# CENTRAL COAST REGIONAL DISTRICT

## CENTRAL COAST ECONOMIC DEVELOPMENT COMMISSION

# ECONOMIC DEVELOPMENT OPERATING PLAN

## 2005 - 2007

**April 1, 2005**

**Lions Gate Consulting Inc. ▪ Westcoast CED Consulting Ltd. ▪ Peak Solutions Consulting**

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# 1 Executive Summary

## 1.1 INTRODUCTION

- Central Coast Regional District (CCRD) and Central Coast Economic Development Commission (CCEDC) commissioned preparation of an economic development strategy for the Bella Coola Valley.
- Strategy content was created with input from the research base, the community and the consulting team. An illustration of the plan process is shown below.

**Economic Development Action Plan**

**Development Process**

Community Input – Town Hall Sessions

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Economic Sector Input – Focus Groups

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CCRD/EDC Workshops

↓

Research and Analyses

↓

Key Informant Interviews

↓

First Draft Plan

↓

Review and Rework

↓

Second Draft Plan

↓

Public Presentation and Comment

↓

Finalized Three-Year Plan

## 1.2 PLAN FRAMEWORK

**Vision** – Our vision for the Bella Coola Valley is a *caring, self-reliant, sustainable* community supported by a *diversified, locally-influenced* economy that operates within the healing capacity of a *clean, healthy* natural environment.

**Mission** (abbreviated) – serve residents, business and government in creating a positive business environment, a sustainable economy based on realistic opportunities, community support and leadership and local influence over the regional resource base.

| Goals | | Strategic Components |
|---|---|---|
| Economic development capacity | | **Organizational Development** – issues involving organizing, funding and creating capacity for the implementation of the Strategy. |
| Employment and diversification | | **Business Development** – opportunities and initiatives for creating new economic activity in key sectors and industries. |
| Investment and visitation | | **Marketing and Attraction** – recommendations for creating more exposure for the BCV among markets, customers and government. |
| Investment in public assets | | **Infrastructure** – investments in municipal, transportation, human resources and other infrastructure that advances community welfare and attracts business investment. |
| Community influence over resources | | **Resource Policy and Management** – measures for gaining more local involvement and control over Crown land and resources, recognizing that in a community the size of the Bella Coola Valley, extraordinary steps are required to stimulate economic development. |

## 1.3 THREE-YEAR OPERATING PLAN

**Organizational Development**

1. Secure a minimum of $100,000 annually to implement the strategy.
2. Communicate with stakeholders inside and outside the Valley.
3. Community leadership program - determine viability.
4. Establish benchmarks for measuring progress.
5. Evaluate strategy progress to measure achievement of performance targets.

**Business Development**

6. Rock and gravel quarry – development liaise.
7. Fish opportunities – assemble, review and consolidate documentation; work with Task Force; identify opportunities and prospective entrepreneurs.
8. Work with BCVT to prepare a tourism marketing and development strategy (inclusive of branding).
9. Assist with implementing the tourism marketing and development strategy.
10. Tweedsmuir Park – investigate economic development opportunities relative to Management Plan review.
11. Help build a network of forestry operators to facilitate development of new opportunities and expansion of woodland and silviculture services.
12. Investigate the feasibility of a log sort yard.
13. Provide assistance for further research and planning on forest processing opportunities.
14. Agriculture – explore market (in)efficiencies and opportunities.
15. Community-based business coaching/facilitation program – determine viability.
16. Oil and Gas – encourage ongoing dialogue and information dissemination.

**Marketing and Attraction**

17. Investigate a Bella Coola brand that could be used to enhance marketing activities of all sectors and organizations.
18. Develop a Bella Coola Valley web portal.
19. Coordinate the provision of community information in support of marketing.
20. Offer site location assistance to businesses.

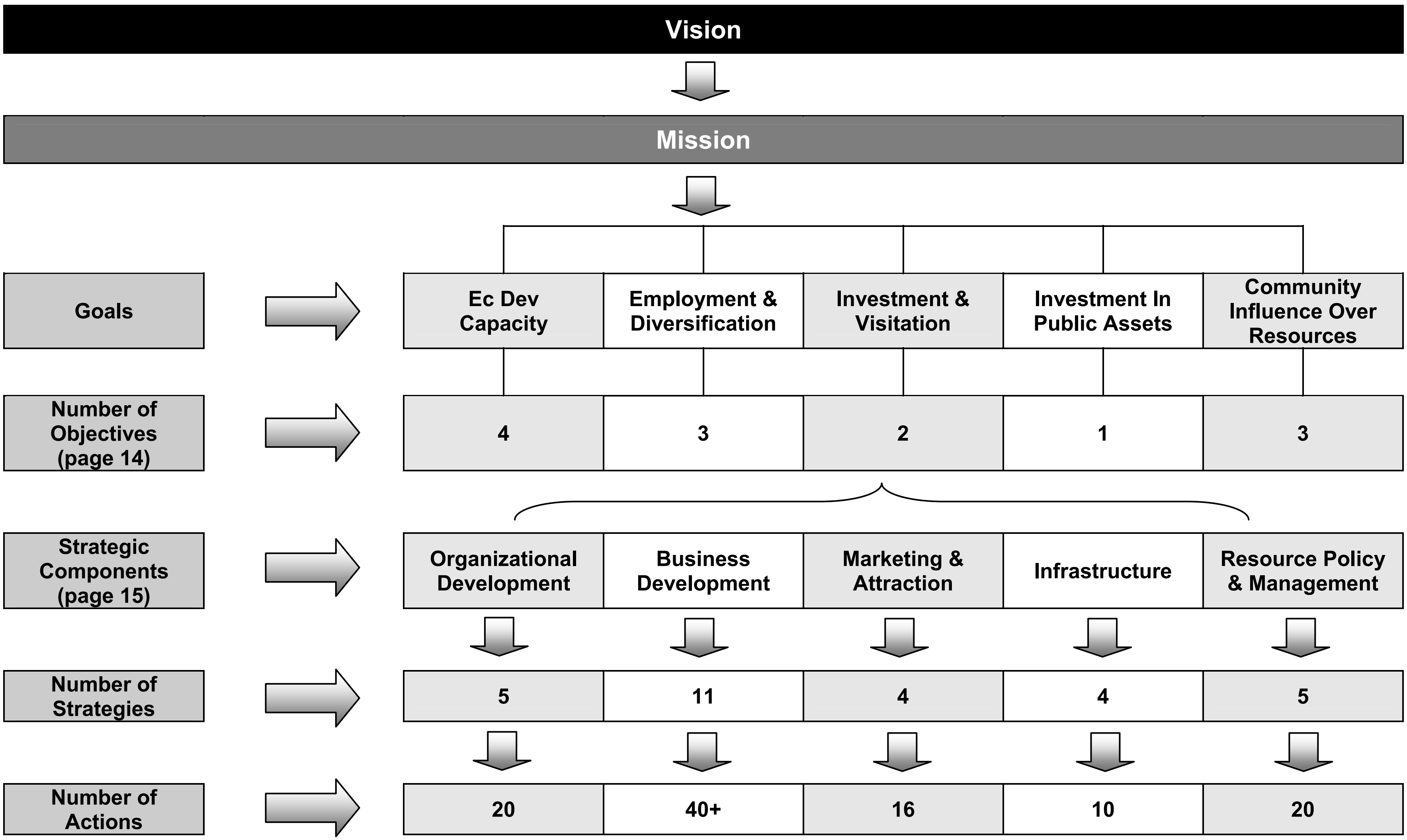
**Infrastructure**

21. Waterfront/estuary plan – assemble community stakeholders/interests; assist in building the alliance; identify potential project champions.
22. Optimize commercial broadband use.
23. Ferry service – support maintenance and expansion.
24. Trails, FSRs and recreation sites - facilitate assembly of individuals and organizations interested in rebuilding/maintaining/enhancing.

**Resource Policy and Management**

25. Policy research on local control of resource tenures.
26. Support efforts to obtain a Probationary Community Forest Agreement.
27. Undertake follow-up tasks to support the overall viability of the Probationary Community Forest Agreement and expand the economic outcomes.
28. Forest botanicals – explore commercial potential.
29. Complete Bella Coola Valley Watershed Fish Sustainability Plan.

## 1.4 PLAN SUMMARY



# 2 Introduction

In August 2004 the Central Coast Regional District (CCRD) and Central Coast Economic Development Commission (CCEDC) contracted with a consulting team led by Lions Gate Consulting Inc. to prepare an economic development strategy for the Bella Coola Valley. The context of the project is described in the paragraphs that follow.

## 2.1 PROJECT BACKGROUND

Over the past several years, the Central Coast experienced significant socio-economic change as a result of both internal and external factors. The traditional economic base, centred on natural resource extraction, declined due to broader industry trends and depletion of key resources. However, the natural resources of the region continue to offer opportunities for community development, but gaining greater and long-term local benefits will require new approaches.

The development strategy is meant to enable the region to apply sustainability principles, including full integration of ecological, social and economic values to achieve its overall goals of social and economic well-being. The considerable body of research undertaken over the last few years provided the foundation of a knowledge base on which to consolidate and implement strategies for action in the community. The primary purpose of the strategy is to build an ***"Agenda For Change."***

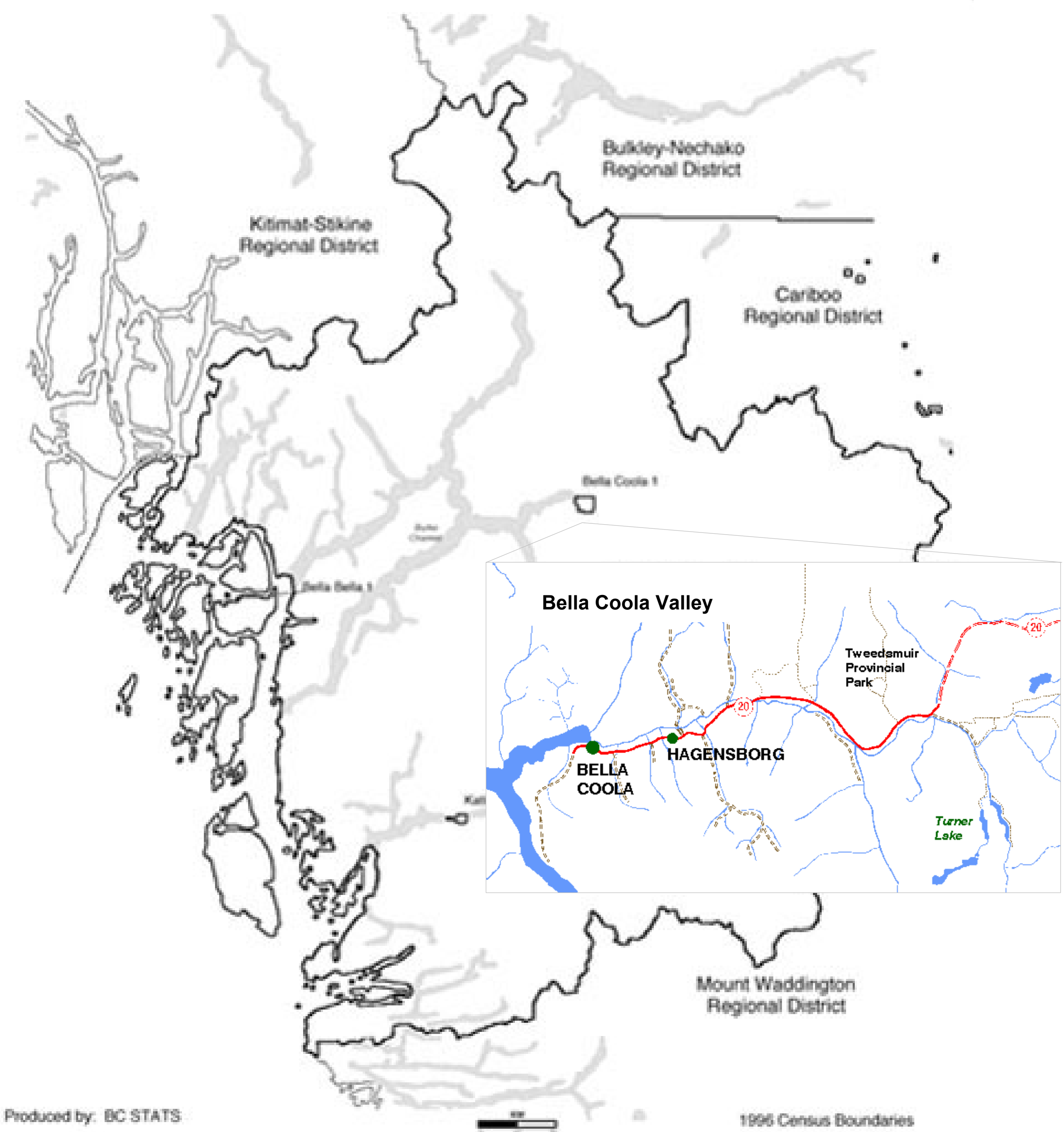
Key tasks set forth by the Committee include:

- Review, analysis and restatement of previously identified strengths, weaknesses, opportunities, threats, principles, values, mission and vision.
- Review of all previously published reports, studies, plans, strategies and processes. Supplement with additional external studies as needed.
- Compile and articulate community members' perspectives/positions concerning priorities.
- Lead a workshop for Directors and Commissioners to ensure they have an understanding of the process and are comfortable with project direction.
- Using the Community Economic Development Statement of Sustainability Principles and Checklist (draft) as a guide/foundation, devise a framework against which acceptable and viable initiatives, opportunities and projects may be prioritized.
- Analyze, short list and synthesize a realistic implementation plan (draft) for each priority that is coordinated with the overall strategy and acceptable to all collaborators.
- Establish benchmarks with associated trackable indicators that can be used to gauge the community's progress towards strategies identified.
- Meet with Directors, Commissioners and sector representatives to review selected initiatives and secure additional input.
- Present the draft document at a public meeting.
- Prepare a realistic, costed, timed, achievable three-year, multi-sector business plan of the previously identified priorities, that can be measured against evaluation criteria and incorporates a recommended process for annual updating.
- Present the final document at a public meeting and begin the process of implementation.

## 2.2 STUDY AREA

The study area is the Bella Coola Valley. A map of the Central Coast Regional District is shown in Figure 1.

**Figure 1: Central Coast Regional District and Bella Coola Valley**



## 2.3 STUDY METHODOLOGY

A literature review was conducted to determine the extent of the research base and identify knowledge gaps. The considerable body of work assembled for the Central Coast over the last decade was obtained and supplemented with government, industry and sector reports, as well as numerous Internet resources. A bibliography of reference materials is provided at the end of the report.

Community and regional stakeholders were engaged in the study process:

- A series of seven focus groups involving 60 participants was conducted between October 19 and 21, 2004 in Bella Coola. Themes for the sessions were forestry, fisheries, agriculture, tourism, general business, infrastructure, community and government.
- Stakeholders unable to attend focus groups were given an opportunity to request an interview. Interviews were conducted throughout November.
- A planning workshop was held on November 30, 2004 in Bella Coola with CCRD and CCEDC members to discuss the strategy framework and prioritize strategy options.

A list of study contacts is provided in Appendix 1.

## 2.4 THE PURPOSE AND SEQUENCE OF THIS REPORT

Two reports delivered as part of this project were:

- A draft strategy framework report; and,
- A final Economic Development Operating Plan report.

A ***strategy framework*** was delivered in November, 2004.

This report is a second draft of the Economic Development Operating Plan.

## 2.5 REPORT STRUCTURE

There are six chapters to this report.

***Chapter 1*** presents the executive summary.

***Chapter 2*** provides an overview of the project, deliverables and this report.

***Chapter 3*** describes the rationale for economic development and an explanation of the planning process being engaged for this project.

***Chapter 4*** presents the plan framework with reference to vision, mission and goals.

***Chapter 5*** provides major strategy recommendations.

***Chapter 6*** presents an action plan identifying how the strategies are to be implemented.

Socio-economic profile information and other supporting materials are shown in the appendices.

# 3 A Description of the Strategic Planning Process

## 3.1 WHAT IS ECONOMIC DEVELOPMENT?

It is not possible, within a single definition, to capture all the facets of economic development. It is usually described either in terms of objectives such as employment creation, wealth creation and quality of life, or as a process which tries to shape and encourage growth, competitiveness, sustainability and the overall economic well being of a community.

The broadest concept of economic development encompasses four major policy areas:

- Macro-economic polices (e.g. inflation, taxation, human resource development).
- Infrastructure policies.
- Policies directed at affecting the business climate through a variety of programs and initiatives.
- Direct enterprise investment and development.

What is common amongst all definitions is the implied, and in some cases explicitly recognized, role of government, as it is responsible for creating the environment in which economic development occurs. The US Department of Commerce presents the following definition, which more directly states the government role. "Economic development is fundamentally about enhancing the factors of productive capacity - land, labour, capital, and technology - of a national, provincial or local economy. By using its resources and powers to reduce the risks and costs which could prohibit investment, the public sector often has been responsible for setting the stage for employment-generating investment by the private sector."[1] The definition pertains to medium sized and larger communities with complex economies. In smaller communities with less developed economies, communities themselves need to grab the levers of economic and business development from time to time to take advantage of economic opportunities.

There is a widespread misconception that economic development is equivalent to economic growth. Development is certainly a precursor to growth as it provides essential innovation and structural change. On the other hand, growth can also lead to development if it drives new change in the economy. From a sustainability perspective, however, development does not imply growth, as it is quite possible for an economy to *develop* (e.g. diversify and evolve), but not *grow* by standard leading indicators.

Importantly, because a consensus definition for economic development does not exist, there is no single strategy, policy or program direction for achieving success. The unique mix of geographic, political, economic and social attributes of a region will present a distinctive set of challenges, and require different solutions, for economic development to be successful.

[1] What Is Economic Development, Economic Development Administration, US Department of Commerce, web: http://www.osec.doc.gov/eda/html/2a1_whatised.htm

### 3.2 WHY UNDERTAKE AN ECONOMIC DEVELOPMENT STRATEGY?

The Economic Development Strategy describes a roadmap for the Bella Coola Valley and its partners (private, nonprofit, public sector) illustrating how they can work together on the application of strategies for enhancing employment, investment and quality of life opportunities that will benefit the entire community. The strategy is based on the premise that the community can develop local visions and goals and apply local resources to achieve them. If done systematically and over the long-haul, the Valley can enhance its economic base while maintaining its core values.

For the Bella Coola Valley, there are a number of motivating factors for a new Economic Development Strategy that include:

- income generation activities for meeting basic needs;
- attending to economic development goals, objectives and priorities set forth in other local plans;
- where appropriate, augmenting and updating existing planning objectives in light of new socio-economic conditions and anticipated future needs. This includes updating the last economic development strategy prepared in 1989;
- collaborating and partnering with other agencies and community groups to leverage spending and enhance the likelihood of positive outcomes; and,
- acknowledging that, today, communities must compete for investment, human resources and infrastructure.

### 3.3 HOW SUSTAINABILITY FITS WITH THIS PLAN

Sustainability refers to a state or condition that can be maintained over an indefinite period of time. The act of sustaining is rich with meaning and can connote different things in various contexts. Sustainable economic development implies an ability to continue economic activity on an indefinite basis. Importantly, there is no one agreed definition of sustainable development and therefore no simple measure of what constitutes sustainable activity.

