

# DRAFT Economic and Tourism Strategy

## Village of Chase



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Prepared for:

Village of Chase  
826 Okanagan Road  
Chase, British Columbia, V0E 1M0

Prepared by:

Peak Solutions Consulting  
Kamloops, BC V1S 1H9  
Tel: 250-314-1842  
EM: [rsunman@telus.net](mailto:rsunman@telus.net)

In Association with:  
Lions Gate Consulting Inc.  
Vancouver, BC

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# EXECUTIVE SUMMARY - PLAN SUMMARY AND PRIORITIES

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## The Background to the Strategy

This report has been prepared to identify mid to long-term tourism and economic development direction and actions that reflect Chase’s vision for future growth and diversification in its tourism sector and broader economy.

## The Approach In Preparing the Strategy

The project comprised of three phases: research and analysis, stakeholder engagement and plan development. A situation analysis was completed and forms Appendix A of this report.

## CHASE TOURISM VALUE PROPOSITION

The Chase Tourism Strategy vision statement:

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*“Chase and District is nestled on the shores of Little Shuswap Lake, enjoys a rich recreation and shared culture experience, fosters a collaborative approach, and continues to attract visitors from the region and travelers from afar.”*

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## GOALS

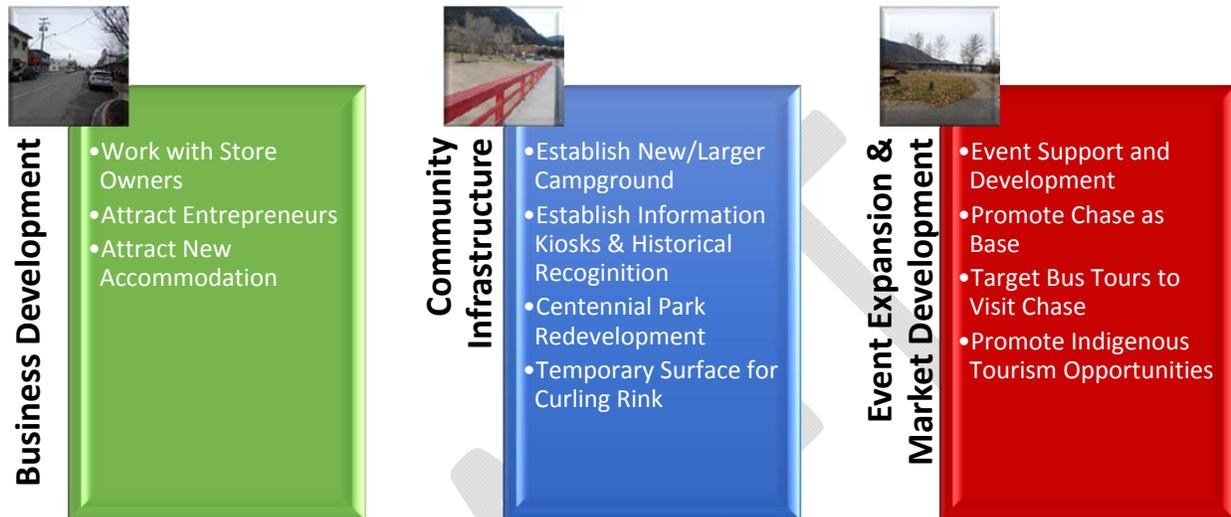
The following goals are intended to guide the tourism strategy for the Village of Chase over the next five years and include:

- 1) Increase the number of guests spending the day in Chase and District
- 2) Expand the number of guests returning regularly to Chase
- 3) Grow the number of visitor-oriented businesses and activities
- 4) Increase the profile of Chase and District with travel markets
- 5) Foster a unique community character that resonates with guests
- 6) Establish services and amenities that guests need and are looking for
- 7) Expand the tax base/revenue within the Village

## STRATEGY AT A GLANCE

As illustrated in Figure ES-1, the Strategy is organized into three themes including: business development (green); community infrastructure (blue); and event expansion and market development (red).

Figure ES-1: Economic Development Transition Strategy Themes



## DETAIL STRATEGIES

### Existing Activities

There are several activities already being implemented by the Village and provide context and support for the proposed initiatives. Among these are:

- 1) Leverage the Chase Active Transportation Plan;
- 2) Continue Implementation of Shuswap Trail Strategy;
- 3) Continue to Partner in the Shuswap Strategy;
- 4) Update the Chase Official Community Plan;
- 5) Work with Ministry of Transportation and Infrastructure (MOTI) on Highway Access; and,
- 6) Support the Developments Current in Development in Chase

### Business Development

- **Work with Store Owners to Occupy Empty Building Spaces**

There are several store fronts downtown and a vacant school in the community that creates an opportunity for new activity.

- **Attract Entrepreneurs Interested in Visitor-based Activities and Rentals**

There have been several business ventures identified that could directly connect to visitors coming to Chase and District looking for recreation and tourism activities.

- **Attract New Store Front Businesses**

There are several businesses that locals have identified as potentially attracting more people into town. Such businesses that have been mentioned include a brew pub, distillery, waterfront restaurant and boutique store offering local products or crafts.

- **Attract New Accommodation**

According to Destination BC one third of all tourism expenditures are for accommodation and food services (DBC 2019a). Communities that are underserved by overnight accommodation are missing out on benefits associated with visitor spending.

## Community Infrastructure

- **Establish New/Larger Community Campground**

RV Parks are a proven tool to draw visitors into the community and spend more time in the area. Demand continues to grow for Camping and RV sites in the Shuswap, while supply has failed to keep pace.

- **Establish Information Kiosks and Historical Site Recognition**

An Electric Vehicle (EV) charger is located at the Chamber office in Chase. People stopping to charge there EVs typically charge for 30 minutes or so and are located centrally in town. This gives the Village an opportunity to promote activities to them while they wait.

- **Willson Park Redevelopment Planning**

The Park is seen as being underutilized and the site has the potential to provide amenities for residents and visitors with several items being mentioned including pickleball courts, outdoor exercise equipment, and a foot bridge.

- **Explore Temporary Surface for Curling Rink**

It is felt that if a suitable floor like a wood floor that is in place in Port Moody then the activities and season for the Curling Rink could be expanded.

## Event Expansion and Market Development

- **Event Support and Development**

The goal of this initiative is to ensure that events remain well resourced and that a new event be considered to support the attraction of visitors to Chase in an off-peak part of the season.

- **Promote Chase as Base for Activities in the Area**

Chase is a logical staging area for visitors wishing to access the North Shuswap, Turtle Valley and other local destinations.

- **Target Bus Tours to Visit Chase**

Tour buses supplement the visitor market in Chase, but the volumes are believed to be small and there are no overnight stays occurring due to the lack of suitable fixed-roof accommodation. However, work can be undertaken to attract more tour bus stops in Chase.

- **Promote Indigenous Cultural Tourism Opportunities**

The local indigenous communities have recently developed the Secwepemc Lake Tourism Initiative. There are also activities being planned and discussed with the area indigenous community. Chase can achieve greater tourism outcomes by supporting the effort already underway within the local Indigenous communities.

# 1 INTRODUCTION

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## 1.1 The Background to the Strategy

This report has been prepared to identify mid to long-term tourism and economic development direction and actions that reflect Chase's vision for future growth and diversification in its tourism sector and broader economy. The Village does not have a formal economic development department. Instead staff and council at the Village support economic development through planning, infrastructure development and maintenance, and community service agreements.

In addition, the Village has on-going working relationships with Shuswap Tourism (ST), Shuswap Trail Alliance (STA), and the Secwepemc Lake indigenous communities of Little Shuswap, Adams Lake, and Neskonlith. This Strategy builds on those services by targeting initiatives aimed at tourism business development, tourism infrastructure, and events and marketing activities.

## 1.2 The Approach In Preparing the Strategy

The project comprised of three phases: research and analysis, stakeholder engagement and plan development. A situation analysis was completed in October and forms Appendix A of this report. The engagement program included key informant interviews, in-person meetings and a survey of tourism related businesses (survey findings are in Appendix B). In the final phase, two planning workshops were held with elected officials, Village staff, and select community leaders to frame up plan content, and provide clear direction for the final report deliverables.

## 1.3 Report Organization

The remainder of the report is organized into the following sections:

- Section 2 is the overview of the current situation;
- Section 3 summarizes the strategy process; and
- Section 4 provides the detail on the various strategic initiatives.

This is followed by references which includes the situational analysis, survey results and project references.

## 2 OVERVIEW OF CURRENT SITUATION

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### 2.1 Strengths, Challenges and Opportunities

Strengths, Challenges and Opportunities (SCO) analysis is a tool that helps communities identify areas of productive tourism activity and potential wealth creation. SCO is meant to address strategically relevant issues of comparative advantage or disadvantage, which become targets for sustaining or enhancing (in the case of strengths), mitigating and converting (in the case of challenges), or developing and diversifying (in the case of opportunities).



The strengths of Chase are in four broad areas: proximity to the Shuswap and Kamloops, location along Highway 1, and some quality attractions locally and interest from development community to undertake further investment. Challenges can be grouped into three general areas including: limited space to expand, small number of attractions in the Village, and competition from Shuswap area communities. However, moving forward the community does have a number of quality opportunities that it can pursue that will better position Chase as a tourism destination and complement the surrounding activities.

## 2.2 Supporting Regional Destination Marketing Organizations

### 2.2.1 Kamloops Tourism

Kamloops Tourism is responsible for destination marketing for the Kamloops tourism industry and the City of Kamloops. The City and its tourism businesses promotes the branding “***Boldly Unscripted***”. The goal is targeted at making Kamloops more attractive, affordable and accessible for outdoor enthusiasts and families. The City of Kamloops hosted 1.85 million visitors who spent approximately \$282 million in 2018. The direct economic impact of the industry was 4,155 jobs. (Tourism Kamloops. 2019)

Chase and District is connected to Kamloops tourism activity through various shared outdoor assets and proximity to tourism amenities, such as accommodation. Chase could serve both Kamloops-bound visitors and Kamloops residents with accommodation and outdoor recreation experiences.

### 2.2.2 Tourism Shuswap

Tourism Shuswap is a community-based destination management and marketing organization. The geographic boundaries serviced by Tourism Shuswap include Chase, Enderby, Armstrong, Salmon Arm, Sicamous, and Columbia Shuswap Areas C, D, E, and F. Tourism Shuswap is focused on promoting the long-term development and marketing of the Shuswap region to increase visitation for recreational, leisure and business purposes.

Tourism Shuswap already works collaboratively with Chase in promoting and marketing the area. (Tourism Shuswap. 2019)

### 2.2.3 Thompson Okanagan Tourism Association

The Thompson Okanagan Tourism Association (TOTA) is the regional tourism marketing organization for the Thompson Okanagan region. The TOTA area ranges from Christina Lake and the Shuswap to the east, Cache Creek and Princeton to the west, Mount Robson in the north, and Osoyoos in the south. TOTA provides destination development, marketing, industry and experience development, and research services to the tourism sector in the Thompson Okanagan.

