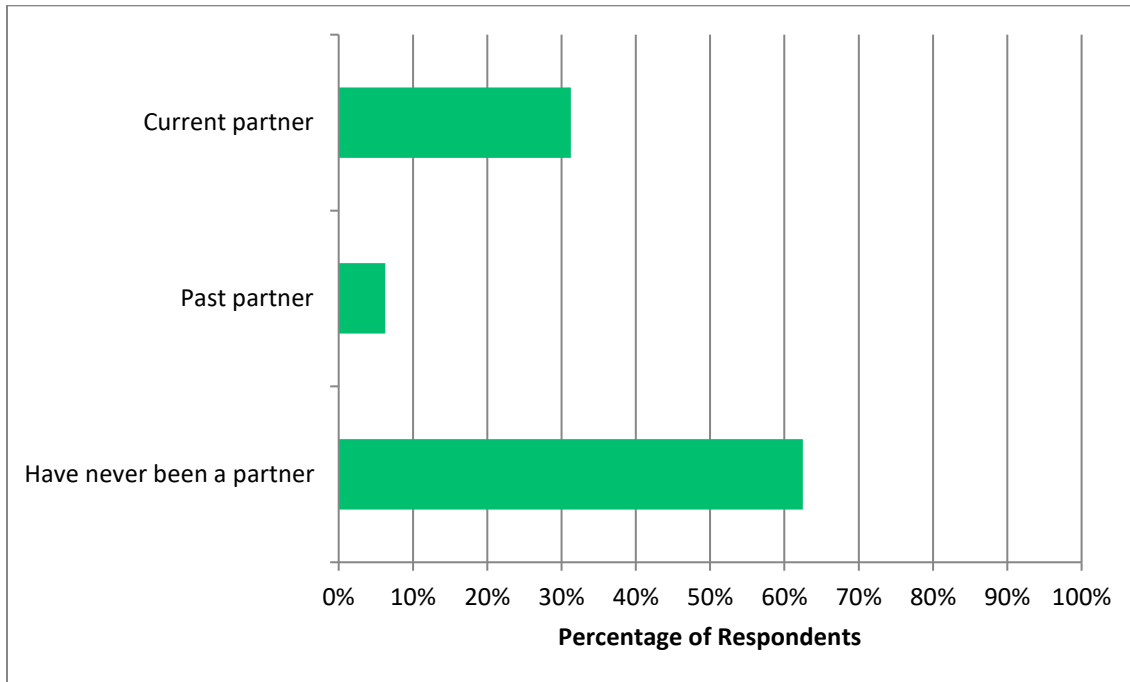


Please share any other ideas you may have for developing or enhancing tourism in 100 Mile House and the South Cariboo in the space below.

Respondents identified the following most often:

- Enhanced signage.
- Public tourist destinations such as parks.

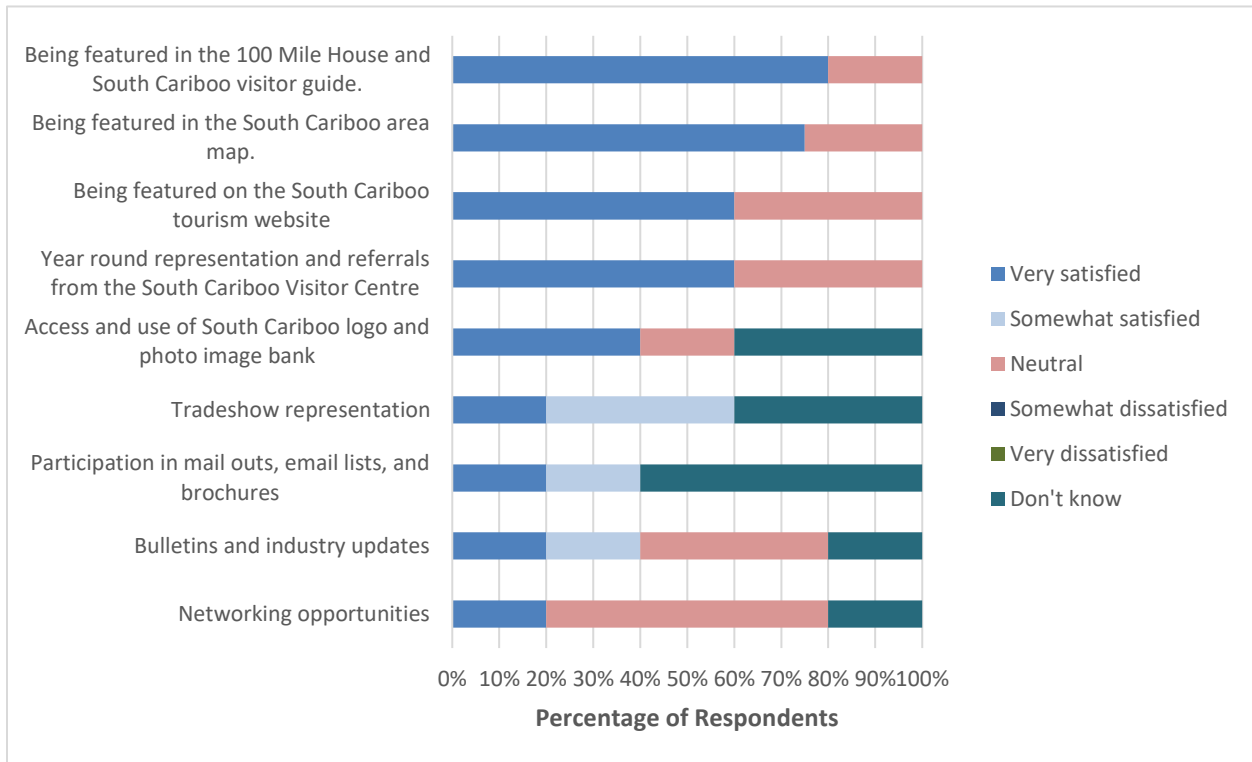
Is your organization a current or past partner of the South Cariboo Cooperative Marketing Program?



