

**16 – 97 Economic Alliance**  
**Economic Development Study Inventory**

Prepared by W. D. (Bill) Kennedy  
March 12, 2007

## 16 – 97 Economic Alliance

### Economic Development Study Inventory

#### Preface

This inventory of materials that are relevant (in one way or another) to economic development in the 16-97 Economic Alliance Area will, I hope, be useful to economic development practitioners and others. It is the result of phone calls and office visits to people who were known to have access to studies and data, and of internet searches. My thanks go to the many who were contacted who identified materials and suggested leads. The compilation of materials would have been much smaller had it not been for their assistance (and especially for their very prompt responses to phone calls and e-mail messages).

I would be remiss, however, if I did not point out at the outset some of the deficiencies of the inventory. This is certainly not an exhaustive listing of all the materials. I have reason to believe that a great many more studies and reports are “out there” waiting to be identified. The time available (a little over 2 ½ weeks) did not provide the time that was needed to contact all the people that should have been contacted. I am sure that contact with more people, and follow-up calls to others, would have resulted in the identification of more material. In addition, the limited time did not permit use of all of the electronic databases that are available through the public library, the University and the College. I know that there were people who should have been contacted, but weren't. To them, I apologize. I am sure that their input would have been helpful.

This inventory is also the product of “a committee of one.” While the size of the committee limited the time spent in deliberating over various aspects of the study, it also limited the range of views about what materials are relevant and what are not. I am sure that most readers will say “Why did he put that study in?” or “He has left out my favorite source of data!”

W. D. (Bill) Kennedy

March 12, 2007

# 16 – 97 Economic Alliance

## Economic Development Study Inventory

### Introduction

This is an inventory of economic development studies, and of materials that are related (in one way or another) to economic development, for the 16-97 Economic Alliance Area. The materials either report the findings of studies of or strategies for economic development, or they contain data and/or other information that might be useful to someone studying the economic development of the area. They have been chosen because they are forward-looking, or because they provide current data that would be useful for forward-looking studies. Material that was judged to be dated or to have a purely historical perspective has been excluded.

There is always, of course, the question of how an inventory such as this should be organized. The following organization has been chosen:

1. Industry Studies – studies and information that is particular to an industry in the 16-97 Economic Alliance Area, and which deals with more than one particular community or sub-area;
2. Community Studies – studies and information that is particular to a community or sub-area;
3. Supporting Studies – studies that relate to several industries and/or several areas, or that contain data that is applicable to more than one industry and/or area. This grouping also includes studies or reports that deal with issues at a provincial and/or national level but that are considered to have relevance to future studies in the 16-97 Economic Alliance Area.

The information contained in this inventory is limited to:

1. The title of the document;
2. The organization that commissioned the work (if that information is evident);
3. The individual, firm or organization that produced the study or report (if that information is evident);
4. The date that the work was completed (where available);
5. The purpose of the work (where stated);
6. The major findings of the work. In most cases, due to space and time limitations, the comments are limited to noting what issues or topics are dealt with in the material, and whether or not the material contains recommendations.
7. In some cases the table of contents has been included in an appendix. Due to space and time limitations the inclusion of the table of contents was not possible for all of the reports.

The Appendices, which contain the tables of contents, are printed as a separate volume.

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# Industry Studies

## Agriculture

### **Agriculture Sector Strategy (CCBAC)<sup>1</sup>**

Undertaken For: Cariboo-Chilcotin Beetle Action Coalition (CCBAC)  
Undertaken By:  
Completed: In Progress  
Purpose: To clarify baseline information, long term trends, and best practices as a means to identify and specify development opportunities within the various sub-sectors of agriculture. It is expected that the work will enhance and incorporate analysis that is currently being initiated by the agriculture sector. Major components of the study include a report on the sector profile and growth challenges and a report on growth opportunities and strategies,  
Major Findings:  
Notes: This report may be available for distribution in April/May, 2007

### **Focus on the Future: Developing the Agri-Food Industry in British Columbia<sup>2</sup>**

Undertaken For: Investment Agriculture Foundation of British Columbia  
Undertaken By: Ferrence Weicker & Company Ltd.  
Completed: March 2006  
Purpose: To identify and assess key issues that are strategically important to the agri-food industry, and identify specific strategies and meaningful actions that industry, government and the Investment Agriculture Foundation of BC can pursue.  
Major Findings: The study presents an profile of the agri-food industry in BC,, and provides comparisons to other jurisdictions. Opportunities for development were identified, along with major challenges. Five key strategic directions are proposed.  
Notes: The Table of Contents can be found in Appendix 31.

### **Vanderhoof Economic Development Committee Pre-Feasibility Study of Community Agricultural Processing Facility<sup>3</sup>**

Undertaken For: Vanderhoof Economic Development Committee  
Undertaken By:  
Completed: 1999  
Purpose: A pre-feasibility study to determine if sufficient market potential exists in the Nechako Valley to warrant investment in a shared-use processing facility.  
Major Findings:  
Notes:

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<sup>1</sup> Cariboo-Chilcotin Beetle Action Coalition, *Agriculture Sector Strategy Outline*, (October 2005), accessed at [http://www.c-cbac.com/index2.php?mod=edwg\\_strategies](http://www.c-cbac.com/index2.php?mod=edwg_strategies) on March 8, 2007

<sup>2</sup> Ferrence Weicker & Company, *Focus on the Future: Developing the Agri-Food Industry in British Columbia*, (March 2006), accessed at [http://www.iafbc.ca/what\\_s\\_new\\_or\\_media/current\\_initiatives-focus.htm](http://www.iafbc.ca/what_s_new_or_media/current_initiatives-focus.htm) on March 8, 2007

<sup>3</sup> Barry and Associates Consulting Inc., *Stuart Nechako Regional Economic Development Initiative*, p. 6

## Forestry

### **Access to Hardwood Fiber in the Quesnel Timber Supply Area<sup>4</sup>**

Undertaken For: Community Futures Development Corporation of the North Cariboo

Undertaken By:

Completed: March 2003

Purpose: To describe access to hardwood fiber in the Quesnel TSA.

Major Findings:

Notes:

### **Birch Processing Opportunities in the Cariboo<sup>5</sup>**

Undertaken For: The Wood Enterprise Center (Quesnel)

Undertaken By: Robert Guy

Completed: November 2004

Purpose: To explore opportunities for birch processing in the Cariboo.

Major Findings: There are three significant species opportunities for hardwood-processing operations (birch, aspen, and alder). The largest growth has been in birch processing. The report examines three breakdown model, and conclusions about the viability of different approaches are offered.

Notes:

### **Cariboo-Chilcotin Log Building Sector Strategy<sup>6</sup>**

Undertaken For: Cariboo Chilcotin Beetle Action Coalition

Undertaken By: Westcoast CED Consulting Ltd.

Completed: July, 2006

Purpose: To provide a framework for building and expanding the log home building industry in the Cariboo-Chilcotin region.

Major Findings: The study identifies the economic impact of the log home building industry, market trends, wood supply and workforce issues, aspirations and goals. A series of objectives are proposed, and the capacity and resources for implementation of the objectives was identified.

Notes: The Table of Contents can be found in Appendix 17.

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<sup>4</sup> Information provided in telephone interview with G. Lawrence on March 9, 2007.

<sup>5</sup> Guy, Robert, Birch Processing Opportunities in the Cariboo (Forintek Canada Corp., November, 2004), accessed on March 9, 2007 at

<http://www.woodent.com/Default.asp?MainPageID=119&PageID=138>

<sup>6</sup> Westcoast CED Consulting Ltd., *Cariboo-Chilcotin Log Building Sector Strategy, Final Report*, (July, 2006) accessed on March 2, 2007 at [http://www.c-cbac.com/index2.php?mod=edwg\\_strategies](http://www.c-cbac.com/index2.php?mod=edwg_strategies)

## Feedstock Availability and Power Costs Associated with Using BC's Beetle Infested Pine<sup>7</sup>

|                 |   |
|-----------------|---|
| Undertaken For: | BIOCAP Canada Foundation and the Province of British Columbia   |
| Undertaken By:  | Amit Kumar, Peter C. Flynn and Shahab Sokhansanj  |
| Completed:      | November, 2005  |
| Purpose:        | A conceptual engineering economic analysis of generating electrical power from MPB killed trees that would otherwise go unharvested.  |
| Major Findings: | The merits of the option include a large scale source of electrical power that is carbon neutral, earlier reforestation of MPB killed trees leading to earlier future benefit and reduced forest fire hazard, and employment for forest industry personnel providing sustenance to some communities in BC. The study concludes that MPB killed wood provides a unique opportunity to convert otherwise wasted biomass in BC to useful electrical power at reasonable cost, a project that would sustain jobs, contribute to a clean environment, potentially help Canada meet its obligations under the Kyoto accord, and put Canada at the forefront of biomass utilization. |
| Notes:          | The Table of Contents can be found in Appendix 20.  |

A report prepared for the Province of BC also examined the costs for harvesting, comminuting and transporting beetle-killed pine in the Quesnell-Nazko area.<sup>8</sup>

## Identifying Environmentally Preferable Uses for Biomass Resources<sup>9</sup>

|                 |  |
|-----------------|--|
| Undertaken For: | BC Ministry of Forests and Range and BC Ministry of Energy, Mines & Petroleum Resources  |
| Undertaken By:  | Envirochem Services Inc.   |
| Completed:      | February, 2005   |
| Purpose:        | An examination of the technical and economic feasibility of converting the biomass resource in pine-beetle killed trees into energy products.                          |
| Major Findings: | The report examines seven different technological approaches. It concludes that only palletizing is currently considered commercial in BC. It also finds that economic |

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<sup>7</sup> Kumar, Amit; Flynn, Peter C.; Sokhansanj, Shahab, *Feedstock Availability and Power Costs Associated with Using BC's Beetle Infested Pine: Final Report*, (BIOCAP Canada Foundation, Kingston, Ont., November, 2005), accessed on March 3, 2007 at [http://www.biocap.ca/files/reports/2005-11-03\\_MPB\\_Study-Phase2-Final\\_Report.pdf](http://www.biocap.ca/files/reports/2005-11-03_MPB_Study-Phase2-Final_Report.pdf).

<sup>8</sup> MacDonald, A. J., *Estimated Costs for Harvesting, Comminuting, and Transporting Beetle-killed Pine in the Quesnel/Nazko Area of Central British Columbia*, (Forest Engineering Research Institute of Canada, 2006), accessed at [http://www.for.gov.bc.ca/hfp/mountain\\_pine\\_beetle/bioenergy.htm](http://www.for.gov.bc.ca/hfp/mountain_pine_beetle/bioenergy.htm) on March 7, 2007.

<sup>9</sup> Tampier, Martin; Beauchemin, Paul A.; Smith, Doug; Bibeau, Eric, *Identifying Environmentally Preferable Uses for Biomass Resources*, (North Vancouver, BC, Envirochem Services, February 2006), accessed on March 3, 2007 at [http://www.for.gov.bc.ca/hfp/mountain\\_pine\\_beetle/Envirochem\\_Bugwood.pdf](http://www.for.gov.bc.ca/hfp/mountain_pine_beetle/Envirochem_Bugwood.pdf)

feasibility is very dependent on harvesting costs. The report recommends that support be given to the further development of technologies that are close to being commercial, and that mechanisms to encourage the harvest of bugwood should be investigated and implemented. It also recommends the creation of a comprehensive bugwood-for-energy strategy for BC.

Notes:

### **Prince George Timber Supply Area Economic Value of the Forestry Industry<sup>10</sup>**

Undertaken For:

Undertaken By: Price Waterhouse

Completed: 1994

Purpose:

Major Findings: Identification of the value produced in the region by the forestry information.

Notes:

### **Regional Economic Implications of the Mountain Pine Beetle Infestation in the Northern Interior Forest Region of British Columbia<sup>11</sup>**

Undertaken For: Canadian Forest Service Mountain Pine Beetle Initiative

Undertaken By: Mike Patriquin, Scott Heckbert, Christy Nickerson, Michelle Spence, Bill White

Completed: 2005

Purpose: To investigate the regional economic impacts resulting from the current mountain pine beetle infestation in the Northern Interior Forest Region.

Major Findings: The study includes a detailed examination of the Nadina Forest District and the Prince George Timber Supply Area. It finds that the mountain pine beetle infestation will have serious negative consequences for all sectors of the economy, although increased tourism activity could have some mitigating effect.

Notes:

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<sup>10</sup> Barry and Associates Consulting Inc., *Stuart Nechako Regional Economic Development Initiative*, p. 10

<sup>11</sup> Patriquin, Mike; Heckbert, Scott; Nickerson, Christy; Spence, Michelle; White, Bill, *Regional Economic Implications of the Mountain Pine Beetle Infestation in the Northern Interior Forest Region of British Columbia*, (Mountain Pine Beetle Initiative Working Paper 2005-3), (Canadian Forest Service Mountain Pine Beetle Initiative, 2005)

## Wood Products Industry Advisory Committee, Report to the Council<sup>12</sup>

|                 |   |
|-----------------|---|
| Undertaken For: | BC Competition Council  |
| Undertaken By:  | Wood Products Industry Advisory Committee   |
| Completed:      | March 2006  |
| Purpose:        | To recommend key initiatives to enhance the competitiveness of the province's wood products manufacturing industry.   |
| Major Findings: | The report includes a transition plan for the BC Interior sector of the wood products industry to address a loss of export market competitiveness due to exchange rate changes and the softwood lumber dispute with the U.S. The report also contains an extensive set of recommendations relating to the coastal industry sector. The report includes a profile of the industry and information on drivers of competitiveness. |
| Notes:          |   |

## Mining, Oil and Gas

### Industrial Development in British Columbia's Offshore Oil and Gas Industry Preliminary Analysis<sup>13</sup>

|                 |   |
|-----------------|---|
| Undertaken For: | BC Innovation Council   |
| Undertaken By:  | Jacques Whitford Environment Limited  |
| Completed:      | August 2004   |
| Purpose:        | To review the likely timing, duration and the direct industrial requirements of each of the main phases of offshore activity. Development activity is not expected to start until between 2009 and 2015, and production until between 2017 and 2020, at the earliest. The report discusses opportunities for R&D opportunities and the provision of goods/services to the industry. |
| Notes:          | The Table of Contents can be found in Appendix 11.  |

### Mineral Exploration Strategy<sup>14</sup>

|                 |  |
|-----------------|--|
| Undertaken For: | Omineca Beetle Action Coalition  |
| Undertaken By:  |  |
| Completed:      | In Progress  |
| Purpose:        | Investigate, draw together and make recommendations on important key factors that will help communities consider mineral exploration for new economic development and diversification. Key ingredients will include infrastructure, trained and skilled workers, up-to-date geoscience data; and |

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<sup>12</sup> Wood Products Industry Advisory Committee, *Report to the Council, March 2006*, (BC Competition Council, draft final, March, 2006), accessed at <http://www.bccompetitioncouncil.gov.bc.ca/> on March 10, 2007.

<sup>13</sup> Jacques Whitford Environment Limited, *Industrial Development in British Columbia's Offshore Oil and Gas Industry*, (August 26, 2004), accessed at [http://www.em.gov.bc.ca/DL/offshore/Reports/Innovation\\_Industrial\\_Development\\_Aug2004.pdf](http://www.em.gov.bc.ca/DL/offshore/Reports/Innovation_Industrial_Development_Aug2004.pdf) on March 2, 2007.

<sup>14</sup> The information on the proposed mineral exploration strategy was obtained from Omineca Beetle Action Coalition, *Newsletter*, (February 2007)

informed communities interested in seeing this sector as part of their future.

Major Findings:  
Notes:

### **Oil and Gas Education and Training in British Columbia: Planning Today for Tomorrow's Prosperity<sup>15</sup>**

Undertaken For: British Columbia Oil and Gas Education and Training Consortium  
Undertaken By:  
Completed: April 2006  
Purpose: To provide advice to the Ministry of Advanced Education and the Ministry of Energy, Mines and Petroleum Resources on the education and training needs of the oil and gas industry.  
Major Findings: A series of recommendations, including a recommendation to establish an Oil and Gas Centre of Excellence Board, and a number of recommendations relating to education, training and research, as well as promotion, recruitment and retention.  
Notes: The Table of Contents can be found in Appendix 10.