Chase, through Tourism Shuswap, can connect on general and targeted marketing efforts. As well, the Village can utilize specific skills of TOTA’s diverse staff skills. (TOTA. 2019)

### 3 PRESENTING THE STRATEGY

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#### 3.1 CHASE TOURISM VALUE PROPOSITION

What will tourism look like in Chase in 15 years?

The vision is an aspirational description of what an organization would like to achieve or accomplish in the future. It is intended to serve as a clear guide for choosing future courses of action. In discussion with workshop participants, the vision for the economic development activity was updated to:



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*“Chase and District is nestled on the shores of Little Shuswap Lake, enjoys a rich recreation and shared culture experience, fosters a collaborative approach, and continues to attract visitors from the region and travelers from afar.”*

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#### 3.2 GOALS

The following goals are intended to guide the tourism strategy for the Village of Chase over the next five years. They are based on a review of other tourism activities underway in the area, discussions with individuals involved in tourism locally, and the Chase Tourism Strategy Steering Committee, and include:

1) Increase the number of guests spending the day in Chase and District

2) Expand the number of guests returning regularly to Chase

3) Grow the number of visitor-oriented businesses and activities

4) Increase the profile of Chase and District with travel markets

5) Foster a unique community character that resonates with guests

6) Establish services and amenities that guests need and are looking for

7) Expand the tax base/revenue within the Village

### 3.3 SETTING PRIORITIES

In considering the importance of specific initiatives, it is important to understand the Village’s time commitment, support that may be available for the project, and overall return to the community from each initiative. This helps guide the strategic priorities that the Village will adopt. These are summarized in Table 1 below and provide a high-level overview of the resourcing and benefits.

**Table 1: Resource Allocation and Benefit Matrix**

Village Time commitment	⦿ Minor	⦿ Moderate	⦿ Major
Cash/Volunteer costs	\$ Low	\$\$ Moderate	\$\$\$ High
Return to community	↑ Low	↑↑ Moderate	↑↑↑ High

Initiatives listed under Existing Activities (Section 4.1) represent those that are already underway and being worked on by council and staff at the Village office. They are included in the tourism and economic development strategy as a reminder of their importance and linkage to specific tourism activities.

### 3.4 STRATEGY AT A GLANCE

As illustrated in Figure 1, the Strategy is organized into three themes including: business development (green); community infrastructure (blue); and event expansion and market development (red).

**Figure 1: Economic Development Transition Strategy Themes**



## 4 DETAIL STRATEGIES

### 4.1 Existing Activities

The following activities are already being implemented by the Village and provide context and support for the initiatives that follow.

<b>1. Leverage the Chase Active Transportation Plan</b>	
Objectives	<ul style="list-style-type: none"> <li>• Leverage the Active Transportation Plan in support of tourism infrastructure</li> </ul>
Rationale	<ul style="list-style-type: none"> <li>• The Active Transportation Plan, while targeted at residents and businesses, can also serve visitors and make it easier to move within the area once they are here.</li> </ul>
Action	<ul style="list-style-type: none"> <li>• Formalize relationship with Shuswap Regional Trails Roundtable</li> <li>• Support a Wayfinding Program</li> <li>• Undertake Wilson Park bridge repair/rebuild</li> </ul>
<b>2. Continue Implementation of Shuswap Trail Strategy</b>	
Objectives	<ul style="list-style-type: none"> <li>• Continue to develop quality and connected trail network that benefits Chase</li> <li>• Foster collaborative economic development through trail building</li> </ul>
Rationale	<ul style="list-style-type: none"> <li>• The Shuswap Trails Alliance is regularly cited as a “best practice” community trails program that has successfully bridged multiple interests in creating a future path for trail-based recreation and access. There are also exceptional tourism experiences that will grow in the future as the trails become more popular.</li> </ul>
Action	<ul style="list-style-type: none"> <li>• Broaden the Scatchard Road trail to connect with Chase Creek Falls</li> <li>• Connect to broader Shuswap Alliance Trail network</li> <li>• Support GIS/Mapping work</li> </ul>
<b>3. Continue to Partner in the Shuswap Strategy</b>	
Objectives	<ul style="list-style-type: none"> <li>• Four season tourism destination</li> <li>• Maintain Destination Management Organization (DMO) capacity and effectiveness</li> </ul>
Rationale	<ul style="list-style-type: none"> <li>• Shuswap Tourism provides DMO services to Chase, mainly in the way of marketing, promotion and communications. Increasingly, it is engaging in destination and product development efforts in support of TOTA and Destination BC (DBC). The Village can maintain linkages to higher level plans and the tourism development efforts of partners by implementing strategies identified in the 2015 Tourism Strategy where its benefits Chase.</li> </ul>
Action	<ul style="list-style-type: none"> <li>• Continue to participate in intra-regional dialogue and a focus on shared objectives and strategies as an ongoing commitment to regional cooperation.</li> <li>• Continue to work with the Chamber and related organizations to emphasize the need for more consistent hours of business year-round.</li> <li>• Work together on regional transportation infrastructure issues where they align with the Active Transportation Plan.</li> <li>• Identify ways of leveraging existing iconic attractions and unique characteristics of the region.</li> </ul>
<b>4. Update the Chase Official Community Plan</b>	
Objectives	<ul style="list-style-type: none"> <li>• Ensure the updated Chase Official Community Plan (OCP) supports the Tourism</li> </ul>

	development
Rationale	<ul style="list-style-type: none"> <li>The Village of Chase OCP dates from 2002 and is now out of date. A process has begun to update the OCP and reflect the current situation in Chase and the existing regulatory environment. The OCP can be instrumental in helping to shape the development of visitor activities in the community and support many of the initiatives laid out in the Tourism Strategy. For example, in the 2002 OCP the discussion of Development Permit Areas specifically focused on the area to the west of Cummings Avenue, north of the CPR mainline, south of the Little Shuswap Lake and east of the Lakeshore Drive residential area as having importance for future tourism promotion and development in Chase (Urban Systems. 2002).</li> </ul>
Action	<ul style="list-style-type: none"> <li>Position the OCP to support specific initiatives in the tourism strategy and connect with other economic development opportunities.</li> </ul>
	<ul style="list-style-type: none"> <li>Investigate how communities like Revelstoke and Golden support tourism through their OCPs.</li> </ul>
<b>5. Work with Ministry of Transportation and Infrastructure (MOTI) on Highway Access</b>	
Objective	<ul style="list-style-type: none"> <li>Ensure the Highway 1 upgrades support the Tourism development</li> </ul>
Rationale	<ul style="list-style-type: none"> <li>There are two Highway 1 projects MOTI will be undertaking at Chase in the future including: <ol style="list-style-type: none"> <li>Chase Creek Road to Chase West which includes: <ol style="list-style-type: none"> <li>Four-laning of Highway 1 on the western end of the Village of Chase.</li> <li>Concrete median barrier</li> <li>Access improvements including frontage roads and highway intersection upgrades</li> <li>Provide safe access to the western portion of the Village of Chase with a new interchange</li> </ol> </li> <li>Chase West to Jade Mountain involves four-laning a 3.1 km-section of highway east of Chase including a new interchange at Brooke Drive and access improvements at Matthey's Road and Shuswap Avenue East. (BC MOTI. 2019)</li> </ol> </li> <li>The Highway 1 work will have significant impacts on the Village's tourism economy so it is important the Village works with MOTI to ensure convenient and sustained highway access to Chase from both directions. Other communication priorities include safe connectivity to neighbourhoods on the south side of the highway.</li> </ul>
Action	<ul style="list-style-type: none"> <li>Outline the economic development potential that the highway upgrade and access development will have for Chase's economy (i.e., tourism, resident development, and light industrial).</li> </ul>
	<ul style="list-style-type: none"> <li>Ensure MOTI understands the adverse impact of poor access to the community and past impacts to the Village (house removed).</li> </ul>
	<ul style="list-style-type: none"> <li>Work with MOTI to connect the highway access to key nodes inside Chase.</li> </ul>
<b>6. Support the Developments Current in Development in Chase</b>	
Objective	<ul style="list-style-type: none"> <li>Incorporate tourism development goals into new development opportunities where possible.</li> </ul>
Rationale	<ul style="list-style-type: none"> <li>The Village of Chase has several developments that are currently moving through the planning process. While some may not move ahead, those that do will make a meaningful change to the number of residents, visitors, and tax base. The most advanced projects include:</li> </ul>

	<ul style="list-style-type: none"> <li>• Whitfield – Phase 1, 2, and 3 (235 Aylmer) is a 26, 22, and 32 lot strata subdivisions spaced over the next few years</li> <li>• Tamco Ventures (617 Shuswap) is a 30-unit apartment building that has an approved Development Permit</li> <li>• Ojavee-Fisher (220 Shepherd) is a 17-unit building strata that is currently on hold</li> <li>• Seniors village (116 MacPherson) is a 36-unit building strata that has received zoning approval</li> <li>• There are also three other potential large residential development projects that could come online in the future. Collectively, new development will boost population, supporting retail services and a balanced and affordable housing supply.</li> </ul>
Action	<ul style="list-style-type: none"> <li>• Monitor new development with a tourism lens (i.e., is there housing that retail service workers will be able to afford? Will these new developments attract new residents? Will they attract new visitors?)</li> </ul>

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## 4.2 Business Development

### 4.2.1 Work with Store Owners to Occupy Empty Building Spaces

#### Objectives:

- Help to beautify downtown store fronts
- Attract residents into the downtown core

#### Rationale:

There are several store fronts downtown and a vacant school in the community that creates an opportunity for new activity. These unoccupied buildings do not attract traffic to the downtown and detract from the look and feel of the community. From a tourism perspective, vacant buildings can create an uninviting image for visitors. The opportunity is to use these spaces for community groups or utilize as pop-up locations for local entrepreneurs.

#### Actions:

- **Link to discussion of business owners to determine their future plans and desire to participate in alternative leasing approaches.**
- **Approach School District (SD) 73 to discuss plans for the vacant school site and options for use by the community.**
- **Explore with business owners what type of vacancy (frictional, cyclic, or structural) issues they may be experiencing.**
- **Explore an incubator model that would be suitable for Chase and its business owners. Small communities like [Clinton, Ontario](#) and [Huron East](#) have innovative and successful approaches to attracting new retailers to their downtowns.**
- **Investigate programming models that are in place and suitable for small towns. The [Rural Ontario Institute](#) has developed a guide book that can suggest key steps.**
- **Explore programming and support that could be leveraged from Community Futures Development Corporation of Thompson Country (CFDC TC).**
- **Reach out to Indigenous communities to see if there are artisans or crafters working in their artisan tourism initiative that might be interested in downtown occupancy.**
- **Investigate non-commercial short-term use of spaces. This could be a community theatre group or other community enterprise that needs additional space for a specific period.**

Partners	Priority: High				Timelines				
	Goals	Time	Cost	Return	2020-21	2022	2023	2024	2025
Local building owners SD 73, CFDC TC Local entrepreneurs	3, 5 & 6		\$	↑↑					

## 4.2.2 Attract Entrepreneurs Interested in Visitor-based Activities and Rentals

### Objectives:

- Create a greater diversity of visitor products and services in Chase
- Support activities that get visitors to stay longer in Chase

### Rationale:

There have been several business ventures identified that could directly connect to visitors coming to Chase and District looking for recreation and tourism activities. For example, the Sunshine Golf Course and Treetop flyers attract a significant number of visitors each year who come and then spend additional time in the Village of Chase. It is believed that if this could expand it would support an increase in length of stay and the number of overnight visits. This in turn would create more traffic for the local service and accommodation sector.

