



BC Heritage Branch

Conservation Management Plan for Historic Hat Creek Ranch

A guide to future land use
planning, management and
operations

31 March 2013



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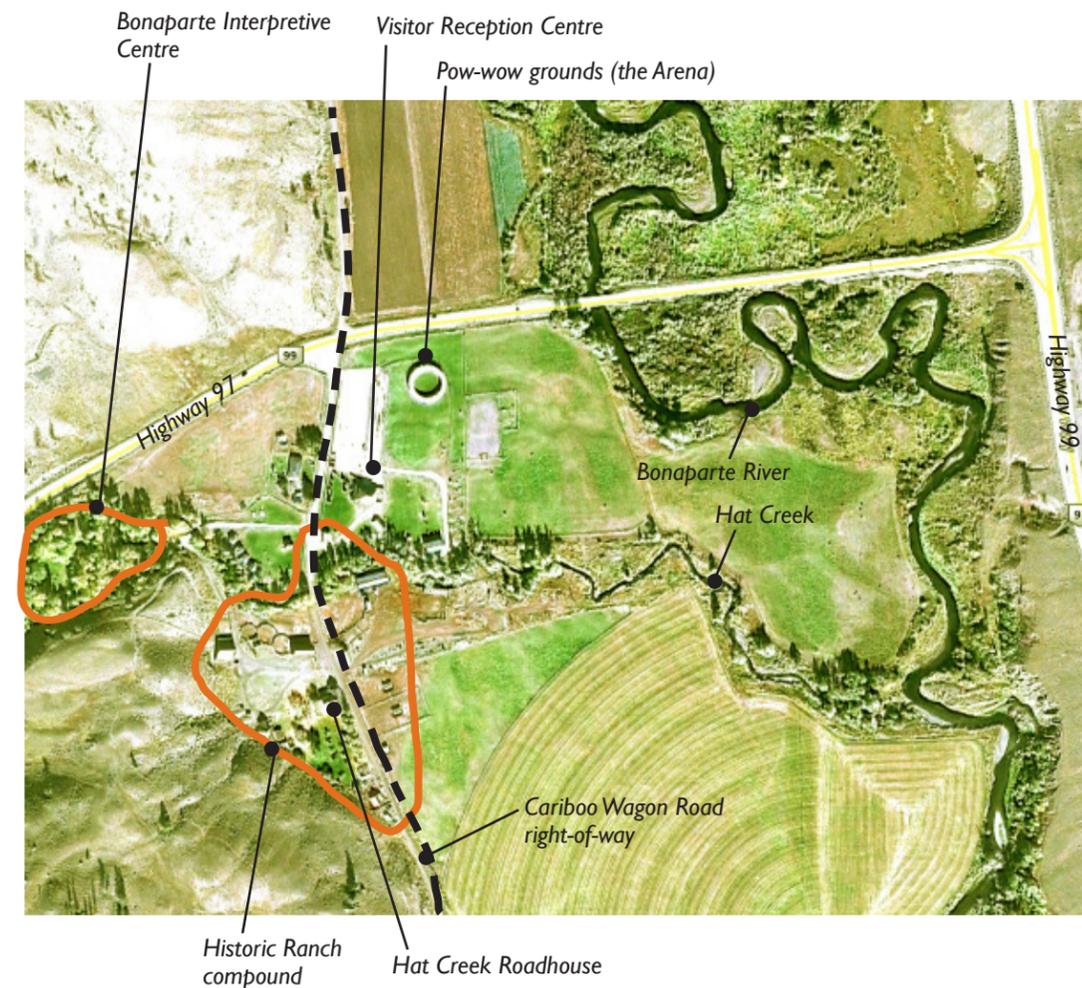
INTRODUCTION TO THE CONSERVATION PLAN

Responding to a strategic goal to achieve sustainability for the Provincial Heritage Properties (PHPs), in 2012 the Province of British Columbia allocated resources to address deferred maintenance and operational issues, which includes planning for the future use and development of the PHPs. This Conservation Management Plan (CMP) is intended to be a guide for the Province, as the owners of the site, and the site managers working under a Historic Site Management Agreement, to ensure that the highest level of public value is achieved through the efficient and effective operation and management of these significant historic places. The development of the CMP was driven by an in-depth understanding of the site's heritage significance, and its value to its local communities and other stakeholders. The CMP is also in many ways a strategic planning document that looks at the intangible and physical aspects of a place as a platform from which to create a vision for the site that strengthens its role in the community.

This Conservation Management Plan provides clear policies to guide future management, site/land-use planning decision making, and operations at Hat Creek Ranch. It provides guidance on mitigating the impact of change on character-defining elements and heritage values as it occurs. The approach of this plan is intended to foster a spirit of cooperation, trust and openness between the provincial stewards of the land and the communities in which they exist.

1.0 UNDERSTANDING THE HISTORIC PLACE

This section has been developed with the understanding that context is the best means to effectively assess the value of heritage resources found in the cultural landscape associated with Historic Hat Creek Ranch. An understanding of the physical components of this ranching site in BC's Cariboo region is summarized in its cultural landscape features. The planning and operational context and the site's chronological evolution over time are important to being able to make values-based decisions for its conservation. This understanding is also essential background material in the preparation of a statement of significance for the Ranch as a first step in the effective management of the cultural resource.



Current aerial view of Hat Creek Ranch

1.1 Description of Historic Hat Creek Ranch

Legal description

Legal address: Junction of Highway 97 and 99, Cache Creek, BC, V0K 1H0

Legal description:

Lot A Section 21; Township 22, Range 25 West of the 6th Meridian, Kamloops Division Yale District and of District Lot 94 Kamloops Division Yale District Plan 34008 Except Plans H18214 and KAP 49334.

Site area: Approximately 270 acres

Site boundaries

Hat Creek Ranch is bounded on the east by Highway 99, and extends north and south of Highway 97 and Hat Creek into the hills to the west of the Bonaparte River Valley.

Site description

The site is tillable farmland at the confluence of riparian landscapes of Hat Creek and the Bonaparte River, and hilly ranchland to the west of those farmed fields. It includes the Ranch compound including the Roadhouse ranch buildings clustered around the historic Cariboo Wagon Road at its crossing of Hat Creek, a recent interpretive centre and events grounds near the junction of the Cariboo Wagon Road and Highway 97, and a relatively recent cluster of buildings and temporary interpretive structures west of the ranch compound that comprise the Bonaparte Indian Band's Native Interpretive Centre.

The Ranch compound is notable for its collection of early log and wood frame structures dating from approximately 1860, just before the construction of the Cariboo Wagon Road through the site. The most notable building is the substantial Roadhouse, situated immediately beside the wagon road right-of-way, featuring log construction in its earliest section and frame construction for later additions, and important for being relatively unchanged from the time of building. Large stable and barn buildings to its north display original materials and construction detailing. The Ranch's earliest building is the house of the ranch's founder, Donald McLean, which rests just northwest of the Roadhouse, having been moved there from its original location over by the present path of Highway 99. Blacksmith shop buildings and barns and miscellaneous outbuildings complete the compound, which is formed by 20 buildings in all.

The Ranch's contemporary visitor reception centre is located to the north of the historic ranch compound, and houses a restaurant and gift shop. Recently built circular stands nearer Highway 97 accommodate community outdoor events and the Bonaparte Pow-wow.



Above: Current view of Visitor Reception Centre
 Below: Historical aerial photograph of the site

Summary of cultural landscape features

The Hat Creek Ranch site is a layered cultural landscape comprised of natural, agricultural, ornamental and built features.

Natural systems and features

- Location within the Bunchgrass biogeoclimatic zone
- Benchland landforms created by the erosion by Hat Creek
- Gravelly sandy loam soils
- Riparian ecosystem of Hat Creek and its connection to the Bonaparte River

Spatial organization

- Relationship of the Roadhouse compound to Hat Creek at the foot of the hills defining the western edge of the Bonaparte River valley bottom
- Confluence of Hat Creek and the Bonaparte River
- Junction of Highways 97 and 99
- Compound of Roadhouse, stable, and ranch buildings
- Trail connection to the Bonaparte Interpretive Centre
- Contemporary visitor reception centre and parking lot at a remove from the historic compound, and visually removed
- Cariboo Wagon Road right-of-way through the middle of the compound and site
- Cultivated orchard landscape adjacent to the Roadhouse

Land use

- Partial location within the Agricultural Land Reserve
- Current use as a provincially-owned heritage attraction, cultural amenity, recreational grounds and campsite

Cultural traditions

- Location of the site in the territory of the Bonaparte Indian Band
- Use of the fields for hay crops
- Use of the hillside for grazing and horseback riding
- Use of the site as a heritage destination
- Use of the site as a stopover - including overnight stays - on the road connecting the Cariboo with points south

Circulation

- Cariboo Wagon Road right-of-way functioning as the central path through the historic site
- Highway 97, which follows an early trail along Hat Creek connecting the Bonaparte Valley with the Old Cariboo Road at Pavilion
- Highway 99, which forms the eastern boundary of the property, and now the major motor route through the region

Topography

- Near flat Bonaparte River Valley bottomlands
- Alluvial fan lands associated with the emergence of Hat Creek into the Bonaparte Valley
- Hillsides on either side of Hat Creek Valley

Vegetation

- Riparian vegetation associated with Hat Creek, consisting of cottonwoods, and native understory plants
- Native grassland vegetation
- Hayfields in the cultivated valley bottomlands

Buildings and structures

- Historic Ranch compound
 - Hat Creek Roadhouse
 - McLean Cabin
 - Four Barns / Stables
 - Farm buildings, including Pigsty, Chicken House, Root Cellar, Ice House, Wash House, Out-House, Bunk House, Machine Shop, Granary, Blacksmith Shop, Machine Shed, Garage Shed, two Sheds, and two Feed Barns
- Bonaparte Indian Band Native Interpretive Centre
 - Kekuli
 - Interpretive temporary structures
- Visitor Reception Centre
 - Reception Centre building with restaurant and second floor gift shop
 - Cabin and tent accommodations
 - Pow-wow and other outdoor events structure

Views and Vistas

- Views of the historic ranch from Highway 99
- Views of the historic Cariboo Wagon Road from points on site
- Views of Hat Creek and the Bonaparte River
- Views of cultivated fields and grass hillsides
- Views of the orchard

Water features

- Hat Creek
- Bonaparte River

Landscape and small-scale elements

- Hay fields
- Remains of McLean's flood irrigation network (channels and handtool-formed runnels leading to the hay fields from Hat Creek)
- Orchard
- Lawn areas
- Naturalized and riparian landscapes along Hat Creek

Artifacts

- Period interior furnishings in the Roadhouse
- Horse-drawn wagon
- Farm and ranching implements

1.2 Planning Context of Hat Creek Ranch

An understanding of the overall planning context of Hat Creek Ranch is necessary for the development of effective conservation policy. As such it is a key part of the understanding of the historic place.