### **Oil and Gas Resource Potential of the Bowser-Whitehorse Area of British Columbia<sup>16</sup>**

Undertaken For: Geological Survey of Canada – Calgary  
Undertaken By: Peter Hannigan, P.J. Lee, and K. G. Osadetz  
Completed: March 1995  
Purpose: To estimate hydrocarbon potential in the study area.  
Major Findings: Good hydrocarbon potential is recognized in Skeena and Upper Cretaceous clastic sediments deposited in the Bowser and Sustut Basins. Laberge Group basin-fill sediments in the Whitehorse Trough are favourable areas of hydrocarbon accumulation.  
Notes:

### **Oil and Gas Resource Potential of the Nechako-Chilcotin Area of British Columbia<sup>17</sup>**

Undertaken For: Geological Survey of Canada – Calgary  
Undertaken By: Peter Hannigan, and others  
Completed: September, 1994  
Purpose: To estimate hydrocarbon potential in the study area.  
Major Findings: Good hydrocarbon potential is recognized in Skeena sediments deposited in the central and southern portions of the Nechako

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<sup>15</sup> British Columbia Oil and Gas Education and Training Consortium, *Oil and Gas Education and Training in British Columbia: Planning Today for Tomorrow's Prosperity*, (April, 2006), access on March 2, 2007 at [http://www.aved.gov.bc.ca/oil\\_gas/oil\\_and\\_gas.pdf](http://www.aved.gov.bc.ca/oil_gas/oil_and_gas.pdf).

<sup>16</sup> Hannigan, Peter; Lee, P.J.; Osadetz, K.G., *Oil and Gas Resource Potential of the Bowser-Whitehorse Area of British Columbia*, (Petroleum Resources Subdivision, Geological Survey of Canada – Calgary, March 1995) accessed on March 2, 2007 at <http://www.em.gov.bc.ca/dl/GSBPubs/Geofile/GF2001-5/GF2001-5.pdf>.

<sup>17</sup> Hannigan, Peter; Lee, P.J.; Osadetz, K.G.; Dietrich, J. R.; Olsen-Heise, K., *Oil and Gas Resource Potential of the Nechako-Chilcotin Area of British Columbia*, (Petroleum Resources Subdivision, Geological Survey of Canada – Calgary, September 1994) accessed on March 2, 2007 at <http://www.em.gov.bc.ca/dl/GSBPubs/Geofile/GF2001-6/GF2001-6.pdf>.

Basin. Grabens with Tertiary fill in southern Quesnel Trough and along the Fraser River are favourable areas for hydrocarbon accumulation.

Notes:

### **Selected Industrial Minerals Trends in British Columbia, 2006<sup>18</sup>**

Undertaken For: British Columbia Geological Survey  
Undertaken By: G. J. Simandl  
Completed: 2006  
Purpose: To highlight some aspects relevant to successful development of industrial minerals deposits in BC.  
Major Findings: The paper reviews BC's infrastructure, industrial minerals endowment, exploration and development trends and initiatives, current production levels and new development opportunities. Topics include industrial minerals production and untapped resources, deposits and geological potential, existing and emerging trends, and other opportunities. The report touches on cement, dimension stone, sand, gravel and crushed rock, clean coal technology, green minerals, value added processing and the China syndrome.

Notes:

## **People**

### **PSTS Industry Report<sup>19</sup>**

Undertaken For: Competition Council of BC  
Undertaken By: Professional Services Industry Advisory Committee  
Completed:  
Purpose: To identify the key requirements for the Professional, Scientific and Technical Services (PSTS) industry to be competitive.  
Major Findings: The report reviews the challenges that the industry must overcome to meet the requirements to be competitive. The challenges include insufficient graduates, competition from the trained technical workforce in the developing world, the need for sustained and balanced public-sector spending on public-sector infrastructure, the need to set a standard for procurement of technical services based on quality, a quality assurance accreditation process in the learning and training industry, and enhancement of research and development partnerships between universities and industry. The report includes a profile of the consulting engineering and architecture industries.

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<sup>18</sup> Simandl, G. J., *Selected Industrial Minerals Trends in British Columbia, 2006*, (British Columbia Geological Survey, Geological Fieldwork 2006, Paper 2007-1), accessed at <http://www.em.gov.bc.ca/mining/Geolsurv/Publications/Fieldwork/2006/toc.htm> on March 7, 2007.

<sup>19</sup> Professional Services Industry Advisory Committee, *PSTS Industry Report*, (Competition Council of BC), accessed on March 8, 2007 at <http://bccompetitioncouncil.gov.bc.ca/>

## **Retention and Attraction of People to the Cariboo-Chilcotin Region<sup>20</sup>**

|                 |   |
|-----------------|---|
| Undertaken For: | Cariboo-Chilcotin Beetle Action Coalition   |
| Undertaken By:  |   |
| Completed:      | November, 2006  |
| Purpose:        | To map out a course of action that will help Cariboo-Chilcotin communities retain and attract more retirees, business people, professionals and skilled workers compared to the present.  |
| Major Findings: | The reasons for seeking to retain and attract residents, the factors that influence the ability to retain and attract residents, a review of other communities, a review of current programs and projects, and recommended strategies to retain and attract people. |
| Notes:          | The Table of Contents can be found in Appendix 19.  |

## **Tourism and Culture**

### **2006 Canadian Spa Sector Profile<sup>21</sup>**

|                 |  |
|-----------------|--|
| Undertaken For: | The Canadian Tourism Commission  |
| Undertaken By:  | Association Resource Centre Inc.   |
| Completed:      | July 2006  |
| Purpose:        | To provide sound data on the Canadian spa industry   |
| Major Findings: | The study examines several key measures of the size of the spa industry, including spa locations, revenues, employment, spa visits, and square footage. Estimates of the industry's growth rate are provided. It also includes key tourism related findings, and a review of key trends in the industry. |
| Notes:          |  |

### **A Cultural Plan for the Regional District of Fraser-Fort George<sup>22</sup>**

|                 |   |
|-----------------|---|
| Undertaken For: | Regional District of Fraser-Fort George   |
| Undertaken By:  |   |
| Completed:      | February 16, 2006   |
| Purpose:        | To provide a five year vision, encourage participation, create a financially sustainable structure, foster collaboration, provide funded agencies with funding certainty, development cultural resources to attract visitors and increase quality of life for residents, and facilitate the adoption of supporting cultural policies. |
| Major Findings: | Strategies for increasing use of cultural facilities and programs by residents and tourists, a template for data collection, a  |

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<sup>20</sup> Cariboo-Chilcotin Beetle Action Coalition, *Retention and Attraction of People to the Cariboo-Chilcotin Region*, (November, 2006), accessed on March 2, 2007 at [http://www.cbac.com/index2.php?mod=edwg\\_strategies](http://www.cbac.com/index2.php?mod=edwg_strategies) .

<sup>21</sup> Association Resource Centre Inc., *2006 Canadian Spa Sector Profile*, (July 2006), accessed at [http://www.tourismbc.com/sector\\_research.asp?id=1747](http://www.tourismbc.com/sector_research.asp?id=1747) on March 8, 2007.

<sup>22</sup> Source: Regional District of Fraser-Fort George, *A Cultural Plan for the Regional District of Fraser-Fort George (February, 2006)*, accessed on February 27, 2007 at [http://www.rdffg.bc.ca/Report\\_Library/Regional\\_Cultural\\_Plan.html](http://www.rdffg.bc.ca/Report_Library/Regional_Cultural_Plan.html)

conceptual model to provide high level direction to funding the cultural agencies, and suggestions directions for performance measures.

Notes:

### **Aboriginal Cultural Tourism BLUEPRINT STRATEGY for BC<sup>23</sup>**

Undertaken For:

Undertaken By: Aboriginal Cultural Tourism Association of B.C.

Completed: November 2005

Purpose: To develop a plan of action with the goal of developing a comprehensive blueprint for Aboriginal cultural tourism development.

Major Findings: The study includes a literature review, competitive analysis, a review of existing consumer research, a definition of Aboriginal Cultural Tourism, industry and consumer surveys, and a strategic plan. The research revealed considerable potential for growth and for providing Aboriginal entrepreneurship and employment. The strategy includes cultural protection protocols, branding, product development and marketing,

Notes:

### **Boondocking from the Perspective of Prince George Stakeholders<sup>24</sup>**

Undertaken For:

Undertaken By: Research and Analysis in Recreation and Tourism Class

Completed: December 2005

Purpose: To determine the differing perceptions in regards to the issue of "free" overnight camping.

Major Findings: The study found a wide variety of perceptions, and reflected a need for greater research into the issue of boondocking and into boondockers as a market. The report includes a literature review dealing with drive tourism and RV owners.

Notes: This study was undertaken by the RRT 410 class at UNBC. The course coordinator was Dr. Anne Hardy.

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<sup>23</sup> Aboriginal Tourism Association of British Columbia, Aboriginal Cultural Tourism BLUEPRINT STRATEGY for BC, (November 2005) accessed on March 8, 2007 at <http://atbc.bc.ca/actbp/index.html#>

<sup>24</sup> Research and Analysis in Recreation and Tourism Class Project, *Boondocking from the Perspective of Prince George Stakeholders*, (December, 2005), unpublished document

### **Characteristics of the Commercial Nature-Based Tourism Industry in British Columbia<sup>25</sup>**

Undertaken For: Wilderness Tourism Association  
Undertaken By: Research Services, Tourism British Columbia  
Completed: January 2005  
Purpose: To measure the size and characteristics of the commercial nature-based tourism industry in 2001.  
Major Findings: The study describes the size of the commercial nature-based tourism industry, and the business characteristics of businesses in the sector.  
Notes:

### **Drive Tourism: A Methodological Discussion with a View to Further Understanding the Drive Tourism Market in British Columbia, Canada<sup>26</sup>**

Undertaken For: Community Development Institute at UNBC  
Undertaken By: Dr. Anne Hardy  
Completed: 2006  
Purpose: A review of existing research from a number of perspectives with a view to facilitating future research in the area.  
Major Findings: The paper is primarily directed toward methodological issues, but it does contain data and information that would be of use to researchers in the 16-97 Economic Alliance Area  
Notes:

### **Northern BC Tourism and Development Foundation Project: Future Research Partnership Report<sup>27</sup>**

Undertaken For: Northern BC Tourism and Development Foundation Project  
Undertaken By: Greg Halseth  
Completed: December 2005  
Purpose: To identify core issues supporting and challenging economic development opportunities in the tourism sector and to provide a foundation to support more detailed research on creating economic development across the region.  
Major Findings: A summary of organizations interested in tourism research, a summary of research being actively pursued, a summary of key research partnership opportunities.  
Notes:

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<sup>25</sup> Tourism British Columbia Research Services, *Characteristics of the Commercial Nature-Based Tourism Industry in British Columbia*, (January 2005), accessed at [http://www.tourismbc.com/sector\\_research.asp?id=1747](http://www.tourismbc.com/sector_research.asp?id=1747) on March 8, 2007.

<sup>26</sup> Source: Anne Hardy, *Drive Tourism: A Methodological Discussion with a View to Further Understanding the Drive Tourism Market in British Columbia, Canada*, (Community Development Institute at UNBC, Prince George, 2006), accessed at <http://www.unbc.ca/cdi/publications.html> on February 28, 2007

<sup>27</sup> Halseth, Greg, *Northern BC Tourism and Development Foundation Project: Future Research Partnership Report*, (December 2005), accessed on March 1, 2007 at <http://www.unbc.ca/cdi/research.html>.

### **Northern BC Tourism and Development Foundation Project: Parks Campground Users Survey Report<sup>28</sup>**

Undertaken For: Northern BC Tourism and Development Foundation Project  
Undertaken By: Greg Halseth  
Completed: December 2005  
Purpose: A convenience product of the Project, based on observations made when the research team was present in individual parks.  
Major Findings: Observations that suggest the potential for additional research work in the future.  
Notes:

### **North Central British Columbia Tourism Strategic Development<sup>29</sup>**

Undertaken For: 16-97 Economic Alliance and Member Organizations  
Undertaken By:  
Completed: In Progress  
Purpose: To develop a strategic development plan to develop opportunities in the tourism industry.  
Major Findings:  
Notes:

### **Opportunities for British Columbia: Activity-Based Tourists in Canada<sup>30</sup>**

Undertaken For: Tourism British Columbia  
Undertaken By: Research Resolutions & Consulting Ltd.  
Completed: August, 2004  
Purpose: To identify the market in major Canadian cities for activity-based tourism, and BC's current share of the market.  
Major Findings: The report presents data on markets in major Canadian cities for activity-based tourism, and describes the characteristics of those markets. Information is also presented on participants in a variety of activities.  
Notes: A similar report is available for American urban markets (*Opportunities for British Columbia: Activity Based Tourists in the USA, Spring, 2004*), which is available from Tourism British Columbia.

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<sup>28</sup> Halseth, Greg, *Northern BC Tourism and Development Foundation Project: Future Research Partnership Report*, (December, 2005), accessed on March 1, 2007 at <http://www.unbc.ca/cdi/research.html>.

<sup>29</sup> 16-97 Economic Alliance, *North Central British Columbia Tourism Strategic Development* (2006).

<sup>30</sup> Research Resolutions & Consulting Ltd., *Opportunities for British Columbia: Activity-Based Tourists in Canada*, (August 2004) accessed at [http://www.tourismbc.com/sector\\_research.asp?id=1747](http://www.tourismbc.com/sector_research.asp?id=1747) on March 8, 2007.

**Regional Profile: Cariboo Chilcotin Coast<sup>31</sup>**  
**Regional Profile: Northern British Columbia<sup>32</sup>**

Undertaken For: Province of British Columbia  
Undertaken By: Tourism British Columbia  
Completed: November 2005  
Purpose: To summarize tourism indicators for the regions.  
Major Findings: The profiles includes information on visitor volume indicators, accommodation indicators, transportation indicators, regional tourism products, and regional geographic and demographic information.

Notes:

**Sustaining Mountain Communities: Residents' Responses to Tourism Development in Valemount, British Columbia<sup>33</sup>**

Undertaken For:  
Undertaken By: Sanjay K. Nepal, and students at UNBC  
Completed: July, 2004  
Purpose: To examine resident attitudes toward proposed tourism development in Valemount.  
Major Findings: Valemount residents strongly support tourism development. The study showed linkages between community attachment and tourism development (High level of attachment may result in less support for tourism) and between satisfaction with the community and tourism development (attitude may be more favourable if current level of satisfaction is low).

Notes: The contents include a literature review, a description of the study area, the study methodology, the data analysis, and conclusions

**Tourism Product Opportunities for Prince George and the Fraser Fort George Regional District<sup>34</sup>**

Undertaken For: Initiatives Prince George, Prince George Chamber of Commerce and Northern British Columbia Tourism Association  
Undertaken By: Barry & Associates Consulting Inc.  
Completed: January 2005  
Purpose:  
Major Findings: The report includes information on the visitors coming to the study area, the tourism products that are currently available,

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<sup>31</sup> Tourism British Columbia, *Regional Profile: Cariboo, Chilcotin Coast*, (November 2005), accessed at [http://www.tourismbc.com/regional\\_profiles.asp?id=4865](http://www.tourismbc.com/regional_profiles.asp?id=4865) on March 8, 2007

<sup>32</sup> Tourism British Columbia, *Regional Profile: Northern British Columbia*, (November 2005), accessed at [http://www.tourismbc.com/regional\\_profiles.asp?id=4865](http://www.tourismbc.com/regional_profiles.asp?id=4865) on March 8, 2007.

<sup>33</sup> Nepal, Sanjay K., *Sustaining Mountain Communities: Residents' Responses to Tourism Development in Valemount, British Columbia*, accessed on March 1, 2007 at <http://www.unbc.ca/nlui/publications/main.html>.

<sup>34</sup> Barry & Associates Consulting Inc., *Tourism Product Opportunities for Prince George and the Fraser Fort George Regional District*, (January, 2005).

products and ancillary services that should be developed, and business models that are in place in other locations. Recommendations to take advantage of the introduction of the Rocky Mountaineer Vacations service, and for the longer-term stimulation of the industry are included.

Notes:

#### **Tourism Sector Strategy Completion<sup>35</sup>**

Undertaken For: Cariboo-Chilcotin Beetle Action Coalition  
Undertaken By:  
Completed: In progress. Anticipated completion in May, 2007.  
Purpose: To identify, analyze and recommend specific opportunities, actions and strategies that would lead to accelerated growth and expansion in the tourism sector, and to assist in identifying potential projects and investment opportunities that could be funded to facilitate economic transition in the Caribbo region.  
Major Findings: Study not completed.  
Notes:

#### **Value of the Prince George Visitor Info Centre Study Results<sup>36</sup>**

Undertaken For: Tourism British Columbia  
Undertaken By: Tourism British Columbia Research Servcies  
Completed: March 2005  
Purpose: To profile travelers who use the Prince George Visitor Information Centre and to measure the influence that the Centre has on the decision-making process of travelers in British Columbia.  
Major Findings: The report contains detailed information about the profile of travelers using the Prince George Visitor information centre, the nature of their travel and expenditures, and the impact that the centre had on their behaviour. The study indicated that the centre increased the travelers' length of stay, or resulted in return trips.  
Notes: The Table of Contents can be found in Appendix 25.

#### **Visual Fine Arts Needs Assessment: College of New Caledonia Region of B.C.<sup>37</sup>**

Undertaken For: College of New Caledonia  
Undertaken By: Peter Ewart  
Completed: June, 2001  
Purpose: To develop a pilot program in the visual arts.  
Major Findings: There is a dynamic art scene and tremendous support and enthusiasm in the arts community for the establishment of a

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<sup>35</sup> Information obtained from Steve Nicol, Lions Gate Consulting.