To date, several business activities have been identified as fitting with the character of the Village, including kayaking, canoeing, paddle boarding and golf cart rentals. Indigenous canoe trips either in the area or from Kamloops to Chase and short-hop bus trips providing services to area wineries, dropping off and picking up mountain bikers or hikers, viewing spawning beds, and other area activities requiring transportation are also possible.

### Actions:

- **Revisit businesses and individuals who have attempted or explored new tourism ventures in Chase in the past.**
- **Explore with existing businesses activities that they may see expanding into and discuss potential support required.**
- **Explore with the Chase and District Chamber of Commerce (CDCC) a business opportunity that may be a good fit as a social enterprise project.**
- **Broker access to CFDC TC assistance for small businesses. They have a full-time business coach with a background in tourism and business analyst and are supported by a host of business development tools to help business start-up and support success. Chase is within their service area.**
- **Approach Thompson Rivers University's (TRU) Adventure Tourism Department to see if there is potential interest in establishing a startup business in Chase. TRU has many adventure tourism students who have branched out and started their own businesses.**
- **Given the limited resources in the Village, search out a retired entrepreneur or business manager who may be interested in supporting this activity.**

Partners	Priority: High				Timelines				
	Goals	Time	Cost	Return	2020-21	2022	2023	2024	2025
CFDC TC/TRU CDCC Business Volunteer(s)	1, 2,3 & 6		\$	↑↑					

### 4.2.3 Attract New Store Front Businesses

**Objectives:**

- Create a greater diversity of business catering to residents and visitors downtown
- Fill empty store fronts and create more of a business vibe in the Village
- Attract residents and visitors into the downtown

**Rationale:**

There are several businesses that locals have identified as potentially attracting more people into town. Such businesses that have been mentioned include a brew pub, distillery, waterfront restaurant and boutique store offering local products or crafts. Many smaller communities in BC are experiencing a growth in brew pubs. In addition, the region also can point to the success of numerous niche businesses that attract visitors to the community. By attracting new businesses, particularly in the downtown core, there will be an opportunity for existing businesses to grow their activities and revenue as visitor spending spills over to other businesses.

**Actions:**

- **Work with business owners to determine their future plans and interest in selling or attracting new businesses.**
- **See if CFDC TC can assist in identifying business leads that would be interested in locating to Chase.**
- **Connect to Invest BC to leverage the provincial governments investment attraction resources.**
- **Reach out directly to business owners in neighbouring communities like Kamloops and Salmon Arm to see if there are leads on entrepreneurs that would be interested in locating in Chase. An initial target group would be the region’s brew pub owners and operators.**

Partners	Priority: High				Timelines				
	Goals	Time	Cost	Return	2020-21	2022	2023	2024	2025
Local store owners CFDC TC Invest BC	3, 5 & 6		\$\$	↑↑↑					

### 4.2.4 Attract New Accommodation

**Objectives:**

- Diversify and expand accommodation options for visitors
- Utilize water front properties for development
- Increased number of overnight stays in Chase
- Increased visitor spending

**Rationale:**

According to Destination BC one third of all tourism expenditures are for accommodation and food services (DBC 2019a). Communities that are underserved by overnight accommodation are therefore missing out on benefits associated with visitor spending. It is not just accommodation expenditures that are involved because visitors who stay overnight are more likely to spend on food and beverage services, retail and tour activities as well. Generally speaking, destinations that have clusters of accommodation will also develop other service clusters, and vice versa. Accommodation is therefore a prime target in tourism development.

**Actions:**

- **Support the existing proposed developments in Chase.**
- **Identify parcels suitable for accommodation and encourage landowners to consider development.**
- **Consider incentives and inducements to landowners to undertake pre-development planning.**
- **Provide support to proposed projects to ensure municipal and infrastructure services do not unduly impede development.**
- **Consider an accommodation special development area land use designation to encourage investor interest.**
- **Promote more B+B's in Chase.**
- **Consider commissioning a prefeasibility study that outlines the local potential for high-end or iconic accommodation.**
- **Examine distinctive accommodation styles that blend in with the environment, for example tree houses, glamping tents, glass-roof pods.**
- **Include accommodation as an investment attraction target, including to immigrant entrepreneurs.**

Partners	Priority: High				Timelines				
	Goals	Time	Cost	Return	2020-21	2022	2023	2024	2025
Shuswap Tourism Property owners	1, 2, 6 & 7		\$	↑↑↑					

## 4.3 Community Infrastructure

### 4.3.1 Establish New/Larger Community Campground

#### Objectives:

- Generate more visitations in the Village of Chase
- Create additional accommodation choices for visitors to Chase
- Expand local revenue sources for the Village

#### Rationale:

The Village owns the Chase Lions RV Park located on the South Thompson River. The RV Park is operated by the Chase Lions and generates revenue for projects and activities around the community. RV Parks are a proven tool to draw visitors into the community and spend more time in the area. Demand continues to grow for Camping and RV sites in the Shuswap, while supply has failed to keep pace. There is an opportunity to explore adding more camping and RV sites in the community. In addition, there may be interest from neighbouring Adams Lake Band in participating in identifying and co-managing a new site within the community.

#### Actions:

- **Work with the Adams Lake Band to determine interest in developing a new campground site.**
- **Explore options to secure land for the new site (e.g. there may an opportunity for a land trade with MOTI as they re-align the highway)**
- **Potentially enter into discussions with private land owners.**
- **Undertake a feasibility study plan to confirm the design and viability of the new camp site.**

Partners	Priority: High				Timelines				
	Goals	Time	Cost	Return	2020-21	2022	2023	2024	2025
ALIB MOTI	1, 2, 6 & 7	🕒	\$\$\$	↑↑↑	🕒	🕒	🕒	🕒	🕒

### 4.3.2 Establish Information Kiosks and Historical Site Recognition

#### Objectives:

- Generate more visitation to the Village of Chase

#### Rationale:

An Electric Vehicle (EV) charger is located at the Chamber office in Chase. People stopping to charge there EVs typically charge for 30 minutes or so and are located centrally in town. This gives the Village an opportunity to promote activities to them while they wait. In addition, the Adams Lake Indian Band (ALIB) has expressed an interest in having a kiosk that could be used

to promote indigenous crafts and activities. There are other sites around town that could be used to promote the culture and history of the Village.

**Actions:**

- **Work with ALIB on developing a joint kiosk at the Chamber location.**
- **Identify and develop appropriate historical signage at key locations/properties within the Village to support the walking tour guide.**
- **Revisit the memorial murals project to see if more can be done using local artists.**
- **Re-establish benches through the community to give visitors and residents places to rest when out walking or biking.**

Partners	Priority: High				Timelines				
	Goals	Time	Cost	Return	2020-21	2022	2023	2024	2025
Chamber ALIB	1, 4 & 6		\$\$	↑					

**4.3.3 Willson Park Redevelopment Plan**

**Objectives:**

- Support residents and visitors use of Chase parks
- Create venue for new recreation opportunities

**Rationale:**

Willson Park is centrally located within Chase and within walking distance of the EV charging station at the Chamber office. The Park is seen as being underutilized and the site has the potential to provide amenities for residents and visitors with several items being mentioned for upgrades or inclusion in the park. Specifically, these might include pickleball courts, washroom facilities, outdoor exercise equipment, and formal parking area. In addition, the Active Transportation Plan has identified development of a paved asphalt path through the Park with lighting along the path and a new foot bridge. Currently the Village is exploring funding options for the desired upgrades to the Park.

**Actions:**

- **Undertake a Willson Park Redeveloping Plan to identify new amenities.**

Partners	Priority: High				Timelines				
	Goals	Time	Cost	Return	2020-21	2022	2023	2024	2025
Village	5 & 6		\$	↑					

### 4.3.4 Explore Temporary Surface for Curling Rink

**Objectives:**

- Support additional resident and visitor usage of the Curling Rink facility
- Expand the seasons that the Curling Rink can be used for events and activities

**Rationale:**

The Chase Curling Rink has a sand base and cannot be used in the offseason when the ice is out. This results in the Curling Rink sitting unused for approximately half the year. It is felt that if a suitable floor like a wood floor that is in place in Port Moody then the activities and season for the Curling Rink could be expanded. Specifically, other indoor sporting activities outside the curling season such as pickleball, badminton, and floor hockey could be entertained. In addition, other community activities such as flea markets and weddings could also be held in the space.

**Actions:**

- **Undertake a curling rink surface feasibility study.**

Partners	Priority: High				Timelines				
	Goals	Time	Cost	Return	2020-21	2022	2023	2024	2025
Village	6		\$						

## 4.4 Event Expansion and Market Development

### 4.4.1 Event Support and Development

#### Objectives:

- Develop a new event that will attract visitors to the community in the off-peak season
- Support existing events to continue to build community character

#### Rationale:

There are several successful community festivals and events hosted in Chase. Many of these are targeted at residents but some draw visitors. The Chase and District Festival Society (CDFS) works on delivering Canada Day Celebrations, Music on the Lake, and Interior Savings Cornstock. The Chase Country Christmas Parade Committee (CCCPC) hosts a winter parade and a private venture has delivered two theme music events in the community this past year as well. The Secwepemc Lake Tourism Initiative (SLTI) has a events coordinator in place and is developing new indigenous events in the Chase and District area.

The goal of this initiative is to ensure that events remain well resourced and that a new event be considered to support the attraction of visitors to Chase in an off-peak part of the season.

#### Actions:

- **Conduct a review with the festival societies, the Chamber, and private event venues to see if there is additional support that should be in place to make sure these events remain sustainable.**
- **Engage with participants in the Secwepemc Lake Tourism Initiative to see if there are events that could be developed.**
- **Explore the commitment among the business community to develop a new event.**
- **Seek partnerships with local organizations like the Adams River Salmon Society (ARSS), the Shuswap Trails Alliance and the Skmana Cross-Country Ski and Snowshoe Club (SCCSC) that could utilize and leverage.**

Partners	Priority: High				Timelines				
	Goals	Time	Cost	Return	2020-21	2022	2023	2024	2025
Chamber, SLTI, CDFS, CCCPS, ARSS, STA, & SCCSSC	1,2,4,& 5		\$	↑					

### 4.4.2 Promote Chase as Base for Activities in the Area

#### Objectives:

- Develop Chase as a staging area for regional outdoor recreation

- Increased overnight stays and day visits

**Rationale:**

Chase is a logical staging area for visitors wishing to access the North Shuswap, Turtle Valley and other local destinations. Major attractions like Tsútswecw (Roderick Haig Brown) Provincial Park and communities like Scotch Creek, Celistia and Anglemont on the north side of Shuswap Lake regularly draw thousands of visitors for outdoor recreation and events. In addition to lake and river activities, snowmobiling and ATVing is popular in Crowfoot Mountain area. The Shuswap Trails Alliance considers Chase a logical staging area for trail users and the community positions itself as a service centre for visitors venturing further into the region.