For the purposes of this strategy, the objective is to increase economic growth that will allow the community to combat chronic unemployment, low income levels, poverty and lack of infrastructure, with minimum impact on natural resources and the environment.

# 4 Plan Framework

This section of the report covers the four key elements of the strategic planning process:

- Vision;
- Mission;
- Situation analysis; and
- Strategic goals.

The situation analysis is taken from the strategy framework report which was based on a literature review and the community consultation process. Other content was generated by CCRD and CCEDC members who participated in the November 30, 2004 planning workshop in Bella Coola. The workshop reviewed the community visioning and sustainability principles undertaken by the Visions and Principles Committee earlier in 2004 and used this as the basis for their planning efforts.

## 4.1 VISION STATEMENTS

A vision statement describes a desired future state for the community. It provides an important direction-setting path for economic development efforts.

> Our vision for the Bella Coola Valley is a *caring, self-reliant, sustainable* community supported by a *diversified, locally-influenced* economy that operates within the healing capacity of a *clean, healthy* natural environment.
>
> Source: Visions and Principles Committee (2004)

Workshop participants wished to supplement this vision with the following:

- A locally-influenced economy is desirable, but can it be achieved given increasing globalization, and our lack of capacity? Some form of control over resource allocation and use is needed, but what would that be? At a minimum, we need to achieve more self-reliance and independence within the boundaries we now have. More control may be a matter of exerting more local direction and becoming more locally involved than we now are. The Bella Coola Valley needs to look after itself and reduce expectations for outside assistance, without being exclusive.
- Diversification implies progress, growth, vitality, flexibility and a greater level of cooperation among existing businesses. The boom/bust trends of the past can only be overcome by encouraging more people to build more businesses in more niches. We must be seen to be open for business. Otherwise, we will continue to be limited by our weaknesses.
- Jobs are very important and contribute to community health. Employment will have to be built one job at a time if we are to succeed.

- Human resource development is essential and should bridge economic opportunities with health, happiness and sustainability.
- Sustainable development means getting more for the community and ensuring that businesses reflect our vision and values. Other community objectives cannot be lost. We would like to develop in a way that our grandchildren's children have opportunities.
- Our vision can be obtained if the BCV strives for advancement - grasping beyond our reach is good for the community.

## 4.2 MISSION STATEMENT

A mission statement answers the questions who do we serve? What do we do and how do we do it? It is meant to be concisely written and set the stage for presenting goals and objectives. Ultimately, the mission statement will want to inspire people to participate in the community development process. The planning workshop generated the following content for a BCV economic development mission.

> The economic development function represented by the CCRD and the CCEDC serves residents, businesses, local government and institutions so as to contribute to the community's economy, health and stability.
>
> Its primary role is to plan, pursue and implement community economic development. This is done by creating a positive business climate, promoting the Valley and its businesses, assisting outside investors, liaising with government and ensuring social, community and sustainability goals are part of the development agenda.
>
> Priorities for action are the identification of sectors, businesses and projects that have the best potential for contributing to community goals and values. Marketing programs, infrastructure investments, business climate initiatives, human resource development and lobbying efforts will be built around these preferred targets. Resource tenures that can serve either as a source of rents for local use, or to stimulate business development through partnerships will be a fundamental tool for development. The organization will strive to develop its own, internal leadership so it can continue to serve the community effectively and in accordance with the principles of community economic development and sustainability.

### 4.3 SITUATION ANALYSIS

Information about strengths, weaknesses, opportunities and threats is required to make informed decisions about what goals and strategies the community should prioritize. A profile of socio-economic indicators and key sectors of the economy can be found in Appendices 2 and 3, respectively. Table 1 provides a synopsis of the major points of these analyses.

**Table 1: Overview of Socio-Economic Situation in the Bella Coola Valley**

| | |
|---|---|
| **Major Trends** | |
| Long-term decline in population (since 1971)<br>Low average incomes<br>Very high dependency on government employment and income assistance benefits | Significant decline in traditional goods-producing jobs over last 10 years<br>Steady increase in proportion of service jobs |
| **Strengths** | |
| Natural resources<br>Wilderness<br>Beauty of the landscape<br>Quality of the environment | Access to tidewater<br>Proximity to resources<br>First Nations' culture<br>High level of interest in value-added activities |
| **Weaknesses** | |
| Distance to markets<br>Small local/regional markets<br>Lack of market recognition<br>High costs of transporting goods and people<br>Accessible, quality resources now becoming limited<br>Lack of local control over regional resources | Limited access to human inputs (labour, capital)<br>Small entrepreneurial pool<br>Insufficient infrastructure and support services<br>Lack of recognition from senior governments<br>High costs of business development and operation<br>Limitations on current power generation capacity and supply locally |
| **Opportunities** | |
| Eco-tourism/nature-based tourism<br>Local agri-food production<br>Small-scale food processing<br>Harvest/production of under-utilized resources<br>Community forest licences | Community/local ownership of resource tenures<br>Value-added production of local resources<br>Cooperative production and marketing<br>Available production capacity in some sectors<br>Local services |
| **Threats** | |
| Continued decline in supply of marketable resources<br>Worldwide increase in supply of commodities<br>Govt. commitment to ferry and other transportation services<br>Loss of population and related services | Government resource allocation decisions<br>Lack of government direction on rural development<br>Uncertainty associated with land use/ownership<br>Rising production costs for declining resources<br>Lack of sustainable development options |

### 4.4 OPPORTUNITY ASSESSMENT

The preceding SWOT analysis described a set of opportunity categories based on the results of the literature review. The focus groups yielded a more detailed list of opportunities as shown in Appendix 4. A summary of opportunities appears in Table 2.

**Table 2: Opportunity Summary and Assessment**

| | High-Ranked Opportunities (+4.0) | Medium-Ranked Opportunities (3.5 - 3.9) |
|---|---|---|
| **Tourism** | | |
| Take advantage of the exceptional tourism features of the BCV while mitigating the barriers to development such as a small business base and minimal infrastructure. | - | • Heritage tourism<br>• Adventure market development<br>• Heli/Cat skiing<br>• Artisan product development |
| **Agri-food** | | |
| Using local crops, livestock, forest botanicals, seafood harvests and water, increase the production of agri-foods for export markets. | • Small-scale food processing<br>• Specialty processed foods<br>• Harvesting of botanicals<br>• Seafood aquaculture development<br>• Ocean ranching | • Small-scale fish plant<br>• Steelhead restocking<br>• Expansion of Steelhead habitat<br>• Bottled water |
| **Forestry** | | |
| Revive the employment base in the vital logging sector and direct timber towards the production of value-added product manufacture. | • Specialty mill/manufacturer<br>• Kiln drying – specialty products<br>• Community forest | • Small sawmills for local market<br>• Woodlands services<br>• Silviculture services<br>• Log sort yard<br>• Hemlock chipper |
| **Minerals** | | |
| Undertake the extraction of high potential mineral resources in a way that provides maximum benefits to the BCV and does not sacrifice environmental values. | - | • Rock/aggregate quarry. |
| **Services** | | |
| Target local services that could be provided to stop the leakage of local spending to outside areas. | - | - |

### 4.5 GOALS

Goals are the results to be achieved in economic development, the measurable ends. Goals should be realistic, measurable and constitute short-term and long-term targets. The results of the planning workshop provided the context for the following set of goals and related objectives:

1. **Economic development capacity**.
    - Continued minimum funding levels to support economic development.
    - Guidance through a strategic plan and annual operating plans.
    - Community leadership.
    - Community understanding, awareness and support of economic development.

2. **Employment and economic diversification**.
    - Increased business activity.
    - Increased jobs for residents.
    - Improved business climate.

3. **Investment and visitation**.
    - New investor interest.
    - New visitation.

4. **Investment in public assets**.
    - New or expanded infrastructure.

5. **Community influence over land and natural resources**.
    - Community participation in the innovative use of resources.
    - Community ownership of or partnerships in Crown tenures.
    - Community influence over land and resource planning.

# 5 Strategies

This chapter presents strategy recommendations pursuant to the vision, mission and goals outlined in the previous chapter.

Strategy components are presented as follows:

| Goal | Strategic Component |
|---|---|
| Economic development capacity | **Organizational Development** – issues involving organizing, funding and creating capacity for the implementation of the Strategy. |
| Employment and diversification | **Business Development** – opportunities and initiatives for creating new economic activity in key sectors and industries. |
| Investment and visitation | **Marketing and Attraction** – recommendations for creating more exposure for the BCV among markets, customers and government. |
| Investment in public assets | **Infrastructure** – investments in municipal, transportation, human resources and other infrastructure that advances community welfare and attracts business investment. |
| Community influence over resources | **Resource Policy and Management** – measures for gaining more local involvement and control over Crown land and resources, recognizing that in a community the size of the Bella Coola Valley, extraordinary steps are required to stimulate economic development. |

### 5.1 ORGANIZATIONAL DEVELOPMENT

The economic development strategy will require the combined support of the CCRD, the two senior levels of government, in association with their agencies and the community, if it is to be effective. Plan content was created through the active involvement of community stakeholders and reflects the values, interests and expectations expressed in the planning process. The support of the CCRD is required in three different ways, the resources committed to implementation, the ongoing support of elected officials and staff, and a sustainable model of delivery.

The strategies necessary to create the organizational capacity to implement the plan are described in the following paragraphs.

1. **Secure a minimum of $100,000 annually to implement the strategy.**

   The CCRD should strive to ensure the vision, mission and goals are appropriate given the resources made available. Goals (and their related strategies) should not be proposed if the organization does not have the means to implement them. Attempting to accomplish too much with too little will create unrealistic expectations, jeopardize programs and ultimately erode public support.

   The strategy set forth in this report cannot be implemented with a budget of less than $100,000 annually. The evidence from economic development offices around the province suggest this budget amount as a minimum requirement to support salaries, administrative support, basic overhead and basic programming.

   The Bella Coola Valley is a small community with a limited tax base, and limited funding capacity for economic development. However, the expectation is that funding contributed, if expended wisely, will generate net economic returns and contribute to the overall wellbeing of the community.

   Obtaining core funding should be an immediate priority not only because it is required for strategy implementation, but also because it can be used to leverage even more government funding and program support. With its very small business base, access to government resources is critical for the continued survival and development of the Valley.

2. **Communicate with stakeholders inside and outside the Valley.**

   It is worth underlining the importance of communications to the economic development process, as it will keep people informed, supportive and involved. Conveying the progress of the plan to the public will make it easier to marshal support and cooperation as initiatives are implemented.

3. **Community leadership program - determine viability.**

   The BCV has a limited core of volunteers and leaders owing to September its small population. Yet residents, businesses, community groups and First Nations will be asked to participate in economic development activities perhaps in ways that are beyond their capability to respond. It is therefore advisable for the CCRD to nurture, enhance, encourage and support leadership development within the community. This can bring new blood into the community development process and help prevent volunteer burnout.

4. **Establish benchmarks for measuring progress.**

   A monitoring strategy needs performance indicators against which progress can be measured, then reported back to partners and the community. Many of the goals in section 4.5 are simple to measure as they either completed or they are not. Others such as population, employment and tourism development goals require that benchmarks be established now for measurement in the future. While benchmarking can be a valuable planning aide, it can sometimes exceed its usefulness if it becomes too complex or expensive to carry out. In general, indicators should be understandable, relevant, and relatively easy to compile data for. A table of suggested indicators appears in section 6.3.

5. **Evaluate strategy progress to measure achievement of performance targets.**

   Economic development activities should be regularly monitored and evaluated so the CCRD and its partners understand plan progress. Benchmarking and evaluation can help with the allocation of resources, assist with performance reviews and partnership development and build a better relationship with the community by communicating the outcomes and benefits of the tourism development process.

   The Strategy is also meant to be a document of change and will be subject to amendments as circumstances dictate. It is therefore important that the CCRD set priorities within the document. We have prepared the following guidelines to help with this process:

   - The initiatives that follow are all considered important and there is no implied prioritization by the order in which they are presented.
   - Each section has some strategies that should be pursued immediately, while others should be deferred. For each strategy, we have suggested completion dates for the three year planning horizon.
   - Generally, actions within each strategy are meant to be implemented in the order presented.

   Priorities are affected by the commitment expressed by key partners. How successful the CCRD is in attaining its goals and objectives depend on how fruitful its partnerships are – the more partners involved in implementation, the more that can be accomplished. If key partners are unwilling to join in then the priority for a particular initiative may drop.

### 5.2 BUSINESS DEVELOPMENT

Business development refers to any program that encourages the creation or expansion of business activity, and by extension employment, income, diversification and sustainability goals the community deems important.

Programming can take many forms, from business retention and expansion (BRE) and enterprise facilitation to entrepreneurship. A wide range of action areas are possible, from the development of tailored training or financial solutions, to the streamlining of local permitting and assistance with overcoming regulatory hurdles.

The majority of the private-sector opportunities presented in Appendix 4 falls under the category of business development. Priority opportunities and recommendations for action are presented in the following paragraphs.

1. **Rock and gravel quarry – development liaise**.

   Due to its small economy, there is little demand for aggregate products within the BCV. However, there is an opportunity to participate in the rapidly growing demand in the aggregate export market. Large coastal cities in the Pacific Northwest are quickly running out of accessible aggregate supplies. This has resulted in an increase in aggregates being shipped from remote areas of BC to these markets. Of particular note is California, with its fast growing population and diminishing aggregate reserves, where BC companies have managed to increase aggregate sales to coastal areas from $0 in 1999 to $22 million in 2002.[2]

   Imports from tide water accessible areas of BC are likely to continue to remain attractive because of the affordability of marine shipping relative to trucking. For example, it currently costs $240,000 to $300,000 to ship 60,000 tonnes of aggregate from Sechelt to San Francisco (1,600 kilometres) by ship, whereas it costs $500,000 to $600,000 to ship the same amount by truck 100 kilometres.[3] Therefore, large economic aggregate deposits close to tide water, being considered by entrepreneurs, have the potential to become an important basic sector employer in the BCV in the future. This opportunity could potentially provide over 100 good paying jobs in trucking, port loading and pit extraction in the BCV. However, any new entries into the aggregate export market will need to secure docking and storage facilities in the major cities in the Pacific Northwest. These are tightly controlled and significant barrier to accessing these markets.

   There are other consequences of this project that would require clarification, notably environmental impacts. The government addresses these through the Environmental Assessment Review but the BCV may wish to further assess project specifics to determine acceptability to community expectations.

[2] Peak Solutions Consulting, December 29, 2003.
[3] Knudson, Aug 17, 2003.

2. **Fish opportunities – assemble, review and consolidate documentation; work with Task Force; identify opportunities and prospective entrepreneurs**.

   Four previous reports have provided research, feasibility and business plan data for the fish plant. A variety of species are caught near Bella Coola and there may be potential for a small or medium scale fish processing and handling facility in the Valley. The level of interest is moderate, but the economics of fish processing continue to change.

   A related opportunity is the concept of ocean ranching, a practice employed in Alaska and considered an acceptable use by many First Nations. The idea would be to link any production capacity from ocean ranching to local processing, thereby eliminating a major problem related to the availability of landing fish from the commercial fishery. Ocean ranching would likely be controversial and would require further investigation.

   The CCRD has formed a Task Force to pursue fish opportunities. The EDC could work with the Task Force by providing supportive research and assistance with sourcing funding.

3. **Work with BCVT to prepare a tourism marketing and development strategy (inclusive of branding)**.

   Marketing is becoming more and more sophisticated among all players in the tourism sector. As well, organizations are looking closely at the return-on-investment they receive from undertaking various economic and marketing activities. By formally assessing the role of tourism marketing the CCRD will be in a better position to make strategic decisions that will support future tourism diversification and growth.

   Bella Coola Valley Tourism has been increasing its marketing role in the recent past and has obtained government assistance that will allow it to continue to do so. At the same time, the organization and its operator members want to make sure those marketing investments are being made strategically. The CCRD and BCVT should work together to prepare a tourism marketing plan and ensure it is integrated with overall community marketing and tourism development efforts as contained in this strategy.

4. **Assist with implementing the tourism marketing and development strategy.**

   Pursuant to roles and contributions toward implementation outlined in the strategy, the CCRD should provide technical assistance to Bella Coola Valley Tourism, particularly in areas where marketing and product development coincide with other tourism priorities outlined in this report.

   Specific ideas that came forth during the consultation process include the following:

   - **Cat-skiing**. Over the past year, two new backcountry tenures for heli-skiing have been award in the BCV area. These new ventures will be based locally and will begin bringing two sets of eight tourists every week throughout the winter. This product is an important step into extending the season for the BCV tourism sector. Therefore, it is important that these entrepreneurs have a successful first season and the local community should work to support this venture. Over the longer period the community should investigate other cat skiing and heli-skiing areas where tenures can be establish that would expand the existing activities or foster new activity and begin to build a cluster of winter skiing activities in the area.

- **Adventure tourism**. Developing products that appeal to higher-spending, growing outdoor adventure markets should be a priority for the BCV, given its wealth of natural features. The rugged and wild nature of the region have very strong appeal for the European and US travel markets, particularly those that prefer to RV and motorbike in remote areas.
- **Artisan tours**. There are several good local artisans in the valley. These artisans could potentially increase their market sales and therefore their income through a more formal marketing and product network.
- **Heritage tourism**. Approximately five tour buses regularly travel to Bella Coola during the summer and early fall months. As well, a significant number of individual touring visitors also come to the region. In order to offer more attractions for these visitors and entice them to lengthen their stay in the area the development of specific culture tourism activities would be beneficial. Cultural tourism is one of the fastest growing tourism sectors in Canada. In the Bella Coola Valley there are several specific features that could take a higher profile. Specifically, the McKenzie Trail reaches the ocean in the Bella Coola Valley; this product is not well marketed and represents a significant nationally recognized site. Similarly, there are other aspects of native and non-native culture/history that could be incorporated into new products. Native cultural tourism products are particularly popular among European travelers. Add to this the fact that travel market data indicates most travel markets to BC are dual-track, i.e. are interested in more than one activity. Expanding the cultural tourism element in BCV makes good product development sense.

5. **Tweedsmuir Park – investigate economic development opportunities relative to Management Plan review**.

   Tweedsmuir Park is the largest park in BC and is an important drawing card for visitors to the Bella Coola Valley. A new management plan is being prepared by BC Parks and there may be opportunities to increase the commercial use of park assets and features to stimulate commercial recreation activity. However, previous plans have been based on maintaining wilderness values and have thus minimized commercial activities and their impacts. Depending on how BC Parks intends to accommodate increased use, there may or may not be significant commercial opportunities.

6. **Help build a network of forestry operators to facilitate development of new opportunities and expansion of woodland and silviculture services.**

   There have been several opportunities discussed that would suggest that new forestry based operations could, if properly fostered, be created in the BCV. The challenge lies with adapting to the shift in recent forest policy that makes it difficult for small start-up operators in the forest sector to enter the market place. By working together and building up a local network, it may be possible to establish enough local resources to participate in new opportunities as they are identified.