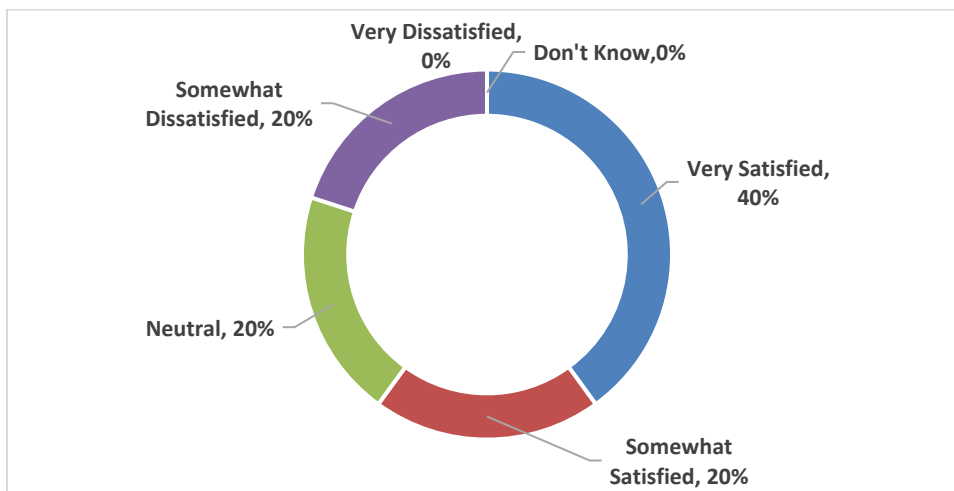
Current Partners

The following responses are applicable to current partners of the South Cariboo Cooperative Marketing Program.

Please rate your level of satisfaction with the following services provided through the South Cariboo Cooperative Marketing Program.



Please rate your level of satisfaction with the value your organization is receiving for its participation in the South Cariboo Cooperative Marketing Program.



Please share any ideas you may have for improving the South Cariboo Cooperative Marketing Program.

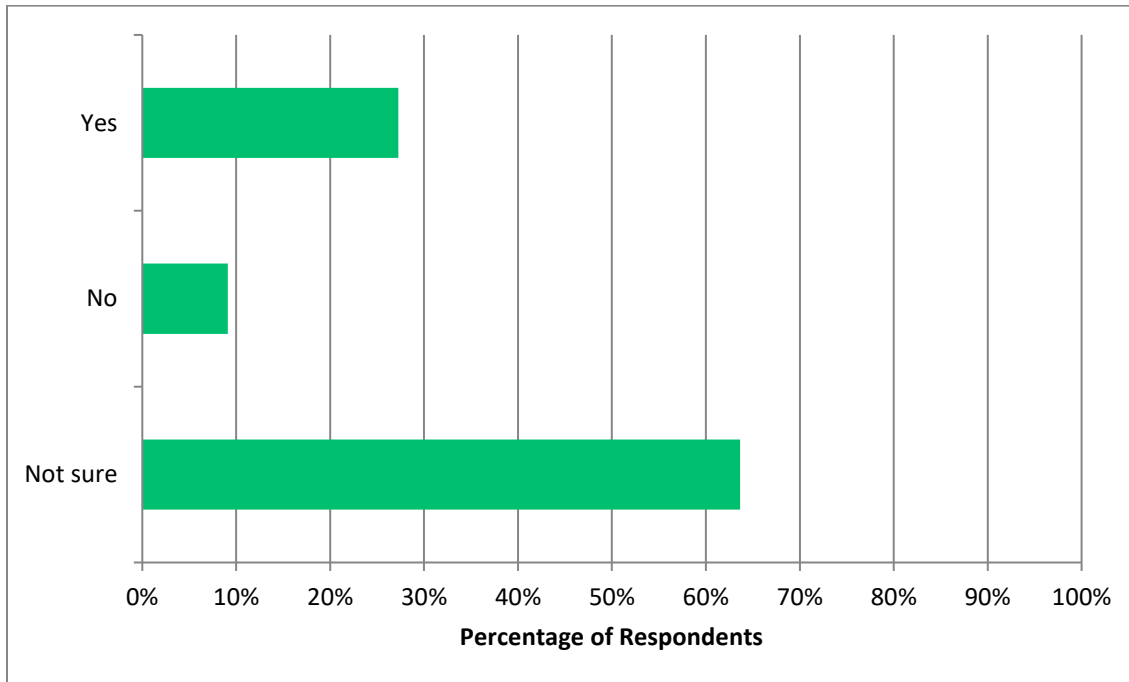
Respondents identified the following most often:

- Brochure stand/flags/banners that can be used at trade shows.
- Streamline printed materials.
- Improvements to digital and social media presence.