Cultural context

Historic Hat Creek Ranch is on lands included in a current land claim by the Bonaparte Indian Band.

The Ranch is very important to the community for its heritage values. The community, including the people of the Bonaparte First Nation, recognizes the importance of the Ranch for its history as transportation hub in the era of horse-powered travel. The Ranch is also a locally important as centre for trade, for its associated horse culture, and for it being an enduring source of employment.

Its historic role as a stop along the road connecting the Cariboo and the Coast has endured, now that it remains a tourist stop on that same route through the Bonaparte Valley. In recent years the Ranch has had a role to play in relating the history of place and the contributing cultures that jointly made the place what it is.

Formal recognition status

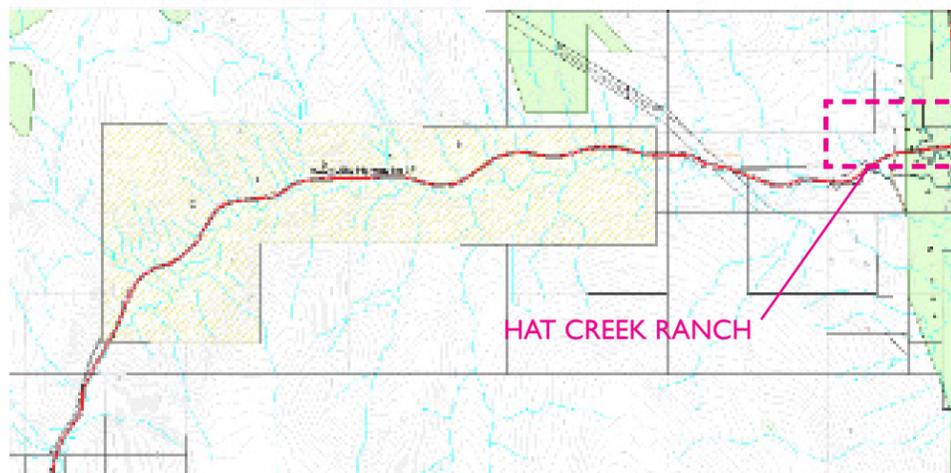
Hat Creek Ranch is owned by the Province of British Columbia, managed by BC Heritage Branch, and is currently listed on the national register of historic places.

Legal protection status

The site is listed by the Province of British Columbia as “other prescribed heritage property” and designated under the Heritage Conservation Act., Part 2, Section 9 (1) (a).

Zoning status and regulations

The eastern section of the Ranch is located within the Agricultural Land Reserve (shaded green in the map below). The *Agricultural Land Commission Act* and the *Agricultural Land Reserve Use, Subdivision and Procedure Regulation (2004)* outlines the land uses that are permitted in an agricultural land reserve unless otherwise prohibited by a local government bylaw or for lands located in an agricultural land reserve that are treaty settlement lands, by a law of the applicable First Nation government.



Historic Hat Creek Ranch is in Electoral Area I in the jurisdiction of the Thompson-Nicola Regional District. There is currently no OCP Bylaw for Area I, Blue Sky Country, but depending on future selected uses, Hat Creek Ranch may be subject to the regulations found in Zoning Bylaw 2400, specifically, Part 6: AF-1 Agricultural/Forestry Zone, the purpose of which is to permit activities associated with a broad range of agricultural, forestry, recreational, and resource uses and to preserve land from premature or inappropriate development. Depending on future development, the site may also be defined in the Zoning Bylaw as:

Guest Ranch, Full Service means a comprehensive commercial recreational development operating as a resort which provides year around rentable units, restaurants and liquor primary establishments, social/recreational activities, facilities and horseback riding.

Guest Ranch, Rustic means a seasonal accessory use operated by the parcel owner/occupier as a component of an agricultural ranch which provides sleeping units, a limited range of social/recreational activities, and facilities including horseback riding.

The site may also be subject to provisions contained in the Ashcroft-Cache Creek Fringe Area Official Community Plan and the Thompson-Nicola Regional District Fringe Area Policy

Flood protection levels for the Bonaparte River at Hat Creek Ranch is 2.0 metres above the natural boundary and the building setback is 30 metres from the natural boundary.

Ministerial Involvement

Several ministries have resources and expertise that are available to assist in the management of the Hat Creek Ranch site.

1. Ministry of Environment

Ecosystems Branch

- Portions of the property near Hat Creek and the Bonaparte River will fall under the Riparian Areas Regulation of the MOE
- Assess habitat and the potential impacts to habitat of any proposed site development
- Develop mitigation measures
- Avoid impacts from development to fish and fish riparian habitat

2. Ministry of Transportation and Infrastructure

- Work to expand and integrate various modes of transportation in consultation with local and regional authorities

3. Ministry of Forests, Lands and Natural Resource Operations

Recreation Sites and Trails Branch

- Establish regulations or authorization for potential future trail connections between the site and the region
- Address any conflicting recreational uses

4. Ministry of Jobs, Tourism and Skills Training

- Provide any innovative small businesses with support through enhanced venture capital tax credits
- Provide advice and support for any new business venture that may be established at Hat Creek Ranch

Tourism BC

- Support and promote the business of tourism at Hat Creek Ranch.

5. Ministry of Community, Sport and Cultural Development

- Provide funding, advice and other supports to foster effective local government services, infrastructure and governance structures, and to facilitate community economic growth
- Support artists and cultural organizations
- Support growth in the creative industries, including film, television and interactive media

Destination Marketing Organizations

The following regional destination marketing and management organizations have been identified as having potential involvement in realizing the various models that have been outlined for Historic Hat Creek Ranch.

1. Heritage Tourism Alliance
Continue to assist in the promotion of Hat Creek Ranch as part of the tourism in BC via their website TimeTravelBC.com, and advise on making the Ranch a complete, participatory authentic, experience
2. BC Museums Association
Provide assistance for delivery of some of the programs at Hat Creek Ranch, such as delivers granting programs, youth work assistance, and technology support, as well as providing support as the cultural information hub for British Columbia
3. Tourism BC
Support and promote the business of tourism at Hat Creek Ranch
4. Thompson Okanagan Tourism Association
Provide the advantage of services including mobile visitor guide, festival and event funding, tourism partner programming and others
5. Local and regional Visitor Information Centres, including Kamloops, Cache Creek, Logan Lake and Clinton, and the Kamloops Tourism Association
Provide tourist information, assistance, promotion and advice

Previous planning studies

The following previous planning studies have been undertaken for Hat Creek Ranch and may be useful references during the implementation of this conservation management plan:

Historic Hat Creek Ranch Interpretation, Development and Master Plan. 1997

Cariboo Road Heritage Conservation and Tourism Development Study. 1989

Hat Creek Master Plan. 1982

Other

A portion of the site is currently used for hay production or grazing.

Hat Creek falls under the Riparian Areas Regulation of the BC Ministry of Environment Ecosystems Branch.

To date, no information has been found regarding the work done at Hat Creek Ranch under the BC Government's Job Opportunities Program announced in 2009.



1.3 Historical Chronology



YEAR	CONCURRENT EVENTS	ASSOCIATED IMPACTS AND CHANGES
	Hat Creek Ranch is located near the northern extent of the Bunchgrass biogeoclimatic zone	
	30 bands of Secwepemc (or Shuswap people) live along the rivers and lakes of BC's south-central interior, moving constantly, thus being known as a semi-nomadic nation	
1811	The Hudson's Bay Company establishes a trading post at Kamloops	
1858	First occupation of the Hat Creek Ranch lands by Antoine Gregoire and Neil McArthur who pasture 200 mules and horses, and several oxen	Initial use of the land for pack animals used by packers supplying the first gold-seekers in the area The animals thrive on the excellent bunch grass American miners begin to arrive in the territory
1860	Chief trader Donald McLean leaves the Hudson's Bay Company after being in charge of Fort Kamloops and arrives at the location of Hat Creek Ranch	There are no records to show that McLean ever formally pre-empted the Hat Creek Ranch lands Construction of the McLean log cabin now extant at Hat Creek Ranch
	Construction of the first Hat Creek Ranch Roadhouse	The Roadhouse achieves a reputation as McLean's Restaurant
	Francis Jones Barnard establishes a pony express from Yale to Barkerville	McLean's Roadhouse is one of a series of accommodations and stables to service the gold fields
1861	Governor James Douglas visits the McLean ranch and describes a landscape under cultivation	Horses and cattle of the "finest American breeds" graze and grain and root crops are thriving McLean is bringing water from nearby Hat Creek for irrigation purposes
1862	Magistrate W.C. Cox establishes Indian Reserves in the interior,	The Bonaparte Band reserve is established
	The Cariboo gold rush begins	The Royal Engineers begin construction of the Cariboo Wagon Road
	A smallpox epidemic devastates the Secwepemc, possibly due to an infected military blanket introduced to the Secwepemc community	Some bands are so reduced in size that the remaining members settled with other nearby bands, leaving only 17 Secwepemc bands by 1903

YEAR	CONCURRENT EVENTS	ASSOCIATED IMPACTS AND CHANGES
1863	The Cariboo Wagon Road is completed	The road offers access to the gold fields of Barkerville
1866	After the death of Donald McLean, George Dunne purchases part of Neil McArthur's pre-emption	Dunne constructs the Roadhouse that exists on-site today
1876	Hat Creek House is an active hotel catering to gold seekers and other travellers on the Cariboo Wagon Road	
1881	Dunne's 160-acre holdings are sold due to mortgage foreclosure to William Cargyle	B.C. is suffering an economic depression due to a decline in gold mining and delays in railway construction Cargyle continues to operate the ranch and the Roadhouse
1901	Steve Tingley becomes owner of the pony express, and renames it the BC Express - known locally as the BX; Tingley purchases Hat Creek Ranch	The west wing of Hat Creek House is added, and the freight horse barn and BX barn are built
1916	Hat Creek House closes its doors due to the downturn caused by WWI; Charles Doering takes over the ownership of the ranch	Active management and extensive building additions to the ranch make it one of the finest in the Cariboo
1927	Basil Jackson purchases Hat Creek Ranch and operates it until his death in 1977	
1981	The Hat Creek Ranch property is acquired by BC Heritage Branch	Plans are begun for the rehabilitation of the ranch
1982	17 Secwepemc bands sign the Shuswap Declaration, dedicated to the preservation and perpetuation of the Secwepemc language, culture, and history leading to the formation of the Secwepemc Cultural Education Society in 1983	
1983	Conservation work is carried out on the Roadhouse, Blacksmith Shop, and treatment plans are developed for the McLean cabin, the orchard and other ancillary buildings on the site	



2.0 STATEMENT OF SIGNIFICANCE

Hat Creek Ranch
Junction of Highways 97 and 99
Cache Creek, B.C.
1860 and later

Description of the Historic Place

Hat Creek Ranch, located 14 kilometres north of Cache Creek, BC, is a 130 hectare property with farmyards, fields and range land, and includes twenty historic wooden domestic and farm buildings dating from 1861 into the late 20th Century. This historic place also includes the confluence of Hat Creek and the Bonaparte River, a portion of the original Cariboo Wagon Road, and prehistoric archaeological sites.