There are two challenges with starting new forest sector ventures, namely, access to fibre and then determining viable options for the wood that is accessed. There are operators in the Valley who have the equipment, expertise and markets to get into production, but the investment capital and scale of operations preferred by the Ministry of Forests are keeping most idle. As mentioned above the BCV has been given the opportunity to develop a community forest and the Nuxalk are anticipating the opportunity to obtain forest licences themselves in the near future. Additional work can be undertaken to see if more fibre can be accessed by local entrepreneurs including:

- **Explore accessing salvage licences**. Recently the Timber Sale process has shifted its focus to larger sales that are targeted more towards larger well-established operators. This puts individual operators or start-up operators in the BCV at a disadvantage in accessing this resource even though there are areas in and around the BCV that are ideal for small scale operations such as shake and shingle block salvage. If there are operators in the Valley who could work together in accessing one of these larger licences, the CCRD could provide a valuable brokering role. As well, the CCRD could lobby the Ministry of Forest to make sure that smaller licences be considered for operators based within the TSA.
- **Private land growing potential**. There is private land and First Nations reserve land, much of it vacant, which has good stands of hardwoods or good growing potential. This timber has considerable value as higher value wood products. An investigation should be considered to determine if there is an interest in utilizing this wood and also if there is potential in additional hardwood plantations in the Valley.
- **Other licence potential**. Currently there is only one woodlot licence in the BCV. As they expand the community forest program, the Ministry of Forests is also allocating more woodlot licence volumes. Effort should be undertaken to determine if new woodlots are of interest to local land owners and if there is the potential to expand this network in the Valley.

If the supply of fibre grows in the BCV it should create new opportunities for local value added wood production. Entrepreneurs interested in developing new value added wood ventures should be drawn into a network. With a local support network, it would make sense to explore the value added opportunities that are listed following. The greatest barrier at the moment is not on the market side but in overcoming local capacity constraints. Yet there are individuals in the Valley building cabinets, making wood flooring, operating portable mills and cutting lumber for local needs. By working collectively and sharing information, it may be possible to encourage new investment and business development.

In terms of woodlands and silviculture services, there is existing capacity and skill sets in the community to undertake a variety of activities. With the recent downsizing of the local Ministry of Forests' district office; several individuals in the community, who have technical training in forestry, are now under-employed. They face challenges because they no longer have convenient access to the government or major licensees that operate in the region. A significant amount of consulting work ends up going to competitors based on Vancouver Island. The relative remoteness of the Central Coast increases business costs, and makes it more difficult to establish business networks and a reliable client base.

In spite of these barriers, there are opportunities to support new professional entrepreneurs associated with the development of the local community forest licences. These could provide a starting point for local forestry professionals to become established and could allow local workers to leverage other area opportunities over time.

7. **Investigate the feasibility of a log sort yard**.

In BC, log sort yards have been considered in three situations:

- Communities that have successfully obtained a community forest licence have either developed or experimented with running a log sort yard to encourage local value added or higher value for their fibre.
- Major licensees in an effort to increase their fibre supply and small private companies and entrepreneurs who have become specialized in commercial log sort operations.
- The Ministry of Forests, which operated pilot sort yards in the province in the past, with the most studied one being the Vernon Log Sort yard, and which focused on determining the costs and benefits associated the venture.

In order for log sort yards to be viable they need a dependable annual log supply and log demand (markets). Firstly, on the supply side not all of the wood harvested should be brought to the sort yard. Only wood that can generate significant value added by being sorted and sold on the open market at higher prices should be brought to the sort yard. Secondly, the log yard needs a "threshold" amount of wood to produce the economies of scale needed to capture enough value to be viable.

For example, the community log sort yard in Creston saw 8,000 cubic metres in its first year and lost money. However, in its second year, it handled 26,000 cubic metres and made money, while in the third year it handled 22,000 cubic metres and lost money. While wood prices were depressed during this period, Creston did have the advantage of selling peeled logs into the United States at considerable markup.[4] However, after two years of losses over the three year period, the community closed its log sort yard. It was felt the local demand for logs was minimal and the species they had to offer could not be increased sufficiently to justify further activity.

Revelstoke, on the other hand, has successfully run a log sort yard for several years now. In 2002-03 they sold 34,808 cubic metres and continue to maintain a profitable venture.[5] Revelstoke has a much larger licence than Creston, has access to a good variety of wood

[4] BC Journal of Ecosystems and Management, 2003.
[5] Revelstoke Community Forest Corporation, December 2003.

species and benefits from a cluster of local wood processors and neighbouring value added wood processors in the nearby Okanagan Valley that ensure a good supply of buyers.

Should entrepreneurs explore the potential of a log sort yard in their area, they need to carefully consider: how will it link to the fibre supply that exists, how to establish partnerships with licensees, whether there will be buyers for their wood and for what price they could reasonably expect to fetch for wood in their yard.

8. **Provide assistance for further research and planning on forest processing opportunities**.

There is believed to be potential for several small-scale forest processing opportunities in the area. Those that surfaced during the consultation phase of this strategy included:

- There is believed to be potential for a **specialty type primary log breakdown mill** and specialty product manufacturing.
- A **small kiln** capable of drying for specific species and grades can yield significant value increases. For example, dried hemlock clears can sell for three times the price of regular construction grade material and 50% more than green clears. Recent feasibility analysis undertaken by CFDC was not positive because the scale was much too large for the BCV. Small-scale specialty drying, however, may be possible.
- Hemlock is a dominate species in the region whose primary end use is as fibre for pulp and paper operations. A potential worth investigation is **chipping the hemlock** and sending the chips to mills in the south by barge.

As with most other opportunities in this report, the problem is not at the idea stage but with implementation issues – the barriers to entry, particularly in terms of timber/lumber supply, are imposing and have grown worse with the latest changes in provincial tenure policy. The paperwork and capital now needed to start up even a modest scale of operation is imposing and a major barrier to local activity. There are entrepreneurs and business people in the Valley willing and capable of building cabinets, packaged housing components, special cut products and more. The CCRD can provide assistance by ensuring local barriers to development are reduced as much as possible, and that government agencies like the Forest Service are aware of local needs and concerns.

9. **Agriculture – explore market (in)efficiencies and opportunities.**

There is an interesting mix of small-scale, craft type food and consumer products being made in the region. Seafood (smoked and fresh), meats, vegetables, tree and berry fruits, mushrooms, wine, soaps, salves are, among other things, being produced. There are many other opportunities for value-added products, but as with forestry and fisheries the ability of local entrepreneurs to create viable commercial operations is limited by lack of capital, marketing, transportation options and human resources, as well as by significant regulatory barriers. The fact that the BC Ministry of Agriculture, Food and Fisheries (BCMAFF) has now virtually eliminated regional field personnel and extension services has made it very difficult for small operators to access even basic technical assistance.

Specialists that used to be based in Williams Lake are now no longer able to come into the Valley to offer their expertise.

The capacity of the CCRD to encourage more agri-food production is limited but a brokering role aimed at linking local producers with other levels of government and producer organizations is possible. Examples include:

- **Financial assistance** - Producer organizations (e.g. marketing boards, the BC Agricultural Council, Investment Agriculture Fund, Farmers' Markets) and the private sector (e.g. banks, credit unions, equipment manufacturers, consultants) provide market, product, financial and business planning services and guides.
- **Information and miscellaneous services** – BCMAFF offers services in the areas of food safety, crop insurance and participation in the Canadian Farm Business Management Program (CFBMP) which sponsors FBMInet, a portal of business planning resources for commodity and value-added producers.
- **Federal services** - The federal government and the private sector also participate in CFBMP, with a focus on development and implementation of national-level and multi-provincial projects and activities. Other federal service areas include farm debt mediation, trade advocacy and policy, supply management and food safety.

Other steps the CCRD could take to encourage more activity include:
- Provide assistance to ensure the farmers' market remains operating so it provides an outlet for local sales. Most producers have farmgate sales but the farmers' market is a viable option as long as it operates.
- Workshop series for producers, perhaps with a focus on markets outside the valley. One of the complaints we heard during the community consultation is that there tends to be too much of a "copy-cat" mentality locally. The opportunities for food production are virtually limitless and local producers could benefit from more exposure to the potential in markets both regionally and provincially.
- Agri-tourism could be promoted. This would provide alternative activities for visitors but also create new market opportunities for local food and craft production. Agri-tourism is a rapidly expanding market area and would be a natural fit for the BCV.

In terms of processing, given the lack of resources, most people simply cannot afford the equipment necessary to make their products.

This is where the concept of the commercial kitchen comes in. The primary goal of such a facility is to help businesses grow and become successful to the point where they can develop their own facilities. A commercial kitchen draws new business out of the home into a proper, licensed small-scale facility, and from there turn them out as competitive independent establishments. This is accomplished by encouraging clients to adopt sound business practices, take advantage of networking opportunities with like-minded colleagues and commercialize new innovations and techniques that will improve competitiveness and the chances for long-term business success.

There are many commercial kitchens (also referred to as food processing incubators) in the United States but only a few in Canada owing to the lack of government support programs. A commercial kitchen is operating in Salmon Arm but apparently will be closing shop. Fairfield Community Place in Victoria operates a shared-use kitchen, but it is used mostly by caterers for social events within the centre and is not really used to encourage commercial development. Four other feasibility studies have been prepared in recent years, most resulting in "no-go" decisions to develop a kitchen.

The major problem with the concept is that it is very difficult to operate on a for-profit basis. The US kitchens all survive through government funding, at least for capital requirements. Those that are successful usually combine the commercial and business development aspect with programs for poverty reduction and food service to disadvantaged groups. A combination of commercial and health mandates may allow for more flexible funding options.

Despite the lack of success in establishing a long-term, viable kitchen incubator model in the BC context, the Small Scale Food Processors Association of BC (SSFPA), based in Fanny Bay, is pursuing the concept as a development tool for fledgling food processing businesses. In its 2002 market scoping report, the association stated there was a need to test the incubation model to see how it could prove viable in light of the lack of capital grant programs in Canada.[6] The report authors go on to state that "there is a movement in the western world for small producers/processors to form business alliances through a variety of means that allow individual producer/processors to compete and to increase their economic rewards while maintaining their commitment to local sustainability." A key recommendation of the report is for the association to "work with regional sponsors, producers and processors in at least one locale to set up a demonstration commercial kitchen and commercialization program."

10. **Community-based business coaching/facilitation program – determine viability**.

New and expanding business people often face challenges with various aspects of their business operations. Typically, in small business, an individual will be an expert in some facet but will end up being responsible for activities for which he or she may be considered weak. For example, a local value added wood producer may be very knowledgeable about how to access fibre, produce small batches of lumber and even perhaps get the product to market. But he may also be weak in accounting, have a poor understanding of export market potential and not be up to date on the latest developments in technology.

A community-based business coach/facilitation program typically has a business coach (staff person with a business background) that is supported by a board of local experts (i.e., business lawyer, accountant, realtor, local government rep., etc.) who can provide advice and guidance on business issues. The facilitator offers their time for free to assist local business in resolving their specific business issues. Typically they use their experience and the contacts and insights of the board to assist with the specific issues faced by the local business person. Business coaches have been used by many

[6] Community Venture Development Services, November 2002.

communities throughout BC and have been seen as successful. However, the key issue with this type of program is making sure that it has a sustainable funding source to ensure the resource is in place on an on-going basis.

This may be a program that cannot be sustained by the BCV itself but may be viable if coordinated with a program in a neighbouring community such as Williams Lake.

11. **Oil and Gas – encourage ongoing dialogue and information dissemination**.

The Provincial Government has established a BC Offshore Oil and Gas Team to enable offshore oil and gas development in British Columbia. The Team has engaged First Nations and community organizations to develop and make available factual information regarding offshore development. Although a federal moratorium on offshore development remains in place, the province is actively assembling research on the First Nations, environmental, socio-economic and other impacts of proposed future development.

### 5.3 MARKETING AND BUSINESS ATTRACTION

The Bella Coola Valley is a small community, with a limited business, entrepreneur and investor base. Many opportunities will not be feasible without investment and partnerships from outside the region. Almost all commercial production goes to external markets, including tourism, which must draw visitors in.

There is a need to sell the community outside the region in an articulate, cohesive and professional fashion. This will help attract new investors and companies who will bring with them new jobs and economic diversification.

The attraction process involves marketing a community to prospective investors enticing them to set up shop utilizing such things as market research, promotion, assistance in finding land and obtaining permits, and use of financial incentives. Most communities engage in these activities to some extent. Potential investors have many communities to choose from and it is important to make them aware of the benefits of the BCV.

Recommendations for marketing and business attraction are as follows.

1. **Investigate a Bella Coola brand that could be used to enhance marketing activities of all sectors and organizations**.

   The objective of a community brand is to create a unique identity that clearly distinguishes the BCV from other communities. It should reflect the region's rich history, small-town charm, geographic uniqueness and access to the coastal and mountain wilderness. An effective brand will create a positive first impression and inspire confidence within visitors, investors, new residents and government.

   A branding exercise would generate a graphic icon (i.e. a logo), word mark and key photographic images that could be used consistently to demonstrate visually the attributes and character that define the BCV. The brand needs to be versatile, allowing incorporation of thematic designs throughout various applications. Brands are developed through a review of the strengths and strategic assets of the community, whether they are economic, historical, natural or social/cultural.

   Effective branding works only if the designs are utilized by as many businesses and organizations as possible throughout the community, so everyone is promoting the same image. By consistently using the brand, brand "equity" is built up starting with awareness, recognition and ultimately loyalty. Letterhead, websites, electronic artwork, CD-ROMS and print materials of key organizations and partners should incorporate the branding wherever possible.

   Branding could have many applications in the Valley. Many of the opportunities discussed in the preceding pages require the participation of outside investors and markets. Some of the best opportunities, including value added production of wood and food products, would have a marketing advantage if they could be linked to a community brand.

2. **Develop a Bella Coola Valley web portal**.

   According to the International Economic Development Council, the Internet's importance as an economic development and tourism marketing tool has increased several fold since 1996, and it now outstrips conventional advertising for its effectiveness in influencing investment decisions. Even if the BCV does not develop a community brand (as recommended in the previous strategy), it should consider developing a community web portal to maximize its exposure on the Internet.

   The idea behind the portal is to have all economic development and tourism enquiries and information handled from a single home page (i.e. the proposed portal). A single URL is used for all communications and can be integrated with the CCRD website. The portal allows users to access the type of information they are seeking about the BCV within two clicks. The concept includes three major concepts: live (links to the CCRD website), work (economic development information) and play (visitor information).

   For visitors, the site would be designed to provide information in a way that makes it easy for them to plan their stay. For investors and businesses, access to statistical, demographic and business assistance information would be featured.

   This strategy would call for close cooperation with Bella Coola Valley Tourism as they have the preferred URL for such a portal (www.bellacoola.ca). It would also be integrated with the branding strategy if it goes ahead.

   Smaller Canadian communities whose websites were nominated for the 2003 Economic Development Association of Canada Marketing Awards include:

   - www.town.collingwood.on.ca - Town of Collingwood, Ontario
   - www.town.porthope.on.ca - Town of Port Hope, Ontario

3. **Coordinate the provision of community information in support of marketing**.

   A set of marketing tools to help sell the community should be prepared, but only after branding is completed. The branding initiative will identify in more precise terms what those tools will be. As recommended above, the web site would be a priority tool. Others that we feel should be prepared include an investor guide and kit folder. The guide would be distributed to interested investors and businesses both inside and outside the community.

   The investment guide would be a hard copy, step-by-step guide for dealing with the regulatory and investment process, and particularly land use issues. It would be helpful in navigating through various licensing and permitting processes for those activities. It would also explain community expectations for land use and sustainability. A sample guide outline is shown in appendix A5.

Much of the content for the investment guide can be drawn from existing sources. Provincial-level information can be obtained from the InvestBC website. [7]

The kit folder would be developed for economic development purposes, with equal appeal to industrial, commercial and tourism markets. It would be integrated with the new community brand and any output from the tourism marketing strategy (see last strategy of this section). It would be a four-colour, heavy bond jacket suitable for inserting a variety of print materials (investment guide, visitor guide, brochures, maps and stationery) as well as CD ROMs/DVDs (if those are eventually produced down the road). The community portal website address would be included on the kit folder. Ultimately, the kit folder would be used for various purposes, including as a welcome kit, attraction kit for new businesses, media kit, VIP welcome package and familiarization tour kit.

4. **Offer site location assistance to businesses**.

The Canadian Federation of Independent Business regularly surveys its more than 100,000 members for their views on business climate issues. Results for a 2001 survey of Greater Vancouver businesses indicated local taxes, local government attitudes, infrastructure quality and quality of life factors as the attributes that tended to affect how companies rated the community as a place to conduct business. The majority of companies also stated that site location needs (i.e. land and buildings) and general business costs were the two main reasons they would consider relocating.[8]

In its simplest terms, site location assistance consists of being able to professionally respond to investment enquiries. This is done by programming the response so it can be consistently repeated rather than dealing with enquiries as one-off events. If the investment guide is prepared as recommended above, this will provide a major site location assistance tool, and also identify guidelines for ensuring land uses conform to good community planning. The other part of this task involves the preparation of a development site inventory and ensuring it is kept up to date.

[7] http://www.investbc.com/.
[8] CFIB, 2001.

### 5.4 INFRASTRUCTURE

Infrastructure investments can increase productivity, lower input costs for producers, support new product, business and export development, and help the BCV better position itself to achieve its development goals.

There is a wide choice of infrastructure investments and different components impact different sectors and industries. Water supply and highway links are more critical to manufacturers than to retail or business service providers. Business service providers have more need for convention facilities, advanced telecommunications, and airport services. With a limited capacity for new infrastructure development, the BCV will have to be strategic in its investments, matching them with the needs of those sectors with the best potential for delivering on key community goals.

The strategies necessary for the advancement of infrastructure are described following.

1. **Waterfront/estuary plan – assemble community stakeholders/interests; assist in building the alliance; identify potential project champions.**

   The Bella Coola estuary has long been recognized as an area of high biological productivity. However, the waterfront in Bella Coola could be a strategic asset for the community if it can successfully accommodate multiple uses. Heavy industry (mineral and timber shipments), tourism, service, retail and residential could all benefit from new infrastructure that makes it more feasible to locate economic activity at the waterfront and, for some sectors such as tourism, into closer proximity with downtown.

   There is reported excess demand for tie-up, moorage space and other facilities and services for pleasure craft - a growing sector. There is also a strong desire to have a public waterfront focal point for the community. Estuary conservation would also be planned.

   Squamish has aggressively pursued the redevelopment of its downtown and waterfront in recent years. A 2004 Squamish Downtown Waterfront Concept Plan was prepared by UBC's Sustainable Communities Program with the assistance of the Fraser Basin Council.[9] A similar approach could be used in Bella Coola.

2. **Optimize commercial broadband use.**

   Investment in technology infrastructure, such as the Central Coast Development Society's broadband initiative, will ensure high speed and high bandwidth Internet access is available to residents and businesses. The lack of a competitive Internet service is frequently cited as a major stumbling block to business development in the Valley. All sectors are affected, particularly those relying on the Internet for marketing, e-commerce and supply management. The ability to attract new residents and close local service gaps (e.g. distance education, tele-health) with emerging communication technologies is

[9] See http://www.sgog.bc.ca/content.asp?contentID=130

severely restricted by the current reliance on a dial-up system.

The Central Coast Development Society, a coalition of government representatives and members-at-large, took the lead role to ensure the provision of Broadband throughout the Central Coast. As of April 1, 2005 communications infrastructure was near completion, along with pilot testing two commercial subscribers.