<sup>36</sup> Tourism British Columbia Research Services, *Value of the Prince George Visitor Info Centre Study Results*, (March 2005).

<sup>37</sup> Ewert, Peter, *Visual Fine Arts Needs Assessment: College of New Caledonia Region of BC*, (College of New Caledonia, Prince George, 2001), accessed on March 2, 2007 at [http://www.cnc.bc.ca/\\_shared/assets/FA\\_needs\\_assessment1343.pdf](http://www.cnc.bc.ca/_shared/assets/FA_needs_assessment1343.pdf)

post-secondary visual arts program, but there is still some resistance. A two-year, stand alone, diploma program is needed.

Notes: The Table of Contents can be found in Appendix 13.

## Transportation

### Container Study Companion Piece<sup>38</sup>

Undertaken For: Aboriginal Business Development Centre  
Undertaken By:  
Completed: This study is expected to be completed near the end of March, 2007.  
Purpose:  
Major Findings:  
Notes:

### Northern BC Container Terminal Opportunity Study<sup>39</sup>

Undertaken For: The Northern B.C. Intermodal Container Terminal Steering Committee  
Undertaken By: InterVISTAS Consulting Inc.  
Completed: November, 2006  
Purpose: To examine emerging inland intermodal opportunities in Northern BC.  
Major Findings: The project includes identifying high volume opportunities for intermodal distribution of BC products by stuffing containers for export, describing the opportunity scenario of intermodal operations in Northern BC, forecasting economic impacts, identifying opportunities for further economic development and diversification by intermodal capacity, identifying strategic opportunities for integrating air cargo and surface container traffic gateways in northern BC, identifying regional and community planning needs and providing recommendations for further action.

Notes:

## Community Studies

### Bulkley-Nechako

#### Burns Lake Community Profile<sup>40</sup>

Undertaken For: Northern Development Initiative Trust  
Undertaken By:  
Completed: June, 2006  
Purpose: To provide community data.

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<sup>38</sup> Source: Telephone conversation with Ray Gerow, Aboriginal Business Development Centre.

<sup>39</sup> InterVISTAS Consulting Inc., *Northern BC Container Terminal Opportunity Study*, (The Northern B.C. Intermodal Container Terminal Steering Committee, November 2006), accessed at <http://www.initiativespg.com/ipg/business/default.asp?TID=03061717105916&CID=03061717513483;&Event=Details&Params=NewsID:171>; on March 10, 2007.

<sup>40</sup> Northern Development Initiative Trust, *Burns Lake Community Profile*, (June, 2006).

Major Findings: The community profile includes data on population, education, health care, employment, incomes, industry, forestry, agriculture, tourism, and tax base (including comparative data)

Notes:

#### **District of Fort St. James Local Labour Market Partnership<sup>41</sup>**

Undertaken For: District of Fort St. James

Undertaken By:

Completed: 2001

Purpose:

Major Findings: A demographic profile, labour market profile, organization of a local planning group and development of a local information network, a human resources strategic plan, communications strategy and development of a tracking system to measure success of projects.

Notes:

#### **Economic Development Study, Fort St. James, British Columbia<sup>42</sup>**

Undertaken For: Fort St. James Chamber of Commerce

Undertaken By: Fort St. James Chamber of Commerce with support from Human Resources Development Canada

Completed: October 1997

Purpose: To produce a five year economic development plan that will identify potential business opportunities to aid in the diversification of Fort St. James.

Methodology: Consumer survey of shopping patterns, interviews, a business survey, and a review of studies.

Major Findings: The study includes recommendations for the development of tourism and the development and protection of the forestry industry.

Notes:

#### **Fort Fraser Economic Development Strategy<sup>43</sup>**

Undertaken For: The people of Fort Fraser and Area

Undertaken By: Fort Fraser Chamber of Commerce, with assistance from Lakes Development Society, Westcoast CED Consulting Ltd. And Human Resources Development Canada

Completed: November, 1997

Purpose: To prepare a community economic development strategy, to involve the community to raise interest in the strategy and to assist with building a community organization/committee that would be able to implement the strategy.

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<sup>41</sup> Barry and Associates Consulting Inc., *Stuart Nechako Regional Economic Development Initiative*, p. 9

<sup>42</sup> Source: Barry and Associates Consulting Inc., *Economic Development Perspectives – A Review of Economic Development Strategies in the Omineca Peace*, p. 18

<sup>43</sup> Source: Barry and Associates Consulting Inc., *Economic Development Perspectives – A Review of Economic Development Strategies in the Omineca Peace*, p. 20

Methodology A review of the economic situation, key informant interviews, community questionnaire, sector focus groups and a community forum.

Major Findings: A set of goals and actions intended to create increased economic activity.

Notes:

#### **Fort St. James Community Profile<sup>44</sup>**

Undertaken For: Northern Development Initiative Trust

Undertaken By:

Completed: June, 2006

Purpose: To provide community data.

Major Findings: The community profile includes data on population, education, health care, employment, incomes, forestry, mining, agriculture, tourism, and tax base (including comparative data)

Notes:

#### **Fort St. James LRMP Tourism Opportunities Analysis<sup>45</sup>**

Undertaken For: Ministry of Small Business, Tourism and Culture

Undertaken By: Clover Point Cartographics Ltd. And Merideth and Associates

Completed: March 2000

Purpose: To identify opportunities for sustainable community-based recreation and tourism development in the Fort St. James Forest District

Major Findings: The study includes an inventory of tourism operators, facilities, features, areas of use and infrastructure, predictive models which evaluate the potential of the natural resource base to support defined tourism activities, and identification of tourism opportunities. The Study includes recommendations for the development of the outdoor recreation products, and a discussion of issues important to tourism operators.

Notes:

#### **Fraser Lake Community Profile<sup>46</sup>**

Undertaken For: Northern Development Initiative Trust

Undertaken By:

Completed: June, 2006

Purpose: To provide community data.

Major Findings: The community profile includes data on population, education, health care, employment, incomes, forestry, mining, tourism, and tax base (including comparative data)

Notes:

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<sup>44</sup> Northern Development Initiative Trust, Fort St. James *Community Profile*, (June, 2006).

<sup>45</sup> Clover Point Cartographics Ltd. And Meredith and Associates, *Fort St. James LRMP Tourism Opportunities Analysis*, (March 2000), accessed on March 8, 2007 at <http://ilmbwww.gov.bc.ca/cis/initiatives/tourism/tos/index.html>

<sup>46</sup> Northern Development Initiative Trust, Fraser Lake *Community Profile*, (June, 2006).

### **Tourism Opportunity Study<sup>47</sup>**

Undertaken For: Ministry of Sustainable Resource Management  
Undertaken By: Meredith & Associates  
Completed: May, 2002  
Purpose: To identify opportunities for sustainable community-based outdoor recreation and backcountry eco/adventure tourism development in the Bulkley/Cassiar Forest District – Bulkley Plan Area.  
Major Findings: The study includes a description of the BC Tourism Industry and ecotourism and activity trends, a description of the plan area, an analysis of tourism resources and opportunities in the study area, and tourism action plans.  
Notes:

### **Vanderhoof Community Economic Development Plan<sup>48</sup>**

Undertaken For: Vanderhoof Chamber of Commerce  
Undertaken By: AGRA Earth & Environmental Limited  
Completed: June, 1997  
Purpose: To establish a community economic development plan, outlining opportunities for new and existing businesses, and to identify specific people who would be able to implement the plan and assist entrepreneurs to get started.  
Methodology: Public meetings and private interviews.  
Major Findings: Identification of a Vanderhoof Economic Development Committee (a private sector committee) to provide leadership for the implementation of the plan. Committees were identified to deal with forestry, agriculture, tourism and recreation.  
Notes:

### **Vanderhoof Community Profile<sup>49</sup>**

Undertaken For: Northern Development Initiative Trust  
Undertaken By:  
Completed: June, 2006  
Purpose: To provide community data.  
Major Findings: The community profile includes data on population, education, health care, employment, incomes, forestry, agriculture, mining, oil & gas, tourism, and tax base (including comparative data)  
Notes:

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<sup>47</sup> Meredith & Associates, *Tourism Opportunity Study*, (May, 2002), accessed at <http://ilmbwww.gov.bc.ca/cis/initiatives/tourism/tos/index.html> on March 8, 2007.

<sup>48</sup> Source: Barry and Associates Consulting Inc., *Economic Development Perspectives – A Review of Economic Development Strategies in the Omineca Peace*, p. 16

<sup>49</sup> Northern Development Initiative Trust, *Vanderhoof Community Profile*, (June, 2006).

### **Village of Fraser Lake, Economic Development Plan<sup>50</sup>**

|                 |   |
|-----------------|---|
| Undertaken For: | Village of Fraser Lake  |
| Undertaken By:  | Urban Systems   |
| Completed:      | April 1998  |
| Purpose:        | To enable Fraser Lake to capitalize on advantages and explore ways to diversify the economy.  |
| Methodology     | Situational analysis, background research, interviews, focus groups, workshops and literature review.   |
| Major Findings: | Identification of goals for organization and for economic development, and strategies to achieve the goals. Important sectors identified in the study include tourism and forestry. |
| Notes:          |   |

### **First Nations**

#### **Carrier Sekani Tribal Council Aboriginal Interest & Use Study on the Enbridge Gateway Pipeline<sup>51</sup>**

|                 |  |
|-----------------|--|
| Undertaken For: | Carrier Sekani Tribal Council  |
| Undertaken By:  | Carrier Sekani Tribal Council and others   |
| Completed:      | May 2006   |
| Purpose:        | To provide (among other things) a preliminary assessment of the potential environmental and socio-economic impacts of the Gateway pipeline,.   |
| Major Findings: | While the purpose of the study was to assess the environmental and socio-economic impacts of the pipeline, the study contains information of interest relative to the socio-economic development of the region. The Study provides base-line information on the Carrier Sekani Tribal Council First Nations. It includes information on the socio-economic profile of the Carrier Sekani Tribal Council Nations. |
| Notes:          |  |

#### **Yakooche First Nation Economic Development Plan – 2002<sup>52</sup>**

|                 |   |
|-----------------|---|
| Undertaken For: | Yakooche First Nation   |
| Undertaken By:  |   |
| Completed:      | 2002  |
| Purpose:        | An economic development plan.   |
| Methodology     | Reviews of existing studies, analysis of existing data, workshops and private interviews. |
| Major Findings: | Identification of specific projects that will lead to increased                           |

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<sup>50</sup> Source: Barry and Associates Consulting Inc., *Economic Development Perspectives – A Review of Economic Development Strategies in the Omineca Peace*, p. 23

<sup>51</sup> Carrier Sekani Tribal Council, *Carrier Sekani Tribal Council Aboriginal Interest & Use Study on the Enbridge Gateway Pipeline*, (May 2006), accessed on March 8, 2007 at <http://www.cstc.bc.ca/cstc/49/oil+gas>

<sup>52</sup> Source: Barry and Associates Consulting Inc., *Stuart Nechako Regional Economic Development Initiative, 2003*, p. 3

economic activity.

Notes:

## Mackenzie

### District of Mackenzie Economic Profile<sup>53</sup>

Undertaken For: Regional District of Fraser-Fort George  
Undertaken By: W. D. Kennedy  
Completed: March 2004  
Purpose: An economic profile and segmented market analysis for the District of Mackenzie  
Major Findings: The report provides basic economic and demographic information about Mackenzie, and a review of the major economic sectors and appreciation of their challenges. Recommendations for action are included.

Notes:

### Mackenzie and Area Economic Development Commission Strategic Plan<sup>54</sup>

Undertaken For: Mackenzie and Area Economic Development Commission  
Undertaken By: Prince George Region Development Corporation, District of Mackenzie, and the Mackenzie Economic Development Committee  
Completed: Fall, 1996  
Purpose: To provide an outline of the economic development process and history in Mackenzie, a framework of sectoral goals, objectives and actions, and to relate the structure and operational focus of the Mackenzie and Area Economic Development Commission.  
Major Findings: The study identified a number of specific strategies related to community promotion and marketing, business development and retention, mining, forestry, and tourism and recreation.

Notes:

## Prince George

### 2006 Benchmarking Report<sup>55</sup>

Undertaken For: Progress Prince George  
Undertaken By:  
Completed: September, 2006  
Purpose: A measurement standard to be used to evaluate whether Prince George is achieving its goal of improving the economy.

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<sup>53</sup> Kennedy, W. D., District of Mackenzie Economic Profile, (March 2004, Regional District of Fraser-Fort George)

<sup>54</sup> Source: Barry and Associates Consulting Inc., *Economic Development Perspectives – A Review of Economic Development Strategies in the Omineca Peace*, p. 26

<sup>55</sup> Progress Prince George, *2006 Benchmarking Report*, accessed on March 5, 2007 at <http://www.initiativespg.com/ipg/business/default.asp?TID=03061717105916&CID=03061717513483:&Event=Details&Params=NewsID:168;>

Major Findings: The study reports on a variety of performance indicators including economic growth (population, non-residential building permits, housing starts, net business formations), standard of living (assessed property values and average labour force income), employment and jobs (employment rate, unemployment rate, net new jobs). In addition, the report includes data on net international migration, net interprovincial and intraprovincial migration, and average house prices. The benchmark group includes Chilliwack, Kamloops, Kelowna, Nanaimo and the BC average.

The report includes a chapter on the economic outlook for Prince George. The study is derived from a study prepared by Credit Union Central of British Columbia that projected Northern BC's economic performance through to 2008. The average growth rates for the entire region have been applied to Prince George in order to develop projections for the City's economic performance through to 2008.

Notes:

### **A Community Approach for the Attraction and Retention of Skilled Immigrants to Prince George<sup>56</sup>**

Undertaken For:  
Undertaken By: Leslie Lax and Kim Walker  
Completed: December 2006  
Purpose: Developing tools and strategies for recruiting and retaining immigrant and foreign workers.

Major Findings: The study confirmed labour market needs, developed recruitment options and service models, identified tools and strategies to facilitate employee readiness, and developed a community action strategy. The study found that the labour market imbalance is significant and is spread across sectors, and that employers are experiencing labour shortages and high turnover in a wide range of occupations. The report includes a series of recommendations to fill the gaps identified in the analysis of current needs and services, including recommendations for supporting service providers' understanding and knowledge of immigrant related issues and recommendations on monitoring and evaluation to guide change and improvement as necessary.

Notes: The Table of Contents can be found in Appendix 27.

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<sup>56</sup> Lax, Leslie and Walker, Kim, *A Community Approach for the Attraction and Retention of Skilled Immigrants to Prince George*, (2006) accessed at <http://www.initiativespg.com/ipg/business/default.asp?TID=03061717105916&CID=03061717513483:&Event=Details&Params=NewsID:176>; on March 5, 2007.

### **Defining Cargo Opportunities for Prince George Airport<sup>57</sup>**

Undertaken For: Prince George Airport Authority  
Undertaken By: InterVISTAS Consulting Inc.  
Completed: August 2004  
Purpose: To estimate the opportunity for air cargo operations at the Prince George Airport  
Major Findings: The study analyses the current transpacific cargo routes and identifies air cargo carriers that could feasibly use the Prince George Airport as a technical stop between Asian and US markets. It shows that Prince George is an attractive option.  
Notes:

### **Development of National Cross-Country Ski and Biathlon Facilities In Northern B.C.<sup>58</sup>**

Undertaken For:  
Undertaken By: Caledonia Nordic Cross Country Ski Club  
Completed: April, 2004  
Purpose: A proposal for funding for the development of a National Cross-Country Ski and Biathlon facility.  
Major Findings: The material includes an assessment of the economic impacts of the proposed facility. The impacts would be generated by athletes who would train at the facility. The impacts are projected to be in the order of \$7 million over the first 5 years of operation.  
Notes:

### **Economic Impact of Public Post-Secondary Education, Prince George, B.C.<sup>59</sup>**

Undertaken For: Initiatives Prince George  
Undertaken By: Tara Bogh  
Completed: August, 2005  
Purpose: To illustrate the economic impact of the presence of the public post-secondary institutions in the City of Prince George.  
Major Findings: The study found that direct spending by the institutions, faculty, staff and visitors was \$494 million, and that the total economic impact amounted to \$721 million.  
Notes: The Table of Contents can be found in Appendix 26.

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<sup>57</sup> InterVISTAS Consulting Inc., *Defining Cargo Opportunities for Prince George Airport*, (Prince George Airport Authority, August 2004)

<sup>58</sup> Caledonia Nordic Cross Country Ski Club, *Development of National Cross-Country Ski and Biathlon Facilities in Northern B.C.*, (April, 2004), unpublished document.