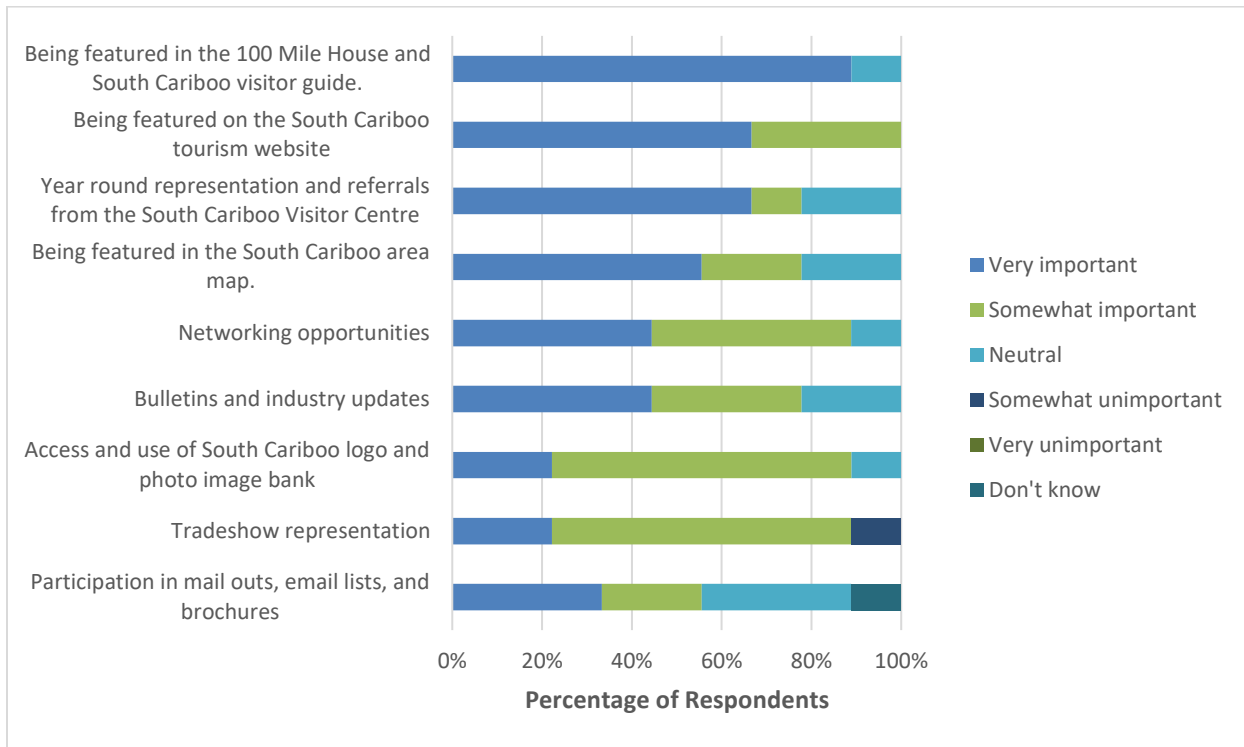
Never Been a Partner

The following responses are applicable to respondents who have never been a partner of the South Cariboo Cooperative Marketing Program.

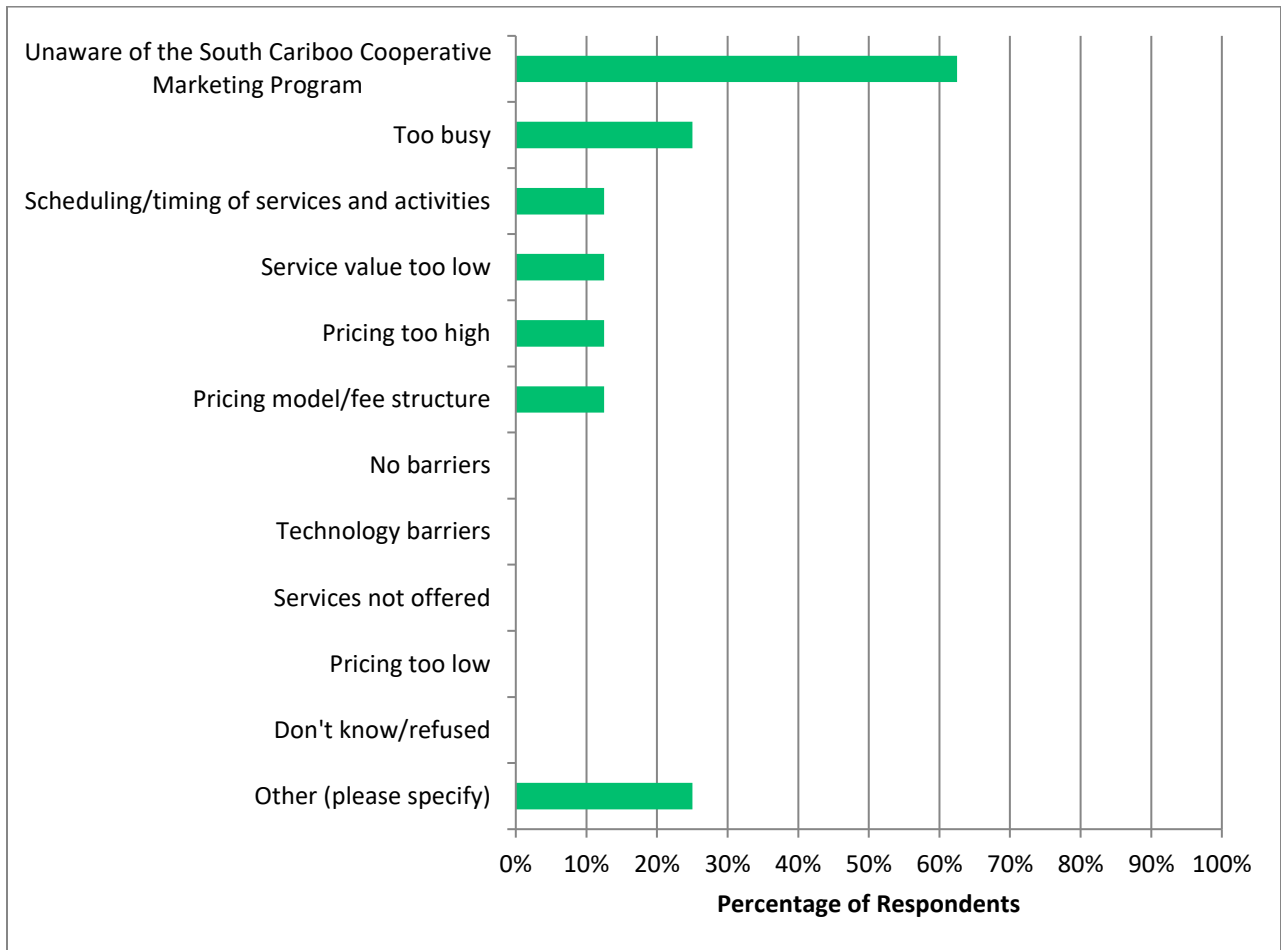
Is your organization interested in becoming a partner of the South Cariboo Cooperative Marketing Program?



Through the South Cariboo Cooperative Marketing Program, partners can access a variety of services. Please identify how important the following services would be to your organization.