The economic development office should provide continuing support to ensure the broadband initiative is a success because of its importance to community development and health.

3. **Ferry service – support maintenance and expansion**.

   Ferry services are an important infrastructure issue for the region, as they determine the flow of goods, services and people (notably visitors) into and out of the area during their time of operation. An under-serviced ferry system, as most in the BCV now consider it, is a barrier to economic development, particularly tourism, which relies heavily on the ferries to move visitors to and from the region during the peak summer months. Current scheduling creates havoc for some operators in the hospitality sector and their clients.

   Organizations such as the he Coastal Community Network (CCN) and *save our ferries* [www.saveourferries.com/] are both involved in lobbying campaigns with BC Ferries and the provincial government concerning ferry service on the coast.

4. **Trails, Forest Services Roads and Recreation Sites - facilitate assembly of individuals and organizations interested in rebuilding/maintaining/enhancing**.

   When the BC Forest Service removed its recreation mandate, it left a significant void in the province's overall outdoor recreation and tourism infrastructure. Approved trails and campsites, in particular, served a valuable role in providing access to significant tourism features and opportunities for low-cost camping.

   There is an inventory of trails and rec sites that could be maintained, upgraded, rebuilt and enhanced as a way of improving the options available to visitors to the Valley. Linkages to heritage tourism would also be improved.

### 5.5 RESOURCE POLICY AND MANAGEMENT

Local control over the surrounding Crown land and resources is a major issue in the Bella Coola Valley. The province, as the owner of all public lands, has almost total control over how they are managed, used and preserved. The Central Coast Land and Resource Management Plan was a multi-year effort aimed at giving some local input into how these resources could be managed in the future. As a high level strategy, the CCLRMP presents guidelines and recommendations only and does not fundamentally alter the commercial use of Crown land.

The Central Coast has cause for raising the profile of Crown tenure as a local economic development tool. During the focus groups, interviews and workshop, participants expressed a clear interest in pursuing more partnerships with government for increasing local economic activity derived from Crown land. This desire has obvious roots in the overall decline of resource activity, employment and income over the last 20 years that has created lasting hardships for residents and businesses. The significant decline in abundance of natural resources is consistent with accompanying declines in benefits flowing to the community, at a time when global forces are also making it a challenge to retain resource extraction industries and jobs that in the past have been the bedrock of the local economy.

Strategy recommendations for enhancing local input and influence over local natural resources are described below.

1. **Policy research on local control of resource tenures**.

   Many communities in the province are in trouble as the resource economy sputters and undergoes change. The fishing, forestry and mining industries have to adjust to changes in the broader operating environment that is different than in the past. BC's historical competitive advantage of cheap and plentiful natural resources has gradually eroded away and no longer provides the basis for sustainable production. As industries adjust, communities are often caught up in the resulting dislocation and are the first to pay in terms of lost employment, lost income, increased social ills and perhaps lost population.

   In order to avoid being taken away by this wave of change, many BC rural communities will have to take a more proactive approach to economic development planning and target Crown tenure as a development option. This could be as simple as gaining better and quicker access to land use data and information that will help them make better-informed decisions about the economic future of their communities, or it could mean more direct involvement in how Crown resources are administered, managed and developed.

   Alternatively, a community could take a role in the commercial use of tenures, using them as incentives to attract new investor interest. There are efficiencies to collectively holding Crown resource tenures. Specifically for tourism activities, if the community were to obtain and hold a tenure over a large recreation area and then allow individual tourism operators to utilize the components they need, the costs to the individual would be greatly reduced. Seafood and timber tenures are also a possibility. The issues around community involvement in resource control, allocation and exploitation tend to run across sectors.

The concept of community tenures is not that well understood in BC and role models appear to be few and far between. Except for community forests, little progress has been made. Other jurisdictions, however, are more advanced in this area. Some examples are as follows.

- The Alberta government has previously piloted a project in the Municipal District of Clearwater in which local government is acting as a permitting agent for the province for commercial tourism activity. A local land use plan is used as a guide. Planning for commercial users other than tourism was not undertaken.
- The Northwest Territories (NWT) is making block land transfers of Commissioner's lands to municipalities so they can directly administer and control all commercial and non-commercial activities on those lands. The experience in the NWT points out two major hurdles to local control, lack of financial resources to help municipalities take on the added responsibilities will come from, and lack of the experience and expertise in administration.
- The province of Quebec has taken the most radical approach to community involvement by transferring portions of their planning, management and development controls over to regional county municipalities.

The recommendation for this strategy is that the CCRD undertake some in-house research and develop a policy on community-owned or operated Crown tenures. This will be a necessary first step before initiating a dialogue with the province and its agencies.

2. **Support efforts to obtain a Probationary Community Forest Agreement**.

Community forests have been closely studied in BC over the last decade. The impetus for this movement has been the steady erosion of locally-based employment as major licensees streamline their operations, adopt new technologies and rationalize their fibre flows to take advantage of specialized processing capacity. The Bella Coola Valley has not been spared these impacts and possibly could be one of the most impacted forest communities in the province.

In November 1996, the Bella Coola Valley developed their first proposal to acquire a community-based tenure that would promote economic stability for the area residents. In October 2004, the Bella Coola Resource Society (BCRS) was invited by the BC Ministry of Forests to apply for a probationary community forest licence. This licence will be for 30,000 cubic metres of timber annually from the Mid-Coast Timber Supply Area, and will come primarily from the South Bentinck Arm and the Bella Coola Valley. As well, the Nuxalk will reportedly receive a significant volume in the near future, potentially in the 70,000 cubic metre range.

Before these new licences can contribute to the economies of the local communities, it will be critical to complete the appropriate planning and confirm the overall business viability of the forestry and logging components. The BCRS has broad-based support within the community; however, there will be the need for significant resources and effort to complete the required area identification, site planning and initial harvesting plan. Currently the Society is working towards a March 31, 2004 deadline to identify the operating area.

3. **Undertake follow-up tasks to support the overall viability of the Probationary Community Forest Agreement and expand the economic outcomes**.

   BCRS currently enjoys the involvement of several individuals who have a strong understanding of forestry and logging activities. However, raising the financing to initiate the Community Forest and exploring the best business structure will likely require an effort that extends beyond the Society itself. In this regard, by working with the BCRS, avenues should be investigated that secure working capital, start-up financing and appropriate business structure.

   As well, the current focus of BCRS is on ensuring the forestry and logging activities associated with the Community Forest remain viable. To ensure that the overall maximum benefit accrues to the BCV, additional exploration and investigation will be required of various value added and log sorting opportunities.

   Finally, in order to clearly identify the roles and responsibilities that could support the leveraging of all community forests (assuming a Nuxalk licence is granted), and to ensure the maximum growth and diversification of the local forest industry, the CCEDC should maintain an on-going link to funders and investigating value added ventures that may fit with the community forest objectives.

4. **Forest botanicals – explore commercial potential**.

   Botanical forest products and services in BC includes wild food, medicinal and nutraceutical mushrooms, floral greenery, pharmaceuticals and nutraceuticals from plants, bark, lichens and soil organisms, biocides (non-toxic insecticides) from the same sources and anti-phytovirals (medicines *for* plants).

   There are at least 210 botanical forest products recognized in BC. The world-wide market for these products measures in the tens of billions of dollars with pharmaceuticals and nutraceuticals making up the largest component.

   The Bella Coola Valley receives sizeable benefit from the local pine mushroom harvest (upwards of $2 million annually to the region's economy in a good year), but economic activity is believed minimal in other products. Many of the mushroom, medicinal and herbal products which can be gathered in the wild in BC face stiff competition from producing regions which have evolved around more advanced cultivation, pharmacology and processing technologies.

   The major needs of this industry are an available pool of labour, reasonable transportation costs and the availability of technical services (i.e. the ability to test and analyse for ingredients and chemical composition). In BC there are several labs able to provide this service, but they are located in either the Lower Mainland or the Okanagan. The capital costs for entry are not significant.

5. **Complete Bella Coola Valley Watershed Fish Sustainability Plan**.

   The Bella Coola Valley Watershed Society is seeking to complete their Bella Coola Watershed Sustainability Plan. The Society is currently looking for $70,000 to complete the planning process. There is a possibility the technical expertise developed for this project could be marketed to other communities and watersheds.

# 6 Operating Plan

Acronyms Used:

| | | | |
|---|---|---|---|
| BCFC | BC Film Commission | DFO | Department of Fisheries and Oceans |
| BCMAFF | BC Ministry of Agriculture, Food and Fisheries | IAF | Investment Agriculture Foundation |
| BCRS | Bella Coola Resource Society | IBC | Invest British Columbia |
| BCSSFPA | BC Small Scale Food Processors Association | LWBC | Land and Water BC |
| BCVT | Bella Coola Valley Tourism | MOF | Ministry of Forests |
| BCWCS | Bella Coola Watershed Conservation Society | MSBED | Ministry of Small Business and Economic Development |
| CCCS | Central Coast Communications Society | MSRM | Ministry of Sustainable Resource Management |
| CCCTA | Cariboo Chilcotin Coast Tourism Association | NDI | Northern Development Initiative |
| CCHA | Central Coast Health Authority | NIC | North Island College |
| CCDS | Central Coast Development Society | SOF | Save Our Ferries |
| CCEDC | Central Coast Economic Development Commission | TBC | Tourism British Columbia |
| CCN | Coastal Community Network | UBC | University of British Columbia |
| CISP | Community Investment Support Program | UBCM | Union of BC Municipalities |
| CCRD | Central Coast Regional District | VIC | Visitor InfoCentre |
| CST | Coast Sustainability Trust | WALP | Ministry of Water, Air and Land Protection |

| | |
|---|---|
| Symbol | ❖ task is completed within that year |
| | ▸ task is ongoing throughout the 3 year plan horizon |

## 6.1 TASK ACTION PLAN

| STRATEGIES | ACTIONS | ROLES | TIMELINES | | |
|---|---|---|---|---|---|
| | | | 2005 | 2006 | 2007 |
| **Organizational Development** | | | | | |
| Secure a minimum of $100,000 annually to implement the strategy. | • Pursue Coast Sustainability Trust Fund monies in support of the implementation of the strategic plan.<br>• Pursue funding among other funding agencies, including NDI, WEPA, MSBED and MSRM.<br>• Develop an annual budgetary process to ensure adequate resources are available. | CCRD | ► | ► | ► |
| Communicate with stakeholders inside and outside the Valley. | • Carry out ongoing communications activities with other organizations in the BCV.<br>• Work with the Nuxalk Nation to establish a visitation program, whereby economic development issues can be discussed on a regular, periodic basis.<br>• Explore the feasibility of conducting joint planning workshops with the Nuxalk. The purpose would be a cross-pollination of ideas and initiatives.<br>• Conduct community public meetings or surveys on an as-needed basis to maintain community involvement and interest.<br>• Consider preparing an economic development e-newsletter, in cooperation with other community groups.<br>• Where appropriate, communicate news on key infrastructure issues (e.g. ferries, roads) as they affect economic development.<br>• Wherever possible, seek opportunities for joint communications with other partners and community organizations. | CCRD | ► | ► | ► |

| STRATEGIES | ACTIONS | ROLES | TIMELINES | | |
|---|---|---|---|---|---|
| | | | 2005 | 2006 | 2007 |
| **Organizational Development – continued** | | | | | |
| Community leadership program - determine viability. | • Review similar programs.<br>• Recruit key partners such as North Island College and prepare a concept brief which outlines a proposed program, including costing.<br>• The CCRD should not play a lead role in this initiative but should provide planning assistance where necessary and help recruit or create a lead organization that has the backing of the community.<br>• Investigate options for funding periodic leadership training for the CCRD and CCEDC board members.<br>• Consider sponsoring speakers and special guests to discuss perspectives on local development issues. | EDC | | ❖ | |
| Establish benchmarks for measuring progress | • Review and confirm suggested indicators in section 6.3 | CCRD | ❖ | | |
| Evaluate strategy progress to measure achievement of performance targets. | • Conduct monthly updating of strategy progress.<br>• Conduct an annual evaluation of strategy progress.<br>• Establish baseline measures for population, employment and other measures noted in section 6.3.<br>• Prepare an annual report. | CCRD | ▶ | ▶ | ▶ |

| STRATEGIES | ACTIONS | ROLES | TIMELINES | | |
|---|---|---|---|---|---|
| | | | 2005 | 2006 | 2007 |
| **Business Development** | | | | | |
| Rock and gravel quarry – development liaise. | • Monitor EA process and certification.<br>• Prepare a paper outlining the CCRD's position on the project.<br>• Where possible, assist with community meetings aimed at identifying community support and concerns.<br>• Identify infrastructure needs of the facility and be prepared to make community investment should it meet overall long term goals.<br>• Identify compatibility and potential conflicts with proposed waterfront plan. | EDC<br>CCRD | ► | ► | ► |
| Fish opportunities – assemble, review and consolidate documentation; work with Task Force; identify opportunities and prospective entrepreneurs. | • Assemble, review and consolidate documentation on fish plant feasibility and business planning.<br>• Work with the Task Force to identify entrepreneurs and confirm opportunities.<br>• Assist with source funding assistance for updating the current business plan.<br>• Identify a short-list of development sites suitable for the plant.<br>• Provide research assistance to determine the viability of creating more local supply through ocean ranching that may be used in a processing facility locally. Ocean ranching is managed in Alaska and may be feasible in the region. | CCRD<br>Task Force | ❖ | ❖ | |

| | | | | | |
|---|---|---|---|---|---|
| Work with BCVT to prepare a tourism marketing and development strategy (inclusive of branding). | • Help secure funding for the strategy.<br>• Hire consultant to prepare plan.<br>‣ Integrate any branding undertaken for the BCV with tourism branding and marketing.<br>‣ Explore opportunities for shared use of marketing materials and web site to minimize production costs and create a consistent marketing image. | BCVT/CCRD | ❖ | | |

| STRATEGIES | ACTIONS | ROLES | TIMELINES | | |
|---|---|---|---|---|---|
| | | | 2005 | 2006 | 2007 |
| **Business Development – continued** | | | | | |
| Assist with implementing the tourism marketing and development strategy. | • Work with BCVT to identify a suitable role for the EDC in implementation. | BCVT | | ❖ | ❖ |
| Tweedsmuir Park – investigate economic development opportunities relative to Management Plan review. | Tweedsmuir Park<br>• Liaise with BC Parks on current management planning.<br>• Communicate to BC Parks commercial recreation opportunities in the Valley that could be linked to Park use. | CCRD<br>EDC | ❖ | ❖ | |

| | | | | | |
|---|---|---|---|---|---|
| Help build a network of forestry operators to facilitate development of new opportunities and expansion of woodland and silviculture services. | • Organize individuals interested or active in small scale logging activities.<br>• Explore cooperative access to larger salvage licence opportunities and access private land hardwoods.<br>• Collaboratively lobby the MOF for smaller salvage licences and woodlots, if applicable.<br>• Work with existing and interested value-added peer group to support fibre opportunities.<br>• Organize a meeting to discuss the initiative with operators.<br>• Assist with peer group development. This could include providing logistical support for meetings and exploring options for increasing access to fibre.<br>• Support local entrepreneurs working with licensees to identify new contract opportunities.<br>• Ensure future local licensees (Community Forests and Nuxalk Nation) make efforts to utilize local forestry professionals. | EDC<br>CCRD<br>BCRS | | ❖ | ❖ |

| STRATEGIES | ACTIONS | ROLES | TIMELINES | | |
|---|---|---|---|---|---|
| | | | 2005 | 2006 | 2007 |
| **Business Development – continued** | | | | | |
| Investigate the feasibility of a log sort yard. | • Determine viability, specifically the demand for sorted and merchandised logs, price sensitivities, margins and alternative sources of supply. | BCRS<br>MOF<br>Licensee<br>Private Land Owners | | | ❖ |

| | | | | | |
|---|---|---|---|---|---|
| Provide assistance for further research and planning on forest processing opportunities. | • Pending awarding of the community forest tenure, determine how to go from raw material to product production for small scale operations, small kiln and hemlock chipping.<br>• Ensure any pre-feasibility work is fully supported by a major proponent of group of proponents.<br>• Undertake prefeasibility work on an as-needed basis. | BCRS<br>CCRD | | | ❖ |
| Agriculture – explore market (in)efficiencies and opportunities. | • Provide assistance to the farmers' market to ensure long-term viability. We suggest the farmer's market make an application to the Investment Agriculture Foundation (IAF) for marketing program assistance. IAF continues to under-spend its programming budget and funds are available. The farmers' market plays a useful role in direct farm marketing opportunity development and is a valuable tool for creating a network of small producers. However, its resources are very slim and could benefit from some marketing resources. | Farmers' Institute<br>Food producers<br>BCSSFPA<br>IAF<br>BCVT | | ❖ | ❖ |

| STRATEGIES | ACTIONS | ROLES | TIMELINES | | |
|---|---|---|---|---|---|
| | | | 2005 | 2006 | 2007 |
| **Business Development – continued** | | | | | |

| STRATEGIES | ACTIONS | ROLES | TIMELINES | | |
|---|---|---|---|---|---|
| Agriculture – explore market (in)efficiencies and opportunities<br><br>(continued) | • The IAF could also be asked to support a local producer workshop series. Consider a "Crop and Product Options" workshop or "The Basics of Exporting" workshop. They could be organized to include presentations from crop experts, producer associations and export groups. They could also leverage federal export assistance programming to help local companies become more familiar with exploring their opportunities. Agriculture and Agri-Food Canada has a trade assistance website.[10]<br>• Investigate small-scale processing potential.<br>‣ Examine recent commercial kitchen feasibilities in Chilliwack and cooperative work now being undertaken by the BC Small Scale Food Processors Assn.<br>‣ Broker involvement of entrepreneurs, farmers and food producers and even community health/poverty groups interested in creating access to a commercial kitchen.<br>‣ Undertake a pre-feasibility analysis to determine project scope and potential.<br>• Agri-tourism should also be encouraged. Suggestions include:<br>‣ Incorporating agri-tourism into a workshop series, as discussed above.<br>‣ Encouraging operators in the area to adopt standards developed by the BC Agri-Tourism Alliance.<br>‣ Providing business research and planning resources to the industry. BCMAFF has many resources to developing agri-tourism products.[11] | CCRD<br>EDC | | ❖ | ❖ |