**Actions:**

- **Seek partnerships with local organizations like the ARSS, the STA and the SCCSCC that could utilize and leverage local services.**
- **Work with local attractions to promote Chase as staging area.**
- **Develop signage at the Highway 1 rest stop promoting area attractions and destinations (link to Wayfinding initiative already underway).**
- **Ensure the Visitor Centre (VC) has maps, brochures and information on all area destinations and attractions. The VC can also be positioned as the go-to resource for area information and guidance on visitor activities and linked to the Shuswap Tourism website and promotional activities.**
- **Ensure connection to Shuswap Trail Alliance on-line trail mapping system that highlight local and regional trails.**

• Partners	Priority: High				Timelines				
	Goals	Time	Cost	Return	2020-21	2022	2023	2024	2025
Chamber, ARSS, STA, & SCCSCC	1,2, & 4		\$	↑					

**4.4.3 Target Bus Tours to Visit Chase**

**Objectives:**

- Increased bus tour traffic and visitor volumes.

**Rationale:**

Tour buses supplement the visitor market in Chase, but the volumes are believed to be small and there are no overnight stays occurring due to the lack of suitable fixed-roof accommodation.

Due to demographic change, the bus tour market is expected to increase in the future. Modern motor coaches are one of the most convenient, reliable, affordable and safe ways to travel. North

America now has close to a billion bus/coach passengers annually. Continued growth is expected, including day tours that would not require overnight accommodation.

**Actions:**

- **Provide public amenities, such as washrooms, that cater to tour coaches.**
- **Provide a suitable motor coach parking and turnaround.**
- **In partnership with Shuswap Tourism:**
  - **research the local tour coach market, including tour operators, volumes and estimated spending**
  - **create a network of interested operators who would lobby for more frequent or longer stays in the area**
- **Encourage local attractions to consider planning for catering to tour coaches, which are in the range of 55±. The following criteria are important:**
  - **map of the attraction showing access to major roadways, cities and other tour regions, destinations or attractions**
  - **operation hours and program schedules for at least the next 12 months**
  - **escort notes/guide for accurate narration of the attraction**
  - **information on handicapped-accessible facilities**
  - **reserved or block seating at events to allow the tour group to be together**
  - **designated group entrance to expedite tour movements**
  - **multi-tiered pricing with net, tour operator rates to entice the tour operator**
  - **complimentary or special considerations for the escort, driver or group**
  - **definitive reservation/deposit/refund policy for tour group admissions**
  - **multilingual brochures**

• Partners	Priority: High				Timelines				
	Goals	Time	Cost	Return	2020-21	2022	2023	2024	2025
ST, CDCC	1,2, & 4		\$\$	↑					

**4.4.4 Promote Indigenous Cultural Tourism Opportunities**

**Objectives:**

- Increase collaboration on regional tourism initiatives.
- Support the growth and diversification of indigenous tourism product in the surrounding area.

**Rationale:**

The local indigenous communities have recently developed the Secwepemc Lake Tourism Initiative. This Initiative has four strategic components that will be implemented over the next few years including: working with artisans to become successful; fostering entrepreneurial development; establishing an events coordinator to foster and expand new indigenous event activities; and, elders and youth efforts to update story boards around the territory, including establishing the location marker/coyote rocks. One of the location marker/coyote rocks potentially schedule to be hosted in the Village of Chase.

In addition, the Village of Chase is active in liaison activities with area Indigenous communities. Further, there has been discussions with partnering on specific events around Indigenous Days in 2021. Dialogue has included reviving the canoe paddle between Chase and Little Shuswap and supporting the recently launched Indigenous fashion night. Finally, with limited tourism resources, Chase can achieve greater tourism outcomes by supporting the effort already underway within the local Indigenous communities.

**Actions:**

- **Support development of a sentinel marker in the Village of Chase.**
- **Work with Adams Lake and Little Shuswap Lake communities and the Shuswap Trail Alliance in potentially developing a connector trail along the north side of Little Shuswap Lake.**
- **Support development of specific Indigenous events (potentially around Indigenous Days in 2021 or other events such as the Indigenous fashion night).**
- **Support the development of specific entrepreneurial Indigenous tourism product in the area, like the creation of a canoe paddling business or other specific ventures.**
- **Continue to foster communications and discuss collaborative opportunities with local Secwepemc communities as they arise.**

• Partners	Priority: High				Timelines				
	Goals	Time	Cost	Return	2020-21	2022	2023	2024	2025
ALIB, NIB, LSLIB	1,4, & 5		\$\$	↑↑					

## 5 REFERENCES

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### 5.1 Acronyms

ALIB	Adams Lake Indian Band
ARSS	Adams River Salmon Society
CCCPC	Chase Country Christmas Parade Committee
CDCC	Chase and District Chamber of Commerce
CFDC TC	Community Futures Development Corporation of Thompson Country
CFDS	Chase and District Festival Society
DBC	Destination BC
DMF	Destination Management Fund
DMO	Destination Management Organization
EV	Electric Vehicle
LSLIB	Little Shuswap Lake Indian Band
MOTI	Ministry of Transportation and Infrastructure
MRDT	Municipal and Regional District Tax
NIB	Neskonlith Indian Band
OCP	Official Community Plan
SCCSSC	Skmana Cross-Country Ski and Snowshoe Club
SCO	Strengths, Challenges, and Opportunities
SD	School District
SLTI	Secwepemc Lake Tourism Initiative
ST	Shuswap Tourism
STA	Shuswap Trail Alliance
TOTA	Thompson Okanagan Tourism Association
TRU	Thompson Rivers University
VC	Visitor Centre

## APPENDIX A – SITUATION ANALYSIS

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### A-1 Global Tourism Trends

- **Changing demographics.** While the large Baby-Boom cohort (born between the mid 1940s to mid 1960s) continue to take the most trips, the Millennials (born between the early 1980s to early 1990s) are driving demand for short getaways, weekend trips and add-on leisure trips to business travel. It is the Millennials that are redefining the concept of adventure travel, how visitors connect with locals, and the role of technology in travel.
- **Solo travel.** The conventional view of family and couple dominated leisure travel is still valid, but it is slowly evolving to include a new class of solo traveller, who are comfortable striking out on their own. They represent a range of age cohorts so their needs can be diverse, from social activities for younger singles to up-market accommodation and services for the longer-stay elders' market. In either case, the demand for singles travel is set to grow.
- **Local experiences.** Tourists today are increasingly seeking an engaging, participatory and authentic experience rooted in the destination's sense of place. They would prefer to avoid insulated activities that take place within a visitor bubble. From culture and cuisine to outdoor adventure, the more connected to the visitor is to a local community the more opportunities there are to be immersed in traditional activities and local culture.
- **Personalization.** Programmatic marketing that targets consumers as they browse social media and websites is an example of personalization. It is also an emerging phenomena in destination development as travellers seek out destinations that closely match their personal preferences for services like accommodation and recreational activities. The more closely an experience can be customized to a traveller's desires and expectations, the more likely they are to be a return customer but also a net promoter for the destination.
- **Bleisure travel.** The combination of business and leisure travel (bleisure travel) has been recognized for decades, especially in resort communities that meld convention with leisure activity markets. For destinations with an existing business travel component, there will be increasing opportunities to extend and diversify stays for leisure purposes.
- **Culinary tourism.** The growth in culinary tourism has been exceptional in the last decade. The demand for excellent cuisine with better nutrition is being driven by an overall heightened interest the food we eat, how it is produced and where it comes from. This represents an opportunity to express a destination's food profile, terroir and creativity in using the land to deliver exceptional and unique culinary experiences.
- **Adventure tourism** is undergoing similar growth as its definition shifts to be less about activity associated with risk and more towards learning, fulfilment and being in a natural environment. Developing an experience that combines activity, nature and culture while delivering on challenge, achievement and transformation, authenticity and novelty, and wellness is what is increasingly being sought by the market. In particular, interest in "microadventures" – small and affordable getaways – is seeing marked growth.
- **Winter tourism** is becoming a new peak season according to Intrepid – and it is now about much more than simply the traditional winter resort tourism. Rather, it is about

experiencing winter festivals and elements of ordinary life in the winter season within the context of innovative packages and distinctive hotel and resort offerings.

- **Technology.** From concierge robots and artificial intelligence to recognition technology and the Internet of Things, the seeming endless advances in technology are transforming travel at all points in the consumer engagement cycle. Travel disrupters such as Airbnb and Uber are changing the travel landscape and are creating more choice for accommodation, transportation and experience components of a trip. Similarly, new advances in Artificial Intelligence have implications for many areas of tourism from gaming to augmented reality experiences. The latter can allow tourists to “visit” destinations and sites considered too fragile for physical tours.
- **Responsible tourism** – as iconic destinations face visitor management issues and issues of sustainability rise to the fore, the concept of responsible tourism has become front and centre of global discussions on growth. Destinations that can combine intriguing experiences within serene landscapes and pleasant bustling urbanscapes have a growing distinctive advantage.

## A-2 Tourism Performance in the Region

The Thompson Okanagan received 3.7 million overnight person-visits in 2014 and generated \$1.4 billion in related spending. As seen in Table 2, in 2014, the majority of overnight travellers to the Thompson Okanagan were BC residents (51%), followed by Canadians from the rest of Canada (33%), US travellers (4%) and other international travellers at 13%. In terms of spending, the proportions are somewhat different with BC residents spending less on average than other Canadians, US and international travellers.

**Table 2 Thompson Okanagan Visitor Volumes and Spending, 2013-2014**

	Total			% Change (2013-2014)			Share of Total		
	Over/N visitors (000s)	Spending (\$000s)	Nights (000s)	Over/N visitors	Spending	Nights	Over/N visitors	Spending	Nights
All travellers	3,721	\$1,405,721	13,430	-1%	-2%	-3%	100%	100%	100%
BC Residents	2,271	\$615,428	6,824	-4%	-9%	-2%	61%	44%	51%
Other Canadian Residents	903	\$546,025	4,451	5%	5%	-5%	24%	39%	33%
US residents	171	\$53,939	474	-12%	-33%	-9%	5%	4%	4%
Other residents	376	\$190,329	1,683	15%	15%	3%	10%	14%	13%

Source: DBC (2017).

Half of all visitors to the Thompson Okanagan stay with friends and family (Table 3). US Residents and Other International are slightly more likely to pay for accommodation than

Canadian travellers, but when they do, they prefer hotel and motel properties. Camping is considerably more popular among BC residents and Other Canadians than international visitors.

**Table 3 Thompson Okanagan Region Visitors Accommodation Preferences, 2014**

Primary Accommodation	BC Residents	Other Canadians	US Residents	Other International
Friends and Family	50%	37%	39%	44%
Hotel	14%	17%	20%	28%
Motel	3%	5%	8%	8%
Other Commercial Fixed Roof	6%	8%	1%	10%
Camping/ RV Parks	18%	21%	8%	8%

Source: DBC (2017).

Note: The sum will not equal 100% as not all non-paid accommodation is included in the table.