Heritage Value

An enduring fixture on the major transportation route into the Cariboo from the Coast, Hat Creek Ranch is important for its natural, archeological, historical, cultural, scientific, aesthetic and social values, and for its great scope that provides the visitor with a comprehensive experience of the way things were in the early years of the province, and the range of building techniques found in frontier building in the Interior.

The property is valued for the inclusion of the confluence of Hat Creek and the Bonaparte River, which together provide a persistent riparian ecology for plant and wildlife - including Chinook salmon and trout - as well as a dependable water supply for domestic uses and the self-sustaining crop production and the care and feeding of animals necessary for a roadhouse operation. The site is important for encompassing tillable flat lands and low grass-covered hills that characterize the Interior Plateau ranchlands, and for its remnants of the flood-irrigation system that was employed to irrigate the hayfields.

The site is also important for including archeological sites that confirm First Nations' use of the ranch area in pre-contact times, as well as a section of the original Cariboo Wagon Road that still functions as the main thoroughfare in the ranch compound. The close proximity of the Roadhouse, stables, and barns convey the importance of the Ranch as a transportation stop and supplier of goods from the time of the Cariboo Gold Rush through to the First World War: the (relocated) cabin of the founder of the Ranch, Donald McLean, chief trader and factor for the Hudson's Bay Company; the Roadhouse, the additions of which display the increasing traffic over these decades; and the substantial barn structures introduced for the Barnard's Express (BX) Stage Company, which operated freight and passenger service on the Cariboo Wagon Road from 1863 to 1913.

Hat Creek Ranch, including the Bonaparte Indian Band Native Interpretive Centre, is a unique portal into B.C.'s early history, displaying the stories of the Bonaparte First Nation, the early Hudson's Bay Company traders, the building of the Cariboo Wagon Road to provide access to the Cariboo gold fields, and ranching and horse-trading histories. The Ranch is extremely valuable as an irreplaceable collection of original buildings still largely in their original physical states, giving visitors today a strong feeling for the way life was along the Wagon Road more than a century ago.

The Ranch is of cultural value as a place to physically experience the various buildings that are required for a wagon roadhouse operation: the Roadhouse itself, plus the barns, blacksmith's shop, stables. The ranch history is of cultural value for being the story of employment for all peoples in the area, including European and Chinese immigrants and members of the Bonaparte Indian Band.

The Ranch is of social value for hosting community events that are grounded in the ranching history of the valley, and for integrating programming and educational accommodation experiences with the Native Interpretive Centre. It is still valued today as a local economic engine and important source of employment.

Character-defining Elements

The character-defining elements of Hat Creek Ranch site include:

- The ranch lands and hay fields that comprise much of the historic place
- Portions of the Bonaparte River and Hat Creek that run through the property, and their associated riparian landscapes
- Remains of the flood irrigation system
- Portion of the 1863 Cariboo Wagon Road that runs through the property
- Bridge over Hat Creek
- Views of the ranch compound of buildings from Highway 99
- Views of the Cariboo Wagon Road, including views from the Ranch to sections extending east and west of the Ranch into the landscape beyond
- Views of the Bonaparte River valley and the surrounding hills both on and off the Ranch property
- The collection of heirloom varieties of fruit trees located in the orchard immediately south of the Roadhouse, authentic to the particular historic eras of the site
- Eighteen archaeological sites including subsurface historical archaeological materials under or adjacent to the historic structures

The character-defining elements of the buildings generally:

- The cluster of original pre-1915 residential, stable, shop, and barn buildings, which comprise the core area of the Ranch
- The kekuli (pit house) and temporary structures comprising the Native Interpretive Centre

The character-defining elements of the Historic Ranch compound include:

- Organization around the historical Cariboo Wagon Road
- Variety of construction methods: Hudson's Bay Company corner-post and log construction, Scandinavian dovetailed log construction, saddle-notch log construction, and early wood frame construction
- Original interior finishes of original section of Roadhouse and later additions
- Non-original period- appropriate furnishings within the originally finished rooms
- Identifying features of the buildings such as scale, colour, detail, patina, fittings, locations and spacings attributable to their time of construction
- Original elements of stables that display the dispersal of hay to feeding troughs



3.0 COMMUNITY VISION FOR HAT CREEK RANCH

Community values and the results of the workshop visioning exercise have been used to create a community vision for the site that will potentially strengthen its role in the community. Many people related their vision for the Ranch to the much larger Barkerville provincial heritage site near Quesnel, B.C. The multiple cultural perspectives already at play in the presentation of the Ranch stand out as a particularly rich legacy to build on.

Community vision

Hat Creek Ranch will develop into an absorbing experience of life as it was lived on the Cariboo Wagon Road in the decades following the opening of the road to service the Cariboo region. This experience will rely on the carefully preserved buildings and landscapes of the historic Roadhouse and ranch compound, following the belief that the preserved original elements have greater and more memorable power than rehabilitated or replicated elements. The emphasis will be on authenticity of material.

Activities that can directly use the Ranch in authentic ways would be encouraged, such as walkers and horseback trail riders using the Roadhouse and stables. Activities related to the traditional roadhouse culture would be encouraged, such as blacksmithing and food production using traditional off-grid methods such as flood-irrigation. Activities that extend further out into the landscape will be developed so the Ranch is experienced in the context of the larger countryside.

The development of site programming would result in Hat Creek Ranch being a year-round destination for activities.

The experience of the Ranch will be made more memorable by increasing the current interpretive activities on site, whether that means more interpreters, more interpretive signage, or more interpretive activities such as stays in the kekuli or the Roadhouse. The Ranch operation will evolve in order to remain connected to the touring public as the touring habits of that public evolve. This may lead to mobile phone based interpretation and wayfinding, and a deepening of the web-based information base.

The visitors' experiences of Hat Creek Ranch will compliment their experiences from a string of heritage sites in the region, helping form a comprehensive connection with the region.

The Ranch will become more connected with the local community by deepening its current role as a community amenity. It will become a year-round destination for local people to dine and socialize, and be a home to sporting activities, events and programs that bridge cultures, most significantly to the Bonaparte Indian Band. Its Arena will be developed to become a regular home to horse-centred sporting activities, Aboriginal games, and other sporting or outdoor social events.

Vision for site conservation and management

The conservation of heritage values will focus on the preservation of original material and later character-defining additions, because these character-defining elements are the site's great asset for not having been spoiled by later renovations.

Conservation and management of Hat Creek Ranch will be an exercise that also expands the local community's familiarity and involvement with the Ranch. The conservation of heritage values on site will involve deepening the Ranch's role as a community amenity, and its traditional use in producing locally produced goods to supply travelers passing through. Management practices of the landscape and fields that recall early methods will be of interest to the touring public, and lead to value-added products. Local expertise of the traditional water and land management can be developed, and reinforce the Ranch's traditional role as a major local employer.



4.0 POTENTIAL FUTURE USES OF HAT CREEK RANCH

Workshop attendees were asked to envision potential future uses for Hat Creek Ranch that could assist in returning the site to its lively past and retain and expand its important role in the community.

POTENTIAL USE	RELATIONSHIP TO VISION
Heritage site uses	
Business needs to be given a better hold by having the gift shop on the main floor	Revenues support budget for conservation, tourism and economic vision. Sales can be seen to be contemporary continuation of roadhouse selling of goods and services
Aboriginal people telling their own stories	Increased participation by the Bonaparte Indian Band
More inclusion of archaeological evidence	Increased presence of, and participation by, the Bonaparte Indian Band
Museum of Hat Creek history	Supports the conservation of authentic elements
Increase heritage activities such as First Nations medicinal plants, spinning, drum making, tanning hides	Bridge to the Bonaparte culture
Work with other First Nations	Bridge to the First Nations' cultures
Institutional / technological uses	Desire for the authentic experience of ways of the past, such as flood-irrigation practices, and blacksmithing, horse care and haymaking
Increased educational programming	Partner with provincial government, Bonaparte Watershed Stewardship Society, other environmental groups
Presence of Thompson Rivers University (archaeology and anthropology)	Connection with regional institutions
Presence of UBC Faculty of Food and Land Systems (agricultural initiatives), satellite campus	Making traditional agricultural practices relevant to today
Commercial uses	
Movie set	Revenue supports budget for conservation and management; increases awareness of the Ranch
Weddings	Supports vision of the Ranch as a key community amenity
Family reunions	Supports vision of the Ranch as a key community amenity
Meetings	Supports vision of the Ranch as a key community amenity
Geo-caching	Relates the Ranch to potential new public



POTENTIAL USE	RELATIONSHIP TO VISION
Heritage site uses	
Retain and enhance camping and accommodation	Evolution of facilities to suit changing public needs
Distillery for Hat Creek Ranch moonshine	Local goods production in keeping with history
Organic vegetable delivery service - group does work at the Ranch in return for space, classes and training	Local goods production in keeping with history; education a way of broadening community involvement
Naturopath clinic	Local community service in keeping with vision
Full time blacksmith - expand into a small business, train apprentices, farrier	Drive for deepening experience of another earlier time
Attract a micro-brewery and serve products in the bar at the Hat Creek Roadhouse	Local goods production in keeping with history
Community Supported Agriculture program	Local goods production in keeping with history
Motel accommodation	
Weekend retreats - fitness and rejuvenation	
Chef weekends with food and wine, local produce	Local goods production in keeping with history
Soft adventure - nice place to stay, gourmet food, spa, cooking classes	
Bonaparte Winery	Local goods production in keeping with history
Programming uses	
Aboriginal artisan on site	Local goods production in keeping with history; cross-cultural initiative
Upgraded arena and Pow-wow arbour	Cross-cultural initiative
Cell phone apps	Relates the Ranch to potential new public
Birdwatching	Community amenity
Rodeo camps	Community amenity
Agricultural uses	
Propagation of orchard cultivars	Local goods production
Increased diversity of crops - tomatoes, potatoes, melons, peppers, squash - utilize land currently under hay	Relates the Ranch to potential new public, and promotes local goods production
Heirloom varieties of vegetables and fruit	
Grow hops and barley for micro-brewery - experiment with different tasting hops - Historic Hat Creek Ranch Ale	Promotes local goods production

POTENTIAL USE	RELATIONSHIP TO VISION
Community gardens	Community amenity and promotes local goods production
Recreational uses	
Hiking trails with medicinal plants planted and interpreted along the trail	Relates the Ranch to potential new public, and cross-cultural
Horseback riding trails	Relates the Ranch to potential new public, and cross-cultural; deeply connected with the history of the Ranch
Cultural / community uses	
Gymkhana horseback competition twice a month	Regional and community uses, horse activity deeply connected with the history of the Ranch
Crafts for kids	Promotes connection with future community
Rejuvenation of Bonaparte pow-wow	Cultural partnership and promotes Ranch as a regional community asset
Site improvements / infrastructure	
Trail development	Expands and deepens connection of Ranch with its landscape
Expansion of camping facilities	Expands revenue generation
Expansion wagon riding roads	Expands and deepens connection of Ranch with its landscape; underscores the wagon's place in the history of the Ranch
Expansion of arena for Pow-wows etc.	Increases use of the Ranch as a community amenity and vehicle for cross-cultural understanding
Increased intensive agriculture (e.g. community gardening, market gardening)	Expands community involvement with the Ranch, and supports supply of goods to travelers



5.0 ASSESSMENT OF IMPACTS AND ISSUES

The following table of impacts and issues to be resolved has been developed from research, available site documents such as the monitoring reports and building condition survey and from information received at workshops and through public submissions.