<sup>59</sup> Bogh, Tara, *Economic Impact of Public Post-Secondary Education, Prince George British Columbia*, (Initiatives Prince George, August, 2005).

### **Interim Report – Air and Passenger Traffic Forecast & Socio-Economic Profile<sup>60</sup>**

Undertaken For: Prince George Airport Authority  
Undertaken By: Pryde Schropp-McComb, Inc.  
Completed: February 2007  
Purpose: An air and passenger traffic forecast and socio-economic profile.  
Major Findings:  
Notes: The report had not been released at the time of preparation of this report.

### **Multi-Year Economic Development Strategy – City of Prince George and Area<sup>61</sup>**

Undertaken For: Prince George Region Development Corporation (with assistance from the Ministry of Small Business, Tourism and Culture)  
Undertaken By: Crane Management Consultants Ltd  
Completed: April, 1997  
Purpose: To analyze Prince George's Economic Base, to assess its strengths and weaknesses, and to develop a five-year strategic plan.  
Methodology: Information was derived from a survey of over 1,000 stakeholders from various businesses, agencies and community organizations. Focus groups were conducted  
Major Findings: The main economic development goals identified in the document were:  

1. A stronger, more diversified economy;
2. More quality jobs
3. A higher quality of life
4. Stronger, bigger, industry clusters.

Two industry clusters were dealt with in some detail: the forestry cluster and the personal and business travel industry cluster. A number of strategies for the forestry cluster were identified.  
Notes:  

1. The Prince George Region Development Corporation has been reorganized and renamed. Initiatives Prince George now has responsibility for economic development matters for the City of Prince George.
2. The framework of this study looked forward toward and acknowledged the forces of globalization, trade issues, and the evolution of demographics.

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<sup>60</sup> Pryde Schropp McComb, Inc., *Interim Report – Air and Passenger Traffic Forecast & Socio-Economic Profile*, (Prince George Airport Authority, February, 2007)

<sup>61</sup> Source: Barry and Associates Consulting Inc., *Economic Development Perspectives – A Review of Economic Development Strategies in the Omineca Peace*, p. 4

### **Prince George Airport Runway Feasibility Analysis<sup>62</sup>**

Undertaken For: Prince George Airport Authority

Undertaken By: InterVISTAS Consulting Inc.

Completed: March 2006

Purpose:

Major Findings: The report contains a review of the rising scale of Asia-US trade which is creating demand for new cargo facilities, the existing private and government plans for investment in transportation infrastructure along BC's Northwest Corridor, scenarios for development of traffic at the Prince George Airport, capital and systems requirements for an expanded airport and the business case for the proposed expansion.

Notes:

### **Prince George Airport Runway Extension: Project Definition Report<sup>63</sup>**

Undertaken For: Prince George Airport Authority

Undertaken By: InterVISTAS Consulting Inc.

Completed: October 2005

Purpose: To examine the extension of runway 15-33 to provide guidance to the Authority on the demand, cost and feasibility of the project.

Major Findings: The report reviews the demand for air services (transpacific cargo traffic and transatlantic passenger charter flights, in specific), the cost of the project, and anticipated revenues. Conclusions are reached with respect to cost and feasibility.

Notes:

### **Prince George Airport's Technical Stop Opportunity<sup>64</sup>**

Undertaken For: Prince George Airport Authority

Undertaken By: InterVISTAS Consulting Inc.

Completed: June 2004

Purpose: To explore the potential demand for private/corporate and cargo aircraft to use Prince George as a technical stop.

Major Findings: Data relative to long term air travel demand, Prince George's location, and opportunity and competitive issues is presented.

Notes:

### **Prince George Area Industrial Lands Study<sup>65</sup>**

Undertaken For: Regional District of Fraser-Fort George

Undertaken By: Industrial Lands Study Technical Sub Committee

Completed: January, 2002

Purpose: To provide an evaluation of the sites available for industry.

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<sup>62</sup> InterVISTAS Consulting Inc., *Prince George Airport Runway Feasibility Analysis*, (Prince George Airport Authority, March 2006)

<sup>63</sup> Inter VISTAS Consulting Inc., *Prince George Airport Runway Extension: Project Definition Report*, (Prince George Airport Authority, October 2005).

<sup>64</sup> InterVISTAS Consulting Inc., *Prince George Airport's Technical Stop Opportunity*, (Prince George Airport Authority, June 2004)

<sup>65</sup> Source: Regional District of Fraser-Fort George, *Prince George Area Industrial Lands Study*, (January 2002), accessed on February 28, 2007, at

[http://www.rdffg.bc.ca/Report\\_Library/Industrial\\_Land\\_Study.html](http://www.rdffg.bc.ca/Report_Library/Industrial_Land_Study.html)

Major Findings: Identification of possible sites for industry, and an evaluation of their capability to accommodate varying levels of industrial uses.

Notes: See Appendix 4 for the Table of Contents

#### **Prince George Community Profile<sup>66</sup>**

Undertaken For: Northern Development Initiative Trust

Undertaken By:

Completed: June, 2006

Purpose: To provide community data.

Major Findings: The community profile includes data on population, education, health care, employment, incomes, forestry, agriculture, mining, oil & gas, tourism, and tax base (including comparative data)

Notes:

#### **Prince George Forest District Tourism Opportunities Analysis<sup>67</sup>**

Undertaken For: Prince George land and Resource Management Plan

Undertaken By: Future Legacy Consulting Group

Completed: January 1999

Purpose: To help foster the sought-for balance between the economic value provided by natural resource development and the outdoor experiences and values inherent in the natural environment.

Major Findings: An inventory of recreation and tourism resource inventories. The study includes capability modeling for 10 forest recreation and tourism activities, constraints and suitability factors, and tourism and commercial recreation opportunities. The analysis is based on capability, and not economic feasibility.

Notes:

#### **Projected Regional Economic Impact of Prince George Airport Expansion<sup>68</sup>**

Undertaken For: Prince George Airport Authority

Undertaken By: InterVISTAS Consulting, Inc.

Completed: January 2006

Purpose:

Major Findings: The study estimates the economic impact of the ongoing operations at the Prince George Airport and the tourism industry in the Airport's catchment area. The impact is measured in GDP, economic output, wages, and person years of employment. The potential for the proposed airport expansion to generate economic growth is estimated.

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<sup>66</sup> Northern Development Initiative Trust, *Prince George Community Profile*, (June, 2006).

<sup>67</sup> Future Legacy Consulting Group, *Prince George Forest District Tourism Opportunities Analysis*, (January, 1999) accessed on March 8, 2007 at <http://ilmbwww.gov.bc.ca/cis/initiatives/tourism/tos/index.html>

<sup>68</sup> InterVISTAS Consulting Inc., *Projected Regional Economic Impact of Prince George Airport Expansion*, (Prince George Airport Authority, January 2006).

## Quesnel

### Lessons Learned from the Quesnel Hardwood Co-operative: Case Study<sup>69</sup>

Undertaken For: BC Journal of Ecosystems and Management  
Undertaken By: Steve Hilbert  
Completed: 2003  
Purpose: A case study of the Quesnel Hardwood Cooperative  
Major Findings: The Cooperative integrated wood supply and sales to create a larger forest enterprise, to make its members products more competitive in the marketplace. It developed an action plan to add value to the hardwood lumber by doing more local processing. While not ultimately successful it did stimulate individual members to develop or expand business, and it stimulated the valuation and utilization of birch.

Notes:

### Prosperity & Sustainability: Taking action now for Quesnel's future<sup>70</sup>

Undertaken For: Quesnel Community and Economic Development Corporation  
Undertaken By: Quesnel Community and Economic Development Corporation  
Completed: 2006  
Purpose: To propose a course of action that Quesnel could take to diversify and strengthen its economy, and to stimulate citizen's feedback.  
Major Findings: A future "vision for Quesnel", foreseeing a community that is "connected, green and active." The study identifies some practical emerging opportunities, including tourism and hospitality, agriculture, the forest land base, "green" businesses, mining, minerals, oil and gas, and water. It also identifies opportunities in retaining and attracting retirees, skilled works, and people who can operate their business anywhere. An action strategy is proposed, including dealing with workforce adjustment actions to respond to changes in employment.

Notes:

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<sup>69</sup> Hilbert, Steve, "Lessons Learned from the Quesnel Hardwood Co-operative: Case Study," *BC Journal of Ecosystems and Management*, (vol. 3, no. 1, 2003) accessed at <http://www.forrex.org/jem/2003/vol3/no1/art5.pdf> on March 6, 2007.

<sup>70</sup> Quesnel Community and Economic Development Corporation, *Prosperity & Sustainability: Taking action now for Quesnel's future*, access on March 1, 2007 at <http://www.quesnelcorp.com/PDF/QCEDC-Printable.pdf>

### **Quesnel & Area Community and Economic Profile<sup>71</sup>**

Undertaken For: Quesnel Community and Economic Development Corporation  
Undertaken By:  
Completed: June 2005  
Purpose: A profile of Quesnel  
Major Findings: Information on the Physical Environment, Population and Families, Labour Force, Economy, Infrastructure, Government, Taxation, Lifestyle and Amenities, Education, Health Care, Housing and Parks and Recreation.  
Notes: The Table of Contents can be found in Appendix 17.

### **Quesnel Community Profile<sup>72</sup>**

Undertaken For: Northern Development Initiative Trust  
Undertaken By:  
Completed: June, 2006  
Purpose: To provide community data.  
Major Findings: The community profile includes data on population, education, health care, employment, incomes, forestry, agriculture, mining, oil & gas, tourism, and tax base (including comparative data)  
Notes:

### **Quesnel Forest Sector Labour Market Analysis Final Report<sup>73</sup>**

Undertaken For: Quesnel Labour Market Partnership  
Undertaken By: Meta Consulting Inc.  
Completed: November 2004  
Purpose: To improve Quesnel's capacity to deal with human resource requirements and capacity to implement labour force adjustments in the long term.  
Major Findings: An analysis of Quesnel's labour market with the objective of establishing the nature and extent of human resource changes that are likely to occur in the Quesnel area. Factors affecting the forest industry are expected to have a dampening effect on long-term labour market development. Sectors with opportunities are identified.  
Notes: The Table of Contents can be found in Appendix 16

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<sup>71</sup> Quesnel Community and Economic Development Corporation, *Quesnel & Area Community and Economic Profile*, (June 2005), accessed on March 2, 2007 at <http://www.quesnelcorp.com/reports.asp>

<sup>72</sup> Northern Development Initiative Trust, *Quesnel Community Profile*, (June, 2006).

<sup>73</sup> Meta Consulting Inc., *Quesnel Forest Sector Labour Market Analysis, Final Report*, (November, 2004), accessed on March 2, 2007 at <http://www.quesnelcorp.com/reports.asp>

## **Strategic Forestry Sector Human Resource Development Plan Final Report<sup>74</sup>**

|                 |   |
|-----------------|---|
| Undertaken For: | Quesnel Community and Economic Development Corporation  |
| Undertaken By:  | Bill Cave, Breakthrough Strategies Consulting Inc.  |
| Completed:      | October, 2005   |
| Purpose:        | To improve Quesnel's capacity to deal with human resource requirements and capacity to implement labour force adjustments in the long term.   |
| Major Findings: | There are indications of the potential for a significant reduction in forest industry related employment with the greatest impacts anticipated in areas hardest hit by the mountain pine beetle. To view this concern strictly from the perspective of the forest sector is unrealistic given the dominant role played by the forest sector in Quesnel's economy. Considering alternative opportunities and strategies for economic development and employment in other sectors relevant to Quesnel's future labour market is also critical. The study includes a detailed plan of action including responsibilities, timeframes and draft budgets. |
| Notes:          | The Table of Contents can be found in Appendix 15.  |

## **Tourism Opportunity Study for the Quesnel Forest District<sup>75</sup>**

|                 |   |
|-----------------|---|
| Undertaken For: | Ministry of Small Business, Tourism and Culture   |
| Undertaken By:  | The Economic Planning Group   |
| Completed:      | March, 2001   |
| Purpose:        | To identify tourism opportunities and prepare a report that can be used as a planning tool for the expansion of existing, and development of new, tourism businesses.   |
| Major Findings: | The study identifies adventure tourism markets, trends and product development demands, analyzes local characteristics and land and resource management issues, identifies those adventure tourism products and activities which the region has the best opportunity to develop and provides a product development action plan. The study found the area has significant potential to develop its adventure tourism sector. |
| Notes:          |   |

## **Robson Valley**

### **A Socio-Economic Profile of the Robson Valley<sup>76</sup>**

|                 |                            |
|-----------------|----------------------------|
| Undertaken For: | Fraser Headwaters Alliance |
| Undertaken By:  | Larry Stamm                |
| Completed:      | February 2004              |

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<sup>74</sup> Cave, Bill, *Strategic Forestry Sector Human Resource Development Plan Final Report*, (Breakthrough Strategies Consulting Inc., October, 2005), accessed at <http://www.quesnelcorp.com/reports.asp> on March 2, 2007.

<sup>75</sup> The Economic Planning Group, *Tourism Opportunity Study for the Quesnel Forest District*, (March 2001), accessed on March 8, 2007 at [http://ilmbwww.gov.bc.ca/cis/initiatives/tourism/tos/quesnel\\_tos/quesnel\\_toc.htm](http://ilmbwww.gov.bc.ca/cis/initiatives/tourism/tos/quesnel_tos/quesnel_toc.htm)

<sup>76</sup> Stamm, Larry, *A Socio-Economic Profile of the Robson Valley*, (Dunster, Fraser Headwaters Alliance, February, 2004) accessed on March 6, 2007 at [www.fraserheadwaters.org/FHA\\_Socio-Economic-Report.pdf](http://www.fraserheadwaters.org/FHA_Socio-Economic-Report.pdf).

|                 |   |
|-----------------|---|
| Purpose:        | To provide an accurate picture of the long term trends occurring the community, and to be a planning tool in some of the economic diversification efforts.  |
| Major Findings: | The survey covers the Villages of McBride and Valemount, and the rural area. The report presents information on incomes, employment and other demographic data, and provides comparisons to the region as a whole. Comparisons are made between McBride, Valemount and the rural areas. It concludes that the Robson Valley appears to be a community undergoing a rapid transition from a forestry and agricultural based economy to an area increasingly dependent on part-time and non-employment income sources, and is experiencing significant stresses as the change occurs. |
| Notes:          | The Table of Contents can be found in Appendix 29.  |

### **Economic Overview of the Robson Valley Forest District<sup>77</sup>**

|                 |  |
|-----------------|--|
| Undertaken For: | BC Journal of Ecosystems and Management  |
| Undertaken By:  | Amanda Moon, Mike Patriquin, William A. White, Michelle Spence   |
| Completed:      | 2004   |
| Purpose:        | To formulate a regional economic overview of the Robson Valley Forest District (RVFD) and to summarize a suite of baseline economic indicators relevant to the forestry, visitor, public and agriculture sectors in the RVFD region.   |
| Major Findings: | The forestry sector is the largest contributor to the regional economy, with the visitor sector being the second largest contributor. The article provides a methodology for small region data collection and the resulting baseline information necessary for future assessment of responses within the economy to internal and external changes. |
|                 | The article contains detailed information on the RVFD region, including information on the forestry sector, the visitor sector, agriculture, mining and petroleum sector, non-timber forest sector, and the public sector.   |
| Notes:          |  |

### **Identifying indicators of community sustainability in the Robson Valley, British Columbia<sup>78</sup>**

|                 |   |
|-----------------|---|
| Undertaken For: | BC Journal of Ecosystems and Management                       |
| Undertaken By:  | John R. Parkins, Jeji Varghese, Richard C. Stedman            |
| Completed:      | 2004  |
| Purpose:        | To outline a method of developing indicators of well-being in |

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<sup>77</sup> Moon, Amanda; Patriquin, Mike; White, William A.; Spence, Michelle, "Economic Overview of the Robson Valley Forest District," *BC Journal of Ecosystems and Management*, (Vol 4, No. 2, 2004), accessed on March 6, 2007 at <http://www.forrex.org/jem/2004/vol4/no2/art7.pdf>.

<sup>78</sup> Parkins, John R.; Varghese, Jeji; Stedman, Richard C., "Identifying indicators of community sustainability in the Robson Valley, British Columbia," *BC Journal of Ecosystems and Management*, (vol. 4, no. 2, 2004), access on March 6, 2007 at <http://www.forrex.org/jem/2004/vol4/no2/art3.pdf>

Major Findings: small, forest-based communities.  
The paper presents a broad-based approach toward indicator development and describes the methods used to identify the indicators. The study provides an assessment of well-being that can be used by many levels of government and industry in various ways.

Notes:

### **McBride and Area Economic Development Strategy<sup>79</sup>**

Undertaken For: Prince George Region Development Corporation  
Undertaken By: Prince George Region Development Corporation and the Ministry of Small Business, Tourism and Culture  
Completed: January, 1996  
Purpose: To develop a plan that would help stabilize, diversify and/or help the local economy grow, and to develop an expanded Economic Development Committee and clarify its role and relationships.  
Major Findings: Four main economic sectors were identified as potential areas of economic development (forestry, tourism and recreation, agriculture, and mining) and specific strategies were derived from an analysis of strengths, weaknesses, opportunities, threats and other issues.

