TOURISM PLAN

NAKUSP AND

ARROW LAKES, BC

MAY, 2009

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COMMUNITY TOURISM FOUNDATIONS®

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1 INTRODUCTION

1.1 Background

This tourism plan has been created through the *Community Tourism Foundations*® program. This document provides direction to improve the tourism economy in the Nakusp and Arrow Lakes area through consultation with tourism stakeholders. It includes an overview of the aspects of tourism development to ensure the long-term success of the area as it moves forward with destination development. It also outlines a proposed approach to implementation that includes capacity building for tourism development. A Situation Analysis was produced to set the strategic direction for this plan. It is essential the reader refer to that document to understand the context of the tourism plan. It is intended to be a resource document for all tourism stakeholders in the Nakusp and Arrow Lakes area. Refer to the Nakusp and Area Development Board website at: http://nadb.kics.bc.ca/index.php?page=ctfhome.

1.2 Description of the *Community Tourism Foundations* Program

The *Community Tourism Foundations* program is designed for communities just starting out in the business of tourism. It offers a range of tools, proven resources and customized destination development assistance. Its step-by-step approach can accommodate the needs of communities at different stages of the tourism development process. The full planning cycle is engaged, beginning with an initial assessment phase, followed by a market, product and destination analysis and a subsequent strategic planning phase.

Tourism BC's *Community Tourism Opportunities*[1] program may provide funding support for the tourism plan implementation assessed on a project-by-project basis administered by the Regional Destination Marketing Organization (RDMO), Kootenay Rockies Tourism (KRT). A separate but related program, the *Tourism Partners Program*, gives local operators the chance to reach a wider audience by allowing them to participate in sophisticated, Tourism BC-branded, cooperative marketing campaigns also administrated by the Regional Destination Marketing Organization, Kootenay Rockies Tourism Association.

1.3 Methodology

The content of this report was based primarily on a literature review, including web-based resources as well as tourism trend and market research provided by Tourism BC. This was supplemented by an initial meeting of stakeholders on July 07, 2008, with follow-up stakeholder interviews and a planning workshop held October 27, 2008. The development board supplied an inventory of tourism businesses and features to support the Situation Analysis and the tourism plan direction. Market and visitor trends in the local, provincial and national economies were analyzed in the Situation Analysis and the Supplementary Situation Analysis, and all supporting documents can be found online at: http://nadb.kics.bc.ca/index.php?page=ctfhome

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[1] http://www.tourismbc.com/business_development.asp?id=4566

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2   SITUATION ANALYSIS OVERVIEW

2.1   Study Area and Setting

The study area for the purposes of marketing and promoting Nakusp and Arrow Lakes includes Regional District Central Kootenay Area K (RDCK), the Village of Nakusp and a small portion of the Columbia Shuswap Regional District Area B (Trout Lake region). The population is approximately 3,599 (1,524 Nakusp, 1,800 RDCK, 275 CSRD).

Recognizing that visitors do not distinguish a destination by political boundaries but rather the attraction base in the area, the tourism marketing boundaries are:

North to Incompleux River and eastward to Trout Lake; south to Edgewood and Summit Lake; east to boundary of Goat Range Provincial Park and Valhalla Provincial Park, and continuing southwards along the height of land on the Valkyr Range; west to height of land on the Gold Range, the Whatshan Range and the boundary of Granby Provincial Park.

The study area includes the communities, hamlets, and key natural features of:

Nakusp, Summit Lake* (south), Arrow Park*, Burton*[2], Fauquier*, Edgewood*, Trout Lake* Halcyon Hot Springs Resort & Spa, Nakusp Hot Springs; Provincial Parks: MacDonald Creek Summit Lake. Lakes: Arrow Lakes (reservoir), Box Lake, Summit Lake, Trout Lake, Armstrong Lake, Staubert Lake, Catherine Lake, Wilson Lake, Little Wilson Lake, Mosquito Lake, Cameron Lake, Whatshan Lake, Snowshoe Lake, Caribou Lake, Cusson Lake, Hamling Lakes, Larson Lake, Bear Lake and Kimbol Lake. Rivers: Incompleux, Halfway, St. Leon Creek, Pingston Creek, Fosthall Creek, Mosquito Creek, Whatshan River, Kuskanax Creek, Caribou Creek, Snow Creek, and Inonoaklin Creek. Mountain Ranges: Gold Range, Lardeau Range, Nakusp Range, Whatshan Range, Ruby Range, Valkyr Range.