Each impact or issue has an identified relationship to the site through its heritage value, character defining elements or site programming.

IMPACTS AND ISSUES	COMMENTARY
Environmental factors	
Agricultural work on the fields	Flood irrigation, if employed, may need to be negotiated with authorities
Jurisdictional factors	
Hat Creek Ranch is on lands included in a current land claim by the Bonaparte Indian Band	The chances for the long-term well being of the Ranch would seem to improve if current management practices continue to deepen the involvement of the Bonaparte Indian Band in the programming of the site
Commercial food production	Regulation with regard to agriculture and other potential initiatives may be hampered by existing regulations
Access to Cariboo Wagon Road	Access to Road off-site to be negotiated with adjacent owners; negotiations could involve identifying benefits to the owner and community
Requirements for retaining significance	
Preservation of original building exterior and interior materials	Local expertise of heritage conservation procedures may be lacking; knowledge of best practices for preserving paper, linoleum and wood would be required
Repair and maintenance of buildings and small structures	Local expertise of heritage conservation procedures may be lacking; knowledge of what is original and what is not may lead to loss of heritage fabric or mistaken sense of what is original during repair and maintenance

IMPACTS AND ISSUES	COMMENTARY
Significant context, views, and vistas are often beyond the jurisdiction of Hat Creek Ranch stewards (for example, views up and down the Cariboo Wagon Road off site)	The heritage values of the ranch compound are intimately connected to its context of the wide open valley and hills, and therefore the conservation of some key values is problematic
The primacy of the Cariboo Wagon Road right-of-way is threatened by the contemporary accommodation of cars, campers and motor homes	The design of Highway 97 and the steering of the public through the current Visitors Reception Centre threatens to conceal the primary historic open space on site: the Cariboo Wagon Road's right-of-way clear across the site and Highway 97
The historic wagon road right-of-way is somewhat lost by it being subsumed by the modern road serving the site's parking lot and the post-WWII bungalow west of the Visitor Reception Centre	Is there a case to be made to absorb the bungalow property into the Ranch site as a way to improve the public's consciousness of the Road?
Site improvements / infrastructure	
Expanded parking for more cars, campers, and motor homes	Siting of expanded facilities can be damaging to the drive to increase the public's awareness of the Cariboo Wagon Road
Infrastructure challenges - physical plant upkeep	Mantra should be to keep the infrastructure simple so that upkeep is kept as inexpensive as possible
Fire and security issues with the Roadhouse and other buildings - all of the buildings need sprinklers	Sprinklering is particularly problematic in extremely cold climates; a system should be explored that minimizes physical and visual imposition on the interior spaces and building assemblies; consider an infrastructure that utilizes gravity feeding of sprinkler system
Need interior and expanded washrooms and water to attract larger events	Challenge is to not have this sort of infrastructure overrun the visual experience; consider whether it would be more cost effective to rent washroom facilities for large events



IMPACTS AND ISSUES	COMMENTARY
Restaurant needs expansion	Is there a case to be made for using the historical Roadhouse? Is a scattering of food services out of the question? Restaurant revenue is probably key to long-term financial stability
Stairs to the gift shop an issue	If the building is to spread out at the ground level, site planning is required in order to minimize the presence of the non-historical building; What else has been identified for the upstairs space?
Expanded campground and RV servicing	Care is to be taken that the infrastructure for motor vehicle parking / camping does not overwhelm the experience of arrival
Improvements to water quality - new well, testing required	Healthy good water is essential
Make the site universally accessible	A drive for full accessibility for those in wheel-chairs will be very problematic for most of the heritage structures with non-ground level floors
External factors	
Insurance issues with regard to off-site activities run by the Ranch	Question whether off-site activities are key to the experiencing of heritage significance; if they are key, then insurance coverage for those activities should be arranged
Private property access issues with regard to offsite activities run by the Ranch	Question whether off-site activities are key to the experiencing of heritage significance; if they are key, then efforts should be made to reach agreements for use of those properties
Liability related to commercial agricultural programs	Labour laws may apply; if the activities are key to the success of the Ranch, then the coverage for liability should be arranged
Impacts related to future site uses	
Heritage uses	Increased wear and tear on heritage fabric with heavier foot traffic
Rejuvenated Pow-wow	If upgrades to the arena area are partly tagged to a rejuvenated Pow-wow, would there be a separate funding stream available for those upgrades? Consider "old fashioned" parking arrangements for these events in aid of making them distinctive: pull off onto the grass

IMPACTS AND ISSUES	COMMENTARY
Heritage activities such as spinning	While spinning may not be closely associated with the historic site, there is a case to be made for its accommodation on site much as a community centre would do; Consider ways of using Ranch spaces that are not tailor-made for any one use; then, many activities including spinning can be booked into Ranch facilities
Commercial uses	
Micro-brewery, distillery	Challenge for such a specialized activity is that the equipment is expensive and the space unusable for anything but that activity or use; The question would be how would one introduce such a facility in the compound; and if not in the compound how are the activities outside the compound supporting the heritage within
Movie set	Good, if you can get it; best not to rely on industry for regular revenue
Weddings, family reunions	The use of the heritage site as a backdrop for events can overpower the authentic experience of the site for others, although the site's value as a community amenity may be of greater value
Meetings	The question will arise if the heritage spaces are used: how many of the modern conveniences are needed, and do those conveniences negatively impact the heritage fabric?
Geo-caching	Can probably be harmless to the heritage value of the site
Weekend retreats, spa, cooking classes	Potentially compatible use with heritage site, particularly if there are tie-ins with care for the crops or animals, or walking tours or horseback riding trails leading off down the Cariboo Wagon Road or into the hills; Distinctive accommodation required, and conveniences that meet expectations

IMPACTS AND ISSUES	COMMENTARY
Programming uses	
Expansion as a site for serious and diverse sporting activities;	Challenge is to not have this sort of activity overshadow the primary goals of heritage awareness, and a second challenge it to not have the infrastructure overrun the visual experience; These concerns need to be weighed against the stated vision of the Ranch to become a more important part of the local community's life, and achieve a higher profile in the region;
Gymkhana races	Very compatible with the historic site; Meets vision for cross-cultural activities
Bonaparte people telling their own stories	The question is where on site is best for the telling of stories, including the Bonaparte telling their stories; One of the strengths of the site currently is that it is quite without interpretive material getting between artifact and viewer; the strength of the current experience is in the direct experience of the place
More inclusion of archaeological evidence	Decisions would need to be made on a case by case basis as to whether colonial buildings and spaces or underlying archaeological evidence is more important to show
Museum of Hat Creek history	Assessing the extent and quality of authentic material for such a museum display would be the first step in establishing such a museum; Such an approach could undercut the current direct encounter with the historic spaces
Craft programs for kids	Space needs to be identified for such activity; presumably the draw would be that the activity would be held in an interesting "old" space
Increase heritage activities related to the Bonaparte culture	Increased activity supports vision of making the site more active, and about the community
Blacksmithing, horse care, haymaking	These activities could feel inauthentic if not deeply integrated with the running of the site
Cell phone apps	No downside; way to connect with a wider audience in relevant and enriching ways, and is a substitution for animated interpreters
Birdwatching / birding	Tie-in programs with restaurant service; expands programs beyond the summer months

IMPACTS AND ISSUES	COMMENTARY
Rodeo camps	Way to connect with more of the community in a way quite related to the history of the Ranch (i.e. horse culture)
Agricultural uses	
Growing, marketing and delivering produce	Requires long-term commitment from workers or volunteers: a difficult proposition
Propagation program of orchard cultivars	Can be tied to the vision for self-sustaining local food production
Diverse crop production	Can be tied to the vision for self-sustaining local food production; labour intensiveness can be a challenge with staffing or volunteer labour
Presence of farm animals on site	Whatever impacts on the site the animals have, they should be seen as a leading to maintenance that is closely tied to the site's history, part of the site's culture, and possibly integrated into its interpretative program
Co-existence of competing uses	
Growing, marketing and delivering produce	Use of the fields for Ranch activities may cut into revenue generation (fields are currently leased to neighbours for crop production)
Hops growing for brewery	Difficult to sustain such an activity, but in principle interesting
Community gardens	Advancing the vision of the site as a community amenity, and reinforces its history as a self-sustaining operation
Site management factors	
Volunteer burnout	Ambitious plans will demand even more commitment from volunteers and staff
Limited human resources	The programs need to be sized and tailored to suit the limited sizes of both the potential client community and staff/volunteer community



6.0 HERITAGE CONSERVATION POLICIES

These policies are intended to direct the course of action leading to a workable, sustainable management plan for Hat Creek Ranch. They help guide the Province in renewing the Historic Site Management Agreement (HSMA), and include direction on the goals for the site. The policies aim to secure from the site the highest level of public value using the Province's triple bottom line formula of economic, social and environmental sustainability.