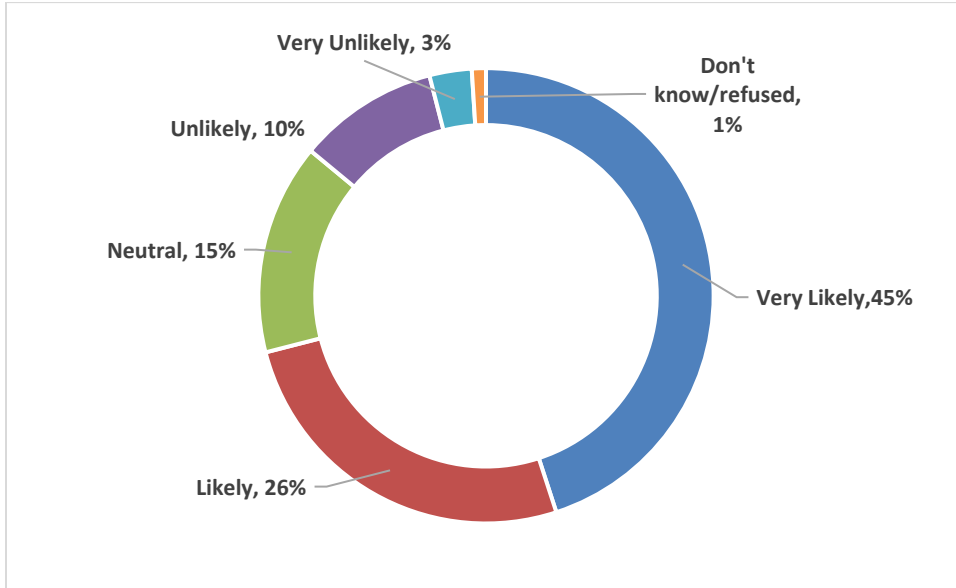
What barriers (if any) prevent your organization from participating in the South Cariboo Cooperative Marketing Program? Please select all that apply.



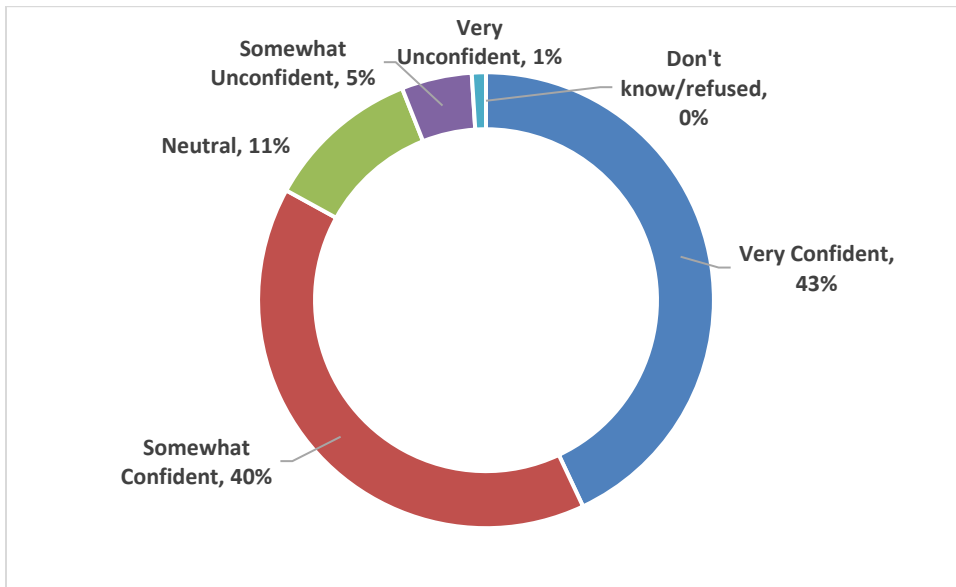
Residents

The following information is applicable specifically to survey respondents who identified themselves as residents.

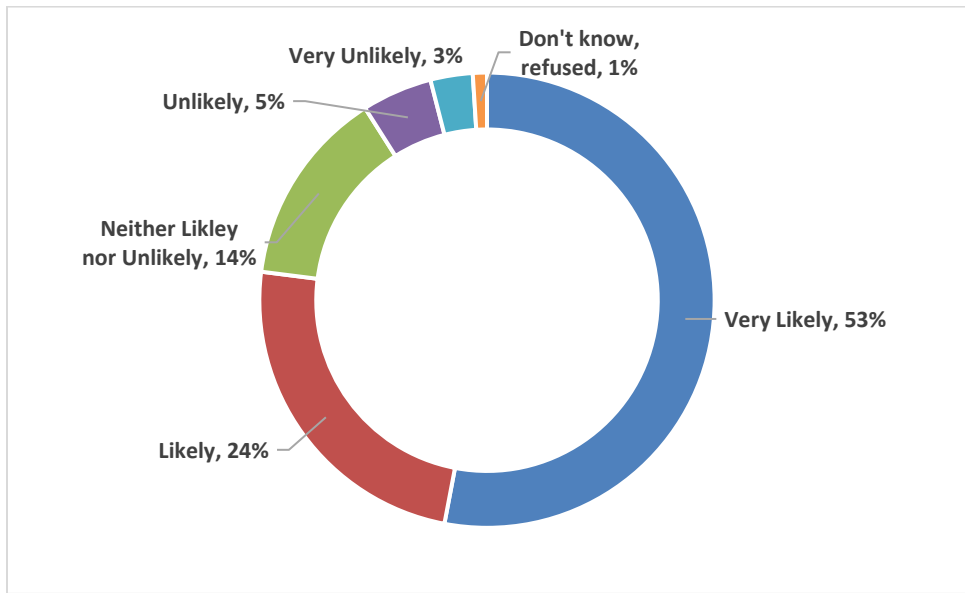
How likely are you to recommend 100 Mile House and the South Cariboo to others as a place to visit?