[10] Export Assistance - Trade Contacts.
[11] See http://infobasket.gov.bc.ca/infoman/mypage/gadgets/Agritourism/EditedContent/CommonQuestions.asp

| | | | 2005 | 2006 | 2007 |
|---|---|---|---|---|---|
| **Business Development – continued** | | | | | |
| Community-based business coaching/facilitation program – determine viability. | • Investigate business coaching/ facilitation services:<br>▸ Contact Venture Kamloops to discuss their program<br>▸ Contact Quesnel EDC to discuss the pitfalls<br>▸ Contact Creston EDC on their program and how to make it work in a small town.<br>• If applicable, confirm the best model and level of resource.<br>• Initiate discussions with Community Futures regarding their interest in participating in this program.<br>• Confirm sustainable funding level and funding formula for service if required. | CCRD | | ❖ | ❖ |
| Oil and Gas – encourage ongoing dialogue and information dissemination. | • Monitor scientific and socio-economic research being prepared by the BC Offshore Oil and Gas Team | EDC | ▸ | ▸ | ▸ |

| STRATEGIES | ACTIONS | ROLES | TIMELINES | | |
|---|---|---|---|---|---|
| | | | 2005 | 2006 | 2007 |
| **Marketing and Attraction** | | | | | |
| Investigate a Bella Coola brand that could be used to enhance marketing activities of all sectors and organizations. | • Identify key partners to provide assistance and resources in building a marketing plan and branding strategy (see next strategy).<br>• Form a Marketing Task Force to manage preparation of the plan.<br>• Prepare a terms of reference for the plan, incorporating the following elements:<br>▸ Market audit that evaluates the community assets and weaknesses, and describes preparedness factors (e.g. appearance, community facilities, education and training systems, access to financing, industrial land, labour force climate, planning and utilities/services).<br>▸ Identification of target markets and sectors.<br>▸ Identification of major players/potential investors.<br>▸ Marketing position.<br>▸ Brand identification.<br>▸ Marketing tools.<br>▸ Recommend for at least one pilot marketing project that BCV could implement in the near-term.<br>▸ Project costing.<br>• Solicit funding for the project. | CISP<br>BCVT<br>CCRD | | | ❖ |

| STRATEGIES | ACTIONS | ROLES | TIMELINES | | |
|---|---|---|---|---|---|
| | | | 2005 | 2006 | 2007 |
| **Marketing and Attraction – continued** | | | | | |
| Develop a Bella Coola Valley web portal. | • Upgrade the CCRD website and create a portal to the BCV.<br>• If a branding strategy is undertaken (see previous strategy), then the web portal could be included as a deliverable.<br>• Create a task force to oversee the project.<br>• Source funding, approximately $5,000 as a separate task.<br>• Discuss with BCVT the use of www.bellacoola.ca as the portal URL.<br>• Create a terms of reference to include:<br>    ▸ Design features<br>    ▸ Directory of content<br>    ▸ Information needs and sources<br>    ▸ Data maintenance requirements<br>    ▸ Integration and linking with other sites<br>    ▸ Tracking and evaluation | CCRD | | ❖ | ❖ |
| Coordinate the provision of community information in support of marketing. | • Identify source and raise funds for producing marketing materials.<br>• Prepare investor guide.<br>    ▸ Hire a data assembly team or task force to oversee project.<br>    ▸ Prepare outline (see Appendix A5 for sample).<br>    ▸ Identify information sources.<br>    ▸ Assemble information.<br>    ▸ Tender for production.<br>• Prepare kit folder.<br>    ▸ Prepare development concept based on branding exercise and consideration of other marketing materials that will be used/inserted into the folder.<br>    ▸ Hire a marketing agency to design and produce.<br>    ▸ Print costs will vary based on quality of paper stock, four colour process and quantity. | IBC<br>CCRD | | | ❖ |

| STRATEGIES | ACTIONS | ROLES | TIMELINES | | |
|---|---|---|---|---|---|
| | | | 2005 | 2006 | 2007 |
| **Marketing and Attraction – continued** | | | | | |
| Offer site location assistance to businesses. | • Meet with CCRD and Nuxalk Nation representatives to determine interest in preparing a comprehensive inventory of industrial and commercial land.<br>• Prepare a “concept brief” for creating the inventory.<br>• Develop a work plan in conjunction with partners and area real estate companies for preparing and maintaining the inventory, identifying key sources of information. | CCRD<br>Real Estate professionals | | | ❖ |

| STRATEGIES | ACTIONS | ROLES | TIMELINES | | |
|---|---|---|---|---|---|
| | | | 2005 | 2006 | 2007 |
| **Infrastructure** | | | | | |
| Waterfront/estuary plan – assemble community stakeholders/interests; assist in building the alliance; identify potential project champions. | • Form waterfront development group or task force.<br>• Solicit the participation of a key partner such as UBC's Sustainable Resources Program to undertake the project.<br>• Assist with secondary fund raising needed to develop plan.<br>• Assist with workshops and public meetings that will be used to obtain community input. | EDC | ❖ | ❖ | |
| Optimize commercial broadband use. | • Actively promote broadband use in all communications.<br>• Market the availability of broadband and e-commerce potential to businesses. | NIC<br>CCCS<br>CCRD | ► | ► | ► |
| Ferry service – support maintenance and expansion. | • Monitor demand trends for indications of expanded need for services in shoulder seasons.<br>• Prepare a position paper to use for discussions with BC Ferries when the business case is favourable. | BCVT<br>CCRD | ► | ► | ► |
| Trails, FSRs and recreation sites - facilitate assembly of individuals and organizations interested in rebuilding/maintaining/enhancing. | • Work with other stakeholders to arrange a meeting to determine level of interest, form of organization and preliminary action planning.<br>• Provide ongoing assistance in preparing a concept plan that would entail an inventory of trails and sites, priorities for development, funding sources and linkages to tourism products. | BCVT<br>EDC<br>CCRD | ❖ | | |

| STRATEGIES | ACTIONS | ROLES | TIMELINES | | |
|---|---|---|---|---|---|
| | | | 2005 | 2006 | 2007 |
| **Resource Policy and Management** | | | | | |
| Policy research on local control of resource tenures. | • Conduct in-house research on other communities in BC with similar experiences and needs to the Central Coast.<br>• Examine best practices in utilizing Crown resources for local economic development.<br>• Prepare a preliminary research paper outlining the issues involved.<br>• Use the paper to facilitate public consultation and gather feedback on community needs, values, capacity and desire for ownership and control. | CCRD Board | | ❖ | |
| Support efforts to obtain a Probationary Community Forest Agreement. | • Assist BCRS with completion of the required planning documents (identifying operating area, business plan, operating plan, etc.). The BCRS is doing much of this work in-house and desires to have the operating areas identified by May 2005.<br>• If requested by BCRS, investigate funding opportunities to provide technical support to the Society in the development phase. Currently four new community forests have made applications to Western Economic Diversification for support and BCV may want to make a similar application.<br>• Assist with defining operating areas and other plan content required by the Ministry of Forests. | BCRS<br>MOF | ❖ | ❖ | |

| STRATEGIES | ACTIONS | ROLES | TIMELINES | | |
|---|---|---|---|---|---|
| | | | 2005 | 2006 | 2007 |
| **Resource Policy and Management – continued** | | | | | |
| Undertake follow-up tasks to support the overall viability of the Probationary Community Forest Agreement and expand the economic outcomes. | • Determine funding options for the anticipated capital requirements of the project (potentially up to $2.7 million) for start-up and operation. Several Community Forests are investigating salvage licences to initiate cash flow.<br>• Explore best practices concerning Community Forest organizations from a business and tax perspective (ensure to interview existing CF operations such s Burns Lake and Princeton).<br>• Identify and approach NGOs and environmental groups for start-up capital and explore loans.<br>• Begin a detailed investigation of opportunities that could be created from the CF licensee (i.e. New and expanded value added wood processing, log sort yard, etc.)<br>• Monitor progress of licences that may/will be awarded to the Nuxalk Nation and Heiltsuk Nation and explore opportunities for partnerships. | BCRS<br>CFDC<br>CCRD | | ❖ | ❖ |

| STRATEGIES | ACTIONS | ROLES | TIMELINES 2005 | TIMELINES 2006 | TIMELINES 2007 |
|---|---|---|---|---|---|
| **Resource Policy and Management - continued** | | | | | |
| Forest botanicals – explore commercial potential. | • Form a task force for further exploring this opportunity.<br>• Undertake some investigative research on the Royal Roads University North Island NTFP Demonstration Project so determine how a similar project in the BCV could be arranged (http://www.island.net/~ntfp).<br>• Find a research partner for this project, for example the Royal Roads University botanical program, or perhaps UBC.<br>• Conduct a resource analysis of botanical products that would map locations of commercial-valuable products, inventories and harvest potential. The result of this analysis would be the identification of the best candidates for forest gathering. Recommendations on capacity building for business development would also be made.<br>• Prepare an inventory of operators/individuals who are involved in harvesting forest botanicals, either for personal or commercial purposes, who might be interested in forming a production and marketing collective. This initiative could be undertaken in conjunction with the small-scale food processing strategy discussed under the business development section. | Royal Roads University<br>UBC<br>CCRD | | | ❖ |
| Complete Bella Coola Valley Watershed Fish Sustainability Plan. | • Assist BCWCS with raising funds to complete the plan.<br>• Determine the potential for marketing the technology/methodology to other regions. | BCWCS | ❖ | ❖ | |

## 6.2 ANNUAL PLAN SUMMARY

| STRATEGIES | Priority | Timing | | | | On-Going | Budget | Lead Role |
|---|---|---|---|---|---|---|---|---|
| | | Q1 | Q2 | Q3 | Q4 | | | |
| **Year 1 – 2005 PROJECTS** | | | | | | | | |
| 1. Secure a minimum of $100,000 annually to implement the strategy. | **1** | ■ | ■ | ■ | ■ | ✔ | | CCRD |
| 2. Establish benchmarks for evaluating progress | **1** | | ■ | ■ | | | | CCRD |
| 3. Evaluate strategy progress to measure achievement of performance targets. | **1** | | | | ■ | ✔ | | CCRD |
| 4. Support efforts to obtain a Probationary Community Forest Agreement. | **1** | ■ | ■ | ■ | ■ | ✔ | | BCRS/CCRD |
| 5. Optimize commercial broadband use. | **1** | | | ■ | ■ | ✔ | | NIC/CCCS/ CCRD |
| 6. Work with BCVT to prepare a tourism marketing and development strategy (inclusive of branding). | **1** | | ■ | ■ | ■ | ✔ | | BCVT/CCRD |
| 7. Trails, FSRs and recreation sites - facilitate assembly of individuals and organizations interested in rebuilding/maintaining/enhancing. | **1** | | ■ | ■ | ■ | | | EDC/ CCRD |
| 8. Fish opportunities – assemble, review and consolidate documentation; work with Task Force; identify opportunities and prospective entrepreneurs. | **1** | | | ■ | ■ | ✔ | | CCRD Task Force |
| 9. Complete Bella Coola Valley Watershed Fish Sustainability Plan. | **2** | ■ | ■ | ■ | ■ | ✔ | | BCWCS |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 10. Waterfront/estuary plan – assemble community stakeholders/interests; assist in building the alliance; identify potential project champions. | **2** | | | ■ | ■ | ✔ | | EDC |

| **STRATEGIES** | Priority | Timing | | | | On-Going | Budget | Lead Role |
|---|---|---|---|---|---|---|---|---|
| | | Q1 | Q2 | Q3 | Q4 | | | |
| **Year 1 – 2005 SUPPORT** | | | | | | | | |
| 11. Communicate with stakeholders inside and outside the Valley. | **1** | ■ | ■ | ■ | ■ | ✔ | | CCRD |
| 12. Ferry service – support maintenance and expansion. | **1** | ■ | ■ | ■ | ■ | ✔ | | BCVT/CCRD |
| 13. Rock and gravel quarry – development liaise. | **2** | ■ | ■ | ■ | ■ | ✔ | | EDC/CCRD |
| 14. Oil and Gas – encourage ongoing dialogue and information dissemination. | **2** | | | ■ | ■ | ✔ | | EDC |
| 15. Tweedsmuir Park – investigate economic development opportunities relative to Management Plan review. | **2** | | | ■ | ■ | ✔ | | CCRD/EDC |
| **2005 Totals** | **37 work weeks** | | | | | | | |

| STRATEGIES | Priority | Timing | | | | On-Going | Budget | Lead Role |
|---|---|---|---|---|---|---|---|---|
| | | Q1 | Q2 | Q3 | Q4 | | | |
| **Year 2 – 2006 PROJECTS** | | | | | | | | |
| 1. Secure a minimum of $100,000 annually to implement the strategy. | **1** | ■ | ■ | ■ | ■ | ✔ | | CCRD |
| 2. Evaluate strategy progress to measure achievement of performance targets. | **1** | | ■ | | ■ | ✔ | | CCRD |
| 3. Support efforts to obtain a Probationary Community Forest Agreement. | **1** | ■ | | | | ✔ | | BCRS/CCRD |
| 4. Optimize commercial broadband use. | **1** | ■ | ■ | ■ | ■ | ✔ | | NIC/CCCS/CCRD |
| 5. Work with BCVT to prepare a tourism marketing and development strategy (inclusive of branding). | **1** | ■ | ■ | ■ | | | | BCVT/CCRD |
| 6. Trails, FSRs and recreation sites - facilitate assembly of individuals and organizations interested in rebuilding/maintaining/enhancing. | **1** | ■ | ■ | | | ✔ | | EDC |
| 7. Fish opportunities – assemble, review and consolidate documentation; work with Task Force; identify opportunities and prospective entrepreneurs. | **1** | ■ | ■ | ■ | ■ | ✔ | | CCRD<br>Task Force |
| 8. Complete Bella Coola Valley Watershed Fish Sustainability Plan. | **2** | ■ | ■ | ■ | ■ | | | BCWCS |
| 9. Waterfront/estuary plan – assemble community stakeholders/interests; assist in building the alliance; identify potential project champions. | **2** | ■ | ■ | | | ✔ | | EDC |
| 10. Develop a Bella Coola Valley web portal. | **1** | | ■ | ■ | ■ | | | CCRD |

| STRATEGIES | Priority | Timing | | | | On-Going | Budget | Lead Role |
|---|---|---|---|---|---|---|---|---|
| | | Q1 | Q2 | Q3 | Q4 | | | |
| **Year 2 – 2006 PROJECTS continued** | | | | | | | | |
| 11. Undertake follow-up tasks to support the overall viability of the Probationary Community Forest Agreement and expand benefits. | **1** | | ■ | ■ | ■ | ✔ | | CCRD/BCRS |
| 12. Assist with implementing the tourism market./dev. strategy. | **1** | | | | ■ | ✔ | | BCVT/CCRD |
| 13. Community-based business coaching/facilitation program – determine viability. | **2** | | | | ■ | | | CCRD |
| 14. Community leadership program - determine viability. | **2** | | ■ | ■ | | | | EDC |
| 15. Help build a network of forestry operators to facilitate development of new opportunities and expansion of woodland and silviculture services. | **2** | | | | ■ | ✔ | | EDC/CCRD |
| **Year 2 – 2006 SUPPORT** | | | | | | | | |
| 16. Communicate with stakeholders inside and outside the Valley. | **1** | ■ | ■ | ■ | ■ | ✔ | | CCRD |
| 17. Ferry service – support maintenance and expansion. | **1** | ■ | ■ | ■ | ■ | ✔ | | BCVT/CCRD |
| 18. Rock and gravel quarry – development liaise. | **2** | ■ | ■ | ■ | ■ | ✔ | | EDC/CCRD |
| 19. Oil and Gas – encourage ongoing dialogue and information dissemination. | **2** | ■ | ■ | ■ | ■ | ✔ | | EDC |
| 20. Tweedsmuir Park – investigate economic development opportunities relative to Management Plan review. | **2** | ■ | ■ | | | | | EDC/CCRD |
| 21. Policy research on local control of resource tenures. | **1** | | | ■ | ■ | ✔ | | CCRD Board |
| 22. Agriculture – explore market (in)efficiencies and opportunities. | **2** | | | ■ | ■ | ✔ | | CCRD/EDC |

| **2006 Totals** | **43 work weeks** | |
|---|---|---|

| **STRATEGIES** | Priority | Timing | | | | On-Going | Budget | Lead Role |
|---|---|---|---|---|---|---|---|---|
| | | Q1 | Q2 | Q3 | Q4 | | | |
| **Year 3 – 2007 PROJECTS** | | | | | | | | |
| 1. Secure a minimum of $100,000 annually to implement the strategy. | **1** | ■ | ■ | ■ | ■ | ✔ | | CCRD |
| 2. Evaluate strategy progress to measure achievement of performance targets. | **1** | | ■ | | ■ | ✔ | | CCRD |
| 3. Assist with implementing the tourism development strategy. | **1** | ■ | ■ | ■ | ■ | ✔ | | BCVT/CCRD |
| 4. Continue pursuing fish production and processing opportunities. | **1** | ■ | ■ | ■ | ■ | ✔ | | CCRD Task Force |
| 5. Waterfront/estuary plan – assist with planning and development process. | **1** | ■ | ■ | ■ | ■ | ✔ | | EDC |
| 6. Develop a Bella Coola Valley web portal. | **1** | ■ | ■ | ■ | ■ | ✔ | | CCRD |
| 7. Undertake follow-up tasks to support the overall viability of the Probationary Community Forest Agreement and expand the economic outcomes. | **1** | ■ | ■ | ■ | ■ | ✔ | | BCRS/CCRD |
| 8. Implement a community-based business coaching/facilitation program. | **2** | | ■ | ■ | ■ | ✔ | | CCRD/CFDC |
| 9. Implement a community leadership program. | **2** | | ■ | ■ | ■ | | | EDC |
| 10. Help build a network of forestry operators to facilitate development of new opportunities and expansion of woodland and silviculture services. | **2** | ■ | ■ | ■ | ■ | ✔ | | CCRD/BCRS |

| STRATEGIES | Priority | Timing | | | | On-Going | Budget | Lead Role |
|---|---|---|---|---|---|---|---|---|
| | | Q1 | Q2 | Q3 | Q4 | | | |
| 11. Provide assistance for further research and planning on forest processing opportunities. | **1** | | | | ■ | ✔ | | BCRS/CCRD |
| **Year 3 – 2007 SUPPORT** | | | | | | | | |
| 12. Communicate with stakeholders inside and outside the Valley. | **1** | ■ | ■ | ■ | ■ | ✔ | | CCRD |
| 13. Ferry service – support maintenance and expansion. | **1** | ■ | ■ | ■ | ■ | ✔ | | BCVT/CCRD |
| 14. Rock and gravel quarry – development liaise. | **2** | ■ | ■ | ■ | ■ | ✔ | | EDC/CCRD |
| 15. Oil and Gas – encourage ongoing dialogue and information dissemination. | **2** | ■ | ■ | ■ | ■ | ✔ | | EDC |
| 16. Tweedsmuir Park – investigate economic development opportunities relative to Management Plan review. | **2** | ■ | ■ | | | ✔ | | EDC |
| 17. Policy research on local control of resource tenures. | **1** | ■ | ■ | ■ | ■ | ✔ | | CCRD Board |
| 18. Coordinate the provision of community information in support of marketing. | **1** | ■ | ■ | ■ | ■ | ✔ | | CCRD |
| 19. Forest botanicals – explore commercial potential. | **1** | | | | ■ | ✔ | | CCRD/UBC/ UVic |
| 20. Offer site location assistance to business. | **1** | ■ | ■ | ■ | ■ | ✔ | | CCRD |
| 21. Agriculture – explore market (in)efficiencies and opportunities. | **2** | ■ | ■ | ■ | ■ | ✔ | | EDC/CCRD |
| **2007 Totals** | **45 work weeks** | | | | | | | |

## 6.3 PERFORMANCE INDICATORS

| Goal | Indicators | Measure | Data Sources |
|---|---|---|---|
| Economic development capacity | Strategy and annual work plan in place | Tasks completed<br>Tasks on time<br>Tasks on/below budget | Internal tracking<br>Annual report |
| | Funding availability | Core funding from CCRD<br>Leveraged funding from government and private sector | Financial statements |
| | Community understanding and satisfaction | Community perceptions | Public meeting feedback<br>Communications with CCRD |
| Employment and Diversification | Business activity | Building permit and licensing<br>Projects assisted<br>Partnerships created | BC Stats<br>CCRD<br>EDC |
| | Employment activity | Jobs created<br>Total labour force | Project information<br>Statistics Canada |
| | Business climate | Business/entrepreneur perceptions | Public meetings<br>Open House |
| Investment activity | Investor activity | Investor enquiries<br>Visits to community hosted<br>Home page hits | EDC |
| Investment in public assets | New or expanded infrastructure | New investments<br><br><br>Expansions to ferry service<br>Internet access and use | Project information<br>CCRD<br>BC Stats Major Projects<br>Inventory<br>BC Ferries<br>Central Coast Comm. Society |
| Community influence over resources | Licensing activity | New licences issued | Ministry of Forests<br>Land and Water BC |
| | Innovations in resource use | Pilot projects instituted | Project information |

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## A1 - Contacts

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## A2 - Socio-Economic Assessment

Except for population data, most of the following statistics are for the Central Coast Regional District. This is due to the fact that most data sets, notably labour force and sector activity measures (e.g. tourism room revenues) are not available for smaller geographic areas without special requests being made to Statistics Canada at a significant cost. We do not believe the absence of statistical data specific to the Bella Coola Valley should interfere with our understanding of the local economy or the needs of an economic development strategy, for the following reasons:

- From an economic development perspective, what is of most interest are the long-term changes in key measures such as employment, labour force and resource development. Key events and structural changes in the last 20 years have similarly affected the entire Mid-Coast economy. We believe trends evident in regional district data are reflective of local conditions.
- The Bella Coola economy and business base is small enough that primary data gathering through focus groups and interviews more than makes up for the lack of statistical data, and in fact provides better strategic intelligence on which to build economic development programming.
- The messaging we heard from focus group participants and personal interviews was clear frustration with the "paralysis by analysis" results of the past. With this in mind, we prepared the following overview in fairly short order utilizing to the fullest extent possible previous reports. This has allowed us to allocate as much time and resources as possible to actual strategy formulation.