6.1 Policies for sustaining social values

.1 Hat Creek Ranch's programming

- a) Include as much of the community's vision and programming ideas as possible in an integral whole
 - HSMA to make reference to the Community Vision, and Future Uses sections of this document
- b) Have as a high priority coordinated programming of the site with the Bonaparte First Nation
 - HSMA to specifically refer to goal of establishing a protocol for the coordinated use of Hat Creek Ranch property with the Bonaparte First Nation
 - HSMA to recommend increased availability of the site for community use year-round
 - the Site Management Agreement to highlight avenues for community involvement
- c) Identify the site's users
 - HSMA should refer to Community Vision and Future Uses for identified desired users
 - HSMA should highlight ways to engage targeted user groups

.2 Hat Creek Ranch interpretation

- a) HSMA to include provision for considering involvement in an interpretive strategy over the medium term for sites along the historic Gold Rush routes to the Cariboo
 - Province to facilitate the development of a interpretive strategy for sites along the Cariboo Gold Rush routes
 - Destination Marketing/Management Organization for Historic Hat Creek Ranch:
 - Heritage Tourism Alliance/BC Museums Association
 - Tourism BC/ Destination BC (after April 1)
 - Thompson Okanagan Tourism Association and Cariboo Chilcotin Tourism Association
 - Local and Regional Visitor Info Centres
- b) The Operator to develop site interpretation with an eye also to a future integrated regional interpretive plan
- c) HSMA should make clear that the goal is to put in place high quality interpretive material and exhibits that will sustain interest in the site - whether in permanent or rotating exhibits
 - Develop an interpretation plan that is suited to the identified target user
 - Identify current trends and options for heritage interpretation
 - Identify users and means of interpretation

.3 Hat Creek Ranch governance

- a) The province to identify ways to pursue the governance of Hat Creek Ranch that would accept future Land Claims outcomes

6.2 Policies for sustaining environmental values (following the Standards and Guidelines for Historic Places in Canada)

- .1 Plan uses of the site with a view to the conservation of the site's heritage value, including the values associated with the history of agricultural practices on the site.

- .2 Plan any alterations to buildings in a manner that conserves their heritage value, particularly following the community wish to preserve the Roadhouse historical fabric as a direct encounter with the real fabric of the past.
- .3 Collections management program to continue
 - Province to provide guidelines for collections management
 - Operator to continue existing program of collections management and documentation
- .4 Plan any alterations to the landscape in a manner that conserves its heritage value
 - Parking requirements for programming to be factored into site planning
 - The Site Management Agreement should identify regulatory constraints on the site use and development, including the parts of the site located within the Agricultural Land Reserve
- .5 Develop a shared understanding with the Bonaparte First Nation on sustaining the heritage value of Hat Creek Ranch and its context.

6.3 Policies for sustaining economic value

.1 Business plan

- a) Identify the revenue per program user groups based on the community's Vision Statement and Future Uses
 - Operator to update the marketing plan
 - Operator to develop an updated and redesigned web site
 - Province to facilitate a standard web design for heritage properties for Operator to refer to
- b) Province to identify potential funding sources
- c) Province and operator to agree on ways to increase revenues from the site

.2 Site management plan

- a) Business Plan to include management plan for the parts of the site that are not key to Hat Creek Ranch programming (e.g. non-interpretive agricultural or range lands)
- b) Business Plan to include management of the landscape key to Hat Creek Ranch programming and heritage values
- c) Include a Maintenance Plan for the character-defining elements - short-term and ongoing maintenance regime based on the Condition Survey of the site's character-defining elements
- d) Province to provide Condition Survey

.3 Capital expenditure

- a) Identify capital expenditure requirements to launch and sustain the business plan
 - A primary concern is to provide sprinklering to all historic buildings and the Visitor Reception Centre, in order to safeguard the historic fabric and key operating infrastructure of the historic site
- b) Province to facilitate access to capital funding
- c) Operator to secure capital funding

.4 Maintenance

- a) Identify maintenance fund to launch and sustain the ongoing maintenance of the site, both the heritage resources and other infrastructure for the running of the business



7.0 DEVELOPMENT AND FUTURE USE MODELS

This report outlines three operating models that respond with different emphases to the community's vision for Hat Creek Ranch. These models are considered in the Recommendation section, which can form a guide to goals for the development and future use of the site.

The following criteria have been used to develop the models:

- Appropriateness to the Hat Creek Ranch site
- Consideration of community vision and input on uses
- Ability to form a sustainable business plan
- Stewardship of the site's heritage values

A successful model requires uses that will receive approval by the various Provincial departments in the five Ministries noted in Section 1.2 Planning Context, as well as approval of the Agricultural Land Commission for those areas of the property within the Agricultural Land Reserve.

The challenge for any scenario is that Hat Creek Ranch is an isolated property with a small surrounding community. The two great attributes of this historic place are its strong physical setting, and the strong connection of settler and Bonaparte First Nation histories in the place.



7.1 Model I - Museum Site

This model develops Historic Hat Creek's great potential as a place to experience what it was like to be at Hat Creek Ranch in its Cariboo Wagon Road heyday. It presupposes that the site is best used as a museum facility, with all its resources focused on making that museum experience evocative and memorable, and part of a series of encounters with historic sites in the Cariboo. The business plan would assume invigorated restaurant and gift shop functions, located in an improved Visitor Reception Centre. Main aspects of this model are:

- Preservation of the Roadhouse, stable, barns, and other historic outbuildings, including preservation of existing and early interior finishes;
- Coordinated Ranch and Bonaparte First Nation historical interpretations sharing the site, and with knowledgeable docents in period costumes during high tourist season;
- Restoration and reinvigoration of the Cariboo Wagon Road right-of-way;
- Clear differentiation of historical and non-historical elements on the property;
- Greater inclusion of archaeological evidence on the site;
- Reorganized Visitors Reception Centre to improve both the Gift Shop and Restaurant functions.

On-site interpretation would further features and initiatives already in evidence, including guided tours of the historical patterns of work and living at the ranch and Roadhouse, and unguided encounters with the powerfully evocative preserved physical place. Barns and stables would continue to be needed for their original purposes, as would farm-related outbuildings. The current enriching interpretive dialogue between settler and Bonaparte First Nation perspectives would be further developed. Demonstrations of the historic Bonaparte horse culture would be an important aspect to site animation.

The site would exhibit best practices in heritage conservation and interpretation, and professional tourism including docent training, all to promote the site becoming a valuable and well-known stop along the historic route in the Cariboo.

Conservation measures for the site would include the preservation of exterior and interior historical fabric would be a key aspect of the conservation; the current collection of furnishings for the Roadhouse rooms that contribute to the period ambiance of the interiors would be curated deliberately as part of the interpretation of the site. A very important aspect of the conservation work would be to introduce fire-fighting sprinkler systems to each historic structure, supplied by a stable water source. The self sufficient fire-fighting system could be seen as a contemporary example of the historic self-sufficiency of the site.

The Cariboo Wagon Road right-of-way would become a more important element through a careful redesign of its surface, margins, and use within the property.

This model is not a great departure from the current plan of the operation and maintenance of the site; it does seek to put in place a business plan that would finance the sustainable maintenance of the property.

Landscape:

- Visual clarification of the pre-eminent Cariboo Wagon Road right-of-way
- Clear distinction between the historical and recent landscapes, particularly the landscape associated with the Visitor Reception Centre and the parking lot, and the Arena
- Maintenance of cultural landscapes associated with the use of the ranch as a self-sufficient roadhouse

Buildings and Structures:

- Roadhouse: preservation and period restoration, with a minimum of rehabilitation to accommodate contemporary uses and requirements

- McLean Cabin: preservation
- Four Barns / Stables: preservation, with a minimum of alterations - only as required for the continued operations as barns and stables.
- Farm buildings, including Pigsty, Chicken House, Root Cellar, Ice House, Wash House, Out-House, Bunk House, Machine Shop, Granary, Blacksmith Shop, Machine Shed, Garage Shed, two Sheds, and two Feed Barns: preservation, with a minimum of alterations

Bonaparte Indian Band Native Interpretive Centre

- Kekuli interpretation expanded
- Interpretation of temporary structures expanded
- History of horse-trading introduced as a major story

Visitor Reception Centre (not character-defining)

- Reception Centre building alterations to improve gift shop interpretive holdings

Other

- Cabin and tent accommodations to accommodate the clear definition of historical and recent landscapes
- Pow-wow and other outdoor events structure to accommodate the clear definition of historical and recent landscapes

7.1 Model I - Museum Site

Use or quality	Implications and challenges	Actions by:			
		Community	Operator	Local Government / Bonaparte First Nation	Province
IA Exhibits and interpretation	<p>Consider exhibits to integrate with historic sites up and down the historic route to the Cariboo Gold Rush - the Gold Rush cultural corridor</p> <p>Consider rotating exhibits to attract regional visitors a few times a year.</p> <p>Interpretive infrastructure can visually detract from a personal encounter with the real artifact: the current experience of the Roadhouse interiors is powerful for its direct experience of its early construction and period interiors.</p>	<ul style="list-style-type: none"> Assist in sourcing exhibit material (old furnishings etc.) 	<ul style="list-style-type: none"> Devise plan for areas to install written and graphic interpretation, and areas to avoid such material Create plan for rotating exhibits 	<ul style="list-style-type: none"> Bonaparte First Nation can integrate their stories of the First Nation on the land into the Ranch interpretation 	<ul style="list-style-type: none"> Coordination of exhibit material for all heritage properties along the Cariboo cultural corridor Assist in developing a standard set of display materials that could be rotated among heritage sites along the tourist route
IB Guided tours	<p>Knowledgeable docents in period costumes can add interest to the experience of the historic place, and provide another mode of interpretation of the history of the place.</p> <p>Docents in period costume are an excellent way of communicating the settler and Bonaparte experiences during the Gold Rush.</p> <p>Aspects of the Ranch's history are most memorably interpreted through animated tours. For example, the horse-drawn wagon history is well interpreted through wagon rides over the Ranch site. The challenge is to develop that experience to be an even greater interpretive experience.</p>		<ul style="list-style-type: none"> Develop the current animated interpretation program 	<ul style="list-style-type: none"> Develop the current animated interpretation program 	<ul style="list-style-type: none"> Encourage cross-fertilization of animation techniques between historic sites (e.g. can lessons at Barkerville be exported to Hat Creek Ranch)
IC Self-guided experience	<p>Direct experiencing of the site and particularly the Roadhouse is one of the great opportunities for the visitor. The challenge is to deepen interpretation of the historic place without compromising that immediate experience.</p>		<ul style="list-style-type: none"> Devise plan for areas to install written and graphic interpretation, and areas to avoid such material Devise security to facilitate safe but immediate encounter with period rooms 	<ul style="list-style-type: none"> Consider whether there are archaeological sites that can deepen the personal encounter with Bonaparte history 	<ul style="list-style-type: none"> Consider providing resources for security / surveillance of property
ID Horse-drawn coach Bonaparte horse culture Work horse culture Stabling	<p>The presence of animals, particularly horses for wagon-hauling, farming, and trading, helps greatly with the interpretation of the central stories of the horse in this historic landscape. The challenge is to support the horse culture on the site to illustrate this history and to perpetuate the historical use.</p>	<ul style="list-style-type: none"> Enable use of lengths of the historic Cariboo Wagon Road for interpreted horse-drawn coach rides Consider long distance ride from Ashcroft 	<ul style="list-style-type: none"> Promote substantial coach or horse rides that reinforce the Ranch as a stop on the Cariboo Wagon Road Promote connection with Ashcroft Include wear and tear on on-going use of stable and barns as a legitimate ongoing conservation cost 	<ul style="list-style-type: none"> Consider partnering with Hat Creek Ranch to stable horses at the Ranch to interpret the history of horse culture of the Bonaparte people 	<ul style="list-style-type: none"> Facilitate partnership of Ranch operator and Bonaparte First Nation
IE Gift Shop / Restaurant	<p>Cultivate the gift shop and restaurant as memorable experiences, ideally with a connection to the historical interpretation. Make Gift Shop more accessible by relocating it to the ground level, and encourage development of Wagon Road-related material and restaurant fare.</p>	<ul style="list-style-type: none"> Identify Wagon Road stories from which to develop gift shop material 	<ul style="list-style-type: none"> Review interpretive/exhibit plan for gift shop potential Develop business plan for gift shop 	<ul style="list-style-type: none"> Support efforts to upgrade the gift shop 	<ul style="list-style-type: none"> Support efforts to upgrade the gift shop and assist with leveraging capital funding
IF Ongoing maintenance program for buildings, site and artifacts	<p>Build maintenance into an exemplary scheduled activity, perhaps highlighting through interpretation the challenges and issues of maintaining historic building and landscapes that are used on an on-going basis</p>	<ul style="list-style-type: none"> Assist with advice, expertise and volunteer labour for ongoing maintenance 	<ul style="list-style-type: none"> Develop ongoing maintenance plan 	<ul style="list-style-type: none"> Support ongoing maintenance efforts 	<ul style="list-style-type: none"> Assist with ongoing funding for maintenance
IG Self-sufficiency exhibit	<p>The self sufficiency of the Ranch before electrification is an important story to exhibit</p> <p>Contemporary self-sufficiency (e.g. water source for building sprinklering system) is a way to relate the history to the present</p>	<ul style="list-style-type: none"> Support use of Hat Creek for self-supporting building sprinkler system 	<ul style="list-style-type: none"> Develop self-sufficient practices, and interpret it for today's public 	<ul style="list-style-type: none"> Support use of Hat Creek for self-supporting building sprinkler system and flood irrigation 	<ul style="list-style-type: none"> Assist with obtaining approval of use of Hat Creek for building sprinklering and traditional flood irrigation practices