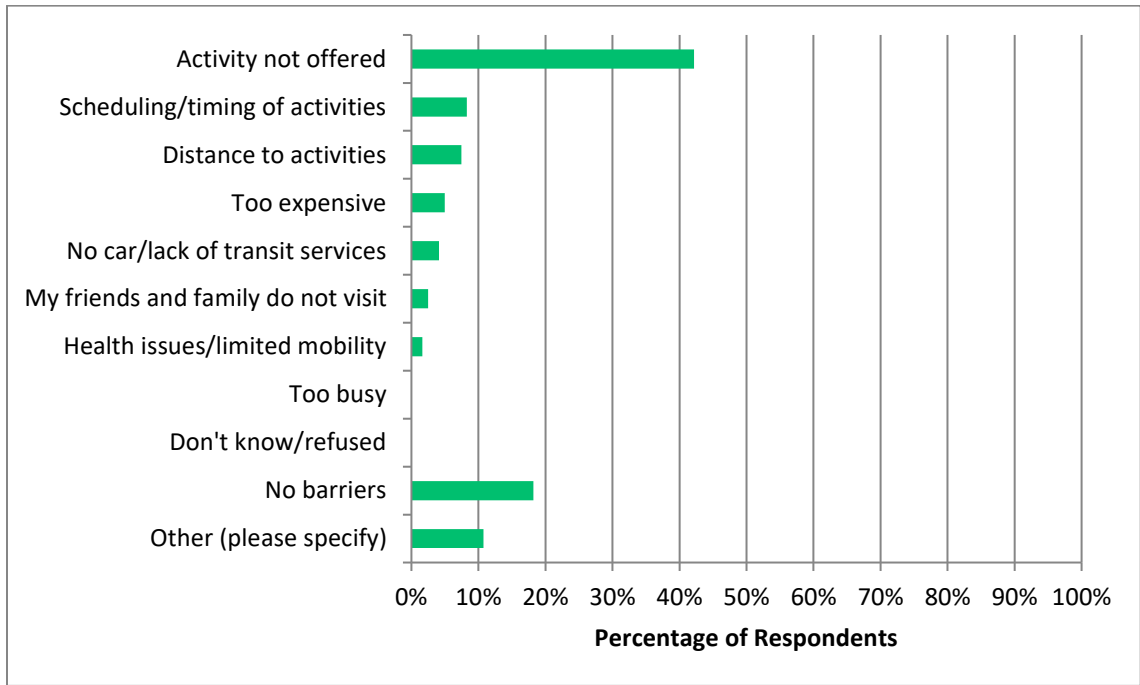
How confident do you feel answering basic visitor questions about 100 Mile House and the South Cariboo (e.g. where to eat, where to stay, what to do for fun)?



How likely are you to invite your friends and/or family to visit 100 Mile House and the South Cariboo within the next 2 years?



When your friends and family visit, what barrier (if any) most prevents you from participating in your preferred activities? Please select only one.

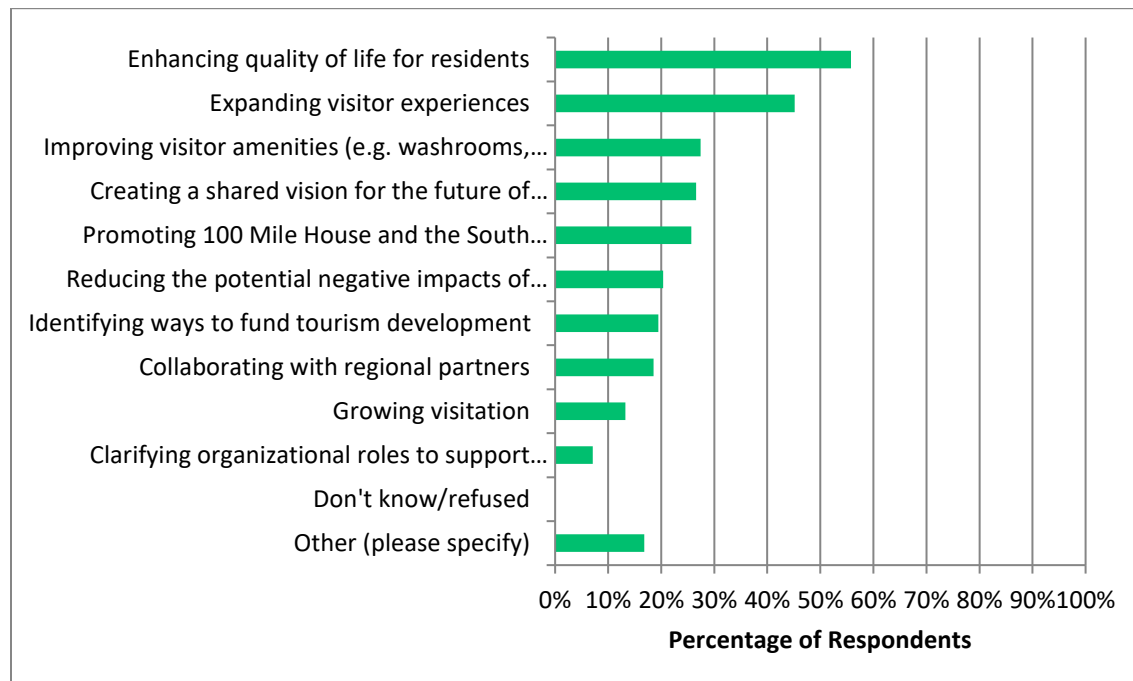


We would like to better understand what makes 100 Mile House and the South Cariboo a unique place to live and visit. In your opinion, what makes this a special destination.