Notes:

### **Robson Valley Forest Tourism Opportunities Study<sup>80</sup>**

Undertaken For: Ministry of Small Business, Tourism and Culture, Forest Renewal BC and Northern Development Commission  
Undertaken By: Catherine Berris Associates Inc.  
Completed: March 2000  
Purpose:  
Major Findings: The study includes an analysis of the suitability of specific locations for the development of tourism opportunities, and summer and winter use capability maps. Products that offer the most potential for tourism development in the Robson Valley are identified. Recommendations and the rationale for enhancing tourism in the region are included.

Notes:

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<sup>79</sup> Source: Barry and Associates Consulting Inc., *Economic Development Perspectives – A Review of Economic Development Strategies in the Omineca Peace*, p. 7

<sup>80</sup> Catherine Berris Associates Inc., *Robson Valley Forest Tourism Opportunities Study*, (March, 2000), accessed on March 8, 2007 at [http://ilmbwww.gov.bc.ca/cis/initiatives/tourism/tos/Robson/Robson\\_Valley\\_Tourism\\_Opportunity\\_Study.htm](http://ilmbwww.gov.bc.ca/cis/initiatives/tourism/tos/Robson/Robson_Valley_Tourism_Opportunity_Study.htm)

### **Socio Economic Opportunity Study for the Valemount Area<sup>81</sup>**

|                 |   |
|-----------------|---|
| Undertaken For: | Village of Valemount  |
| Undertaken By:  | Brent Harley and Associates   |
| Completed:      | March 2004  |
| Purpose:        | To consider the social, economic and development trends of the region and identify future issues and challenges that could affect the community.  |
| Major Findings: | The report addresses four key elements: the most probable population and economic growth and development trends for the next 20 years, implications of the development of the major resort proposed for the study area, major issues faced by rapidly growing tourism-oriented communities, and Valemount and area's status in regard to leadership and vision, natural environment, quality of life and economy. |
| Notes:          | The Table of Contents can be found in Appendix 23.  |

### **Tourism as a Community-Based Economic Development Strategy: The Village of Valemount Experience<sup>82</sup>**

|                 |  |
|-----------------|--|
| Undertaken For: | Village of Valemount   |
| Undertaken By:  | Dr. Robert Pfister   |
| Completed:      | September 2000   |
| Purpose:        | To examine how provincial institutions, their policies, and their programs have influenced the Village of Valemount in charting its own economic destiny.  |
| Major Findings: | The report addressed four research questions. The questions dealt with the experience of the Village and investors with tourism development proposals, whether provincial planning policies and practices are effective in terms of community-based economic development priorities, whether Crown land disposition policies in BC are comparable with those of Alberta, and whether provincial policies and practices can be better aligned to advance community-based tourism development strategies. The report makes a variety of recommendations with respect to these matters. |
| Notes:          | The Table of Contents can be found in Appendix 24  |

### **Valemount 2020 Vision Implementation Strategy<sup>83</sup>**

|                 |  |
|-----------------|--|
| Undertaken For: | Village of Valemount                                 |
| Undertaken By:  | Brent Harley and Associates Inc.                     |
| Completed:      | October 2004   |
| Purpose:        | To help the leaders of Valemount in 2004 achieve the |

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<sup>81</sup> Brent Harley and Associates, *Socio Economic Opportunity Study for the Valemount Area*, (March 2004), access at <http://www.valemount.ca/> on March 3, 2007.

<sup>82</sup> Pfister, Robert, *Tourism as a Community-Based Economic Development Strategy: The Village of Valemount Experience*, (September 2000), accessed at <http://www.valemount.ca/> on March 3, 2007.

<sup>83</sup> Brent Harley and Associates Inc., *Valemount 2020 Vision Implementation Strategy*, (October 2004), accessed at <http://www.valemount.ca/> on March 3, 2007.

envisioned Valemount in 2020.

Major Findings: The document identifies economic, land use and community impacts associated with a tourism based economy, and proposes a strategy to achieve the vision for Valemount (including a series of recommended actions).

Notes: The Table of Contents can be found in Appendix 22.

#### **Valemount Airport Planning Study<sup>84</sup>**

Undertaken For: Village of Valemount  
Undertaken By: Urban Systems  
Completed: January 2006  
Purpose: To plan for the future development of the Valemount Airport.  
Major Findings: The report assesses the demand for services at the Valemount airport, assesses the existing infrastructure, and proposes a plan for future development. The report notes that the primary focus of economic development in the region is moving from dependence on the resource industry to a tourism driven economy.

Notes:

#### **Valemount and Area Economic Development Plan: Strategy Workbook**

Undertaken For: Residents of the Valemount Area and the Municipal Council  
Undertaken By: Valemount and Area Economic Development Commission  
Completed: January, 2000  
Purpose: To contribute to community capacity building, identification of opportunities for development and a strategic plan.  
Methodology: The methodology included a community survey.  
Major Findings: The result was the identification of a vision (to transform Valemount and Area from a one-industry community to a mixed economy town with a specialized forestry base, and a growing tourism and services sector). Two objectives were identified: to promote economic development by endorsing specialization in forestry, tourism and the service sector and to support established business and consider social and environmental issues in an effort to enhance the quality of life in the community. A number of strategies were identified to achieve the objectives.

Notes:

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<sup>84</sup> Urban Systems, *Valemount Airport Planning Study*, (January, 2006), accessed at <http://www.valemount.ca/> on March 3, 2007.

## Wells

### Gold Rush Trail Revitalization Plan<sup>85</sup>

Undertaken For: The Gold Rush Trail Action Alliance  
Undertaken By:  
Completed: September, 1999  
Purpose: To increase tourism revenue realized by businesses along the Cariboo Gold Rush Trail.  
Major Findings: This study included a review of the tourism product inventory, and a marketing plan.  
Notes:

### Measuring Our Success II<sup>86</sup>

Undertaken For: Community Futures Development Corporation of the North Cariboo  
Undertaken By: Judy Campbell, Ecogistics Consulting Associates  
Completed: April, 1999  
Purpose: To evaluate the local tourism industry and compare it to 1993 levels.  
Major Findings: A tourism inventory that established base line data was conducted in 1993 and 1994. The study includes information from a 1997/98 Visitor Survey, a case study of Island Mountain Arts, measurements of changes in the tourism sector and conclusions and recommendations.  
Notes:

### Quesnel Highland Recreation and Tourism Overview<sup>87</sup>

Undertaken For: District of Wells  
Undertaken By: J. S. Hart and Associates Ltd.  
Completed: July, 2001  
Purpose:  
Major Findings: The report includes information on backcountry recreation in the Quesnel Highlands area and information on land use planning and the integration of resource uses.  
Notes:

### Wells, Barkerville & Bowron Lakes

#### Gateway Cooperative Marketing Strategy and Plan<sup>88</sup>

Undertaken For: Wells & District Chamber of Commerce  
Undertaken By: Jigsaw Consulting (Sally Lockhart)  
Completed: November 2001

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<sup>85</sup> The Gold Rush Trail Action Alliance, *Gold Rush Trail Revitalization Plan, Briefing Notes*, (September 1999)

<sup>86</sup> Ecogistics Consulting Associates, *Measuring Our Success II: 1998 Report on the Tourism Industry in Wells, Barkerville & Bowron Lake*, (April 1999).

<sup>87</sup> J. S. Hart and Associates, Ltd. *Quesnel Highland Recreation and Tourism Overview*, (July, 2001)

<sup>88</sup> Jigsaw Consulting, *Wells, Barkerville & Bowron Lakes Gateway Cooperative Marketing Strategy & Plan*, (Wells & District Chamber of Commerce, November 2001)

Purpose: To increase the area's tourism market share.  
Major Findings: The study involved research into current tourism trends in BC and the Cariboo region, and a review of marketing strategies and plans use by the area's tourism operators and marketing organizations. A primary marketing strategy was developed with the emphasis on developing greater awareness of the area through branding and image development.  
Notes:

### **Wells, British Columbia Community Development Initiative<sup>89</sup>**

Undertaken For: Wells & District Chamber of Commerce  
Undertaken By: Sundance Topham  
Completed: 2002  
Purpose:  
Major Findings: The study provides an overview of Wells and its history, an inventory of its heritage buildings, and a blueprint for enhancement of the buildings and public spaces.  
Notes:

### **Williams Lake**

#### **Williams Lake Community Profile<sup>90</sup>**

Undertaken For: Northern Development Initiative Trust  
Undertaken By:  
Completed: June, 2006  
Purpose: To provide community data.  
Major Findings: The community profile includes data on population, education, health care, employment, incomes, forestry, agriculture, mining, oil & gas, tourism, and tax base (including comparative data)  
Notes:

#### **Williams Lake Forest District Tourism Opportunities Study<sup>91</sup>**

Undertaken For: Ministry of Small business, Tourism and Culture  
Undertaken By: ARA Consulting Group  
Completed: April 2001  
Purpose:  
Major Findings: This Study discusses tourism within Crown-land in the study area, global and provincial tourism trends, tourism in the Williams Lake study area, and a strategic framework for ecotourism development. It contains an assessment of ecotourism opportunities and an ecotourism action plan.  
Notes:

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<sup>89</sup> Topham, Sundance, *Wells, British Columbia Community Economic Development Initiative*, (Wells & District Chamber of Commerce, 2002)

<sup>90</sup> Northern Development Initiative Trust, *Williams Lake Community Profile*, (June, 2006).

<sup>91</sup> ARA Consulting Group, *Williams Lake Forest District Tourism Opportunities Study*, (April 2001), accessed on March 8, 2007 at <http://ilmbwww.gov.bc.ca/cis/initiatives/tourism/tos/index.html>

## Supporting Studies

### The 16-97 Economic Alliance Area General Studies

#### 16-97 Economic Alliance Benchmarking Study<sup>92</sup>

|                 |  |
|-----------------|--|
| Undertaken For: | 16-97 Economic Alliance  |
| Undertaken By:  | Initiatives Prince George, with funding assistance from the Ministry of Economic Development   |
| Completed:      | September, 2006  |
| Purpose:        | To provide baseline data so that progress in achieving economic growth in the region can be measured.  |
| Major Findings: | The study reports on a variety of performance indicators including population and demographics (population, migration, immigration, educational attainment), employment and income (job creation, employment rate, average labour force income), economic growth (business incorporations, building permit values, assessed property values), economic dependency and diversification (largest economic sectors by firms and employment, sectors with significant change in firms and employment, trends in knowledge-based industries). |
| Notes:          | The data has been presented for regional districts containing 16-97 Economic Alliance communities (Bulkley-Nechako, Fraser-Fort George, Cariboo).  |

#### 2005 Northern Economic Forum Briefings Package<sup>93</sup>

|                 |   |
|-----------------|---|
| Undertaken For: | 2005 Northern Economic Forum  |
| Undertaken By:  |   |
| Completed:      | 2005  |
| Purpose:        | Pre-Forum Essential Reading for participants  |
| Major Findings: | The material summarizes the <i>Ramp Up!</i> Report, prepared by Frank Knott of ViTAL Economy, Inc. and sponsored by Telus, <i>Working Together to Create Sustainable Wealth</i> , the Final Report of the Northwest Tribal Treaty Nations Economic Strategies Initiative, and <i>The Connected North: Moving from northern strength to northern strength</i> , a report from UNBC's Northern BC Economic Development Vision and Strategy Project. |
| Notes:          | The reports summarized in this package are referred to elsewhere in this document.  |

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<sup>92</sup> 16-97 Economic Alliance, *16-97 Economic Alliance Benchmarking Report*, accessed at <http://www.initiativespg.com/lpg/business/default.asp?TID=06011816073229> on March 5, 2007.

<sup>93</sup> Source: 2005 Northern Economic Forum, *Briefings Package*, accessed at [http://www.unbc.ca/cdi/northern\\_economic\\_forum.html](http://www.unbc.ca/cdi/northern_economic_forum.html) on February 28, 2007 and Knott, Frank, *Ramp Up! Bringing Out the Best in British Columbia's Regional Economies: Sustainable Economic Roadmap*, (ViTAL Economy, Inc., sponsored by Telus, 2005) accessed at <http://about.telus.com/digitaldivide/regional.html> on February 28, 2007.

#### **2006 BC Check-Up Cariboo Development Region<sup>94</sup>**

#### **2006 BC Check-Up Nechako Development Region<sup>95</sup>**

Undertaken For: Institute of Chartered Accountants of British Columbia  
Undertaken By:  
Completed: 2006  
Purpose: To measure the province as a place in which to live, work and invest.  
Major Findings: These two reports contain a wide variety of data on population, employment (by sector), unemployment rates, income, educational achievement, dependency on the social safety net, and investment and business activity. Data for the region is compared to data for the province. Explanatory comments are provided and conclusions about the economy of the two development regions are drawn.  
Notes: The Nechako Development Region includes the Stikine, which is beyond the 16-97 Economic Alliance area.

#### **Analysis of Employer Surveys From the LMP Project, March, 2003<sup>96</sup>**

Undertaken For: Labour Market Partnership for Trades in North-Central British Columbia  
Undertaken By: College of New Caledonia  
Completed: March, 2003  
Purpose: To gather data on the real and perceived skilled trades needs in the region and to identify areas of particular demand and emerging trades.  
Major Findings: Skilled trade needs in a variety of industries, including the automotive industry, construction, forest sector, transportation, mining, utilities, and commercial aviation.  
Notes:

#### **Changes, Challenges & Choices in the North<sup>97</sup>**

Undertaken For: College of New Caledonia (CNC)  
Undertaken By:  
Completed: December, 2006  
Purpose: Describes CNC's region and includes projections on how the

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<sup>94</sup> Institute of Chartered Accountants of British Columbia, *2006 BC Check-Up – Cariboo Development Region*, (2006), accessed on March 6, 2007 at [http://www.bccheckup.com/pdf/reg\\_ca\\_2006.pdf](http://www.bccheckup.com/pdf/reg_ca_2006.pdf).

<sup>95</sup> Institute of Chartered Accountants of British Columbia, *2006 BC Check-Up –Nechako Development Region*, (2006), accessed on March 6, 2007 at [http://www.bccheckup.com/pdf/reg\\_nech\\_2006.pdf](http://www.bccheckup.com/pdf/reg_nech_2006.pdf).

<sup>96</sup> College of New Caledonia, *Analysis of Employer Surveys from the LMP Project, March 2003*, accessed on March 2, 2007, at [http://www.cnc.bc.ca/ce/LabourMarket/pdf/Employer\\_Survey\\_Analysis.pdf](http://www.cnc.bc.ca/ce/LabourMarket/pdf/Employer_Survey_Analysis.pdf).