7.2 Model 2 - Road Stop

This model views Hat Creek Ranch as a road stop for today's tourists and travelers, a contemporary iteration of its historic beginnings. The premise of the Road Stop model is that the financial well-being of the Ranch over the foreseeable future is likely dependent on its success at drawing in the tourist for food and drink, and perhaps a room for the night as well as provisions for the next day.

In order to expand the potential public for the site, this model would pursue developing the Cariboo Wagon Road right-of-way into a premier horseback riding, walking, skiing and/or bicycle touring route, drawing recreational tourists from all over the globe; the Ranch would naturally assume a highly anticipated stop along that historic route.

Hat Creek Ranch as a road stop can be seen as a re-invention of its original function as a stopover on the path between the Cariboo and the Coast, and development of the existing opportunities for overnight stays at the ranch. Programming could develop the experience of stays in kekuli, tents, cabins as well as provide increased services for recreational vehicle stalls. A portion of the Road House could be developed for overnight stays in period rooms. The interpretation of the history of the site would continue to be a central aspect of the visit to the property, easily making the link between contemporary tourism and travel with the historic traveling past. In this model, the Ranch's current modest restaurant and gift shop would be developed to offer a wide range of provisions for the traveler.

In this model, Hat Creek Ranch would gain in importance and relevance by positioning itself as a superior stopover for tourists on the Cariboo Highway. Its business plan would be geared to attracting the motoring and recreational touring public using its location and history as defining assets, but also relying on good services to develop a reputation as a stopover not to be overlooked. If the establishment also became the region's place of choice for a fine meal out, a meeting or a small conference, so much the better. Improvements to the Hat Creek Ranch property would include:

- Development of a bar/restaurant to cater to the traveler;
- Development of infrastructure to cater to the recreational tourist using the historic Cariboo Wagon Road
- Development of accommodation for overnight stays in recreational vehicles or in rooms;
- Inclusion of a store that would offer provisions particularly needed by today's tourists;
- Interpretation that is especially strong on the history of the place as a stopover.

The site would exhibit best practices in heritage conservation and interpretation, human resource management and professional tourism, with the primary treatment of the site being one of rehabilitation. As for Model 1, a very important aspect of the conservation work would be to introduce fire-fighting sprinkler systems to each historic structure, supplied by a stable water source. The self sufficient fire-fighting system could be seen as a contemporary example of the historic self-sufficiency of the site.

Landscape:

- Visual clarification of the pre-eminent landscape element: the Cariboo Wagon Road right-of-way
- Clear distinction between the historical and recent landscapes, particularly the landscape associated with the Visitor Reception Centre and the parking lot, and the Arena
- Maintenance of cultural landscapes associated with the use of the ranch as a self-sufficient roadhouse (including agricultural fields, workhorses, wagon road horses, and farm animals)
- Maintenance of the cultural landscapes associated with horse travel and husbandry

- Accommodation of possible increase in vehicle parking, and services for recreational vehicles in a manner that did not detract from the historic right-of-way and ranch compound.

Buildings and Structures:

- Roadhouse: preservation and period restoration, with a minimum of rehabilitation to accommodate contemporary uses and requirements; explore possible use of Roadhouse bedrooms for period overnight accommodation
- McLean Cabin: preservation
- Four Barns/Stables: preservation, with a minimum of alterations - maintenance of the infrastructure associated with horse travel
- Farm buildings, including Pigsty, Chicken House, Root Cellar, Ice House, Wash House, Out-House, Bunk House, Machine Shop, Granary, Blacksmith Shop, Machine Shed, Garage Shed, two Sheds, and two Feed Barns: preservation, with a minimum of alterations

Bonaparte Indian Band Native Interpretive Centre

- Kekuli promoted for overnight stays for groups and individuals
- Interpretive temporary structures to particularly emphasize summer shelters
- Interpretive material on horseback travel

Visitor Reception Centre (not character-defining)

- Reception Centre building alterations to improve gift shop and restaurant functions; obtain liquor licence for the restaurant, serving refreshments in various locations on the site

Other

- Cabin and tent accommodations to accommodate the clear definition of historical and recent landscapes
- Pow-wow and other outdoor events structure to accommodate the clear definition of historical and recent landscapes

7.2 Model 2 - Road Stop

Use or activity	Implications and challenges	Actions required by:			
		Community	Operator	Local Government	Province
2A Conserve the old Cariboo Wagon Road right-of-way on site, and allow for the possibility of its re-use as a point of entry to the Ranch for recreational tourists arriving by foot, horseback, skis, or bicycle.	Re-using the historic right-of-way as the point of entry to the Ranch would improve the understanding of the Ranch's historic value as a valuable stop on the road.	<ul style="list-style-type: none"> Assist in opening the old Cariboo Wagon Road right-of-way as a recreational touring corridor 	<ul style="list-style-type: none"> Prepare the site and its operation for the recreational tourist arriving on the old Cariboo Wagon Road right-of-way 	<ul style="list-style-type: none"> Assist with obtaining rights of passage along the old right-of-way 	<ul style="list-style-type: none"> Support local government in facilitating re-use of the wagon road right-of-way for recreational tourism
2B Become a winter recreational tourists destination in future programming	Promote the Ranch as a place to stay for winter sports, including skiing or snowshoeing the historic wagon road.	<ul style="list-style-type: none"> Assist in promoting the re-use of the Cariboo Wagon Road 	<ul style="list-style-type: none"> Provide Ranch accommodation geared for winter recreational tourists 	<ul style="list-style-type: none"> Integrate Ranch programming material with in winter recreational promotions in the region 	<ul style="list-style-type: none"> Support operator in expanding operating season
2C Develop Visitor Reception Centre and/or the Road House to accommodate overnight stays	<p>The second floor of the Visitor Reception Centre is not well-located to be an easily accessed gift shop; consider the re-purposing of the second floor for administrative space and guest bedrooms</p> <p>The Road House could have a portion of its rooms rehabilitated to serve as overnight rooms in period surroundings</p>		<ul style="list-style-type: none"> Evaluate the economics of a B&B type of accommodation in the Visitor Reception Centre 	<ul style="list-style-type: none"> Support new accommodation uses on site 	<ul style="list-style-type: none"> Support operator in developing on-site accommodation by leveraging capital funding
2D Improve Gift Shop, and include basic provisioning	Improve the viability the gift shop conceiving more as a small general store for basic touring provisions, and by expanding potential customer base to all season tourism	<ul style="list-style-type: none"> Identify local and regional artisans, craftspeople, for gift shop merchandise 	<ul style="list-style-type: none"> Review interpretive/exhibit plan for gift shop potential Develop business plan for gift shop 	<ul style="list-style-type: none"> Support efforts to upgrade the gift shop to basic store and gift shop 	<ul style="list-style-type: none"> Support efforts to upgrade the gift shop and assist by leveraging capital funding
2E Modify liquor licence for increased operation and locations on site	There may be an important marketing advantage to having the ability to have a beer or glass of wine in more than one location on the property - for example, somewhere in the Roadhouse. The liquor licence may need to be modified to accommodate such a change, or a change in the number of seats.	<ul style="list-style-type: none"> Support for a more flexible licence situation 	<ul style="list-style-type: none"> Have a well-documented business plan to accompany an application for licence modification 	<ul style="list-style-type: none"> Assist operator in obtaining licence modifications 	<ul style="list-style-type: none"> Assist operator in obtaining modifications to the existing licence, if needed
2F Develop kitchen and infrastructure for licenced restaurant in the Visitor Reception Centre	<p>An upgraded restaurant would be central to developing the Ranch as a tourist stop on the highway.</p> <p>It would take time for an enhanced restaurant to establish a reputation in the community, and become known to travel operators.</p>	<ul style="list-style-type: none"> Assist in working out a restaurant scenario that meets needs of community as well as the tourist traffic 	<ul style="list-style-type: none"> Develop menus uniquely showcasing local food, even food grown on site 	<ul style="list-style-type: none"> Advise on any local government legislation or policy with regard to construction of restaurant 	<ul style="list-style-type: none"> Assist with leveraging capital funding for rehabilitation
2G Ongoing maintenance program for buildings, site and artifacts	Build maintenance into an exemplary scheduled activity, perhaps related to tourism through interpretation historic building and landscape practices	<ul style="list-style-type: none"> Assist with advice, expertise and volunteer labour for ongoing maintenance 	<ul style="list-style-type: none"> Develop ongoing maintenance plan for buildings and site 	<ul style="list-style-type: none"> Support ongoing maintenance efforts 	<ul style="list-style-type: none"> Assist with ongoing funding for maintenance
2H Develop facilities to accommodate trends in tourist traffic - for example, recreational vehicle overnight stays may be an increasing sector, or tenting	Records of overnight accommodation in the area should indicate the trends in tourist habits. The Ranch has the physical scope to accommodate everything from recreational tourist (trekkers, cyclists) to recreational vehicle holiday-makers. The challenge is to identify ways of accommodating as many potential users as possible, and to have the infrastructure to do so		<ul style="list-style-type: none"> Business plan to understand the future touring public's needs 		<ul style="list-style-type: none"> Support for expanding use of the site



7.3 Model 3 - Community Cultural Centre

This model develops the preserved and interpreted site as the setting for contemporary cultural activities of the community. It furthers the development of the site in the direction already taken with the construction of the Arena in the northeast corner of the property. The resulting cultural vibrancy would attract the touring public, building an even greater user population.