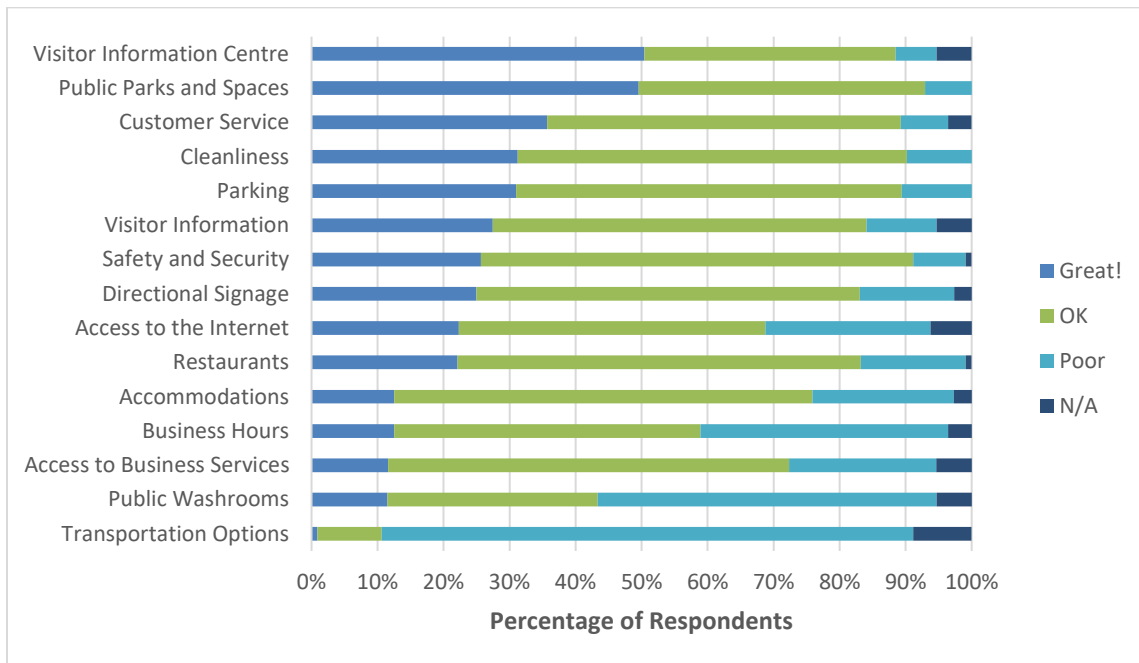
Respondents identified the following most often:

- Access to several lakes, natural beauty, nature, and landscape.
- Variety of activities available such as fishing and camping.
- Friendly community and a small-town feeling.
- Area is quiet and peaceful.

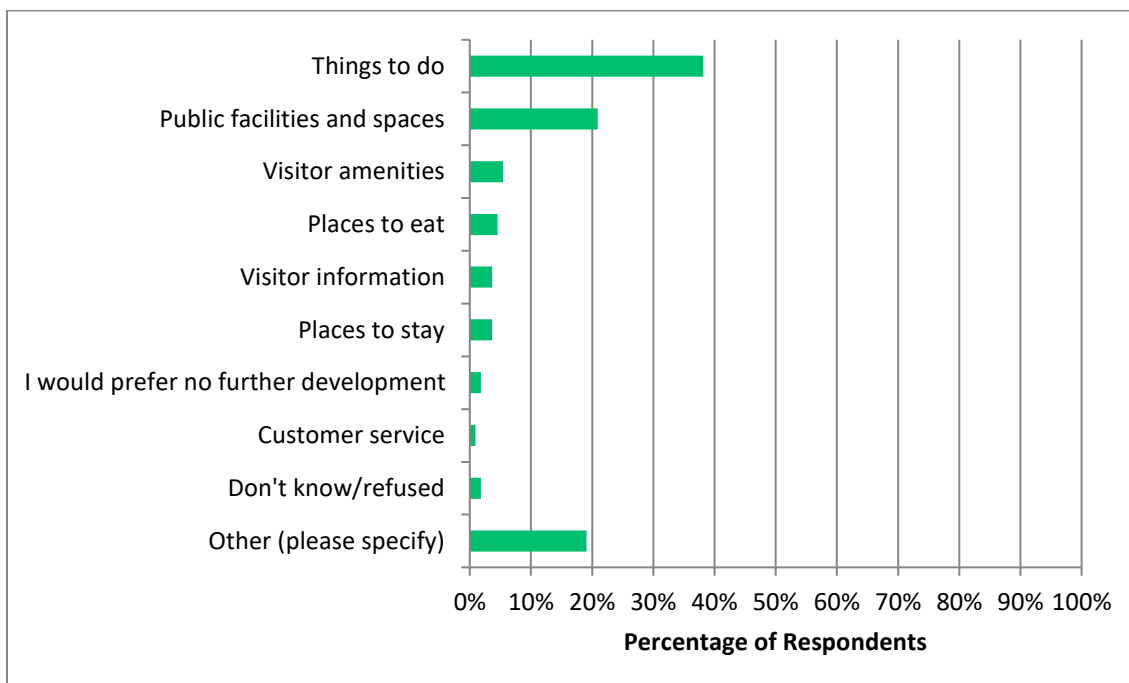
As we begin developing the Community Tourism Plan for 100 Mile House and the South Cariboo what do you think are the top 3 issues we should focus on? You may select up to 3 options.