Activities undertaken by visitors while they are in the Thompson Okanagan region in 2014 are shown in

Table 4. BC residents and other Canadians tend to participate primarily in outdoor activities, while US residents and Other International visitors prefer a mix of cultural and outdoor activities. International visitors, including those from the US, have a strong preference for national, provincial or nature parks.

**Table 4 Thompson Okanagan Region Visitors Activity Preferences, 2014**

	BC Residents	Other Canadians	US Residents	Other International
1	Beach	Beach	National/ Provincial or Nature Park	National/ Provincial or Nature Park
2	Hiking or backpacking	Boating	Historic site	Wildlife viewing or bird watching
3	Camping	Hiking or backpacking	Wildlife viewing or bird watching	Historic Site
4	Boating	National/ Provincial or Nature Park	Museum of Art Gallery	Museum or Art Gallery
5	National/ Provincial of Nature Park	Parking	Hiking or Backpacking	Hiking or Backpacking

Source: DBC (2017).

Due to changes in the hotel tax, room revenues in BC are no longer tracked for accommodation properties, except for those participating in the Community and Municipal and Regional District Tax. As seen in Table 5, the change in revenue between 2016 and 2018 predominately down, with all the largest Thompson Okanagan communities (i.e., Kamloops, Kelowna, Vernon and Penticton) all showing declines.

**Table 5 Room Revenues in \$000, 2016-2018**

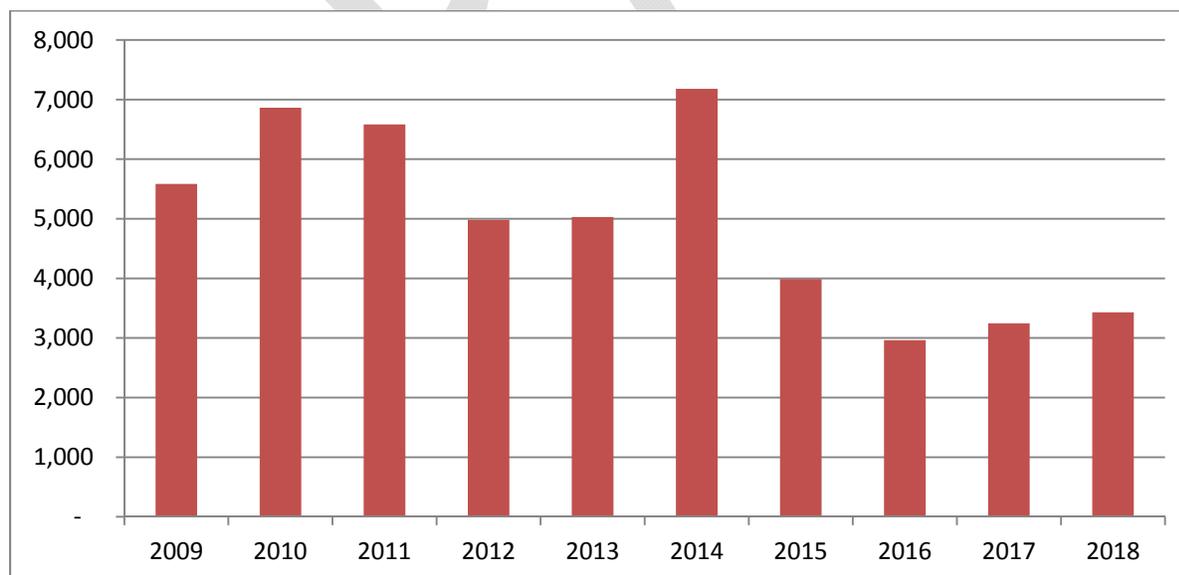
Thompson Okanagan	2016	2017	2018	% Δ 2016-18
Kamloops	56,043	57,972	52,495	-6.3%
Kelowna	97,830	98,103	88,012	-10.0%
Osoyoos	21,781	21,452	19,063	-12.5%
Penticton	29,700	29,439	28,573	-3.8%
Salmon Arm		3,255**	9,026**	n/a
Sun Peaks Mountain Resort Area	7,158**	6,782**	4,900**	n/a
Valemount	8,384	9,549	8,669	3.4%
Vernon	35,081	35,476	30,322	-13.6%
Thompson Nicola	7,630	8,570	8,192	7.4%

Source: BC Stats (2018).

### A-3 Chase Tourism Performance

Visitor Centre (VC) attendance in Chase between 2009 and 2018 is shown in Figure 2. In 2014, over 7,000 visitors were hosted versus 5,500 in 2009. The average attendance for the ten-year period ending in 2018 was 4,985.

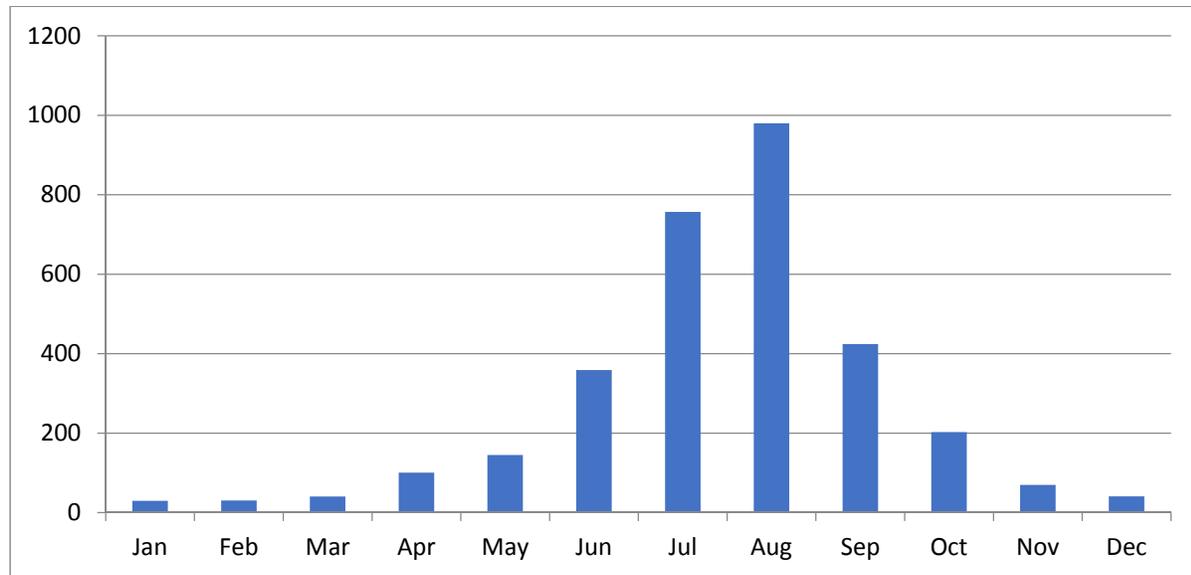
**Figure 2 Chase Visitor Centre Annual Attendance, 2009-2018**



Source: Destination British Columbia (2019)

As with most regions of the province, Chase’s attendance is highest in the summer when the majority of touring travellers visit the region (Figure 3).

**Figure 3 Chase Visitor Centre Monthly Share of Attendance, 2005-2014**



Source: Destination British Columbia (2019)

Traffic volumes for permanent highway count stations near Chase are shown in Table 6. All are on the Trans Canada Highway, the first at Willow Road west of Chase, the other two at Anglemont Road. Over the seven-year period ending in 2016, traffic grew 6.1% at Willow Road and 9.5% at Anglemont Road. The drop in traffic east and robust growth west of Anglemont Road on Highway 1 may be a reflection traffic behaviour in communities on the west shore of Shuswap Lake.

**Table 6 Annual Average Daily Traffic for Count Stations Near Chase**

	Count Station		
	Route 1, 0.2 km west of Willow Road, west of Chase	Route 1, 0.6 km west of Anglemont Road, Squilax	Route 1, 1.1 km east of Anglemont Road, Squilax
<b>2016</b>	8,301	8,824	6,782
<b>2013</b>	7,342	8,379	7,431
<b>2010</b>	7,825	8,058	7,594
<b>2010-2016 Change</b>	6.1%	9.5%	-10.7%

Source: MOTI (2019)

Provincial park attendance in the Chase area has been mixed over the last decade, as seen in Table 7. Three-year average attendance between 2008 and 2016 for four parks shows little change at the two major draws, Shuswap Lake and Roderick Haig-Brown. However, growth was robust at the two smaller parks, up 36% at Niskonlith and 12% at Adams Lake.

**Table 7 Attendance in Chase Area Provincial Parks**

Park	Niskonlith	Roderick Haig-Brown	Shuswap Lake	Adams Lake
3 year Average 13/14 – 15/16	23929	69695	184072	23339
3 year Average 08/09 – 10/11	17563	69482	188832	20857
% Change	36%	0%	-3%	12%

Source: BC Parks (2017)

Looking closer at the business structure in the community we see that the Village of Chase has a small number of tourism establishments generating local employment. As seen in Table 8, the Village of Chase has 78 establishments that have employees. Among these businesses 68 or 87% have fewer than 29 employees. In the Food services and Accommodation sector there are seven establishments all of which employ less than 30 employees.

**Table 8 Village of Chase Establishment Counts with Employees, December 2018**

	1 to 4	5 to 9	10 to 19	20 to 29	30+	Total
<b>711</b> Performing arts, spectator sports & related ind.	0	0	0	0	0	0
<b>713</b> Amusement, gambling and recreation ind.	0	1	0	0	0	1
<b>721</b> Accommodation services	1	1	0	0	0	2
<b>722</b> Food services and drinking places	2	1	0	1	0	4
Total Establishments	38	22	5	3	10	78

Source: BC Stats (2019)

As illustrated in Table 9, the total labour force in Chase consists of 1,010. The tourism component will be spread across a range of labour force categories including retail, real estate and rental and leasing including most employment within Arts, entertainment and recreation and accommodation and food services.

Table 9 Village of Chase Labour Force, 2016

	Male	Female	Total
<b>11 Agriculture, forestry, fishing and hunting</b>	45	15	60
<b>21 Mining, quarrying, and oil and gas extraction</b>	10	10	20
<b>22 Utilities</b>	0	0	0
<b>23 Construction</b>	125	10	135
<b>31-33 Manufacturing</b>	70	10	80
<b>41 Wholesale trade</b>	10	10	20
<b>44-45 Retail trade</b>	45	80	125
<b>48-49 Transportation and warehousing</b>	50	0	50
<b>51 Information and cultural industries</b>	10	0	10
<b>52 Finance and insurance</b>	10	20	30
<b>53 Real estate and rental and leasing</b>	10	30	40
<b>54 Professional, scientific and technical services</b>	0	40	40
<b>55 Management of companies and enterprises</b>	0	0	0
<b>56 Admin. &amp; support, waste mgt. &amp; remediation services</b>	25	30	55
<b>61 Educational services</b>	0	15	15
<b>62 Health care and social assistance</b>	15	125	140
<b>71 Arts, entertainment and recreation</b>	15	10	25
<b>72 Accommodation and food services</b>	10	35	45
<b>721 Accommodation services</b>	10	20	30
<b>722 Food services and drinking places</b>	0	15	15
<b>81 Other services (except public administration)</b>	35	10	45
<b>91 Public administration</b>	35	40	75
<b>Total</b>	520	490	1010

Source: Statistics Canada (2018)

#### A-4 Chase as a Visitor Destination

Tourism is quickly becoming a significant economic contributor in Chase. Potential for growth is enormous given the area's proximity to the Shuswap Lakes and the increase in tourism traffic. With over 1,600 kilometres of navigable shoreline on the South Thompson River and Shuswap Lakes, residents and visitors to the area are provided with some of the best fresh water recreational areas in BC. The lakes offer opportunities for boating, water skiing, fishing and swimming.