This model develops the Ranch's role as a point of connection between the Bonaparte First Nation and other cultures. Interpretation at the Ranch site would include a more robust Bonaparte Indian Band Native Interpretive Centre. The goal would be to present to the public the stories of the coexistence of cultures in the Ranch's history. Cultural centre activities would facilitate situating those stories in the impressive Hat Creek Ranch landscape. A central unifying story of the Ranch is its horse culture. This model would look to develop that culture on the site.

Conservation of the site would include the re-purposing of spaces to accommodate the ongoing cross-cultural initiative in the community. Ranch areas and buildings would be viewed as a setting for cultural programs, using conserved spaces for today's culture. As for Models 1 and 2, a very important aspect of the conservation work would be to introduce fire-fighting sprinkler systems to each historic structure, supplied by a stable water source. The self sufficient fire-fighting system could be seen as a contemporary example of the historic self-sufficiency of the site.

Main aspects of this model:

- Rehabilitation of the Roadhouse, stable, barns, and other historic outbuildings to accommodate cultural programs suited to the various spaces;
- Reinvigoration of the Cariboo Wagon Road right-of-way as the central on-site circulation space;
- Additional physical infrastructure as required to better accommodate the cultural programming;
- Reorganized Visitors Reception Centre to redefine its role as a community cultural centre.

Possible programming ideas that bring the cultures together:

- Serious sporting activities: archery, black powder events, endurance riding, stick games (lelal), foot racing, horseback racing
- Upgrade the Arena to professional standards, and used for horse shows, cutting horses, barrel racing
- Regularly scheduled planned dinners, seasonal celebrations, picnics in the orchard, corn roasts, local food events

Landscape:

- Visual clarification of the pre-eminent Cariboo Wagon Road right-of-way
- Clear distinction between the historical and recent landscapes, particularly the landscape associated with the Visitor Reception Centre and the parking lot, and the Arena
- Maintenance of cultural landscapes associated with the use of the ranch as a self-sufficient roadhouse
- Accommodation of possible increase in vehicle parking for events as well as enhanced services for tourists including those arriving in recreational vehicles, all in a manner that does not detract from the historic right-of-way and ranch compound.

Buildings and Structures:

- Hat Creek Roadhouse: rehabilitation to accommodate contemporary uses and requirements
- McLean Cabin: rehabilitation for unspecified contemporary use
- Four Barns / Stables: rehabilitation with minimum of alterations as required for the increased

operation as barns and stables.

- Farm buildings, including Pigsty, Chicken House, Root Cellar, Ice House, Wash House, Out-House, Bunk House, Machine Shop, Granary, Blacksmith Shop, Machine Shed, Garage Shed, two Sheds, and two Feed Barns: preservation, with a minimum of alterations

Bonaparte Indian Band Native Interpretive Centre

- Kekuli
- Interpretive temporary structures

Visitor Reception Centre (not character-defining)

- Reception Centre building alterations to gear gift shop and restaurant functions to function as a community centre operation, with many touring visitors as well
- Cabin and tent accommodations to accommodate the clear definition of historical and recent landscapes
- Pow-wow and other outdoor events structure to accommodate the clear definition of historical and recent landscapes

7.3 Model 3 - Community Cultural Centre

Use or activity	Implications and challenges	Actions required by:			
		Community	Operator	Local Government	Province
3A Conserve the old Cariboo Wagon Road right-of-way on site, and allow for the possibility of its re-use as a point of entry to the Ranch for cultural activities (e.g. horse events)	Re-using the historic right-of-way as the point of entry to the Ranch would improve the understanding of the Ranch's historic value as a valuable stop on the road, and make the Roadhouse a more used facility	<ul style="list-style-type: none"> Assist in opening the old Cariboo Wagon Road right-of-way as a working transportation corridor 	<ul style="list-style-type: none"> Prepare the site including the Cariboo Wagon Road right-of-way as potential sites for cultural activities 	<ul style="list-style-type: none"> Assist with obtaining rights of passage along the old right-of-way 	<ul style="list-style-type: none"> Support local government in facilitating re-use of the wagon road right-of-way by the general public
3B Become a winter cultural destination in future community programming	Promote the Ranch as a place for new and traditional winter pastimes	<ul style="list-style-type: none"> Assist in promoting the Ranch as a cultural centre 	<ul style="list-style-type: none"> Provide Ranch infrastructure for winter cultural activities 	<ul style="list-style-type: none"> Integrate the Ranch in winter cultural promotions, including recreation 	<ul style="list-style-type: none"> Support operator in expanding operating season, and use as cultural venue
3C Develop Visitor Reception Centre to accommodate community cultural activities	The second floor of the Visitor Reception Centre is not well-located to be an easily accessed gift shop; consider the re-purposing of the second floor for administrative space and meeting or multi-purpose rooms		<ul style="list-style-type: none"> Evaluate the economics of making the Ranch available as a cultural venue 	<ul style="list-style-type: none"> Support new cultural uses on site that appeal to full spectrum of community 	<ul style="list-style-type: none"> Support operator in developing cultural facility by leveraging capital funding
3D Improve Gift Shop, and include basic stock to support and promote community events and programs and history	Improve the viability the gift shop conceiving more as a small general store for community and tourist use - almost as a small general store	<ul style="list-style-type: none"> Identify local and regional artisans, craftspeople, for gift shop merchandise, and identify basics to support use of site as cultural centre 	<ul style="list-style-type: none"> Develop business plan for "general store" for cultural centre and touring visitors 	<ul style="list-style-type: none"> Support efforts to upgrade the gift shop to basic store and gifts shop 	<ul style="list-style-type: none"> Support efforts to upgrade the gift shop to basic store and gift shop, and assist by leveraging capital funding
3E Modify liquor licence for increased operation and locations on site	There may be an important marketing advantage to having the ability to have a beer or glass of wine in more than one location on the property - for example, somewhere in the Roadhouse. The liquor licence may need to be modified to accommodate such a change, or a change in the number of seats.	<ul style="list-style-type: none"> Support for a more flexible licence situation 	<ul style="list-style-type: none"> Have a well-documented business plan to accompany an application for licence modification 	<ul style="list-style-type: none"> Assist operator in obtaining licence modifications 	<ul style="list-style-type: none"> Assist operator in obtaining modifications to the existing licence, if needed
3F Develop kitchen and infrastructure for licensed restaurant in the Visitor Reception Centre to support community functions	An upgraded restaurant would be central to developing the Ranch as a cultural centre on the highway Restaurant fare could be an avenue for cross-cultural exchange	<ul style="list-style-type: none"> Assist in working out a restaurant scenario that meets needs of community as well as the tourist traffic 	<ul style="list-style-type: none"> Develop menus uniquely showcasing local food, even food grown on site, and historical food production and cultures 	<ul style="list-style-type: none"> Advise on any local government legislation or policy with regard to construction of restaurant 	<ul style="list-style-type: none"> Assist with leveraging capital funding for rehabilitation
3G Ongoing maintenance program for buildings, site and artifacts	Build maintenance into an exemplary scheduled activity, that could increase community awareness of the value of conservation and improve local knowledge of conservation practices	<ul style="list-style-type: none"> Assist with advice, expertise and volunteer labour for ongoing maintenance 	<ul style="list-style-type: none"> Develop ongoing maintenance plan for buildings and site 	<ul style="list-style-type: none"> Support ongoing maintenance efforts 	<ul style="list-style-type: none"> Assist with ongoing funding for maintenance
3H Develop facilities to fill accommodation needs for cultural activities, and also to accommodate trends in tourist traffic	Cultural activities need to be identified before their accommodation on site can be planned.		<ul style="list-style-type: none"> Business plan to understand the future cultural needs 		<ul style="list-style-type: none"> Support for expanded cultural use of the site



7.4 Recommendations

Each of the three preceding models have its advantages:

Model 1 - Museum Site

Model 1 involves the least change and capital outlay, but has the least potential for revenue generation and therefore economic sustainability. The strength of this option is that it preserves the very powerful sense of place derived from the landscape and structures. The evocative Roadhouse rooms in particular conjure up a palpable feeling for what it must have been like to visit a hundred years ago or more.

However, part of the power of the preserved place is derived from the visitor sensing that they are looking into an exhibit peacefully retired. Even with the animation, the place is not inhabited. As such, the public value of this model needs to rely on high quality interpretation and material conservation.

Since Model 1 involves the least change, it has the virtue of requiring the least amount of shepherding through the approvals process with Provincial ministries and the Agricultural Land Commission, although the status of the current uses may need to be formally approved by the Commission.

This model would likely require more ongoing operating budget assistance, unless the high quality of the experience significantly increased attendance by the paying public.

Model 2 - Road Stop

Model 2 is appealing as an update of its historical role as a stop on the route to and from the Cariboo. In its ultimate incarnation, the Ranch would involve considerable capital outlay - for an upgraded kitchen, and overnight accommodation, and additional infrastructure for the expanded tourist profile (recreational tourists on top of the current highway-oriented tourists).

The Road Stop model is a natural extension of the current operation, which is currently geared to providing an interesting stop and even overnight stay in novel surroundings (kekuli, tents, cabins, and recreational vehicle stalls). As such, one advantage of this model is that it doesn't require a great cultural change on site, and the model could be phased in as the infrastructure capabilities are put in place.

Model 3 - Community Cultural Centre

Model 3 is the most ambitious model of the three, contemplating perhaps a radical re-purposing of both the Visitor Reception Centre and the historic Ranch buildings. The re-purposing would likely involve the highest outlay of capital, and would be dependent upon an entrepreneurial operator developing a business plan that shows both a sustainable revenue stream from the cultural venue.

The cultural centre would be viable only if new activities are identified that require the Ranch's spaces. In the community workshop, there were cultural/recreational activities mentioned - such as these serious sporting activities: archery, black powder events, endurance riding, stick games (lelal), foot racing, and horseback racing. For this model to have a sound business plan, partnership with other groups with independent sources of funding - such as the Bonaparte First Nation - would likely be necessary. Indeed such partnerships would be a welcome and critical for the success of the model.