<sup>97</sup> College of New Caledonia, *Changes, Challenges & Choices in the North* (December, 2006), accessed on March 2, 2007, at [http://www.cnc.bc.ca/\\_shared/assets/CNC\\_Campus202\\_Submission7116.pdf](http://www.cnc.bc.ca/_shared/assets/CNC_Campus202_Submission7116.pdf)

Major Findings: region will differ by 2020.  
Notes: Recommendations for the development of CNC

### **College of New Caledonia Report to the Board on Industry Training<sup>98</sup>**

Undertaken For: College of New Caledonia (CNC)  
Undertaken By:  
Completed: December 2005  
Purpose: To lay out some of the factors influencing training decision-making at the College.  
Major Findings: The report discusses issues such as who needs training, the funding for training activities, current and planned programs  
Notes:

### **Economic Strategies Initiative Final Report: Working Together to Create Sustainable Wealth<sup>99</sup>**

Undertaken For: Northwest Tribal Treaty Nations  
Undertaken By:  
Completed: March 2005  
Purpose: To plan and develop an integrated and coordinated approach to northern economic development for member First Nations.  
Major Findings: The report provides strategies, guidelines and approaches to address the question of what will be necessary for First Nations in Northern BC to create sustainable wealth. It addresses the need for capital, technology and markets, and recognizes that economic development must be guided by a vision for the future and grounded in values and connections to traditional territories. The report examines eight areas requiring strategic action, including governance, access to lands and resources, planning capacity, human resource capacity, entrepreneurship, business and financial capacity, access to capital and access to markets.  
Notes: See Appendix 6 for the Table of Contents

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<sup>98</sup> College of New Caledonia, *College of New Caledonia Report to the Board on Industry Training, December 4, 2005*, (Dec. 2005), accessed on March 2, 2007 at [http://www.cnc.bc.ca/\\_shared/assets/IndustryTrades20051344.pdf](http://www.cnc.bc.ca/_shared/assets/IndustryTrades20051344.pdf)

<sup>99</sup> Source: Northwest Tribal Treaty Nations, *Economic Strategies Initiative Final Report: Working Together to Create Sustainable Wealth*, (March 2005), accessed at <http://www.nwtgroup.com/economic.html> on February 28, 2007, and 2005 Northern Economic Forum, *Briefings Package*, accessed at [http://www.unbc.ca/cdi/northern\\_economic\\_forum.html](http://www.unbc.ca/cdi/northern_economic_forum.html) on February 28, 2007

### **From the Bookshelf to the Bottom Line<sup>100</sup>**

Undertaken For: 2005 Northern Economic Forum  
Undertaken By: T. Weninger and Associates Inc.  
Completed: November, 2005  
Purpose: A record of the proceedings of the 2005 Northern Economic Forum  
Major Findings: The report contains a record of the presentations and discussions at the 2005 Northern Economic Forum. The participants reached a consensus on five broad themes that northern BC should address in order for its economy to prosper: improve collaboration and cooperation, engage First Nations, grow the skilled workforce, develop northern-friendly government policies, and enhance communication and information systems. The report contains a number of specific recommendations related to the five themes.  
Notes:

### **Land Management Resource Plan Review<sup>101</sup>**

Undertaken For: Omineca Beetle Action Coalition (OBAC)  
Undertaken By:  
Completed: In Progress  
Purpose: A review of 6 of the 8 Land Management Resource Plans (LMRPs) in the OBAC region, to determine if and where the plans point to land and resource base opportunities that should be followed up by further action. Attention will be directed toward identifying gaps in information and/or planning. Where gaps are identified, action will be considered if it is warranted or desired.  
Major Findings:  
Notes: Further information can be obtained from OBAC at [www.ominecacoalition.ca](http://www.ominecacoalition.ca)

### **Northwest Transportation and Trade Corridor Capability Report<sup>102</sup>**

Undertaken For: Northwest Corridor Development Corporation  
Undertaken By: AGRA Earth & Environmental Limited  
Completed: May, 2000  
Purpose: An introduction and overview of Canada's Northwest Transportation and Trade Corridor.  
Major Findings: The report presents an overview of the present physical attributes of the Corridor, including current industrial use, trade, tourism and existing transportation routes and their uses. It also

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<sup>100</sup> T. Weninger and Associates Inc., *From the Bookshelf to the Bottom Line: Economic Development Forum Report*, (November, 2005), accessed at [http://www.unbc.ca/cdi/northern\\_economic\\_forum.html](http://www.unbc.ca/cdi/northern_economic_forum.html) on March 1, 2007.

<sup>101</sup> This information was derived from a discussion with E. Andersen, OBAC Manager, on March 7, 2007.

<sup>102</sup> AGRA Earth & Environmental Limited, *Northwest Transportation and Trade Corridor Capability Report*, (Northwest Corridor Development Corporation, May 2000), accessed at <http://www.nwcorridor.com/report.html> on March 5, 2007

outlines opportunities and advantages within the Corridor relating to transportation, tourism, and industrial and economic development. The focus is on British Columbia and Alberta, but the report does contain information on Saskatchewan and Manitoba. Information is presented on the geographic setting, population and labour force, physical infrastructure, economic base, and international markets and exports. Economic profiles on agriculture, fisheries, forestry, mining, petroleum and natural gas, petrochemicals and tourism are provided.

Notes: Community and industrial profiles are available at the Northwest Corridor Development Corporation website at <http://www.nwcorridor.com/report.html>  
The Table of Contents can be found at Appendix 28.

### **Interim Synthesis Report & Annotated Bibliography<sup>103</sup>**

Undertaken For: Labour Market Partnership for Trades in North-Central British Columbia  
Undertaken By: College of New Caledonia  
Completed: January, 2003  
Purpose: To act as a record of the literature review conducted by the researchers, to provide a base for strategic planning, and to provide an analysis of the data that should be generated in the next phase of research.  
Major Findings: The study generated a number of recommendations related to further research requirements.  
Notes: The Table of Contents can be found in Appendix 14.

### **OBAC Sector Strategies Outline<sup>104</sup>**

Undertaken For: Ominica Beetle Action Coalition (OBAC)  
Undertaken By:  
Completed: In Progress  
Purpose: To diversify the regional economy.  
Major Findings: OBAC is undertaking the development of strategies to diversify the regional economy. They have identified an 11 step process for strategy development along with 11 priority topics. In addition, OBAC has identified a planning framework. The work to develop the strategies is at the formative stage.  
Notes: Additional information on OBAC can be found at <http://www.ominecacoalition.ca>.

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<sup>103</sup> College of New Caledonia, *Interim Synthesis Report & Annotated Bibliography*, (January, 2003), accessed at [http://www.cnc.bc.ca/ce/LabourMarket/pdf/Annotated\\_Bibliography\\_final.PDF](http://www.cnc.bc.ca/ce/LabourMarket/pdf/Annotated_Bibliography_final.PDF) on March 2, 2007

<sup>104</sup> Source: OBAC website at <http://www.ominecacoalition.ca>

### **Skilled Trades Shortages: A Study of the North-Central Region.<sup>105</sup>**

|                 |  |
|-----------------|--|
| Undertaken For: | Labour Market Partnership for Trades in North-Central British Columbia   |
| Undertaken By:  | College of New Caledonia   |
| Completed:      | May, 2003  |
| Purpose:        | The research was conducted as part of a program to research and plan for options that would support continued recruitment and retention of sufficient qualified trades people in the region. It was to inform the project partners of the broad issues involved in the skilled trades shortages anticipated in the region. |
| Major Findings: | The research revealed details of the anticipated shortage in the north-central region, and showed that the region was inadequately prepared to deal with skilled trades shortages of the magnitude expected in the future. Priorities for action were recommended.   |
| Notes:          | The Table of Contents can be found in Appendix 12.   |

### **The Connected North: Moving from Northern Strength to Northern Strength<sup>106</sup>**

|                 |  |
|-----------------|--|
| Undertaken For: | Northern B.C. Economic Vision and Strategy Project for Western Economic Diversification Canada   |
| Undertaken By:  | Greg Halseth, Leslie Lax, Don Manson, Onkar Buttar and Sean Markey   |
| Completed:      | August, 2004   |
| Purpose:        | To construct a shared foundation to support local strategic planning processes. The central question for the project was "If people in northern BC were going to devise a vision and plan for economic renewal and a structure to manage that renewal, how would they do it?"  |
| Major Findings: | Three messages were evident. Communities and economic futures are connected through resources infrastructure, technology, and the environment. The region wants the capacity, resources and tools to coordinate its community and economic future. This future must include all of the people and industries in the region, and must respect the quality of life and environmental foundations on which those people, places and cultures are based. The study suggests how a northern BC strategic framework should be approached. It deals with questions of life style and northern vision and suggests a number of strategic directions. It identified a range of sectoral options for economic diversification and contains recommendations for moving forward. |
| Notes:          | See Appendix 7 for the Table of Contents   |

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<sup>105</sup> College of New Caledonia, *Skilled Trades Shortages: A Study of the North-Central Region*, (May, 2003) accessed at [http://www.cnc.bc.ca/\\_shared/assets/study1346.pdf](http://www.cnc.bc.ca/_shared/assets/study1346.pdf) on March 2, 2007.

<sup>106</sup> Source: Halseth, G; Lax, L.; Manson, D; Markey, S.; Buttar, O, *THE CONNECTED NORTH: Moving from Northern Strength to Northern Strength: A Report from the Northern BC Economic Vision and Strategy Project*, (July, 2004), accessed at <http://web.unbc.ca/geography/faculty/greg/research/edvs/projectReports.html> on February 28, 2007, and and 2005 Northern Economic Forum, *Briefings Package*, accessed at [http://www.unbc.ca/cdi/northern\\_economic\\_forum.html](http://www.unbc.ca/cdi/northern_economic_forum.html) on February 28, 2007

**Ramp Up! Bringing Out the Best in British Columbia's Regional Economies  
Report: Sustainable Economic Roadmap<sup>107</sup>**

Undertaken For: Province of British Columbia  
Undertaken By: ViTAL Economy, Inc.  
Completed: April, 2005  
Purpose: An economic competitiveness assessment, from a provincial and regional perspective, to promote sustainable economic development in the non-metropolitan regional economies of BC.  
Major Findings: The report seeks to answer questions about how well BC is positioned to compete in the future world economy, how well positioned are BC's industry sectors to compete internationally, what strategic initiatives should BC's regions pursue to compete in the future world economy, and what provincial level economic roadmap should BC follow to generate the highest standard of sustainable prosperity for its citizens.  
Notes: See Appendix 5 for the Ramp Up! Table of Contents

**Re-orient to Readiness: Overcoming Barriers to Implementation in the Northwest Region of British Columbia<sup>108</sup>**

Undertaken For: Community Development Institute, UNBC  
Undertaken By: Sean Markey, Greg Halseth, Don Manson  
Completed: May, 2006  
Purpose: To examine a persistent barrier in economic development strategies: the gap between planning and implementation.  
Major Findings: The study found a need to re-orient economic strategy processes so that people can be more generally ready to engage with emerging opportunities. There is a need to build from a solid understanding of social and economic foundations, identify and understand opportunities and possibilities, and follow-through the process with a manageable and accountable implementation framework.  
Notes:

**Resource Technology Cluster Study<sup>109</sup>**

Undertaken For:  
Undertaken By: Innovation Resource Centre  
Completed: In Progress – data expected to be available in late March 2007, with further information available in June  
Purpose: To analyze the resource technology industry and to prepare a strategy for the development of this industrial

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<sup>107</sup> Source: 2005 Northern Economic Forum, *Briefings Package*, accessed at [http://www.unbc.ca/cdi/northern\\_economic\\_forum.html](http://www.unbc.ca/cdi/northern_economic_forum.html) on February 28, 2007

<sup>108</sup> Markey, Sean; Halseth, Greg; Manson, Don: *Re-orient to Readiness: Overcoming Barriers to Implementation in the Northwest Region of British Columbia*, Community Development Institute, University of Northern British Columbia, (Prince George, 2006), accessed on March 1, 2007, at <http://www.unbc.ca/cdi/research.html>.

<sup>109</sup> Source: discussion with Mr. Roy Spooner, Innovation Resource Centre.

cluster. The study is oriented toward any company that is developing applied science where its customers are in a natural resource industry. The study will involve a census of firms in the resource technology cluster, a directory of resource technology supply and service companies, a sector labour market analysis, an analysis of cluster opportunities, market expansion, and the challenges to growth.<sup>110</sup>

Major Findings:

Notes:

### **Revitalizing Northern BC's Economy Through Education and Research<sup>111</sup>**

Undertaken For: UNBC, and the three northern colleges

Undertaken By: Charles Jago

Completed: May 2004

Purpose:

Major Findings: The report reviews developments in the northern economy, noting the reliance on skilled labour, and the incidence of small and medium sized enterprises,. The challenges faced by northern BC in building the North's human capacity are discussed, noting that the north will only succeed in meeting projected labour demands if it recruits significant number of new people into the region or provides more education to a higher proportion of its own population. It points out the need to improve educational outcomes in the north, providing more post-secondary education to more of its youth. The need to improve the innovation capacity of the north is discussed, noting that the creation of "knowledge-based clusters" is still in its infancy in northern BC. Suggestions for future steps are included in the report.

Notes:

## **Film and Television Industry**

### **Film and Television Industry Review<sup>112</sup>**

Undertaken For: Ministry of Economic Development

Undertaken By: InterVISTAS Consulting Inc.

Completed: October 2005

Purpose: A comprehensive economic study of the BC film and television industry.

Major Findings: Verification of data from the film/tv industry, estimation of economic impact of the industry in BC, examination of the factors affecting the film and television industry production

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<sup>110</sup> Cariboo-Chilcotin Beetle Action Coalition, *Newsletter*, (January-February, 2007) accessed at <http://www.c-cbac.com/index2.php?mod=newsletter> on March 8, 2007.

<sup>111</sup> Jago, Charles, *Revitalizing Northern BC's Economy Through Education and Research* (May 2004), accessed on March 9, 2007 at [www.unbc.ca/assets/reports/revitalizing.pdf](http://www.unbc.ca/assets/reports/revitalizing.pdf)

<sup>112</sup> Source: InterVISTAS Consulting Inc., *British Columbia Film and Television Review*, (October 2005), accessed at <http://bccompetitioncouncil.gov.bc.ca/> on February 27, 2007.

spending, and an analysis of the costs and benefits and opportunity costs associated with the film/tv production tax credit program.

Notes:

### **Opportunities for Growth and Competitive Advantage for BC's Film and New Media Industries<sup>113</sup>**

Undertaken For: BC Competition Council  
Undertaken By: Film and New Media Advisory Committee  
Completed: March 2006  
Purpose:  
Major Findings: The report deals with film and television production, as well as the interactive gaming industry. It reviews the ways in which the industry is organized, and the advantages accruing from the retention of intellectual property rights. Four initiatives are recommended.

Notes:

## **Forest and Related Industries**

### **Market and Product Development for Birch Timber and Non-Timber Products: Current Status and Potential in British Columbia<sup>114</sup>**

Undertaken For: The Centre for Non-Timber Resources, Royal Roads University  
Undertaken By: Wendy Byrne and Kari Dow  
Completed: March 2006  
Purpose:  
Major Findings: The report documents the current available information on the utilization of birch for commercial purposes and what potential exists for increased commercial utilization of birch for timber and non-timber products. It is concluded that there is potential for increased commercialization of birch in BC, but there are a number of challenges and constraints that need to be addressed. The report recommends the development of a strategic plan for the birch resource, and proposes steps toward that end.

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<sup>113</sup> Film and New Media Industry Advisory Committee, *Opportunities for Growth and Competitive Advantage for BC's Film and New Media Industries*, (BC Competition Council, March 2006), accessed at <http://bccompetitioncouncil.gov.bc.ca/> on March 10, 2007.

<sup>114</sup> Byrne, Wendy and Dow, Kari, *Market and Product Development for Birch Timber and Non-Timber Products: Current Status with Potential in British Columbia*, (the Centre for Non-Timber Resources, Royal Roads University, Victoria, March 2006), accessed at <http://www.venturekamloops.com/ecdevlibrary/forestry.htm> on March 7, 2007.

## **Pulp and Paper Industry Advisory Committee Final Report – 2006<sup>115</sup>**

|                 |   |
|-----------------|---|
| Undertaken For: | BC Competition Council  |
| Undertaken By:  | Pulp & Paper Industry Advisory Committee  |
| Completed:      | January 25, 2006  |
| Purpose:        |   |
| Major Findings: | The production of both Wood Products and Pulp & Paper is required to extract full value from the forest resource, but the relationship is in jeopardy due to the industry's current state of decline. The interior chemical market pulp industry, while stable in the near term, is not sustainable over the long term in its current form. Mechanical printing papers are sustainable in BC and represent a significant investment opportunity, yet changes are required to reduce the risk of major investments and increase the ability of the industry to generate adequate returns. The report includes key recommendations concerning ensuring the viability of the wood products sector, ensuring the sustainability reputation of the forest industry and reducing the costs of the industry by reducing the social rents paid by the industry, improving the regulatory and cultural labour climate, improving government knowledge of the industry and encouraging healthy consolidation. |

Notes:

## **The Community Forestry Guidebook: Tools and Techniques for Communities in British Columbia<sup>116</sup>**

|                 |  |
|-----------------|--|
| Undertaken For: | FORREX and the BC Community Forest Association   |
| Undertaken By:  | Ed. By Jennifer Gunter   |
| Completed:      | 2004   |
| Purpose:        | To provide tools and techniques for community forest management.   |
| Major Findings: | In seeking sustainable community economic development, many see community forestry as a very promising strategy. The guidebook includes topics on strategic planning, conflict resolution and decision making, policy development, communications and outreach, business planning and finance, marketing, creating multiple benefits and evaluation. It also explores the challenges facing community-based forest management. |

Notes:

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<sup>115</sup> BC Competition Council Pulp and Paper Advisory Committee, *Final Report – January 25<sup>th</sup>, 2006*, access at <http://bcccompetitioncouncil.gov.bc.ca/> on February 27, 2007.

<sup>116</sup> Gunter, Jennifer, ed., *The Community Forestry Guidebook: Tools and Techniques for Communities in British Columbia*, (Forest Research Extension Partnership and British Columbia Community Forest Association, 2004), accessed at <http://www.forrex.org/publications/forrexseries/fs15.pdf> on March 6, 2007.

## Mining

### **Recommendations to the Government of British Columbia Regarding Private and Public Sector Actions to Improve the Global Competitiveness of the BC Mining Industry<sup>117</sup>**

Undertaken For: BC Competition Council  
Undertaken By: The Mining Industry Advisory Committee  
Completed: March 2006  
Purpose:  
Major Findings: The report reviews the size of the mining industry in BC, its contribution to the provincial economy and the challenges faced by the industry. Recommendations are made to improve the industry's competitive position and to expand the industry's contribution to the BC economy.