### Population

Table 3 outlines the population for the Central Coast Regional District between 1976 and 2001. In 2001, the population of the Central Coast was approximately 3,945. This is an 8 percent decline from the 1976 level. However, this is up sharply from 1981 when the population dipped to a low of 3,125. Overall the Central Coast has trailed the average growth rate experienced at the provincial level by a large number over the past two decades.

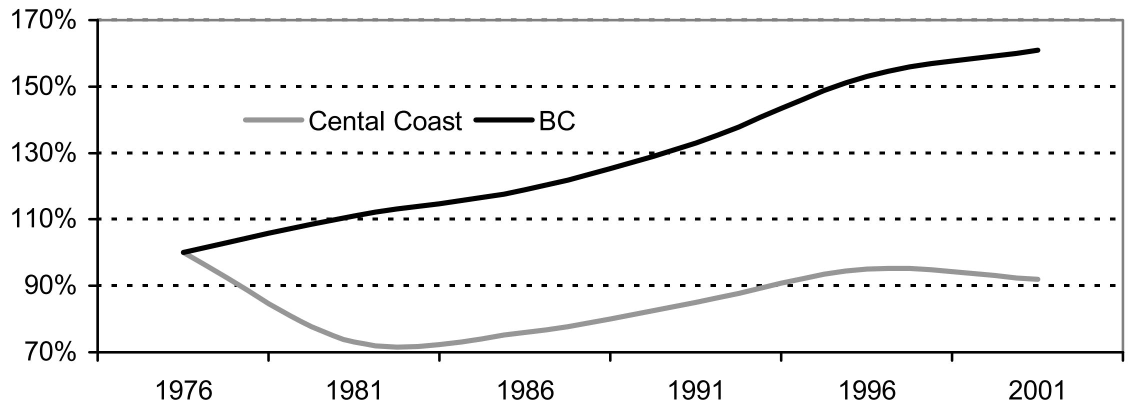
**Table 3: Population for the Central Coast Regional District, 1976-2001**

| | 1976 | 1981 | 1986 | 1991 | 1996 | 2001 |
|---|---|---|---|---|---|---|
| Central Coast RD | 4,290 | 3,125 | 3,275 | 3,640 | 4,090 | 3,945 |

Source: BC Stats and Statistics Canada
Notes: 2001 Population values are based on the 2001 Census with upward adjustments to account for the population under-count in the area.

While the provincial population has grown at a steady pace over the past 25 years, the Central Coast population has struggled to maintain residents. This is illustrated in Figure 2 and outlines the local decline over the years.

**Figure 2: Population Change, Central Coast and BC, 1976-2001**




Source: BC Stats and Stats Canada.

Population in the Regional District climbed between 1981 and 1996 before declining slightly between 1996 and 2001. However, there are really two stories emerging in the region's overall population change. First Nations in the Bella Coola valley are experiencing population growth, while the rest of the Regional District is seeing steep declines. Table 4 outlines the population change by First Nation community and the Regional District Electoral Areas between 1996 and 2001.

**Table 4: Population Change by Community and Sub-Region (1996 to 2001)**

| | 1996 Population | 2001 Population | % Change |
|---|---|---|---|
| Central Coast A | 255 | 150 | (-41%) |
| Central Coast C | 925 | 730 | (-21%) |
| Central Coast D | 455 | 535 | +18% |
| Central Coast E | 215 | 175 | (-19%) |
| Katit 1 (Oweekeno) | 70 | 100 | +43% |
| Bella Bella | 1,260 | 1,310 | +4% |
| Nuxalk | 910 | 945 | +4% |
| **Total Regional District** | **4,090** | **3,945** | **-4%** |

Source: BC Stats and Stats Canada Data.

## Labour Force

Table 5 presents the labour force by industry for the Central Coast Region. Unfortunately, the latest available data is for 2001 so the steep decline in economic activity since that time is not captured in the table.

However, the broader trends appearing between 1981 and 2001 are thought to have accelerated between 2001 and 2004, namely a continuing decline in the goods producing labour force (seven percent between 1981 and 2001, 14 percent between 1991 and 2001). At the same time the service producing sector has gradually increased its share of the total labour force. Within the service producing sector, retail trade, transportation, personal services, and accommodation and food sectors have showed ongoing expansion.

**Table 5: Labour Force by Industry for Central Coast Regional District , 1981, 1991, 2001**

| | 1981 | 1991 | 2001 |
|---|---|---|---|
| | Central Coast Regional District | | |
| **Goods Producing** | | | |
| Agriculture | 15 | 15 | 20 |
| Fishing and Trapping | 85 | 120 | 135 |
| Logging | 195 | 110 | 140 |
| Forestry Industries | | 60 | 85 |
| Mining | 0 | 10 | 0 |
| Fish Products Industry | 125 | 215 | 55 |
| Wood Products | 10 | 35 | 35 |
| Manufacturing Pulp & Paper | 40 | 0 | 0 |
| Manufacturing Other Industries | 10 | 20 | 10 |
| Construction | 55 | 80 | 95 |
| ***Total Goods Producing*** | 535 | 665 | 575 |
| **Service Producing** | | | |
| Transportation/ Storage | 45 | 80 | 95 |
| Wholesale Trade | 5 | 15 | 10 |
| Retail Trade | 90 | 130 | 185 |
| Finance, Insurance, Real Estate | 20 | 20 | 10 |
| Communications & Other Utilities | 30 | 40 | 50 |
| Business, Personal, Other Services | 40 | 70 | 160 |
| Education | 150 | 170 | |
| Health Care | 95 | 115 | 550 |
| Public Administration | 145 | 255 | |
| Accommodation & Food Services | 75 | 100 | 120 |
| ***Total Services Producing*** | 730 | 995 | 1,300 |
| Other | 190 | 10 | 55 |
| **Total Labour Force** | 1,455 | 1,670 | 1,930 |

Source: Statistics Canada – 1981, 1996 and 2001 Census.
Note: Data for 2001 has been translated by Stats Canada from NASICS to SIC, while 1981 and 1991 data is coded in SIC. Comparison between 2001 and the other census periods will have some degree of error due to the translation.

## A3 - Sector Assessments

## Tourism

***Historical and Current Situation***

Tourism is a major economic force within the Central Coast Regional District. Historically, most visitors have been attracted by sports fishing – both fresh water and salt water. A large number are destined for the outer coastal sport fishing lodges, while others enjoy the Dean River area, which is also a target for steelhead and enjoys a loyal clientele that comes year after year. Besides the strong sport fishing sector of the local tourism industry, the region also receives a significant number of travelers during the summer months who are traveling on circle tours. Many of these visitors arrive on the Discovery Coast ferry and then travel on Highway 20 into the interior of British Columbia.

In addition to ferry and vehicle traffic through the Central Coast, many visitors travel by air to the area in the summer months, primarily destined for sport fishing lodges. As well, the area hosts many privately owned boats that travel the Central Coast each summer with as many as 400 boats tying up marinas and wharves in the region each year.[12] Most of the local tourism activity has been concentrated in the summer months and the associated shoulder season, with the season typically running from June until early September, with a short extended season into October for river Coho fishing.

While the tourism season tends to be short, there are signs that the season is beginning to expand and the local industry is starting to diversify. In the past there was little or no winter tourism, but recently the opportunity to undertake extreme winter sports such as snowboarding at the Rainbow Range of Tweedsmuir Park have proven to be successful. As well, in 2003, Bella Coola Heli-skiing and Dreamcatcher Heli-skiing were awarded heli-skiing tenures.

[12] Marlyn Chisholm and Associates, 2001.

***Room Revenues*** **–** Room revenues provide some important insight into the general trends within the local tourism industry. As seen in Table 6, room revenues have more than tripled over the past fourteen years for the Central Coast Regional District.

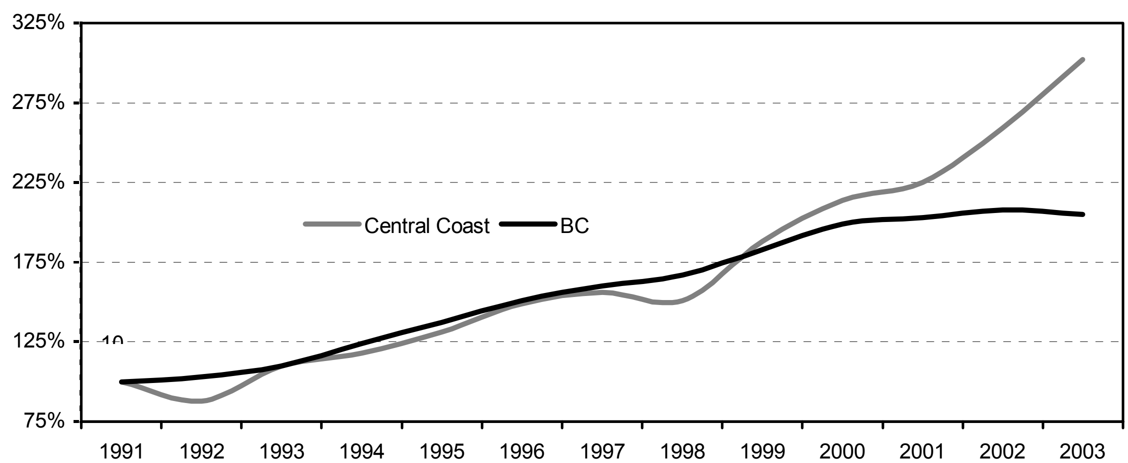
**Table 6: Annual Room Revenue, 1991-2003**

| | ($ 000's) |
|---|---|
| 1991 | 635 |
| 1992 | 562 |
| 1993 | 700 |
| 1994 | 745 |
| 1995 | 832 |
| 1996 | 946 |
| 1997 | 988 |
| 1998 | 959 |
| 1999 | 1,194 |
| 2000 | 1,357 |
| 2001 | 1,432 |
| 2002 | 1,644 |
| 2003 | 1,923 |

Source: BC STATS, BC Tourism Room Revenue, Annual Series.

Figure 3 compares this growth with the rest of the province and after following similar growth as observed at the provincial level through the 1990s, the Central Coast has seen room revenues increase sharply in recent years, clearly outpacing provincial growth from 1999 to date.

**Figure 3: Change in Room Revenues for Central Coast and BC (1991 to 2001)**




Source: BC STATS, BC Tourism Room Revenue, Annual Series.

Reviewing monthly revenues, it is clear that growth is occurring in almost every month across the entire year. However, the strongest increases have been in the important shoulder seasons of May, June, and September. Table 7 outlines the change in room revenues between 1996 and 2003 by month.

**Table 7: Room Revenues for Central Coast – Month By Month (1996 and 2003)**

| $000s | Jan | Feb | Mar | Apr | May | June | July | Aug | Sept | Oct | Nov | Dec |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1996 | 21 | 30 | 38 | 53 | 63 | 127 | 153 | 172 | 110 | 104 | 39 | 43 |
| 2003 | 21 | 53 | 62 | 45 | 253 | 258 | 304 | 428 | 304 | 119 | 20 | 56 |
| % Change | O% | 76% | 63% | -15% | 301% | 103% | 98% | 148% | 176% | 14% | -49% | 30% |

Source: BC Stats.

## ***SWOT Analysis***

Table 8 overviews the strengths, weaknesses, opportunities and threats that the local tourism sector faces, as identified in recent tourism strategy work undertaken during the Mid Coast LRMP process and Tourism Opportunity Study.

**Table 8: Tourism SWOT**

| | | |
|---|---|---|
| **Strengths** | Un-crowded destination, remote.<br>Diversity of landscapes for tourism.<br>High quality wilderness.<br>Communities have marine based tourism infrastructure in place (fuel depot, repairs, docks, etc.)<br>Some trails and park system. | World class fishing opportunities<br>High marketability for marine based (Orcas, whales) and land-based ( grizzlies, bird life).<br>Diversity of landscapes (caves, beaches, islands, hot springs)<br>High wilderness tourism values.<br>First Nations' culture. |
| **Weaknesses** | Difficulty in finding trained local people.<br>Investment hurt by short season.<br>Accommodation over-capacity at peak season.<br>Small number of actual tourists to region.<br>Difficulty in getting foreshore leases.<br>Lack of shared community vision. | Level of support facilities and services available is low.<br>High cost of tour guiding in such a remote region, e.g. Insurance<br>Low product understanding.<br>Community amenities need to be improved.<br>Uncertain land title.<br>Inability to join together in common focus. |
| **Opportunities** | Targeting existing resorts to hire more locals.<br>Develop Bella Coola as the "gateway" community to the Pacific Ocean & the Chilcotin.<br>Capitalize on the short flight times from Lower Mainland.<br>Development of a marketing cooperative.<br>Retreats/spas/healing | Accommodations (Thursday nights during the summer)<br>Eco-tourism, nature-based products<br>Work with existing resorts to develop or connect to more eco-tourism products.<br>Touring products linked to guided wildlife viewing.<br>More product packaging.<br>Enhanced marine activities. |
| **Threats** | Challenges marketing a region as diverse as the Central Coast.<br>Uncertainty surrounding crown land tenures and leases.<br>Difficulty getting financing for remote lodge developments. | Unknown tourism impacts on wildlife behaviour & reproduction (whales, birds).<br>Poorly timed announcements on fishing closures.<br>Decline in vessel traffic due to coast |

| | | |
|---|---|---|
| | Possible loss of Forest Service Rec sites and road maintenance. | guard visitation fees.<br>Ferry service still not secure.<br>Government regulations and decisions on allocation, closures. |

Source: McKim, nd
Marlyn Chisholm and Associates, 2001.
Synergy Management Group Ltd., 2004.
Central Coast Economic Development Commission, 2002.

### ***Local Trend Analysis***

As mentioned, the tourism sector is a key contributor to the economy of Central Coast Regional District. With over six percent of the labour force in the accommodation and food service sector alone in 2001. However, in 2001, total the tourism sector accounted for only five percent of total community income, down from 10 percent in 1996. This suggests that overall income from tourism has been declining compared to the other key basic sectors. This is supported by 1996 labour force numbers for accommodation and food which show 155 in the workforce compared to only 120 in 2001.

Looking at the location quotient[13], which compares the Central Coast to the provincial average labour force, it is clear that the local tourism sector employs a smaller percentage of the local labour force than is generally observed at the provincial level and compared to the province the Central Coast has not been able to grow its ratio for this sector. Table 9 outlines the information on the local tourism labour force, location quotient, and income contributions.

### ***Future Trends***

Growth in BC's tourism sector is expected to continue for the foreseeable future. A range of factors are aligning to support continued growth in the province, some of which include:

- An increase in an ageing population with time and resources to travel;
- The emergence of new tourism product in the province;
- Renewed interest in outdoor tourism products;
- Proximity to the large US market; and,
- Continued investment by the tourism industry in new infrastructure in the province.

**Table 9: Economic Activity Measures, Tourism (Accommodation, Food and Beverage)**

| | 1981 | 1991 | 2001 |
|---|---|---|---|

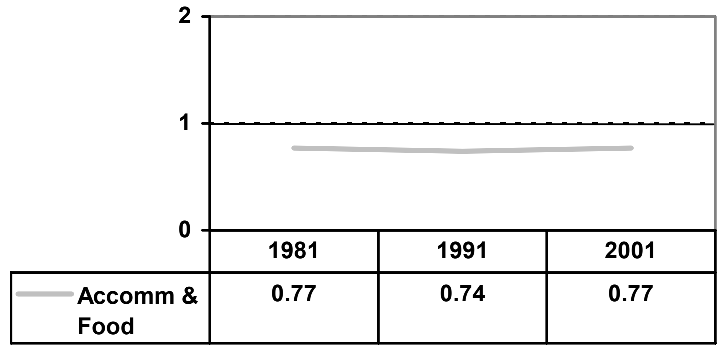
[13] The location quotients compare the proportion of the CCRD labour force in a particular sector to the proportion of the BC labour force in the same sector. A LQ greater than one implies economic advantage, while less than one indicates economic disadvantage.

| | # | % | # | % | # | % |
|---|---|---|---|---|---|---|
| **Labour Force** | 75 | 5.1% | 100 | 5.9% | 120 | 6.2% |

**Community Income 1996**
**% of Total**
**Central Coast**........................ 10%

**Community Income 2001**
**% of Total**
**Central Coast**........................5%

**Location Quotients**




Source: Statistics Canada, BC Stats.
Note: Labour force figures are for the Accommodation, Food and Beverage sector only. The actual tourism-related labour force is higher as employment in transportation, trade, personal service, business service, government service and finance are not counted due to difficulties in disaggregating data from those sectors.

## Agriculture

### ***Historical and Current Situation***

Much of the soil is generally not suitable for agriculture along the coastal part of the Central Coast Regional District. This, combined with the isolation and cost of transportation, has kept the agriculture sector in the region relatively small. The majority of agricultural land is also within the valley floodplain, making any improvements accountable to the Department of Fisheries and Oceans. Currently, there is approximately 4,450 hectares of land in the Central Coast Regional District within the Agriculture Land Reserve, most of this land is within the Bella Coola valley. Before Highway #20 was completed to Williams Lake, the area served several coastal communities with agriculture products. However, since the 1950s with the increased transportation links and better storage facilities, agriculture products are now predominantly shipped in from outside areas.