Recommendation

An operating model is recommended that is based on Model 2 - Road Stop - but which incorporates the important aspects of 1 and 3. The future success of the site will require it to be memorable and engaging - qualities that a well-interpreted historic landscape can provide. The sustainable well-being of the community rests on a respectful and fruitful shared commitment between cultures to the site, and

critically involving the Bonaparte First Nation. The development of the Ranch as an enriching stop on the route to and from the Cariboo both respects the ancient and more contemporary history, and stands the best chance for economic viability.

7.5 Action Plan

The following outlines a plan of action for the Province that will lead to a sustainable management of the site that includes first-rate stewardship of the heritage values of the site and its buildings.

In order to develop a future financially robust operation of Hat Creek Ranch, the Province should undertake the following tasks:

1. Inform the Community

The Province should report back to the community findings arising from the community consultations, and to outline the more financially robust way forward for the management of the Hat Creek Ranch site.

2. Work with Operator

Province to prepare the Operator for the entrepreneurial injection of investment in the Hat Creek Ranch site by:

- Outline mortgage accessibility for capital improvements;
- Detail the Province's commitments towards maintenance of the heritage structures and landscape on the site;
- Provide a Condition Survey of the historic structures;
- Summarize the approvals process for alterations to the property, should changes to the site be indicated by the expansion of its use, including consideration by the Agricultural Land Commission.
- Investigate possible other Provincial programs that might offer funding assistance for operations (e.g. First Nations Interpretation)

3. Facilitate cooperation with the Bonaparte First Nation

Province to identify ways to move Hat Creek Ranch develop along with the constructive involvement of its critical ally, the Bonaparte First Nation. Support the Operator developing with the Bonaparte a planning framework for the site.

APPENDIX A: BIBLIOGRAPHY

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APPENDIX B: WORKSHOP TRANSCRIPT

I. Why is Hat Creek Ranch important?

- Vehicle for learning BC history, visualize and hear about BC history, “get a feel for it”
- Trade route, HBC trail, Cariboo Wagon Road, CPR
- History of ranching - workers including Aboriginal, Chinese and Europeans
- Bonaparte First Nation was here trading and training horses, they caught and trained them in the 1860s, and feeding and wintering cattle
- Visually preserved
- Stories and history of the site
- Archaeological values
- Without the buildings there would be nothing
- Hat Creek Ranch has a great experience, comprehensive with a lot of scope
- Roadhouse - gives a strong feeling of the way it was, preservation is indicated
- Bonaparte here - “bones apart” after the smallpox epidemic
- Site of historical practices of flood irrigation, Chinese workforce, Chinese market gardens
- Important for being central to many communities
- First Nations food and cooking / collecting
- Pivotal to BC history - it is BC in microcosm past the front door of Hat Creek - First Nations, gold rush, ranching etc.
- Represents, in a tangible way, an exciting, critical period in BCs history - gold rush, Cariboo Road, historic characters, unique landscape, Native connections and partnerships, Chinese legacy, ranching
- Hat Creek is a microcosm of BC achievements and milestones
- Sense of peace
- Employs a lot of people in the area
- All of the buildings are important especially the Hat Creek house
- Financial value to community
- Puts us on the map for people travelling around the province
- Brings tourism and education for school groups
- Cowboy history a draw for Europeans and Japanese
- First Nations site - pit house that you can stay in
- Variety of accommodations
- Ties into Lehman Ranch - horse breeding, Walker barn - connection to other local ranches
- Physical setting is important for imagining the place in the 1800s

- Great value as a tourist centre
- Natural creek flow- meander
- It’s big, openness
- Vista from the hill behind the ranch - was a First Nations gathering spot

What is your vision for the Hat Creek Ranch?

- Increased source of employment for Aboriginal youth
- Participation in the New Pathways to Gold non-profit society becoming a vehicle for reconciling Aboriginal / non-Aboriginal communities from Hope to Barkerville
- Economically viable
- Historical accuracy is important
- Visualize and hear about BC history, “get a feel for it”
- Museum of Hat Creek history
- Both local and regional draw
- Increased authenticity in the clothing [of the interpreters and staff] and the exhibits
- Knowledgeable interpreters
- Employ and encourage local business
- Marketing from Aboriginal Tourism BC is an opportunity to create / expand the Bonaparte Interpretive Centre
- Museum of Hat Creek history
- Move the gift shop and rent out the upper floor for meetings
- More and rejuvenated, authentic activities, create a site for serious sporting activities - archery, black powder event, endurance riding base, tapping into historic aboriginal competitions, pow-wow organized by the Bonaparte Indian Band, increase heritage activities such as spinning, drum making, tanning hides
- Upgrade the arena to professional standards - it would certainly be used. Appaloosa Horse Club, local shows, cutting horses, barrel racing
- Get a full range of clients interested
- Tapping into aboriginal historical competitions, such as stick games (Ilehal) foot races, horseback races
- More educational programs (like Adams River), partnering with Bonaparte Watershed Stewardship Society, Provincial Ministry of Fisheries, and other environmental groups
- Getting young people involved as interpreters
- New and creative initiatives with local and regional partners - New Pathways to Gold, Advanced Education, Thompson Rivers University (archaeology and anthropology), Waste Tech, Hunter Dickinson Mining Co., Greymount, Forests, Lands and Natural Resource Operations, BC Heritage, BC Hydro, Fraser Basin Council, UBC Faculty of Food and Land Systems, Northern Development Initiative

- Grow and sell agricultural products such as produce, honey
 - Pioneer ways to become self-sustaining once again - grow our own food (meat, vegetables), programs on heirloom plants and fruit trees, preserve trees and create new ones
 - Get involved with World Organization of Organic Farmers
 - Community Supported Agriculture - people invest in the crop up front and get a % of the crop. How much you pay depends on how much you have to work. Train younger people, invest in motel accommodation
 - Rejuvenate community and family events - regularly scheduled, planned dinners, seasonal celebrations, picnics in the orchard, orchard suppers, corn roast
 - Distill Hat Creek Ranch moonshine and sell it
 - Increased and diversified programming to encourage bus tours to stay longer, such as locally grown and properly prepared food in the restaurant
 - Recruit a full-time blacksmith - make useful items, apprenticeship program and shoe horses - a real and authentic experience
 - First Nations collecting, food, cooking
 - Cell phone apps, audio guides
 - Promote longer-term recreational activities that are based at the Ranch - increase and promote local hikes and walks
 - Design and expand trails to destinations for trail riders, provide maps, recruit Backcountry Horsemen, create multi-purpose trails
 - Expand the stagecoach experience off the Ranch site, such as past the coloured hills 3 km north on Highway 97. Acquire access to the Cariboo Road right-of-way to recreate the original trip, with a western theme and a destination
 - Resurrect the old Cariboo Road as a more lengthy trekking experience
 - Expand and improve campground and other accommodation. Water supply to campsites, RV dump
 - Travel off-ranch to parades, events, such as Kamloops, Victoria Day in Victoria, Calgary Stampede
 - Diversify interpretation eg audio tours
 - Increase programming to keep the site open year-round - fall harvest, Christmas activities
 - Ongoing events and activities to keep the locals coming back
 - Not too refined - fixed up but still rough around the edges - heat, landscape, sage
 - Cattle drives - experience the Cariboo Road
 - Seamless tours - attract Australian bus tours - make sure the gift shop items can be taken into other countries
 - Partnership with Ashcroft Manor
 - Exemplify the social role of museums
 - Integrate local, regional, provincial parks into the museum function
- Vehicle for reconciling Aboriginal and non-Aboriginal communities
- 2. What's working? What could be improved? What are your ideas for future uses?**
- Aboriginal people telling their own stories
 - New Pathways to Gold from Hope to Barkerville
 - More inclusion of archaeological evidence
 - Museum of Hat Creek history
 - Increase heritage activities such as First Nations medicinal plants, spinning, drum making, tanning hides
 - Work with other First Nations
 - Increased educational programming
 - Presence of Thompson Rivers University (archaeology and anthropology)
 - Movie set
 - Weddings
 - Family reunions
 - Meetings
 - Geo-caching
 - Retain and enhance camping and accommodation
 - Distillery for Hat Creek Ranch moonshine
 - Organic vegetable delivery service - group does work at the Ranch in return for space, classes and training
 - Naturopath clinic
 - Full time blacksmith - expand into a small business, train apprentices, farrier
 - Attract a micro-brewery and serve products in the bar at the Hat Creek Roadhouse
 - Community Supported Agriculture program
 - Motel accommodation
 - Weekend retreats - fitness and rejuvenation
 - Chef weekends with food and wine, local produce
 - Soft adventure - nice place to stay, gourmet food, spa, cooking classes
 - Bonaparte Winery
 - Aboriginal artisan on site
 - Upgraded arena and Pow-wow harbour
 - Birdwatching
 - Rodeo camps
 - Propagation of orchard cultivars

- Increased diversity of crops - tomatoes, potatoes, melons, peppers, squash - utilize land currently under hay
- Heirloom varieties of vegetables and fruit
- Community gardens
- Hiking trails with medicinal plants planted and interpreted along the trail
- Horseback riding trails
- Gymkhana horseback competition twice a month
- Crafts for kids
- Rejuvenation of Bonaparte pow-wow
- Trail development
- Expansion of camping facilities
- Expansion of arena for Pow-wows etc.
- Increased intensive agriculture (e.g. community gardening, market gardening)
- Increased source of employment for Aboriginal youth
- Financing resources
- Infrastructure challenge, physical plant upkeep, volunteer burnout, limited human resources, fire, security
- Design and expand trails to destinations for trail riders, Engage backcountry horsemen, Horse Council of BC and provide maps
- Multipurpose trails
- Would the Province send in expertise?
- Seasonal - has to be maintained in the off-season, keep it open all year - Fall harvest, Christmas activities
- What's missing in Cache Creek that could be accommodated at the Ranch? What is there for young people?
- Social role of museums, educational, TRU campus could offer courses and programs
- Adult literacy - new Canadians
- Rodeo camps, not rough stock
- Partnership with Ashcroft Manor
- Weekend adventure, stops, places to stay
- Retreat for educational programs
- Women's market for programs
- Cuttings from orchard trees, heirloom plant collections, rhubarb, raspberries
- Marketing from Aboriginal Tourism BC
- More flexibility in non-heritage section
- Coordination of local events - Ashcroft, Cache Creek, Clinton, fall fair, top hand, rodeo
- Expand visitor's centre, proper gift shop downstairs, more events possible seasonal events - orchard suppers, corn roast
- More campsites, water supply to campsites
- Sewage - RV dump
- Water quality improved, new well dug and tested
- Travel to parades in other towns - Kamloops, Victoria Day in Victoria, Calgary Stampede
- Move gift shop, use upstairs for meetings
- Think about opening for the winter - Christmas parties
- Bonaparte medicinal plants, tanning hides, drum making, more craft activities, work with other Bands
- A central place for horse camps to come to at the end of the day