Notes:

## Tourism and Culture

### **Spirit of 2010 Tourism Strategy<sup>118</sup>**

Undertaken For: Province of British Columbia  
Undertaken By:  
Completed:  
Purpose: To provide a rallying point for the provincial government and the tourism industry to work together to grow tourism throughout British Columbia, and to maximize opportunities created by hosting the 2010 Winter Olympic and Paralympic Games and other major events.  
Major Findings: The document sets out four primary desired outcomes of the tourism strategy and an action plan.

Notes:

## Transportation

### **Final Report to the BC Competition Council<sup>119</sup>**

Undertaken For: BC Competition Council  
Undertaken By: Transportation and Warehousing Industry Advisory Committee  
Completed: January 2006  
Purpose:  
Major Findings: The survey identifies significant issues that government and industry needs to address in order to ensure the transportation sector remains competitive. The key issues include inadequate

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<sup>117</sup> The Mining Industry Advisory Committee, *Recommendations to the Government of British Columbia Regarding Private and Public Sector Actions to Improve the Global Competitiveness of the BC Mining Industry*, (BC Competition Council, March 2006), accessed at <http://www.bccompetitioncouncil.gov.bc.ca/> on March 10, 2007.

<sup>118</sup> Province of British Columbia, *Spirit of 2010 Tourism Strategy*, accessed at [http://www.gov.bc.ca/bcgov/content/docs/@2lc1X3\\_0YQtUW/tourism\\_strategy.pdf](http://www.gov.bc.ca/bcgov/content/docs/@2lc1X3_0YQtUW/tourism_strategy.pdf) on March 2, 2007.

<sup>119</sup> Transportation and Warehousing Industry Advisory Committee, *Final Report to the BC Competition Council*, (BC Competition Council, January 2006), accessed at <http://bccompetitioncouncil.gov.bc.ca/> on March 10, 2007.

infrastructure, sector inefficiency, high costs, the need for better governance and regulation, and the availability of port and industrial land. The report includes a series of recommendations that address the key issues.

Notes:

## Provincial Studies

### **Adding Value, innovating and collaborating: Lessons learned Through economic diversification in forest-dependent communities<sup>120</sup>**

Undertaken For: BC Journal of Ecosystems and Management  
Undertaken By: J.T. Schooling and V. Cumming  
Completed: 2005  
Purpose: To summarize some of the community economic development ventures in forest-dependent communities.  
Major Findings: The following is taken from the paper's abstract. The paper places emphasis on lessons learned from the adoption of several new business models that aim to address the challenges faced by forest-dependent communities in BC. "Six guiding principles that contributed to the success of the initiatives emerge from the review: passion and vision; preparation, planning, and defining clear measures of success; people, partnerships and communication; the unique qualities and resources of a place; a combination of patience and persistence; and supportive government policy. Communities are encouraged to look at the value and potential use of their natural resources from different perspectives, considering not just short-term returns, but long-term economic, social, and environmental sustainability."

Notes:

### **BC Biotechnology Industry: Competitive Advantages, Competitive Disadvantages<sup>121</sup>**

Undertaken For: BC Competition Council  
Undertaken By: BIOTECH Independent Advisory Committee  
Completed: March 2006  
Purpose:  
Major Findings: The report outlines the competitive advantages and disadvantages of BC's health science industry in its efforts to contribute to a more diversified and competitive economy. It includes a series of recommendations that would help address the competitive disadvantages of the BC health science

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<sup>120</sup> Schooling J.T. and Cumming, V., "Adding value, innovating, and collaborating: Lessons learned through economic diversification in forest-dependent communities," *BC Journal of Ecosystems and Management*, (vol. 5, no. 2, 2005), accessed on March 6, 2007 at [www.forrex.org/jem/2005/vol6/no2/vol6\\_no2\\_art7.pdf](http://www.forrex.org/jem/2005/vol6/no2/vol6_no2_art7.pdf).

<sup>121</sup> BIOTECH Independent Advisory Committee, *BC Biotechnology Industry: Competitive Advantages, Competitive Disadvantages*, (BC Competition Council, March, 2006), accessed at <http://bccompetitioncouncil.gov.bc.ca/> on March 10, 2007

industry.

Notes:

### **BC Check-Up: Charting a new course<sup>122</sup>**

Undertaken For: Institute of Chartered Accountants of British Columbia  
Undertaken By:  
Completed: 2006  
Purpose: To measure the province as a place in which to live, work and invest.

Major Findings: The report presents data on living, working and investing in BC. BC is compared to Alberta, Ontario and the Canadian average. Information is provided on real personal disposable income, financial vulnerability, social risk, air quality, health, educational attainment, unemployment, real average hourly wages, pay equity, job creation, innovation, effective provincial tax rates, real-labour productivity, after-corporate-income tax profits to private-sector GDP, and the taxpayer-supported provincial debt to GDP ratio.

The report examines what is happening currently and what the province's underlying foundation suggests will happen in the future.

Notes: Similar studies of the Cariboo and Nechako Development Regions are available. See above.

### **BC Major Projects Inventory<sup>123</sup>**

Undertaken For: Province of British Columbia  
Undertaken By: Jackie Hamilton & Associates  
Completed: December 2006  
Purpose:  
Major Findings: The Inventory contains summary information on major projects in BC (that have a capital cost of over \$15 million, or \$20 million in the Lower Mainland). Projects are listed by region, and according to the nearest population centre.

Notes: The inventory is updated quarterly.

### **Beef Industry Statistics<sup>124</sup>**

Undertaken For: British Columbia Cattlemen's Association  
Undertaken By:  
Completed:  
Purpose: This website provides data on the size of the Beef Industry

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<sup>122</sup> Institute of Chartered Accountants of British Columbia, *BC Check-Up: Charting a new course*, (2006), accessed at [http://www.bccheckup.com/pdfs/bccheckup\\_2006\\_prov.pdf](http://www.bccheckup.com/pdfs/bccheckup_2006_prov.pdf) on March 6, 2007.

<sup>123</sup> Jackie Hamilton & Associates, *BC Major Projects Inventory*, (December, 2006, Province of British Columbia), accessed at [http://www.bcstats.gov.bc.ca/pubs/pr\\_mproj.asp](http://www.bcstats.gov.bc.ca/pubs/pr_mproj.asp) on March 6, 2007.

<sup>124</sup> British Columbia Cattlemen's Association, *Beef Industry Statistics*, accessed at <http://www.cattlemen.bc.ca/statistics.htm> on March 9, 2007.

in BC, including data by region. Information on the size of the industry, its economic contributions, beef consumption and beef exports is included, along with links to other data websites.

Major Findings:

Notes:

**Boosting Incomes, Confronting Demographic Change:  
BC's "Productivity Imperative"<sup>125</sup>**

Undertaken For: BC Progress Board  
Undertaken By:  
Completed: April 2006  
Purpose: To examine the competitive and enabling conditions for productivity growth as a driver of province-wide economic growth and as a catalyst for improving overall living standards for BC.  
Major Findings: The report examines issues related to productivity, and suggests broad efforts in five areas: tax policy, trade barriers, openness and immigration, regulatory reform, public infrastructure and skills, education and research.

Notes:

**British Columbia at the Crossroads: New Regional  
Development Pathways for the 21<sup>st</sup> Century<sup>126</sup>**

Undertaken For: BC Progress Board Project 250: Regional Economies Expert Panel  
Undertaken By: Dr. Thomas A. Hutton  
Completed: July 2002  
Purpose: To stimulate discussion on opening up new possibilities of regional development in BC.  
Major Findings: The report discusses issues such as a new mix of factors to be considered, reconceptualising the region and regional development, and new directions for regional development in BC.

Notes:

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<sup>125</sup> BC Progress Board, *Boosting Incomes, Confronting Demographic Change: BC's "Productivity Imperative,"* (April, 2006), accessed on March 6, 2007 at [http://www.bcprogressboard.com/adv\\_work.php](http://www.bcprogressboard.com/adv_work.php).

<sup>126</sup> Hutton, Thomas A., *British Columbia at the Crossroads: New Regional Development Pathways for the 21<sup>st</sup> Century,* (BC Progress Board, July, 2002) accessed at [http://www.bcprogressboard.com/adv\\_work.php](http://www.bcprogressboard.com/adv_work.php) on March 6, 2007.

**British Columbia's Heartland At the Dawn of the 21<sup>st</sup> Century  
2001 Economic Dependencies and Impact Ratios for 63  
Local Areas<sup>127</sup>**

|                 |  |
|-----------------|--|
| Undertaken For: | BC Stats   |
| Undertaken By:  | Garry Horne  |
| Completed:      | January 2004   |
| Purpose:        | To provide economists in the province with up-to-date consistent information on the local economies in the rural areas of the province and to help in the estimation of the economic impacts of changes in those local economies.  |
| Major Findings: | Information is presented about 63 local areas in the province. It includes tables and maps that identify and quantify the sources of income that support the local economies in each of those areas and ratios that can be used to estimate the impacts on employment and income of change in those sources. The local areas cover all of the province except for the Greater Vancouver Area. Changes in the results from 1991 to 2001 are presented and discussed and use of the information contained in the study is illustrated by examples. |
| Notes:          | The Table of Contents can be found in Appendix 30.   |

**British Columbia's Hunting, Trapping & Wildlife Viewing Sector<sup>128</sup>**

|                 |   |
|-----------------|---|
| Undertaken For: | Service BC  |
| Undertaken By:  |   |
| Completed:      | August 2005   |
| Purpose:        | To present a consistent set of data that can be used to assess the economic impact of hunting and trapping (no data is available for wildlife viewing).   |
| Major Findings: | The estimates presented in the report are preliminary and experimental. The report provides an estimate of the value of hunting (\$48 million of the provinces' GDP in 2003), which is just under half of the GDP resulting from freshwater angling and significantly less than the \$5.1 generated by the tourism sector. Data is provided for resident and non-resident hunters. The study includes information on species hunted, and on harvests. Data is also provided for trapping. |
| Notes:          |   |

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<sup>127</sup> Horne, Garry, *British Columbia's Heartland At the Dawn of the 21<sup>st</sup> Century: 2001 Economic Dependencies and Impact Ratios for 63 Local Areas*, (British Columbia Ministry of Management Services, January 2004), accessed on March 6, 2007 at [http://www.bcstats.gov.bc.ca/pubs/econ\\_dep.asp](http://www.bcstats.gov.bc.ca/pubs/econ_dep.asp)

<sup>128</sup> Service BC, Ministry of Labour & Citizen's Services, *British Columbia's Hunting, Trapping & Wildlife Viewing Sector*, (August, 2005), accessed on March 6, 2007 at <http://www.bcstats.gov.bc.ca/guide.asp>

**British Columbia: Small Business Profile 2006**<sup>129</sup>

Undertaken For: Ministry of Small Business and Revenue  
Undertaken By:  
Completed: 2006  
Purpose:  
Major Findings: This report contains a variety of statistics on small business in British Columbia, including data on growth, employment, the high technology sector, and GDP. There is a regional breakdown of some of the data.

Notes:

**Building On Our Progress – Striving for Excellence  
Sixth Annual BC Progress Board Benchmarking Report  
Volume II – Internal Performance Review: Regional**<sup>130</sup>

Undertaken For: Province of British Columbia  
Undertaken By: BC Progress Board  
Completed: December 2006  
Purpose: To benchmark BC's performance over time and relative to other jurisdictions.  
Major Findings: This volume of the Progress Board's benchmarking provides information on the province's regions. The Progress Board benchmarks regional and urban performance on 18 indicators, including the economy, innovation, education, environment, health and society. The report includes data on demographics and population patterns. It includes ten indicators related to the economy, innovation and education and eight indicators related to health and society,

Notes:

**Building Stronger Communities: Better Services, Economic Growth, Solutions that Work**<sup>131</sup>

Undertaken For: Ministry of Community Services  
Undertaken By: Task Force on Community Opportunities  
Completed: October 2006  
Purpose:  
Major Findings: The report recognizes the challenge of collaborating, the need to build strong regional economies, the need for creative leadership, and the challenge of promoting regional action. Two strategic directions are identified: more effective collaboration and strengthening regional economies. Specific immediate actions directed towards the achievement of these strategies are identified.

Notes:

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<sup>129</sup> Ministry of Small Business and Revenue, *British Columbia: Small Business Profile 2006*, (2006) accessed on March 6, 2007 at

[http://www.bcstats.gov.bc.ca/data/bus\\_stat/busind/sm\\_bus.asp#sbp](http://www.bcstats.gov.bc.ca/data/bus_stat/busind/sm_bus.asp#sbp)

<sup>130</sup> BC Progress Board, *Building On Our Progress – Striving for Excellence: Sixth Annual BC Progress Board Benchmarking Report, Volume II – Internal Performance Review: Regional*, (December 2006), accessed on March 6, 2007 at <http://www.bcprogressboard.com/index.php>

<sup>131</sup> British Columbia, Task Force on Community Opportunities, *Building stronger communities: better services, economic growth, solutions that work*, (October, 2006), accessed on March 7, 2007 at [http://ominecacoalition.ca/whats\\_new.htm](http://ominecacoalition.ca/whats_new.htm)

**Census of Agriculture 2001 and Historical Comparisons (BC Summary)<sup>132</sup>**

Undertaken For: Ministry of Agriculture, Food and Fisheries  
Undertaken By: Statistical Services Unit, Policy and Economics Branch  
Completed: May 2002  
Purpose:  
Major Findings: This report provides summary data for British Columbia, derived from the Statistics Canada census of agriculture.  
Notes:

**Construction and Home Building Industry Advisory Committee Heightened COMPETITIVENESS Report<sup>133</sup>**

Undertaken For: BC Competition Council  
Undertaken By: Construction and Home Building Industry Advisory Committee  
Completed: February 2006  
Purpose:  
Major Findings: The report provides information on the size and importance of the Construction and Home Building Industry in BC. Five recommendations, primarily addressed to areas of provincial responsibility, are provided, dealing with the working relationship between industry and government, improvement of the apprenticeship and training system, streamlining the government procurement process for construction, exploring options to champion innovation and applied R&D, and improving safe work practices.  
Notes:

**Economic Analysis of British Columbia<sup>134</sup>**

**B.C. Economic Forecast 2006-2010**

Undertaken For: Credit Union Central of British Columbia  
Undertaken By: Economics Department, Credit Union Central of British Columbia  
Completed: January 2006  
Purpose:  
Major Findings: The Forecast projects higher growth for British Columbia through to 2010. Economic indicators are analyzed and discussed.  
Notes:

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<sup>132</sup> Ministry of Agriculture, Food and Fisheries, *Census of Agriculture 2001 and Historical Comparisons (BC Summary)*, (May, 2002), accessed at [www.agf.gov.bc.ca/stats/2001census.pdf](http://www.agf.gov.bc.ca/stats/2001census.pdf) on March 9, 2007.

<sup>133</sup> Construction and Home Building Industry Advisory Committee, *Construction and Home Building Industry Advisory Committee Heightened COMPETITIVENESS Report*, (BC Competition Council, February 2006), accessed at <http://bccompetitioncouncil.gov.bc.ca/> on March 10, 2007.

<sup>134</sup> Economics Department, Credit Union Central of British Columbia, *Economic Analysis of British Columbia*, (Volume 25, Issue 09, 2005)

### **Economic Analysis of British Columbia<sup>135</sup>**

Undertaken For: Credit Union Central of British Columbia  
Undertaken By: Economics Department, Credit Union Central of British Columbia  
Completed: February 2006  
Purpose:  
Major Findings: An overview of the British Columbia labour market, including regional data.  
Notes:

### **Final Report: High-Technology Industry Advisory Committee<sup>136</sup>**

Undertaken For: BC Competition Council  
Undertaken By: High-Technology Industry Advisory Committee  
Completed: March 2006  
Purpose:  
Major Findings: The report reviews the establishment and growth of the technology industry in BC, the critical barriers to success that the industry faces, and the steps that are needed to overcome the challenges. The report notes the need for a proper ecosystem of partners to ensure the essential synergies necessary to support companies throughout the innovation process.  
Notes:

### **Growth Drivers in British Columbia:**

#### **The Search for Industry Candidates<sup>137</sup>**

Undertaken For: BC Progress Board, Project 250: Regional Economies Expert Panel  
Undertaken By: John de Wolf, CCG Consulting Group Limited  
Completed: August 2002  
Purpose: To provide a quantitative basis for an examination of the "250 Region" and to identify an appropriate, viable spectrum of industry clusters and individual industries that would form the range of economic growth candidates in BC.  
Major Findings: The study divides the province into three (the Lower Mainland census metropolitan area, the Victoria census metropolitan area and the balance of the province). The study notes that, in relation to equivalent structures elsewhere, the "250 region" is functioning on a 1970's resource management and production spectrum model that requires overhaul. The study identifies clusters of industries that could locate on a viable basis in the region. A combination of major projects, renewed resource

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<sup>135</sup> Economics Department, Credit Union Central of British Columbia, *Economic Analysis of British Columbia*, (Vol. 26, number 1, 2006)

<sup>136</sup> High-Technology Industry Advisory Committee, Final Report: *High-Technology Industry Advisory Committee*, (BC Competition Council, March, 2006), accessed at <http://bccompetitioncouncil.gov.bc.ca/> on March 10, 2007.