Despite the small size, the local agriculture sector has grown over the past twenty years. In 1981, there were 22 farms in the Central Coast on a total of 820 hectares of farmland. Of the total land area only 234 hectares was improved farmland in 1981. However, in 2001, there were 31 farms in the region occupying total farm area of 1,486 hectares. The total crop area had grown to 350 hectares with the top two crops including hay and fodder that cover 297 hectares and alfalfa and alfalfa mix which is grown on 38 hectares.

Farms on the Central Coast tend to cover small acreages, with six farms being less than four hectares, while fourteen farms cover between four and 52 hectares. Only one farm is larger than 226 hectares. Seventeen of the area farms have total gross farm receipts of less than $5,000 while a further ten have gross receipts between $5,000 and $25,000, only one farm has receipts greater than $100,000. Of the 26 farms with gross receipts of $2,500 or more, ten are classified as cattle ranching and farming; seven are classified as “other” animal production; four focus on greenhouse, nursery and floriculture production; one is primarily involved in poultry and egg production; and one is in vegetable and melon farming.

### ***SWOT Analysis***

Table 10 overviews the strengths, weaknesses, opportunities and threats that the local agriculture sector faces, as identified in recent Land and Resource Management Planning work on agriculture for the Central Coast.

**Table 10: Agriculture SWOT**

| | | |
|---|---|---|
| ***Strengths*** | Affordable farm land compared to many BC jurisdictions.<br>Access to tide water.<br>Areas of high quality soil.<br>Local markets exist.<br>Climate | Increased interest in agriculture by local residents.<br>No history of major pollutants to contaminant soil.<br>Long history of agriculture in region. |
| ***Weaknesses*** | Obtaining capital for developing land.<br>Marketing products outside of the area. | Wildlife damage to crops.<br>Increase cost of accessing outside |

| | | |
|---|---|---|
| | Small local population and demand for farm products. | markets.<br>Cost of clearing land is prohibitive. |
| ***Opportunities*** | Development of local farmers market to sell product.<br>Farmers giving consideration to expanding.<br>New varieties of crops that may be suited to areas climate.<br>Water/bottled water<br>Small-scale food processing – value-added fish, botanical, nutraceuticals, herbals | Opportunity for niche organic markets (currently no certified organic farms – 2001)<br>Opportunity to service outer coast and BC Ferries<br>Reefer trucks currently leaving valley empty – potential back haul opportunity. |
| ***Threats*** | Aging farm ownership – now 53.9 years, no farms owned by persons under 35 years old.<br>High cost of production<br>Population loss (decline of local markets) | Distance to outside markets to grow new products.<br>Competition from outside with cheaper products. |

Source: McKim, nd.
Synergy Management Group Ltd., 2004.
Central Coast Economic Development Commission, 2002.

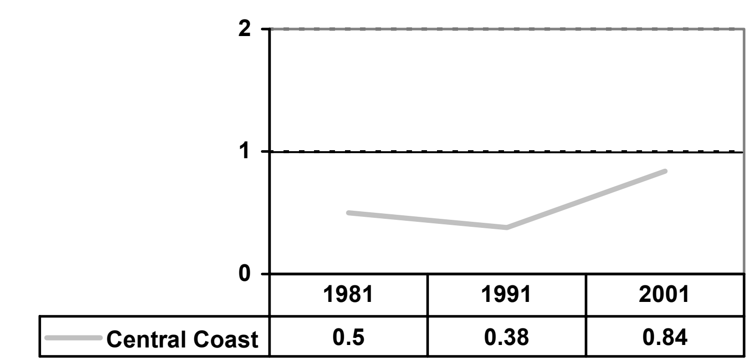
## ***Local Trend Analysis***

While a small part of the local economy, agriculture has been a stable, diversifying factor in the Central Coast and has managed to continue to grow while other basic sectors have contracted in recent years. Table 11 highlights selected economic measures for agriculture in the Central Coast Regional District.

**Table 11: Economic Activity Measures, Agriculture**

| | 1981 | | 1991 | | 2001 | |
|---|---|---|---|---|---|---|
| | # | % | # | % | # | % |
| **Labour Force** | 15 | | 15 | | 20 | |
| **Community Income 1996 % of Total Central Coast**......................... 1% | | | | | | |
| **Community Income 2001 % of Total Central Coast**........................1% | | | | | | |

**Location Quotients**




Source: Statistics Canada, BC Stats.

### ***Future Trends***

In BC, between 1991 and 2001, the number of farms in most categories of farming activity actually declined. However, at the same time the number of farms reporting total farm capital of more than $1 million tripled, while almost 70 percent of BC farms continued to earn less than $50 thousand annually. This is quickly creating two tiers of farms in the province: larger more capital intensive farms and smaller more family oriented farms. This trend in the farming industry is likely to continue for the foreseeable future.

The good news for the small farmer focused on the BC market is that the population in BC has grown to over 4 million and is expected to grow to over 5.5 million by 2025. As well, changing attitudes and population characteristics in BC will likely create demands for new food products and accelerate growth on other agriculture products. Some of the key trends driving this change include:

- An ageing population that will continue to grow and increase the demand for traditional foods and ready to eat meals;
- Increase in personal health awareness that will create demand for healthy foods;
- Growing concern for the environment is increasing the demand for organic products and the need for farmers to incorporate integrated pest management and other sustainable agriculture practices;
- Increase in families with no children and money to spend and a growing ethnic population is accelerating the demand for specialty foods, restaurant meals, new crops, and increase competition from exotic farm imports.
- While these will create opportunities, BC farmers will likely continue to face challenges in growing and diversifying their industry, specifically:
    - A global abundance of many foodstuffs available to those with high disposable incomes resulting in depressed market prices;
    - High cost of production;
    - Significant urban and rural interface;
    - Diminishing processing infrastructure; and,
    - A limited agricultural land base.[14]

[3] Niels Holbek, 1998.

## Commercial Fishing and Aquaculture

### *Historical and Current Situation*

***Commercial Fishing*** has a long history on the Central Coast. The local fishing fleet has been primarily involved in the salmon fishing sector, mostly chum and sockeye. However, since the mid 1990s herring spawn-on-kelp has been a growing component of the local industry. In 1997, Central Coast residents involved in the salmon fishery held six seine licences, 104 gillnet licences and three troll licences. As well, Central Coast residents held 10 spawn-on-kelp licences and First Nations communities had an additional 12 communal seine licences and one gillnet licence in 1997.

However, between 1998 and 2000 the federal salmon licence buyback program reduced the provincial number of licences from 3,600 in 1998 to 2,220 in 2000, a 38 percent reduction. It is anticipated that the number of Central Coast salmon licences will have also declined by a similar percentage. The number of spawn-on-kelp licences will have increased with the Heiltsuk being awarded seven new licences recently. Overall, commercial fishing has been an important component of the local employment. However, the local fishing labour force has been declining going from a labour force of 170 in 1996 to only 115 in 2001.

***Fish Processing –*** Earlier in the century, there was a large number of fish packing/processing plants scattered on inlets throughout the region, but with better refrigeration and the dominance of the larger facilitates, virtually all of the catch is now processed outside the region.[15] However, as late as 1991 approximately 215 residents were employed in the region's fish processing facilities, but by 2001 this number had declined to a labour force of only 55. Two fish plants continue to operate in the Central Coast Regional District including the Bella Bella Fisheries in Bella Bella-Waglisla, which is licensed for salmon, herring and groundfish, and the smaller Bella Coola Valley Seafoods plant licensed for salmon only. A third plant at Klemtu is licensed for invertebrates but lies just outside the regional district.

***Aquaculture –*** The Central Coast LRMP area has approximately 60 aquaculture operations in the Plan area. All of these licences are located outside the Central Coast Regional District area in the southern portion of the Central Coast LRMP area or in Ocean Falls. The majority of these are salmon licences and are owned by thirteen different companies.

### *SWOT Analysis*

Commercial fishing and aquaculture strengths, weaknesses, opportunities and threats for the local industry is overviewed and is based on past provincial and local research into the sector. Table 12 outlines the commercial fishing and aquaculture SWOT.

[15] GE Bridges and Associates, 1999.

**Table 12: Commercial Fishing and Aquaculture SWOT**

| | | |
|---|---|---|
| ***Strengths*** | Commercial Fishing<br>Several market driven fisheries, i.e. Geoducks<br>Near-shore fishery targeting quality fish.<br>Central Coast has well position fishing fleet – close to fishing grounds. | Aquaculture<br>Good biophysical growing conditions.<br>Clean water and environment<br>Good quality reputation of BC cultured finfish and shellfish. |
| ***Weaknesses*** | Salmon Fishery not market driven<br>High labour and other input costs<br>Significant reduction in Bella Bella and Bella Coola commercial fleet.<br>Aging average age of fishermen.<br>Cost of fish processing local has put area at competitive disadvantage. | Lack of federal-provincial harmonization.<br>Lack of DFO support in developing new species for aquaculture.<br>Lack of water quality monitoring locally. |
| ***Opportunities*** | Greater security of tenure<br>High quality and prices<br>More direct sale to public<br>Partnership with value added producers.<br>Empty reefer trucks heading to major centers and could take fish products out.<br>New fish products such as roe on kelp, geoduck and sea urchin. | Farming of new "whitefish" species – halibut, cod.<br>Improved productivity/consolidation from shellfish tenures.<br>More coordination of marketing.<br>Land-based aquaculture<br>Salmon Ranching |
| ***Threats*** | Potential resource decline<br>Lack of economic perspective in resource management decisions.<br>Decline in local boats and licences impacts participation in value added sector.<br>Loss of fleet erodes support sector for fishing industry.<br>Licensing costs continue to rise with poor profit margin in catch.<br>Less work for maintenance facilities resulting in erosion of support industry. | Environmental issues –<br>Disease and productivity/ quality issues.<br>Loss of public and community support for aquaculture.<br>Increasing world supply of low-cost farmed finfish.<br>Fear of escapements of Atlantic salmon & cross breeding with wild salmon.<br>Fear new industry will not include local people. |

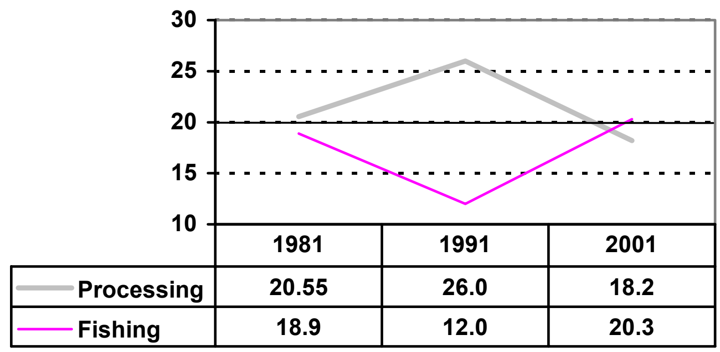
Source: GS Gislason & Associates Ltd., 2004.
McKim, nd.
Synergy Management Group Ltd., 2004.
Central Coast Economic Development Commission, 2002.

## ***Local Trend Analysis***

Commercial fishing and fish processing remains a defining part of the local community and continues to play a critical role in the economy of the region. While the fishing labour force has remained steady, employment in processing has dropped significantly. As expected, the Central Coast has a much larger percentage of its local labour force involved in fishing and fish processing than generally seen throughout the province. Table 13 highlights the economic activity measures for fishing and fish processing in the Central Coast.

**Table 13: Economic Activity Measures, Fishing and Fish Processing**

| | 1981 | | 1991 | | 2001 | |
|---|---|---|---|---|---|---|
| | # | % | # | % | # | % |
| **Labour Force** – Commercial Fishing | 85 | 5.8% | 120 | 7.2% | 135 | 7.0% |
| **Labour Force** – Fish Processing | 125 | 8.6% | 215 | 12.9% | 55 | 2.9% |
| **Community Income 1996 % of Total Central Coast** ........................... 8% | **Location Quotients** | | | | | |
| **Community Income 2001 % of Total Central Coast**........................7% | | | | | | |




Source: Statistics Canada, BC Stats.

***Future Trends***

- The commercial fishing and food processing sectors have been through very challenging times in recent years. It appears that the industry is finally stabilizing with several anticipated activities influencing the future of the sector including:
  - Salmon stocks continue to face challenges however, it appears that the stocks have stabilized and efforts are underway to continue to rebuild stocks.
  - Ground fish activities will be impacted by the rockfish conservation measures over the next several years, but overall this fishery is expected to remain steady. The sector also has potential for increased harvest of among new commercial species such as dogfish.
  - Shellfish harvests are expected to remain stable for the foreseeable future.
- A recent study outlines the potential viability of new processing activities in the area. There is potential that new local activities could be undertaken in the right investment and resource climate.
- In aquaculture the outlook for farmed shellfish remains positive; however, the future for farmed salmon could face new challenges in the near term, both from markets and ongoing community acceptance.
- Finally, interim and final settlements of land ownership issues in the area would include money to enhance participation of local residents in the coastal fisheries, thus potentially growing the number of local participants in the industry.[16]

[16] GE Bridges and Associates, 1999.

## Forestry

### ***Historical and Current Situation***

In the Central Coast Regional District there is a total harvestable land base of approximately 222,000 hectares supporting a current Annual Allowable Cut (ACC) of 1.0 million cubic metres. Of the total harvest, major forest licensees hold 869,221 cubic metres of the AAC. Since the major licensees maintain their processing facilities outside the region, most of the employment benefits have occurred to communities on Vancouver Island and in the Lower Mainland.

However, forestry employment continues to be the major income earner in the Central Coast Regional District, employing a significant number of workers involved in logging and making up 14 percent of the area's income dependency. According to the Mid Coast Timber Supply Review completed in 1999, over 150 direct person-years of employment are created locally each year by the forest sector. This is divided between 88 person years of harvesting employment (PYs), 16 person years in silviculture, 48 PYs in processing.[17]

One wood processing mill, Little Valley Forest Products (1993) Ltd., operates sporadically in the region, although the operation is currently closed. Little Valley has a limited manufacturing operation in the Bella Coola valley, and has traditionally utilized timber sale licences. Approximately four years ago the company underwent significant upgrading to increase the product lines to include specialty products, lattice and veneer slicing. Besides Little Valley Forest Products there are several one and two-person portable mills operating in the region utilizing a small volume of wood, often from the salvage wood program, and servicing local needs.[18]

### ***SWOT Analysis***

Forestry and botanicals strengths, weaknesses, opportunities and threats for the local industry is overviewed and is based on past local studies for the sector. Table 14 outlines the SWOT for the forestry and botanical sectors.

**Table 14: Forestry SWOT**

| | | |
|---|---|---|
| ***Strengths*** | Power capacity at Ocean Falls.<br>Good marine access.<br>Little Valley has made significant investment locally. | There has been local training in value added wood over the years.<br>High level of interest in value added. |
| ***Weaknesses*** | It is difficult to access a viable wood supply at Ocean Falls.<br>Majority of better wood has been harvested.<br>Major licensees control majority of wood supply – use in own non-local processing. | Lack of access to tenure by community or small operators<br>Lack of electric capacity in Bella Coola valley to support processing.<br>Distance and cost to access markets<br>Highly variable wood supply. |
| ***Opportunities*** | Transportation linkages, infrastructure | Forest Licence for First Nation and |

[17] Ministry of Forests, 1999.
[18] Ministry of Forests, 2000.

| | | |
|---|---|---|
| | for value added actives at Ocean Falls.<br>Niche markets for cedar clears and spruce cants and flitches (estimated at less than 20% of volume).<br>Cedar logs for log homes. | municipal communities.<br>Fibre from Community Forests for new value added ventures.<br>Small-scale, value-added products.<br>Custom cutting. |
| ***Threats*** | Decline in the eligible harvest.<br>Lack of economic perspective in resource management decisions.<br>Key drainages available for potential local harvest are targeted for protection. | Higher cost associated with longer transportation distances.<br>Heli-logging reducing local labour levels. |

Source: GE Bridges & Associates, 1999.
McKim, nd.
Ministry of Forests, 2000.
Synergy Management Group Ltd., 2004.
Central Coast Economic Development Commission, 2002.

## ***Local Trend Analysis***

Forestry is also one of the key economic drivers in the local economy and continues to play a critical employment role in the region. Despite sharp declines in local forestry employment between 1991 and 2001, the Central Coast still maintains a noticeably high location quotient. This is due to the job impacts in forestry felt across the province. Manufacturing represents a disproportionately small share of the employment but has made noticeable inroads in reaching the provincial average in recent years. Again this is partly due to the decline in provincial wood manufacturing employment in recent years.

Table 15 highlights the economic activity measures for forestry.

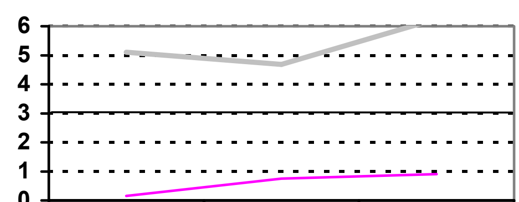
**Table 15: Economic Activity Measures, Forestry**

| | 1981 | | 1991 | | 2001 | |
|---|---|---|---|---|---|---|
| | # | % | # | % | # | % |
| **Labour Force** – Forestry | 195 | 13.4 | 180 | 10.8 | 140 | 7.5 |
| **Labour Force** – Wood Manufacturing | 10 | 0.7 | 35 | 2.1 | 40 | 2.1 |

**Community Income 1996**
**% of Total**
**Central Coast**......................... 26%

**Community Income 2001**
**% of Total**
**Central Coast**........................14%

**Location Quotients**




| | 1981 | 1991 | 2001 |
|---|---|---|---|
| Forestry | 5.11 | 4.69 | 6.25 |
| Wood Manufacturing | 0.16 | 0.75 | 0.91 |

Source: Statistics Canada, BC Stats.

## ***Future Trends***

In June 1999, Ministry of Forests released the Mid Coast TSA Timber Supply Review, which concluded that the current AAC of 1.0 million cubic metres could be maintained for the next 80 years before stepping down to a longer term harvest level of 0.73 million cubic metres annually. In a status quo scenario this should suggest stable and on-going opportunities for the existing forestry labour force. The potential for community forests and new opportunities for local loggers and processors appears favourable. Currently, the Bella Coola Resource Society is working towards establish a small scale community forest (in the 35,000 cubic metre range) and supporting the Nuxalk First Nation in securing additional tenure.[19]

[19] Bella Coola Resource Society, 2004.

## Botanicals

### *Historical and Current Situation*

Pine Mushroom harvesting is the key botanical product in the Central Coast. Pine Mushrooms are primarily harvested in the Dean River, Bella Coola Valley, Kitsquit Flats and Tweedsmuir Park areas. Approximately 95 tonnes of Pine Mushrooms were air freighted from Bella Coola in 1999.[20] An estimated 70 percent of the pickers are local First Nations people. In 2002, between September 22nd and November 10th, approximately $1.89 million in wages were generated from mushroom harvesting.[21]

Overall, this activity provides an important second income source for many residents. Throughout the entire Central Coast Regional District there is potential for other botanical activities but the Pine Mushroom harvest is the most noticeable economic contribution locally.