The lakes are host to numerous provincial parks considered to be among the best in the province. The Shuswap Lakes offer more houseboats than anywhere else in the world. The Adams River is home to the annual salmon-spawning spectacle. The major run occurs every four years and attracts up to 250,000 people from around the world during the month of October. The Adams River is also the scene of spectacular river rafting in the area. The river has a reputation for great whitewater and scenery. It offers a good introduction to whitewater for individuals, families and at the same time challenging enough for the experienced rafter.

The Squilax Pow Wow attracts tourists annually in the third week of July. The weeklong celebration includes all three local First Nations bands and is an opportunity to showcase and celebrate their culture. The addition of a challenging 4,900 yard, nine-hole executive golf course on Little Shuswap Lake complements an array of sporting facilities. Ball diamonds, a curling club, a skating rink, a recreation centre, and many hiking and mountain biking trails all are within the community boundaries and all provide competitive sporting facilities.

In the winter, the region has excellent conditions for ice fishing, snowmobiling and cross-country skiing. The Skmana Lake ski trails offer 15 kilometres of groomed trails from December to March and the Crow Foot Mountain snowmobile club offers tours and maps of the best areas in the region to snowmobile. The community is also only an hour away from the destination ski resorts of Silver Star, located outside of Vernon, and Sun Peaks, located outside of Kamloops. (Village of Chase 2019)

## A-5 Planning Context

### A-5.1 Village of Chase

The Village's Official Community Plan was developed in 2002 and has since been subject to several amendments (Village of Chase 2002). Tourism is addressed in several sections.

- A Special Development Area for tourism, recreation and seasonal residential is specified as a land use designation. Supporting policies include:
  - “It is a policy of Council to encourage recreation and tourism related uses in the Special Development Area. “
  - “It is a policy of Council to recognize the importance of this site for future tourism promotion and development in Chase. “
- A Guiding Principle emphasizes the waterfront features of the community and specifically directs tourism market to promote this.
- Another Guiding Principle states that:  
“Tourism is seen as an important avenue to economic prosperity. Tourism will be encouraged through support for local events and through overall community enhancement and promotion. Development of potential tourist attractions will be given special consideration.”
- Tourism is also noted as being important in supporting the community's quality of life, its commercial businesses and economic development framework.

### A-5.2 Shuswap North Okanagan Destination Development Strategy

The Shuswap-North Okanagan Destination Development Strategy (2019) was developed to enhance the competitiveness of the area's tourism destinations over the next 10 years. While the work has been completed as part of a province-wide planning initiative led by Destination British Columbia, it has also been designed to review and build on the Thompson Okanagan 10-year regional tourism strategy: *Embracing Our Potential (2012-2022)*.

- **Vision** – visitors experience a sense of welcome and rejuvenation year-round with a destination that is known for its distinctive pastoral landscapes, its diversity of water-based recreational activities and trail-based adventure, and its range of authentic and well-connected communities with a strong sense of place, and rich cultural heritage of First Nations and the more recent traditions and stories of pioneers and settlers.

- **Key Elements**
  - Trail-based adventure, winter and water-based recreation
  - Living landscapes
  - First Nations
  - Cultural heritage
- **Asset and Resource Base**
  - Continue to develop and manage integrated sustainable trail systems across the planning area as an integral part of local life, culture and economy.
  - Continue to develop and manage opportunities for water-based recreation that are safe and sustainable
  - Strengthen the concept of environmental and cultural stewardship of the ‘tourism resource base’ within the wider community, and continue to promote collaboration on related management and development.
- **Connectivity**
  - Work with local governments and the private sector to establish a regular shuttle service between communities and the airports.
  - Work with the Ministry of Transportation and Infrastructure to improve the safety and ease of the travel experience by road to the Shuswap-North Okanagan and within the region.
  - Work with BC Transit and other relevant regional partners to identify innovative solutions to establishing a regional transit system for the whole area that is consistent and regular throughout the day to move visitors around the region.
  - Continue to work with community and regional partners to support the implementation of active transportation systems region-wide, including the further development of ‘parallel pathways’.
  - Work with the Province and the telecommunications sector to advocate for and achieve enhanced technological connectivity throughout the region.
- **Industry Readiness**
  - Develop a series of programs and tools that will improve the industry’s understanding of visitor needs and expectations and will enhance overall capacity to deliver quality experiences.
  - Develop a coordinated approach to assessing and addressing the specific business retention and expansion needs of the tourism sector
  - Enhancing processes to measure the value of tourism and establishing a deeper understanding of its economic significance.
  - Strengthening the appeal of tourism as a career through working towards a ‘living wage’ for tourism sector employees by 2027.
- **The Visitor Experience**
  - Implement strategic approaches to developing niche sectors and integrated experiences that strengthen the positioning of the Shuswap-North Okanagan and increase its appeal year-round for its target markets.
  - Build on existing work to identify story lines for the development and enhancement of theme-based experiences and corridor itineraries.
  - Assess the level of need for new accommodation facilities across a mix of price-points.

- Continue to develop and utilize new approaches to connecting with the visitor in a way that will enrich their stay and encourage appropriate behaviour.
- Continue to develop a strong sense of place that contributes to the appeal of the destination and the vitality of the experience.

### A-5.3 Shuswap Tourism Development Plan

In 2015, Shuswap Tourism prepared a Tourism Plan Update (2015) on behalf of the tourism stakeholders in the Shuswap region through the Community Tourism Foundations program of Destination British Columbia.

- **Vision** - The Shuswap is a four-season destination where the development of tourism is based on a shared commitment to quality, sustainability, regional collaboration and integrated planning. Its authentic visitor experiences are shaped by its well-managed access to pristine lakes and backcountry, its creative and Aboriginal culture, and its notable sport opportunities.
- **Destination Development Priorities**
  - Develop an annual stakeholders' communications strategy.
  - Continue to use the Shuswap Tourism website as a key communications channel.
  - Maintain a comprehensive tourism inventory.
  - Continue to focus on promoting the value and significance of tourism within the region.
- **Tourism Research Priorities**
  - Conduct the market segmentation pilot project with TOTA.
  - Continue to work with the accommodation sector to report on a range of metrics required in calculating the value of regional tourism.
- **Community and Transportation Infrastructure Priorities**
  - Work together to coordinate the lobbying effort on transportation infrastructure issues.
  - Support the implementation of OCPs as they relate to the improvement of community infrastructure that will positively impact tourism.
  - Identify and address opportunities to develop a broader range of accommodation opportunities.
- **Sustainability Priorities**
  - Support the ongoing collaboration and initiatives arising from Shuswap Lake Integrated Planning Process.
  - Continue to work collectively to promote low-impact water-based activities and responsible boating practices.
  - Support the initiation of a study of motorized boating on the Shuswap Lake system.
  - Encourage local governments to endorse the *Draft Recreation Management Plan: Shuswap, Little Shuswap, Mara and Adams Lakes*.
  - Create greater visitor awareness of the fragility of ecosystems.
  - Advocate for the development of an eco-sensitive strategy to reduce greenhouse gas emissions through increased active transport options.
  - Support the Shuswap Trails Alliance in its ongoing work related to the Shuswap Recreation Access and Trails Strategy.

- Support local and regional initiatives related to food security.
- Enhance tourism industry's understanding of the inter-linkages associated with a commitment to 'Green and Sustainable.'
- **Labour Market Priorities**
  - Establish a dialogue with go2hr, TOTA, Okanagan College, Thompson Rivers University and Community Futures, to explore ways of addressing the issues.
  - Promote the use of progressive human resource practices.
  - Reintroduce the Shuswap Visitor Friendly Program or an equivalent ambassadorial program.
- **Cultural Tourism**
  - Work collaboratively toward developing a longer-term vision for cultural tourism within the Shuswap region.
  - Identify ways of leveraging existing iconic attractions and unique characteristics of the region.
  - Work with First Nations partners to explore opportunities to strengthen Aboriginal visitor experiences.
  - Use the Shuswap Tourism web-based events calendar as the key repository for all regional events.
  - Work with event organizers and local governments to establish an event tracking framework program.
- **Trail-based Experiences and Sport Tourism**
  - Build on existing strengths through the development of complementary services – e.g. a Shuswap Bike Share program.
  - Continue to explore the potential for sport tourism and outdoor recreational events to offset the region's pronounced seasonality.
  - Continue to work collaboratively to identify and attract appropriate sport tourism events.
- **Funding and Organizational Model**
  - Continue to explore innovative approaches to region-wide collaborative destination management and/or marketing.
  - Continue to move forward with the implementation of the Municipal and Regional District Tax(MRDT)as a regional project.
- **Marketing**
  - Continue to promote and strengthen the existing destination brand.
  - Work with TOTA and Destination BC to target the US market.
  - Target Alberta and BC with existing tactics and partner in TOTA's Showcase initiatives.
  - Refresh the Shuswap Tourism website and continue to build it, particularly in relation to shoulder and off-season activities and promotions.
  - Continue to strategically integrate social media into the marketing program
  - Produce and circulate a "Today in the Shuswap" factsheet.
  - Host workshops in the use of social media and related training.
  - Revise and update the marketing plan as and when new funding and new market intelligence becomes available.
  - Continue to focus on research and the use of EQ.

## APPENDIX B – SURVEY RESULTS

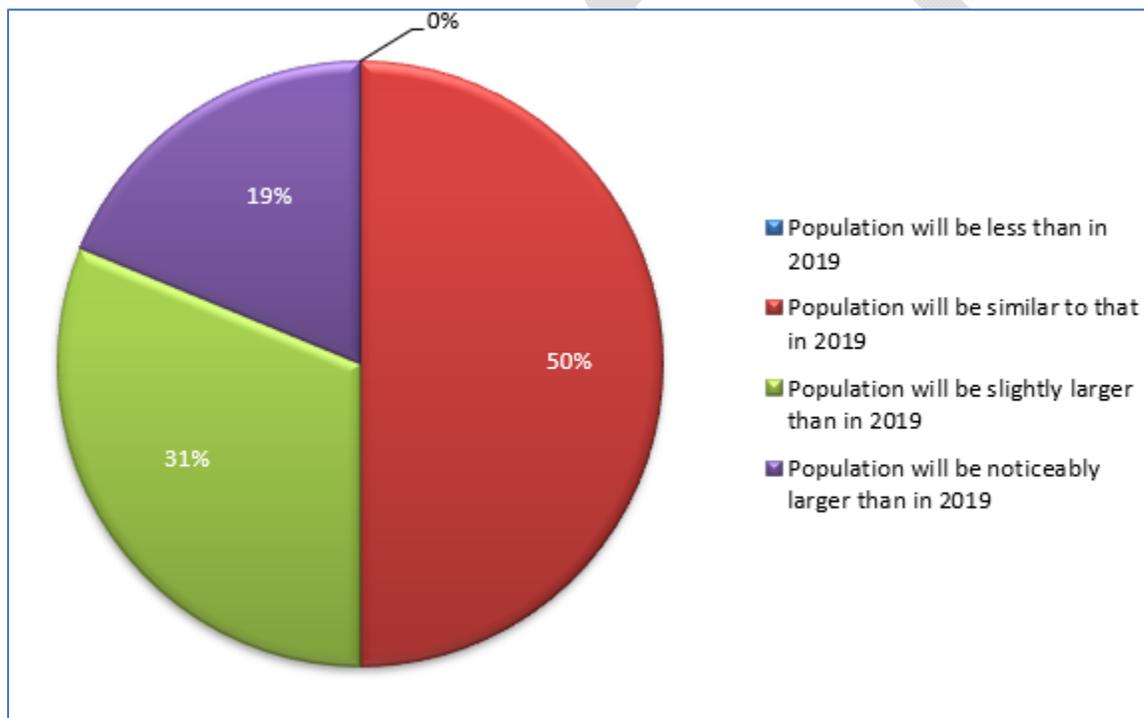
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A survey of tourism-oriented businesses from Chase where asked to complete a short survey outlining tourism issues and opportunities. In total, 24 tourism linked businesses were invited to take the survey with 16 businesses completed all or part of the survey. The following outlines their responses to specific questions.