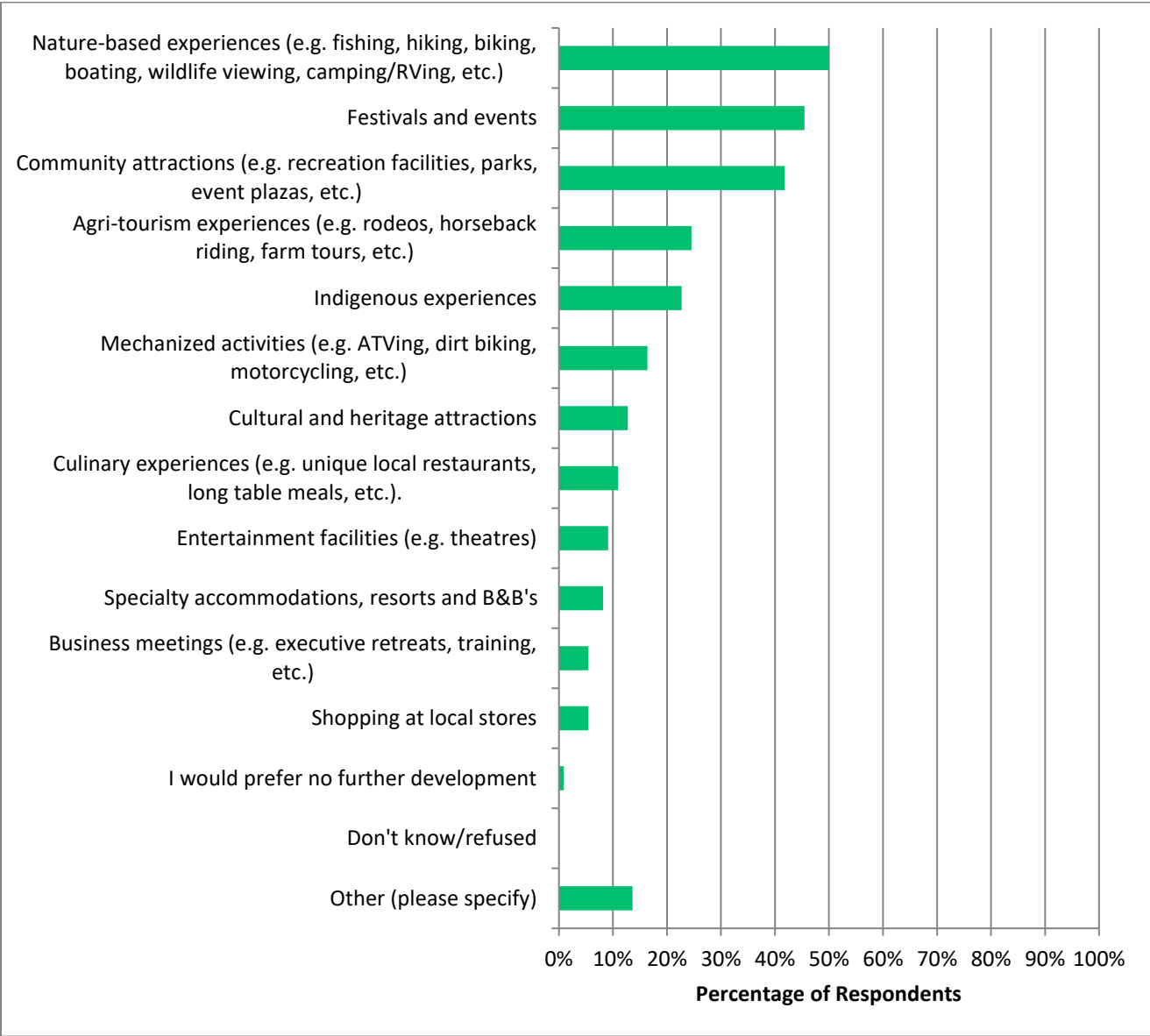
Please rate the following visitor services and amenities in 100 Mile House and the South Cariboo.



In order to encourage more visitors to come to 100 Mile House and the South Cariboo, what do you think the community could most improve on?



What types of activities have the greatest potential to be developed to encourage visitation? Please select up to 3 options.



Please share any other ideas you may have for developing or enhancing tourism in 100 Mile House and the South Cariboo.

Respondents identified the following most often:

- Developing new facilities such as a recreation centre, swimming pool, and skatepark.
- More opportunities and activities for families and youth.
- More activities that are year-round.
- Enhancing event offerings such as music festivals, concerts, night markets, and plays.
- More walking, hiking, and biking trails.
- Increasing the number of restaurant options available.

Community Input Workshops

Two community input workshops were hosted on November 9th and November 16th, 2023. 9 participants attended the workshops. The following summarizes the input received.

Opportunities

Theme	Comments
Experience Development	<ul style="list-style-type: none"> Enhancing tourism experiences that are available to visitors including guided hikes, birdwatching, geocaching, and ziplines. Enhancing experiences available in the winter. Equipment rentals.
Trail Development and Maintenance	<ul style="list-style-type: none"> Maintaining trails for visitors and community members. Ensure trails are accessible year-round. Enhancing signage and maps to trails. Trail development including Horse Lake, and ATV trails from 108 Mile Ranch to Gold Rush Trail and extending to Ruth Lake.
Advertising and Promotion	<ul style="list-style-type: none"> Utilize local knowledge to promote activities. Enhance marketing of the area. Promote existing opportunities. Central platform that includes all opportunities available in the area. Change messaging during fire season.
Partnership Opportunities	<ul style="list-style-type: none"> Enhance opportunities for collaboration among tourism businesses. Platform for partner engagement.
Environmental Planning	<ul style="list-style-type: none"> Address weather and fire risks. Implementing fire smart practices in the region. Securing funding, support, and manpower for fire smart activities.

Challenges

Theme	Comments
Infrastructure and Maintenance Challenges	<ul style="list-style-type: none"> Highway 24 to Lac La Roche into 100 Mile House needs to be maintained. Signage rules on Highway 24 are restrictive. Tourism sign at Interlakes needs to be replaced. No sign for Meadow Springs Ranch. Winter road maintenance is a barrier.
Communication and Information Challenges	<ul style="list-style-type: none"> Lack of platform to share local information. Maintaining and updating the visitor centre website (needs to include more information).

Accessibility and Transportation Challenges	<ul style="list-style-type: none"> • Lack of public transportation options including buses and taxis. • Limited wheelchair accessibility in some areas.
Operational Challenges	<ul style="list-style-type: none"> • The Travel Centre needs to expand their hours of business. They are closed on weekends in the winter. • Slow winter season, with limited business operations and closures.
Economic Challenges	<ul style="list-style-type: none"> • Small tax base. • High operational costs.
Staffing and Resource Limitations	<ul style="list-style-type: none"> • Challenges in staffing, retraining, and rehiring youth and other workers. • Funding restrictions hinder certain improvements or initiatives.