### *SWOT Analysis*

**Table 16: Botanicals SWOT**

| | | |
|---|---|---|
| ***Strengths*** | Good biophysical growing conditions.<br>Good transportation link to Vancouver by air. | Interest in botanicals has risen significantly in recent years.<br>Will continue to be a valuable component of economy. |
| ***Weaknesses*** | Lack of local market.<br>Higher cost to travel in the area.<br>Low prices paid to local pickers.<br>Many mushroom sites are no longer productive due to past forest practices. | Uneducated pickers do not know how to take care of pine mushroom areas.<br>Bear conflicts.<br>Not allowed to harvest in park. |
| ***Opportunities*** | Dried herbs and roots can be processed and shipped.<br>Landscape plants that are abundant can be shipped.<br>Augment local income with mushroom picking. | Opportunity for a local mushroom buyer.<br>Lots of products to consider for development/harvesting. |
| ***Threats*** | Mushroom habitat lost to forestry or other land uses.<br>Extensive raking can destroy habitat.<br>Environmental issues.<br>Unpredictability and effort required to harvest botanicals. | Some species of botanical may becoming endangered<br>Protection wanted for mushroom habitat. |

Source: GE Bridges & Associates, 1999.
McKim, nd.
Ministry of Forests, 2000.
Synergy Management Group Ltd., 2004.
Central Coast Economic Development Commission, 2002.

[20] McKim (nd).
[21] Radstaak, 2003.

### ***Local Trend Analysis***

Botanical products, particularly Pine Mushrooms, are an important contributor to the employment and income base of the Bella Coola Valley. Unfortunately, this industry is notoriously difficult to influence at the local level as it is based on a highly competitive and secretive cash economy dominated by a tightly controlled network of Vancouver-based buyers. The 2004 picking season illustrates how unpredictable the market can be as on some days prices bottomed at $1 per pound with some local buyers even refusing to purchase. The monopolistic buyer network can effectively sap prices (and local incomes) at any time and without notice, irrespective of overseas market conditions.

### ***Future Trends***

The Pine Mushroom is anticipated to contribute to the region's disposable income. As interest and knowledge grows in other botanical products, potential exists for new activities to be initiated in the Central Coast. Much of the potential for botanical growth will depend on the entrepreneurial spirit of local residents that see a specific opportunity in the sector.

## Government Employment

### ***Historical and Current Situation***

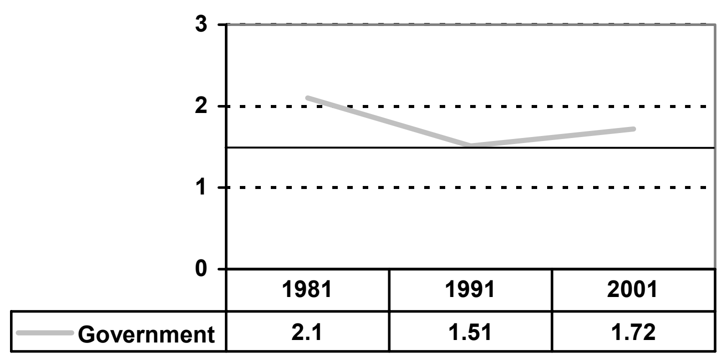
Employment within the government sector has traditionally been the largest sector of the local labour force. Government employment is divided into three categories, public service, education and health. Public service consists of local government, Regional District and First Nations governments, provincial and federal offices. While government employment is rounded out by education, and health services provided to local residents. Overall government services have provided a sizeable number of stable good paying jobs throughout the Central Coast Regional District, but most noticeably in the Bella Coola Valley. Until recently this sector has been very stable; however, recent cutbacks, in particular, the loss of the Ministry of Forest office, have created job impacts in this sector as well.

### ***Local Trend Analysis***

Government employment is the largest sector in the local economy. As a result the sector contributes 41 percent of the after tax income earned in the region. As well, the local quotient for government services has been significantly higher than generally observed at the provincial level. Table 17 outlines the economic activity measures for government services in the region.

**Table 17: Economic Activity Measures, Government Services**

| | 1981 | | 1991 | | 2001 | |
|---|---|---|---|---|---|---|
| | # | % | # | % | # | % |
| **Labour Force** | 390 | 26.8 | 540 | 32.3 | 550 | 28.5 |
| **Community Income 1996**<br>**% of Total**<br>**Central Coast**......................... 37% | **Location Quotients** | | | | | |
| **Community Income 2001**<br>**% of Total**<br>**Central Coast**........................41% | | | | | | |




Source: Statistics Canada, BC Stats.

## A4 - Opportunity Assessment Framework and Ranking

The literature review and focus group discussions identified numerous opportunities that could be pursued by an economic development program in the Bella Coola Valley. Opportunities can differ widely in terms of their suitability for implementation. When the community weighs its vision, goals and resources against the external forces shaping change in the economy and individual industries, some opportunities will appear more attractive than others. In order to identify preferred opportunities, a prioritizing ranking exercise is necessary.

In the framework shown in Table 18, we have attempted to strike a balance between external industry and market forces, internal capabilities and communities impacts and values. A one to five rating scale is employed. Each opportunity is rated for each criteria. A mean rating is then calculated. The higher the score, the more preferred the opportunity. The purpose of the framework is as a decision planning aid, with the following limitations:

- All ratings are qualitative and based on the consulting team's interpretation of community values and goals, the expert opinion of specialists and contacts in the field and analyses contained in the research base.
- The framework could be expanded with additional criteria and weightings but this would render it less user-friendly without any commensurate increase in the validity of the numeric scoring.
- Some opportunities cannot be measured against all criteria. This is true when market and profit criteria are not relevant to certain local service or community-based projects. In such cases the criteria is dropped from the scoring evaluation.
- Most importantly, this framework is meant to evaluate economic development opportunities at a relatively high level for the Central Coast Economic Development Commission and the Central Coast Regional District only. Many evaluation criteria, particularly as they pertain to sustainability and community impacts, cannot be applied at this stage because not enough information is known about specific opportunities. More detailed criteria would only be relevant once business and development plans are submitted. Until then, incremental assumptions about the suitability of opportunity development for the community would be premature.

**Table 18: Opportunity Evaluation Framework**

| | Rating Scale | | | | |
|---|---|---|---|---|---|
| **Business Potential** | ❶ | ❷ | ❸ | ❹ | ❺ |
| Existing and future market potential | Lowest | | Average | | Highest |
| Profit potential | Lowest | | Average | | Highest |
| Access to raw materials | Lowest | | Average | | Highest |
| Input costs | Highest | | Average | | Lowest |
| Infrastructure and support service availability | Lowest | | Average | | Highest |
| **Local Impacts** | | | | | |
| Local job potential | Lowest | | Average | | Highest |
| Local income potential | Lowest | | Average | | Highest |
| Diversification or cluster potential | Lowest | | Average | | Highest |
| **Community Capacity and Readiness** | | | | | |
| Existing community support | Lowest | | Average | | Highest |
| Likelihood of local disputes | Highest | | Average | | Lowest |
| Conformity to sustainability values | Lowest | | Average | | Highest |
| **Composite Score** | ❶ | ❷ | ❸ | ❹ | ❺ |
| **Opportunity is:** | **Below Average** | | **Average** | | **Above Average** |

## Table 19: Opportunity Ranking

| Opportunity | Market Potential | Profit Potential | Raw Materials | Input Costs | Infrastruc-ture | Jobs Potential | Income Potential | Diversifi-cation | Comm. Support | Disputes | Sustaina-bility | Avg. Score |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Local taxi service | 2 | 1 | - | 5 | 5 | 1 | 1 | 1 | - | - | - | 2.3 |
| Ice supply to fishermen | 4 | 2 | - | - | 3 | 1 | 2 | 1 | - | - | - | 2.2 |
| Spirit Bear film | 3 | 1 | 4 | 3 | 2 | 1 | 1 | 3 | 5 | 5 | 5 | 3.0 |
| Small golf course | 2 | 1 | - | 5 | 3 | 2 | 1 | 3 | - | - | - | 2.4 |
| Heli/Cat skiing | 4 | 4 | 5 | 4 | 2 | 4 | 3 | 4 | 3 | 3 | 4 | 3.6 |
| Adventure market development | 4 | 3 | 5 | 4 | 2 | 3 | 3 | 4 | 4 | 3 | 4 | 3.5 |
| Expand steelhead into new rivers | 5 | 3 | 5 | 3 | 3 | 3 | 3 | 3 | 5 | 4 | 5 | 3.8 |
| Bear viewing | 5 | 3 | 4 | 4 | 2 | 3 | 3 | 3 | 4 | 3 | 3 | 3.4 |
| Local jobs at Dean resorts | 4 | 3 | - | - | - | 4 | 3 | 3 | - | - | - | 3.4 |
| Artisan product development | 3 | 2 | 4 | 5 | 2 | 2 | 2 | 3 | 5 | 5 | 5 | 3.5 |
| Ocean kayaking | 5 | 2 | 2 | 4 | 2 | 2 | 2 | 4 | 4 | 4 | 5 | 3.3 |
| Heritage tourism | 5 | 3 | 4 | 4 | 2 | 4 | 2 | 4 | 5 | 5 | 5 | 3.9 |
| Support services for boaters | 3 | 2 | - | - | 3 | 2 | 1 | 3 | - | - | - | 2.3 |
| Market housing to retirees | 2 | 2 | 3 | 4 | 3 | 2 | 2 | 2 | 4 | 4 | - | 2.8 |
| House exchange program | 2 | 1 | - | - | - | 1 | 1 | 1 | - | - | - | 1.2 |
| Small sawmills for local market | 1 | 4 | 4 | 3 | 3 | 2 | 4 | 4 | 5 | 4 | 5 | 3.5 |
| Community forest | 5 | 3 | - | 3 | 3 | 4 | 4 | 4 | 5 | 5 | 5 | 4.1 |
| Harvesting of botanicals | 5 | 5 | 5 | 3 | 2 | 4 | 4 | 5 | 4 | 4 | 4 | 4.1 |
| Woodlands services | 3 | 3 | - | 3 | 4 | 2 | 4 | 4 | 4 | 4 | 4 | 3.5 |
| Silviculture services | 3 | 3 | - | 3 | 4 | 2 | 4 | 4 | 4 | 4 | 4 | 3.5 |
| Log sort yard | 2 | 2 | 5 | 3 | 3 | 2 | 4 | 5 | 4 | 4 | 4 | 3.5 |
| Specialty mill/remanufacturer | 5 | 5 | 5 | 4 | 3 | 5 | 4 | 5 | 5 | 5 | 5 | 4.6 |
| Kiln drying | 4 | 4 | 5 | 4 | 3 | 5 | 4 | 5 | 5 | 5 | 5 | 4.5 |
| Hemlock chipper | 3 | 3 | 5 | 3 | 3 | 3 | 4 | 4 | 5 | 5 | 5 | 3.9 |
| Small-scale food processing | 5 | 4 | 5 | 4 | 3 | 4 | 4 | 5 | 5 | 5 | 5 | 4.5 |
| Produce grown for local demand | 1 | 3 | 4 | 4 | 3 | 1 | 2 | 4 | 5 | 5 | 5 | 3.4 |
| Specialty processed foods | 5 | 4 | 5 | 4 | 3 | 4 | 4 | 5 | 5 | 5 | 5 | 4.5 |
| Bottled water | 5 | 5 | 5 | 5 | 1 | 2 | 3 | 4 | 3 | 2 | 4 | 3.5 |
| Increase halibut landings | 3 | 3 | 4 | - | 3 | 2 | 2 | 3 | 5 | - | - | 3.1 |
| Expand local demand for seafood | 1 | 3 | 4 | 4 | 3 | 1 | 3 | 2 | 5 | - | - | 2.9 |
| Restock steelhead fishery | 5 | 3 | 5 | 3 | 3 | 3 | 3 | 3 | 5 | 4 | 5 | 3.8 |
| Purchase existing prawn tenure | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | - | - | - | 2.9 |
| Mariculture development | 5 | 4 | 5 | 3 | 3 | 3 | 3 | 5 | 4 | 4 | 5 | 4.0 |
| Find use for BC Packers site | 3 | 3 | - | - | - | 3 | 3 | 3 | - | - | - | 3.0 |
| Small-scale fish plant | 5 | 3 | 5 | 3 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 3.8 |
| Ocean ranching | 5 | 5 | 5 | 3 | 3 | 4 | 3 | 4 | 4 | 3 | 5 | 4.0 |
| Small-scale hydro electric | 4 | 4 | 5 | 3 | 2 | 2 | 4 | 4 | 2 | 2 | 5 | 3.4 |
| Rock quarry development | 4 | 4 | 5 | 3 | 3 | 3 | 3 | 4 | 3 | 3 | 2 | 3.4 |
| Gravel pit development | 3 | 3 | 5 | 3 | 3 | 2 | 3 | 4 | 3 | 3 | 2 | 3.1 |

## A5 – Sample Investment Guide Outline

**I. INTRODUCTION**

a. Community Background
b. Nuxalk Nation

**2. SITE DEVELOPMENT OVERVIEW**

a. Preparation
- Packaging & Presentation
- Gaining Local Support

b. The Development Process
- Sequence of Approvals
- Risk Factors

**3. LAND TENURE**

a. Natural Hazards
b. Private Land
- How to Obtain Private Land

c. Crown Land
- How to Obtain Crown Land

d. Forest Land Reserve
- Land Act Tenures
- Crown Grant
- Lease
- Licence of Occupation
- Permit
- Right-of-way

e. Land Act Policies
f. Agricultural Land Reserve
- Application Process Relating to the Agricultural Land Reserve

g. Timber
h. Water
- Commercial Use of Surface Water
- Domestic Use of Surface Water
- Applications for Water Licences

i. Dams
j. Roads
- Land and Water BC Inc.
- Ministry of Forests
- Ministry of Transportation & Highways
- Ministry of Energy & Mines

k. Provincial Parks
l. Mineral Claims

**4. LOCAL LAND USE PROCESS**

a. Overview Of Government Roles
b. Central Coast Land and Resource Management Plan
c. Regional District Approvals

- Timing
- Fees
- Long Range Plans and Zoning Bylaws
- Amendment Procedures
- Building Permits
- Subdivision Process
- Park & Public Access Requirements
- Development Permits

d. Environmental & Resource Agency Approval
e. Licensing & Operating Requirements
f. Profile of Major Industrial and Commercial Areas

**5. BELLA COOLA VALLEY COMMUNITY PROFILE**

a. Overview
b. History
c. Demographics
d. Economic Dependencies
e. Labour Force
f. Real Estate
g. Property Assessments
h. Utilities And Services
- Local Government
- Transportation
- Communications
- Utilities
- Schools
- Fire Protection
- Law Enforcement
- Medical Facilities
- Emergency
- Service Clubs and Organizations
- Education and Training
- Tourism Information
- Accommodations

i. Contact Information

## A6 – Economic Development Funding Programs

The following programs are major sources of funds for economic development programming from the provincial and federal programs. There are numerous other programs that may be available depending on the projects being considered for funding.

### Canada-British Columbia Infrastructure Program

The Canada-British Columbia Infrastructure Program Agreement was signed on October 10, 2000. The agreement calls for the investment of more than $800 million over six years to improve urban and rural local government infrastructure in British Columbia.

The two governments each agreed to contribute $268 million towards the program, with the remaining amount coming from municipal governments and other project proponents.

The program's objectives including improving the quality of life through investments that:

- enhance the quality of the environment
- support long-term economic growth
- improve community infrastructure
- build 21st century infrastructure through encouraging the use of best technologies, new approaches and best practices.

The program's first priority is green local government infrastructure.

Applications can be submitted at any time throughout the life of the Program. The program is currently being considered for renewal.

### Western Economic Partnership Agreements (WEPA)

The Western Economic Partnership Agreement (WEPAs) is a joint federal/provincial initiative aimed at fostering increased economic activity and improving the quality of life in communities across Western Canada. The WEPA was signed with BC and each of the other western province in late 2003. They build on a previous set of agreements, which allocated a total of $160 million over five years towards federal-provincial economic priorities. Cost-shared on a 50:50 basis, the new WEPAs will invest a total of $200 million in the western Canadian economy over the next four years.

Western Economic Diversification Canada is providing $25 million in funding to each western province. With matching provincial contributions, each WEPA will invest up to $50 million to create new employment opportunities, support economic infrastructure and promote entrepreneurship.

Funding is directed to initiatives that support WD's three ongoing priorities: innovation, entrepreneurship and sustainable communities. Specific priorities in some regions include tourism revitalization, development and promotion of environmental technologies, and ground-breaking health technology research and development.

The Ministry of Small Business and Economic Development provides further information on eligibility and assessment criteria, and submission guidelines.

### Community Investment Support Program (CISP)

The goal of CISP is to help Canadian communities develop the tools to attract, retain and expand foreign direct investment (FDI), by providing up to 50 percent of FDI related eligible costs.

- The program supports initiatives that encourage investment and that help communities deal more effectively with investors. CISP assists communities to develop business cases, plan and execute promotional initiatives, and build capacity and the necessary investment attraction experience.
- The program promotes excellence by assessing fund applications on the basis of competitive factors such as long-term planning principles and the level of co-operation between the private sector, regional partners, and municipal and/or provincial governments.
- The economic impact of new investment often extends beyond local boundaries. Collaborative efforts and regional alliances can significantly enhance a region's appeal to foreign investors. CISP strongly encourages applications by, or on behalf of, regional groups of communities.
- CISP also encourages co-operation and consultation between levels of government. When communities approach foreign investors, they become part of a larger picture - an aspect of Canada's image abroad. It's important for communities to understand provincial and federal foreign investment strategies, and vice versa. Each of these strategies can help shape the others and contribute to a coherent Canadian image abroad.

CISP supports two categories of projects Category One: Capacity Building (CB) - $1,000 to $50,000 in program support. Category One is for communities that need to prepare for investment related promotions. Typically, they are not yet ready to identify targets and develop a strategy to attract investors. Category Two: Strategy, Planning and Implementation (SPI) - $20,000 to $300,000 in program support. Category Two is for communities that have completed basic research and are prepared to identify targets, develop a strategy and/or produce promotional tools.

### Community Futures Development Corporation

The BC Community Futures organizations have developed a strategic relationship with Western Economic Diversification to deliver unique and one-time programming that support economic development and business development such as the recent Softwood Lumber Initiative. Communications with the local CFDC office can often be a first step in accessing unique and on-going economic development funding.

### UBCM Tourism Development Program

The BC provincial government recently provided the Union of BC Municipalities with $25 million to establish a tourism development program. This program is still in development but is anticipated to begin receiving proposals in the first quarter of 2005. Work continues on the program guidelines and criteria. UBCM will making a formal call for proposals when the program is finalized.

### Coast Sustainability Trust

The Province of British Columbia established the Coast Sustainability Trust (CST) in 2002 to mitigate any adverse impacts arising from land use decisions associated with the Land and Resource Management Plan process in the Central Coast, North Coast, and Queen Charlotte Islands. Communities, First Nations and community based non-profit organizations submit funding proposals to the CST on an annual basis.

### Northern Development Initiative

In 2004, legislation was introduced in Victoria to establish the $135-million Northern Development Initiative Trust designed to give northern communities the funding, control and ability to identify and pursue new opportunities for stimulating sustainable economic growth and job creation in their regions. The Central Coast is included in this program.

Major program components include a $25-million operating endowment to cover operational expenses, a $50-million fund to support cross-regional economic investments and $60 million in regional development funds to invest $15 million in each of the Peace, Prince George, Northwest and Cariboo-Chilcotin/Lillooet regions.