<sup>137</sup> de Wolf, John, *Growth Drivers in British Columbia: The Search for Industry Candidates*, (BC Progress Board, August 2002) accessed on March 7, 2007 at [http://www.bcprogressboard.com/adv\\_work.php](http://www.bcprogressboard.com/adv_work.php).

industries, enlarged emerging clusters, stimulation of the human capital-based sectors, and a focus on new industries appropriate to the region is discussed. It concludes that for the "250 region" the two largest initiatives would be major projects (likely energy-based) and forest resource and sector overhaul. However, potential emerging clusters are also discussed (the information sector, recreation and tourism, and specialty agriculture).

The report includes detailed data and analysis related to the above.

Notes:

**Manufacturing: Driving into the Future<sup>138</sup>**

Undertaken For: BC Competition Council

Undertaken By: Manufacturing Industry Advisory Committee

Completed: February 2006

Purpose:

Major Findings: The study provides a review of the present state of the manufacturing sector in BC, considers the future for advanced manufacturing, outlines opportunities and challenges, and defines the priority actions that should be taken. The primary focus is on advanced manufacturing operations that produce high value-added products in BC. It describes the new paradigm for manufacturing (comparing traditional manufacturing to advanced manufacturing). Details of the industry's economic importance, competitiveness, challenges, etc., are presented.

Notes:

**Regions & Resources: The Foundations of British Columbia's Economic Base<sup>139</sup>**

Undertaken For:

Undertaken By: The Urban Futures Institute

Completed: 2005

Purpose: To focus on the origins of the money that is spent in the province by its residents.

Major Findings: The report shows that the province's resource (non-metropolitan) regions contribute more, both absolutely and proportionately, than the metropolitan regions to international and inter-provincial exports. The revenue that the metropolitan regions earn from selling exports to the resource regions is dependent on the resource incomes earned by those regions.

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<sup>138</sup> Manufacturing Industry Advisory Committee, *Manufacturing, Driving into the Future*, (BC Competition Council, February 2006), accessed at <http://bccompetitioncouncil.gov.bc.ca/> on March 10, 2007.

<sup>139</sup> Baxter, David; Berlin, Ryan; Ramlo, Andrew, *Regions & Resources: The Foundations of British Columbia's Economic Base*, (Vancouver, The Urban Futures Institute, 2005), accessed at <http://www.urbanfutures.com/research.html> on March 3, 2007.

Notes: British Columbia is primarily (but not exclusively), dependent upon natural resource industries as its engines of growth. The report divides the province into ten economic regions in order to estimate the contribution of each to the province's economic base.

### **Senior's Housing Demand in British Columbia Over the Next Thirty Years<sup>140</sup>**

Undertaken For:  
Undertaken By: Urban Futures  
Completed: January 2006  
Purpose: Forecasting seniors' demand for accommodation.  
Major Findings: The study provides data on patterns of living arrangements, patterns of household occupancy, and the future of senior's housing demand in British Columbia.

Notes:

### **The Premier's Tourism Industry Advisory Council Final Report<sup>141</sup>**

Undertaken For: BC Competition Council  
Undertaken By: Tourism Industry Advisory Council  
Completed: May 2006  
Purpose: To produce tangible industry initiatives and make recommendations to aid the tourism industry to become more competitive.  
The study addresses five main strategic areas: the development improved customer acquisition and retention, the improvement of access to the province, the advance of a successful delivery of the experience in BC, the recruitment and retention of personnel where needed, and the improvement of the position of BC against competitive product sectors. The report includes an analysis of the external and internal environment within which the tourism industry operates and an examination of strategic issues facing the industry. Specific strategies are recommended in the five main strategic areas.

Notes: The Table of Contents can be found in Appendix 33.

### **Transportation and Communication and the Regional Economies<sup>142</sup>**

Undertaken For: BC Progress Board Project 250: Regional Economies Expert Panel  
Undertaken By: John M. Munro  
Completed: July 2002

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<sup>140</sup> Berlin, Ryan; Ramlo, Andrew; Baxter, David, *Senior's Housing Demand in British Columbia Over the Next Thirty Years*, (Urban Futures, January, 2006), accessed at <http://www.urbanfutures.com/UFI%20Reports/Report%2065%20-%20SeniorsHousing.pdf> on March 2, 2007.

<sup>141</sup> Tourism Industry Advisory Council, *The Premier's Tourism Industry Advisory Council Final Report*, (B.C. Competition Council, May 2006), accessed at <http://www.bccompetitioncouncil.gov.bc.ca/> on March 10, 2007

<sup>142</sup> Munro, John M., *Transportation and Communication and the Regional Economies*, (BC Progress Board, July 2002), accessed at [http://www.bcprogressboard.com/adv\\_work.php](http://www.bcprogressboard.com/adv_work.php) on March 7, 2007.

Purpose: To identify situations where shortcoming in transport and communication are actually preventing the non-metropolitan economies from realizing their economic potential.

Major Findings: The report includes a detailed discussion of the development of and demand for transportation and communication in non-metropolitan BC. It concludes by identifying eight suggestions where changes would benefit economic development in the non-metropolitan region.

Notes:

**Transportation as an Economic Growth Engine: Challenges, Opportunities and Policy Suggestions<sup>143</sup>**

Undertaken For: BC Progress Board

Undertaken By: Dr. Michael A. Goldberg

Completed: December, 2004

Purpose: To provide a broad overview and discussion of some of the key challenges, opportunities and public policy issues facing transportation in British Columbia.

Major Findings: The report identifies challenges and opportunities, reviews the scale and scope of transportation in BC and discusses transportation as a knowledge industry and growth engine for BC. The paper examines public policy changes that can help realize transportation-linked growth opportunities and discusses some ways to move forward.

Notes:

**Value-Added Wood Products from British Columbia<sup>144</sup>**

Undertaken For:

Undertaken By: Robert Kozak

Completed: January 2007

Purpose:

Major Findings: An article concerning the state of the value-added wood industry in BC, with 7 recommendations for creating a meaningful value-added sector.

Notes:

**National and International Studies**

**Canada's Changing Role in Global Supply Chains<sup>145</sup>**

Undertaken For: The Conference Board of Canada

Undertaken By: Danielle Goldfarb and Kip Beckman

Completed: March 2007

Purpose: To describe Canada's role in global or regional supply

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<sup>143</sup> Goldberg, Dr. Michael A., *Transportation as an Economic Growth Engine: Challenges, Opportunities and Policy Suggestions*, (December, 2004, BC Progress Board) accessed at <http://www.bcprogressboard.com/index.php> on March 6, 2007.

<sup>144</sup> Kozak, Robert, "Value-Added Wood Products from British Columbia," *BC Forest Professional*, (January-February 2007).

<sup>145</sup> Goldfarb, Danielle and Beckman, Kip, *Canada's Changing Role in Global Supply Chains* (The Conference Board of Canada, March 2007), accessed on March 9, 2007 at <http://sso.conferenceboard.ca/e-Library/LayoutAbstract.asp?DID=1932>

chains.

Major Findings: The study reviews Canada's trade with major trading partners. Parts trade has grown, mostly because of growth in such trade outside of the US. However, despite the growth in parts trade most imports are in final goods. The Canadian involvement in global supply chains remains limited. It is suggested that trade and investment barriers should be removed (including inter-provincial barriers) and infrastructure should be improved.

Notes:

**Can Canada be a Global Competitor in the Secondary Wood Manufacturing Sector? A Current Assessment of the Canadian Secondary Wood Products Sector in a Global Context<sup>146</sup>**

Undertaken For: Canadian Forest Service  
Undertaken By: David Cohen, Debra Delong & Robert Kozak  
Completed: July, 2005  
Purpose:  
Major Findings: This study reports on a survey of Canadian secondary manufacturers (not value added or primary), contains an analysis of global competitiveness by sector, and makes policy recommendations. Factors linked to profitability are identified, A set of policy recommendations is included directed toward specific sectors and specific competitive situations.

Notes:

**Factors Driving Canada's Rural Economy<sup>147</sup>**

Undertaken For: Statistics Canada  
Undertaken By: Ray D. Bollman  
Completed: February 2007  
Purpose: To identify and discuss fundamental drivers for rural Canada (technology, prices and demography).  
Major Findings: The following is taken from the Abstract:  
"Three drivers for rural Canada are technology, prices and demography.

The relative increase in the value of human time is causing the substitution of machines for labour, thanks to labour-saving technology. Primary sectors will employ fewer people. Successful communities will necessarily find a new good or service to export.

The falling price of transporting goods helps rural Canada to be competitive in manufacturing. Successful rural communities

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<sup>146</sup> Cohen, David; Delong, Debra; Kozak, Robert, Can Canada be a Global Competitor in the Secondary Wood Manufacturing Sector? A Current Assessment of the Canadian Secondary Wood Products Sector in a Global Context, (Canadian Forest Services, July 1, 2005) accessed on March 9, 2005 at <http://www.woodent.com/Default.asp?MainPageID=119&PageID=138>

<sup>147</sup> Bollman, Ray D., *Factors Driving Canada's Rural Economy: 1914 to 2006*, (Statistics Canada, Agriculture and Rural Working Paper Series, February 2007) accessed at <http://www.statcan.ca/cgi-bin/downpub/listpub.cgi?catno=21-601-MIE2007083> on March 5, 2007.

may be expected to have a manufacturing base – exceptions being communities with a natural amenity attraction.

The price of transferring information is falling. Rural people can receive and send information faster – but so can urban people! The declining price of exchanging information is changing the opportunities in rural areas.

Regarding demographics:

- Aboriginal peoples are a driver of rural Canada's demography;
- The economic advantages of agglomerations are driving the demography of those rural communities that are able to link to these agglomerations;
- Rural areas are competitive in attracting the demographic groups of young families and early retirees;
- Some rural areas are competitive in attracting international immigrants.

Notes:

**Mission Possible: A Canadian Resources Strategy for the Boom and Beyond<sup>148</sup>**

Undertaken For: Conference Board of Canada  
Undertaken By: Gilles Rheaume and John Roberts  
Completed: January 2007  
Purpose: To examine possible sustainable development in four sectors (forest products, agri-food, mineral products and energy) over the next 10 to 15 years.  
Major Findings: The study describes the global market opportunities and domestic challenges of the four resource sectors. It suggests that the resource industries can contribute to sustainable prosperity that integrates economic development and the protection of the environment and the public.

Notes:

**Mission Possible Executive Summary:  
Sustainable Prosperity for Canada<sup>149</sup>**

Undertaken For: Conference Board of Canada  
Undertaken By: Conference Board of Canada  
Completed: February 2007  
Purpose:  
Major Findings: A summary of the key findings and recommendations for moving Canada toward sustainable prosperity. The report identifies that Canada is losing ground or stalling in areas critical to our competitiveness, prosperity and well-being. It concludes

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<sup>148</sup> Rheaume, Gilles and Roberts, John, *Mission Possible: A Canadian Resources Strategy for the Boom and Beyond*, (Conference Board of Canada, January 2007) accessed at <http://sso.conferenceboard.ca/e-Library/LayoutAbstract.asp?DID=1890> on March 9, 2007.

<sup>149</sup> Conference Board of Canada, *Mission Possible Executive Summary: sustainable Prosperity for Canada*, (Conference Board of Canada, February 2007) accessed at <http://sso.conferenceboard.ca/e-Library/LayoutAbstract.asp?DID=1905> on March 9, 2007

that Canada must excel in the global economy, in our resource sectors and in our cities.

Notes:

**Mission Possible: Successful Canadian Cities<sup>150</sup>**

Undertaken For: Conference Board of Canada  
Undertaken By: Natalie Brender, Marni Cappe, Anne Golden  
Completed: February 2007  
Purpose: An examination of the capacity and potential of Canada's major cities to act as engines of national productivity, competitiveness and success.  
Major Findings: The report contains suggestions for strengthening competitive cities.

Notes:

**Prospects for Canada's Industries: 2006-2007<sup>151</sup>**

Undertaken For: BMO Financial Group  
Undertaken By: Economics Department  
Completed: January 2006  
Purpose:  
Major Findings: This publication contains projections for general economic conditions for 2006-2007 with comments for key industries.  
Notes: This is a regular publication of the BMO Financial Group, which can be accessed at [www.bmo.com/economic](http://www.bmo.com/economic).

**Skills, Innovation and Growth: Key Issues for Rural and Territorial Development – a Survey of the Literature<sup>152</sup>**

Undertaken For: Statistics Canada  
Undertaken By: Alessandro Alasia  
Completed: 2005  
Purpose: A survey of the literature (1980 – 2003) related to the spatial variation of human capital and its implication for local innovation capacity and economic development.  
Major Findings: The paper presents key findings related to the importance of geography in the new economy, the importance of the spatial variation of human capital attributes, the sectoral and spatial dimension of the innovation process, the importance of the human capital attributes of a locality to the innovation process, and the difficulties that may be faced by rural and remote regions in their attempt to increase the level of human capital as well as

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<sup>150</sup> Brender, Natalie; Cappe, Marni; Golden, Anne, *Mission Possible: Successful Canadian Cities*, (Conference Board of Canada, 2007), access on March 9, 2007 at <http://sso.conferenceboard.ca/e-Library/LayoutAbstract.asp?DID=1904>

<sup>151</sup> Economics Department, BMO Financial Group, "Prospects for Canada's Industries: 2006-2007," *Sectoral Outlook*, (BMO Financial Group, January, 2006)

<sup>152</sup> Alasia, Alessandro, *Skills, Innovation and Growth: Key Issues for Rural and Territorial Development – a Survey of the Literature*, (Statistics Canada, 2005) accessed at <http://www.statcan.ca/cgi-bin/downpub/listpub.cgi?catno=21-601-MIE2005076> on March 9, 2007.

in supporting innovation at the local level. It is noted that a limitation of current research on innovation is the focus on success stories, particularly high-tech clusters, and major urban agglomerations. Relatively little research has been carried out on the innovation process in small areas and non-metropolitan regions.

Notes: The Table of Contents can be found in Appendix 32.

#### **The State of Canada's Forests 2005 - 2006<sup>153</sup>**

Undertaken For: Natural Resources Canada  
Undertaken By: Canadian Forest Service  
Completed: 2006  
Purpose: To provide up to date and comprehensive information on the Canadian forests and forest industry.  
Major Findings: The report includes an overview of Canada's forests and forest sector, profile, statistical trends, data on mill closures and investments, competitiveness, and trade in China.  
Notes: The report and supporting data is also available at [www.nrcan.gc.ca/cfs-scf/sof/](http://www.nrcan.gc.ca/cfs-scf/sof/)

#### **Top Value Added Chemicals from Biomass Volume 1 – Results of Screening for Potential Candidates from Sugars and Synthesis Gas<sup>154</sup>**

Undertaken For: U.S. Department of Energy  
Undertaken By: National Renewable Energy Laboratory  
Completed: August, 2004  
Purpose: To examine value-added products from all biomass components.  
The report identifies twelve building block chemicals that can be produced from sugars via biological or chemical conversions. The twelve building blocks can be subsequently converted to a number of high-value bio-based chemicals or materials. Building block chemicals, as considered for the analysis, are molecules with multiple functional groups that possess the potential to be transformed into new families of useful molecules. This group of promising sugar-derived chemicals and materials that could serve as an economic driver for a biorefinery. By integrating the production of higher value bioproducts into the biorefinery's fuel and power output, the overall profitability and productivity of all energy related products will be improved. Increased productivity and efficiency can also be achieved through operations that lower the overall energy intensity of the biorefinery's unit operations, maximize the use of all feedstock components, byproducts and

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<sup>153</sup> Canadian Forest Service, *The State of Canada's Forests 2005 – 2006*, (Natural Resources Canada, Ottawa, 2006).

<sup>154</sup> Werpy, Todd and Petersen, Gene, ed., *Top Value Added Chemicals from Biomass: Volume 1 – Results of Screening for Potential Candidates from Sugars and Synthesis Gas*, (National Renewable Energy Laboratory, U.S. Department of Energy, August, 2004), accessed on March 3, 2007 at <http://www1.eere.energy.gov/biomass/pdfs/35523.pdf>.

waste streams, and use economies of scale, common processing operations, materials and equipment to drive down all production costs. The study includes a catalog of potential chemicals and materials from biomass.

Notes:

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Prepared by W. D. (Bill) Kennedy  
March 12, 2007

# Appendices

## Appendix 1

### British Columbia Film and Television Review

Prepared for Ministry of Economic Development

October 2005

By

InterVISTAS Consulting Inc.

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