Tourism Development Issues to Address

Theme	Comments
Trail Development	<ul style="list-style-type: none"> • Difficulty developing new trails due to a variety of factors. • Lack of new trails in the Cariboo. • Schoolhouse Park has an extensive trail system; however, it needs to be cleaned up. • Need for trails to be officially mapped on BC Trails. • More trails to attract families. • More trails that are safe and accessible.
Enhanced Partnerships	<ul style="list-style-type: none"> • A need for partnerships between organizations. • Enhanced cooperation between partners.

What will be different as a result of implementing the plan?

Theme	Comments
Advertising and Promotions	<ul style="list-style-type: none"> • Promote the area beyond its current reputation such as small lake fishing. • Improve marketing strategies, especially for winter tourism. • Digital and hard copy promotional materials such as maps.
Expanded Experience and Event Offerings	<ul style="list-style-type: none"> • Activation of winter activities. • Signature event that will attract visitors. • Become a community with hiking, biking, and recreation options. • Activities such as mountain bikes, e-bikes, skating, and cross-country skiing.

	<ul style="list-style-type: none"> • Catering to a diverse demographic including baby boomers, young families, and multigenerational families with a focus on creating memorable experiences.
Accessibility and Community	<ul style="list-style-type: none"> • Becoming a booming community with restaurants and ensuring wheelchair accessibility. • Expanding transportation options such as a bus service.
Enhanced Partnerships	<ul style="list-style-type: none"> • Partner cooperation and more referrals.

Organization/Business Support to Develop Tourism

Theme	Comments
Advertising and Promotions	<ul style="list-style-type: none"> • Experience with social media platforms. • Ability to share content. • Focus on marketing to a younger demographic. • Share consistent messaging. • Sharing links to attractions with the Visitor Centre.
Community Involvement	<ul style="list-style-type: none"> • Refer other businesses. • Operators could help groom trails. • Hosting events such as the fishing derby.

Interviews

Interviews with tourism stakeholders were conducted between October 30th and November 24th. Key findings are outlined next.

- Demand for increased advertising, signage, and marketing initiatives.
- Operational challenges including increasing costs, staffing shortages, navigating regulations, and time constraints.
- There is a need for more local attractions, trails, and amenities to give visitors more to do.
- Opportunity for cross-marketing and joint marketing projects among businesses.
- Important to connect and learn from other operators in the area.
- Desire for transparency regarding the MRDT and how it benefits the local tourism sector.

Appendix B – Strategic Alignment Analysis

South Cariboo Asset Inventory (2022)

- A comprehensive tourism asset inventory report for the South Cariboo region to guide future planning, business development and attraction, and align tourism offerings.
- There were 370 assets recorded across 15 inventory categories, with natural attractions being the highest ranked category at 123 identified assets.
- A variety of tourism product strengths, gaps, and opportunities were established and are discussed in this report.
- Key tourism product development opportunities highlighted included the Fishing Highway programs and events, family friendly entertainment, agritourism and culinary, outdoor adventure, and activating 100 Mile House Downtown.²⁹

Gold Rush Trail Destination Development Strategy (2019)

- A 10-year collaborative growth plan that focuses on asset inventory, situation analysis and destination development for the Gold Rush Trail to be in a competitive position within the tourism industry.
- Three of the nine primary Explorer Quotient types for Canada are the niche target market for the Gold Rush Trail: Authentic Experiencer, Cultural Explorer, and Cultural History Buff.
- One of two major heritage touring corridors in British Columbia, offering opportunity for uncrowded, remote adventure.
- Opportunity for the Gold Rush Trail to strengthen Indigenous capacity for tourism development, with 17 market-ready Indigenous tourism experiences and Aboriginal Title Lands influencing tourism planning for the area.
- Strong visitor participation in camping/RVing along the corridor leading to further investment required in infrastructures such as additional campsites, signage, pull-outs, washrooms, and road maintenance.³⁰

Interlakes Destination Development Progress Action & Implementation Plan (July 2023)

- This plan is an assessment of progress to date and identifies six main priorities moving forward with implementation.
- Creating a strategic approach to expand the tourism season, extending beyond peak spring and summer months.
- Increase connectivity and infrastructure within the region to increase visitor experiences.
- Increasing paid visitor experiences to allow more connection with the natural landscape, culture, heritage, and history of the region.
- Establishing environmental monitoring and evaluating carrying capacity to safeguard the natural environment in which tourism in this region relies upon.³¹

Interlakes Destination Development Strategy (2018)

- Guides tourism partners to implement destination growth strategies that enhance economic, social, and cultural benefits through thirty-eight development objectives in alignment with six themes to enhance Interlakes market competitiveness.
- The six themes include:
 - Strategically invest in targeted infrastructure upgrades that will support tourism growth.
 - Lead strategic growth through continued collaboration.
 - Diversify and expand the visitor experience.
 - Enable tourism business viability and success.

- Balance economic growth while protecting the environmental assets upon which tourism relies.
- Support natural disaster recovery success.³²

Destination British Columbia’s Global Marketing Strategy (2023-2025)

- A strategic plan that focuses on long term marketing and corporate goals to develop British Columbia further as a healthy tourism ecosystem.
- Five key marketing goals are established which include:
 - Grow brand affinity.
 - Increase geographic dispersion.
 - Increase seasonal dispersion.
 - Build an inclusive tourism ecosystem.
 - Prepare Destination BC and the industry to be Digital-First, Privacy-Centric.³³

Strategic Framework for Tourism: A Plan for Recovery and Resiliency (2022-2024)

- This plan outlines a shared government and industry vision for rebuilding the tourism industry, emphasizing three sustainability pillars to support tourism economic recovery while supporting citizens wellbeing.
- Priorities and actions revolve around:
 - People: tourism supporting healthy and inclusive societies.
 - Planet: grasping opportunities for tourism to support clean growth.
 - Prosperity: sustainable growth of the visitor economy.
 - All these priorities and actions also include reconciliation with Indigenous Peoples.
- Investing in infrastructure to reduce tourism emissions and waste as well as educating visitors about responsible travel to are some action items to help create a resilient tourism ecosystem.³⁴

Appendix C – References

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