### 1) The population of the Village of Chase is approximately 2,380. Looking forward five years to 2024, what is your view of the most likely population at that time?

Figure 4 highlights the responses of business operators view of future population growth in 2024 with 50% of respondents indicating population will remain similar as it is in 2019.

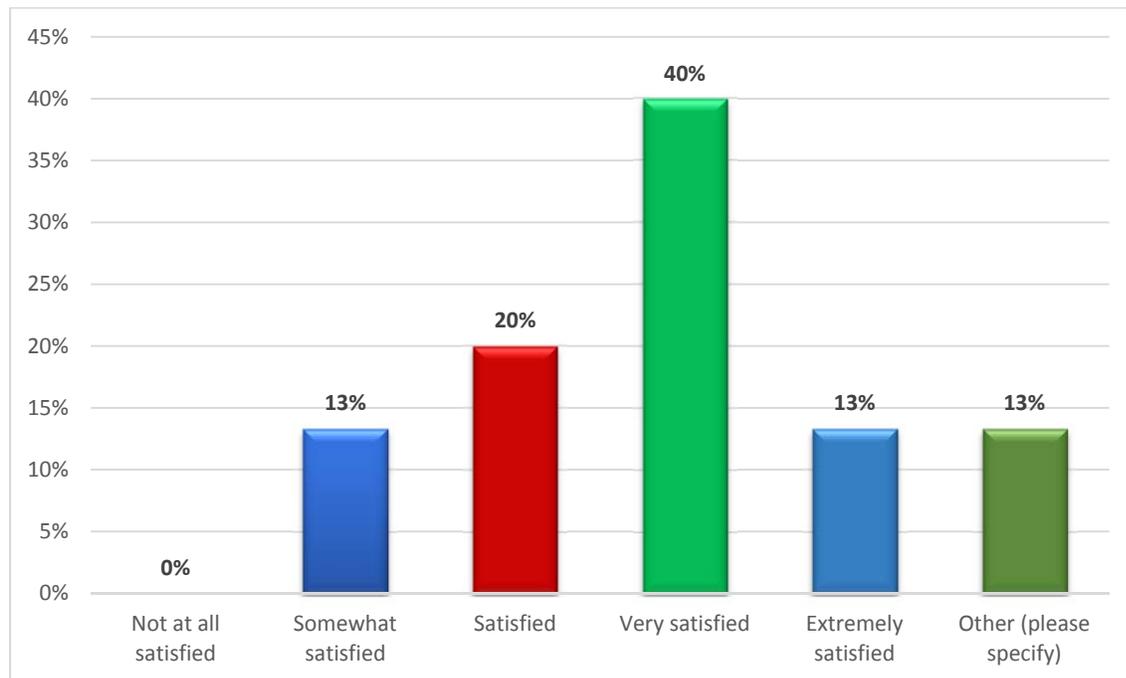
Figure 4: Chase Businesses View on Future Population Change



### 2.) How satisfied are you with the Village of Chase as a place to live?

Figure 5 highlights Chase business operator's satisfaction with the Village of Chase as a place to live. A total of 15 responses were received with 40% being Very Satisfied.

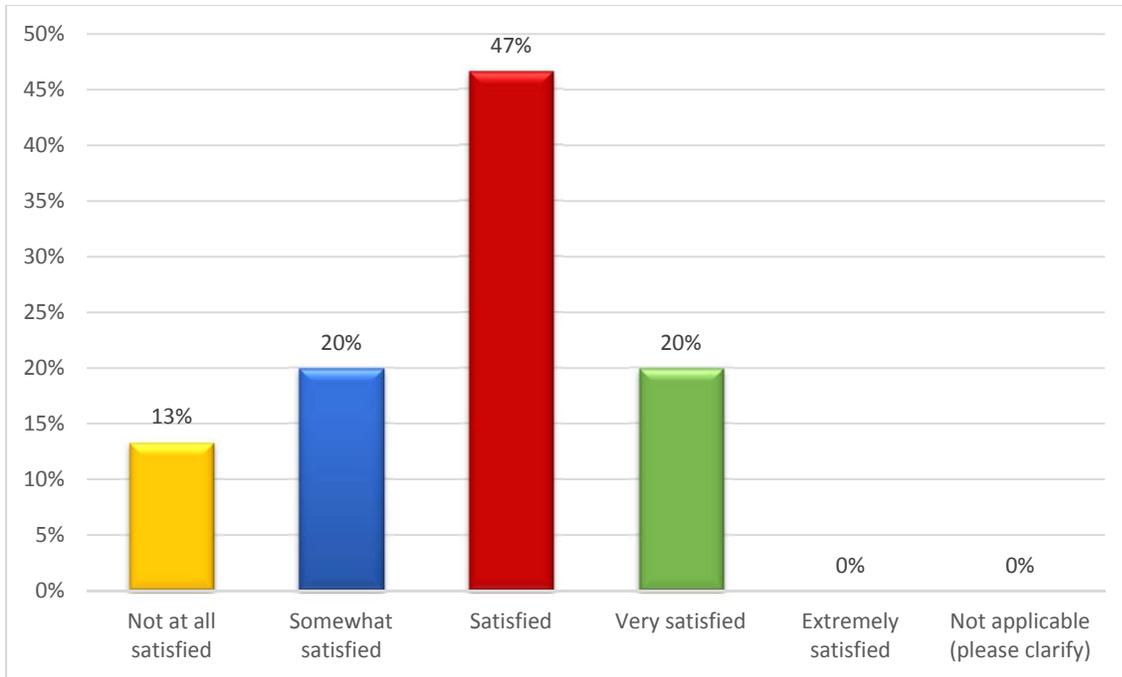
**Figure 5: Chase Businesses Satisfaction with the Village of Chase as a Place to Live, 2019**



**3.) How satisfied are you with the Village of Chase as a place to do business?**

Figure 6 highlights how the business operators of Chase view the area as a place to do business, with 15 responding and 47% being Satisfied.

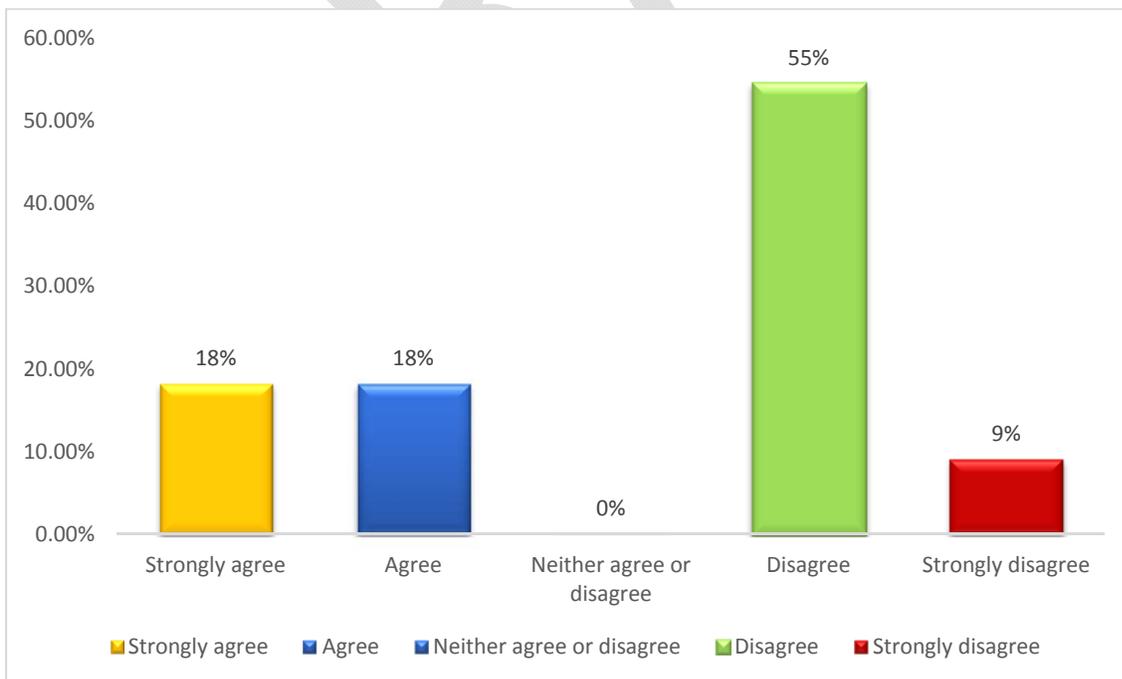
**Figure 6: Chase Businesses Satisfaction with Chase as a Place to Do Business, 2019.**



**4). Over the next five years, I feel the Village of Chase's tourism economy will grow.**

Figure 7 displays the degree to which Chase business operators agree that Chase's tourism economy will grow, with 11 responding and 55% disagreeing with the statement that the Chase tourism economy will grow over the next five years.

**Figure 7: The Chase Tourism Economy Will Grow**



**5). Which tourism development priorities do you feel are important for the Village of Chase?**

Figure 8 displays which development priorities that Chase business operators believe are the most important. A total of 11 completed the survey with the majority selecting revitalizing the downtown (4.4) and establishing new tourism related businesses (4.36).

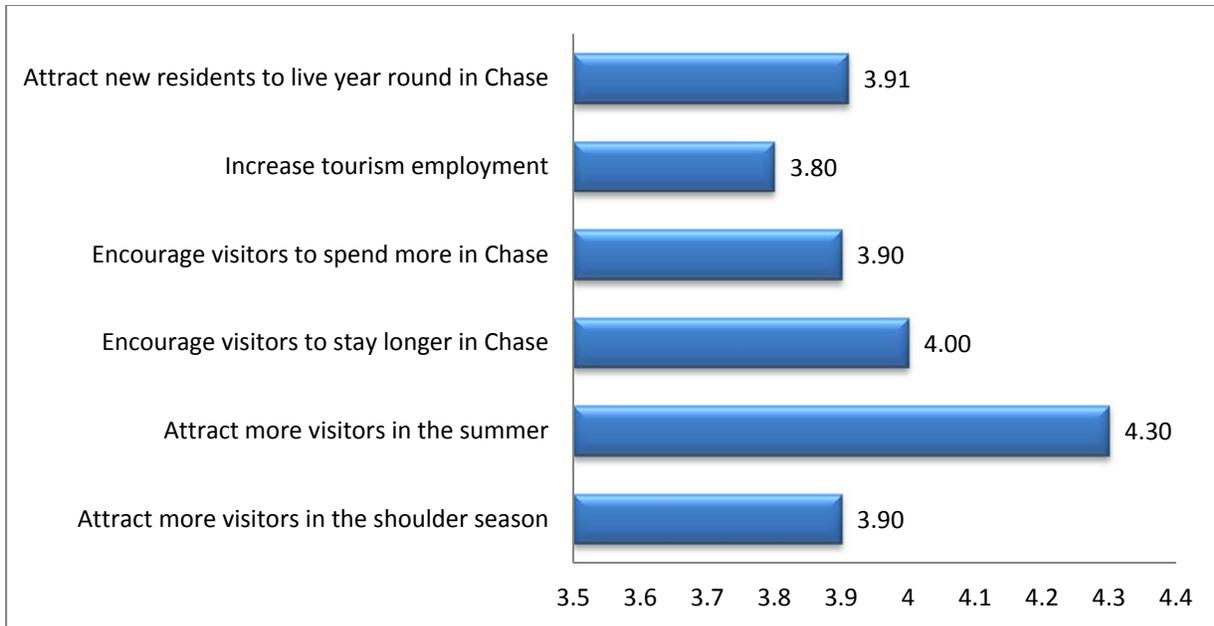
**Figure 8 Tourism Development Weighted Average Priorities for Chase Tourism Businesses**



**6.) Please rank the importance of the following tourism goals for Chase.**

Figure 9 ranks the most important tourism goals for Chase business operators. A total of 11 completed this question, with 'attracting more visitors in the summer (4.30) selected as the most important.

**Figure 9: Most Important Tourism Goals for Chase.**



**7) What tourism project or activity do you feel will best lead to an increase in local tourism activity?**

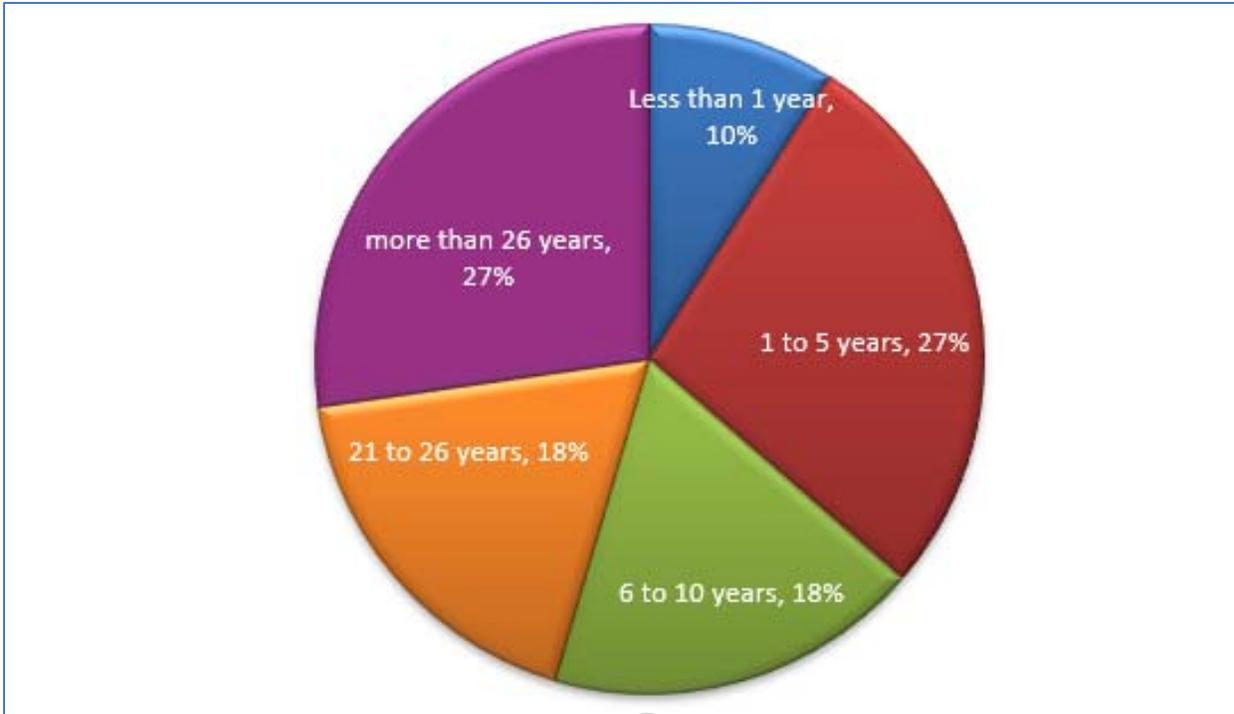
Ten respondents participated in this question with responses outlined below.

Responses
think about the year in seasons...look elsewhere to see what attracts people to other areas in each of the seasons...ask could we do that or something like it?
Access to Sun Peak
Proper boat launching, and docking.
activities that define us as a community- leadership and vision
Build it and they will come
Increasing the activities and seasonal accommodation like campgrounds.
Any
Boardwalk to Chase Falls, viewing platform at 1st falls, landscaped picnic area in former rest area.
infrastructure to bring in more tourists attractions like parks, sports, activities, trails etc
Waterfront Hotel Resort

**8.) How many years has your business operated in Chase?**

Figure 10 shows how many years the average business owner in Chase has operated in the Village, with 28% selecting 1-5 years.

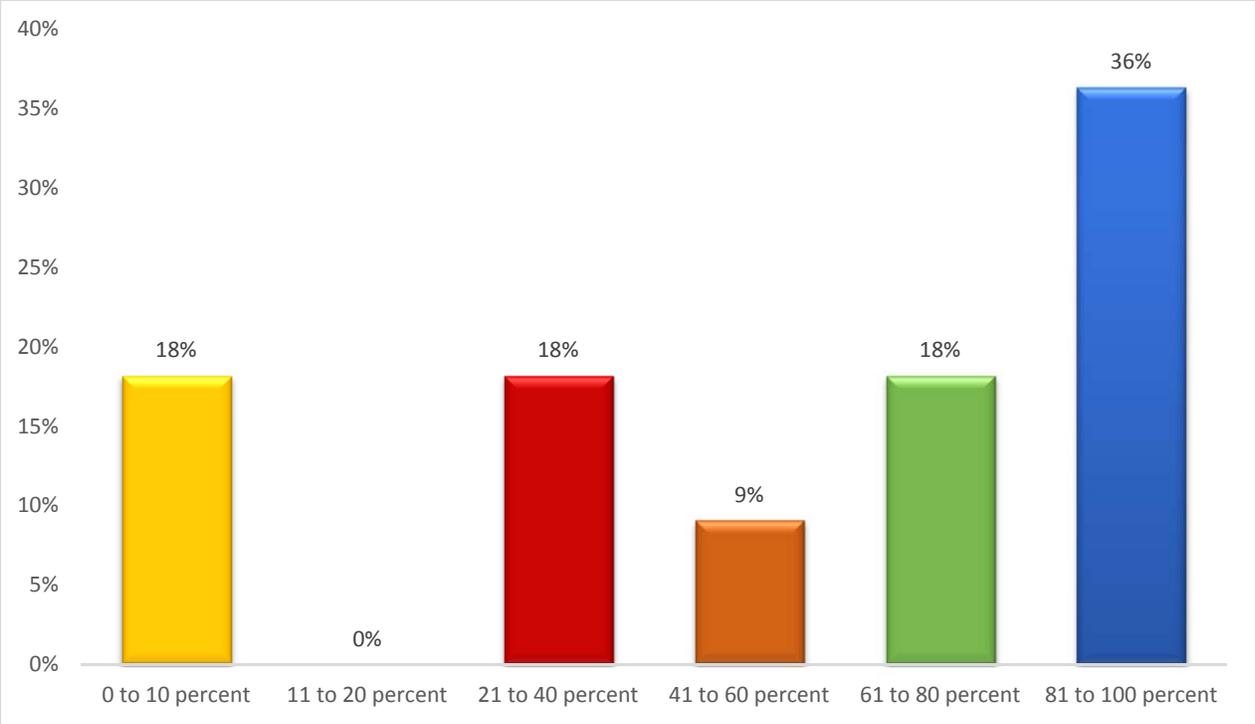
**Figure 10 How Many Years Has Your Business Operated in Chase?**



**9.) What portion of your sales are made to customers from outside of the Village of Chase?**

Figure 11 shows the percentage of sales come from outside the local population in the Village of Chase. In total 11 tourism focused business operations participated with 36% or 4 identifying 81-100%.

**Figure 11 Portion of Local Business Sales That Are Made to Tourists.**



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## APPENDIX C - REFERENCES

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## C-2 Key Informant Interviews

Anderson, Joan. Chamber of Commerce Board past member, Sunshore Golf Course. In-person meeting on November 1, 2019 and email follow up.

Anderson, Ron. Sunshore Golf Course. In-person meeting on November 11, 2019.

Barton, Larry. Former Golf course operator. In-person meeting on November 5, 2019.

Crowe, Rod. Mayor, Village of Chase. In-person meeting on November 13, 2019.

Endean, Brock. Chamber of Commerce Board member and local consultant. In-person meeting on November 1, 2019 and numerous emails.

Heinrich, Joni. Chief Administrative Officer. Village of Chase. In-person meeting on November 1, 2019 and numerous follow-up emails.

Hutton, Rob. Band Manager. Little Shuswap Indian Band. In-person meeting on November 1, 2019 and follow-up emails.

Kynoch, Linda. Owner. Safety Mart. In-person meeting on November 13, 2019.

Lanoue, Gary. Owner, Adrenaline Automotive. In-person meeting on November 8, 2019.

Lauzon, Alison. Councillor, Village of Chase. Telephone conversation on November 15, 2019.

Maki, Ali, Councillor, Village of Chase. In-person meeting on November 1, 2019.

McIntyre-Paul, Phil. Executive Director, Shuswap Trail Alliance. Telephone conversation on November 12, 2019 and follow up emails.

Mould, Deb. Chamber of Commerce Manager. In-person meeting on November 13, 2019.

Nelson, Dan. Owner, Econospan. In-person meeting on November 8, 2019.

O'Flaherty, Sean. Corporate Officer. Various email communications over project term.

Phillips, Sam. Executive Director, Business Development. IN-person meeting on November 1, 2019 and follow up email.

Scott, Steven. Councillor, Village of Chase. In-person meeting on November 13, 2019.

Torbohm, Fred. Councillor, Village of Chase. In-person meeting on November 13, 2019.

Witzky, Shelley. Councillor, Adams Lake Indian Band. In-person meeting on November 22, 2019.

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