The neighbouring areas to be featured in partnerships may include: New Denver/Silverton/Sandon (south); Lumby/Cherryville (west); Revelstoke (north); and various communities along the Hot Springs Circle Route.[3]

The Nakusp and Arrow Lakes region is located on a north/south corridor between Nelson/Castlegar and Revelstoke. Main access to the region is via well-maintained highways, with two of the four routes requiring a ferry trip, and a third being a gravel road. Highway 6 from the Okanagan (west), Highway 6 from the Slocan Lake area (south), Highway 23 from Revelstoke, and Highway 31 from Kootenay Lake (northeast). It is 3.5 hours' driving distance from Kelowna, 6.75 hours' driving distance from Calgary and 3 hours' driving distance from the US border. Nakusp lies at the south terminus of Highway #23, which connects to Highway #6.

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[2] * Unincorporated

[3] http://www.hellobc.com/en-CA/SightsActivitiesEvents/Tours%28GuidedGroupDriving%29/CircleRoutes/Children/BritishColumbia_HotSpringsCircleRoute.htm

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The Arrow Lakes region is dominated by Upper and Lower Arrow Lakes, with several smaller lakes also playing a key role in enhancing the setting. Mountains and mountain ranges consistently cover the landscape with all but the Trout Lake area's creeks feeding into the Arrow Lakes. The Arrow Lakes are a southerly flowing part of the Columbia River as it makes its way to the Pacific Ocean at Portland, Oregon. Ferries provide a highway link from the Revelstoke area and from the Okanagan area. This region has several mountainous hot springs, some commercially developed and some natural. This is a significant draw for visitors. The mountainous region dictates scenic, winding highways, which is a great attraction to motorcyclists.

Nakusp is the base of a diverse habitat due to the Village's location on the shoreline of the Upper Arrow Lake and the terrestrial hot springs formations and associated farmland. The ecosystems are outside the interior rain shadow and reflect an array of varied flora and fauna. The forests include coniferous species of spruce, cedar, western hemlock, and deciduous trees including cottonwood and poplars.

Nakusp and the surrounding region share the natural environment with an assortment of wildlife, including bears, elk, deer, caribou, cougars, coyotes, wolves and ospreys. In recent years, wildlife concerns in the immediate and surrounding area have been increasing. Multitudes of lakes and mountains lead to endless recreational opportunities in all seasons. The quaint communities are welcoming and do their best to provide visitors with all the required amenities.

Nakusp is the largest community in the western portion of the Regional District and is considered a gateway to the more rural areas of the Regional District of North Okanagan and the Regional District of Columbia Shuswap.

2.2 Strengths and Weaknesses

Strengths and Assets
Increased access to the region through developments at the Kelowna, Cranbrook and Castlegar airports, with Kelowna being especially relevant for the Arrow Lakes area.

Planning process by Village and both regional districts.

Good leadership from the Village of Nakusp for planning that has overlap with tourism, e.g., community vision, branding, referendum to sell the Nakusp Hot Springs, downtown revitalization, parks master plan, signage, community centre upgrades, image bank, grant applications and regional relationships.

Tourism is recognized in the Village of Nakusp Official Community Plan.

Tourism is acknowledged by the Nakusp and Area Development Board as an economic diversification sector.

Natural attractions include the setting, hot springs and access by ferry, which retain the rural charm; communities adjacent to the lake.

Halcyon Hot Springs development will bring additional visitors to the area.

Tourism products include a mix of destination product such as backcountry and heli-skiing, touring (hot springs, hiking), and key festivals and events.

Weaknesses and Challenges

Global economic downturn will have direct and indirect effects on tourism travel.

Winter months are very quiet and hard for local businesses.

The Nakusp and Area Development Board currently does not have an economic development strategy.

The Nakusp and Area Development Board currently does not have adequate core funding for community development activities outside of applying and receiving grant funds and a small core budget of $9,000.

The Arrow Lakes area has experienced negative economic impacts due to the closure of operations in the forestry sector.

The Village of Nakusp-owned Hot Springs operates at a deficit and the recent referendum resulted in 57% of the voters in favour of selling the hot springs.

Services are limited and businesses not always open for visitor needs, with a shortage of accommodation during summer and events.

Ferry service needs to be consistent and reliable for tourism development.

Branding and marketing for the Arrow Lakes as a region needs to be addressed.

2.3   Opportunities

An examination of weaknesses provides the foundation to identify opportunities for further tourism development. Nakusp and the Arrow Lakes area are in the early stages of tourism development (visioning and planning), however, they do have a visitor market and despite the limited selection of services, the natural attractions and events provide a foundation to build a tourism industry and to supply a positive visitor experience.

Tourism development of the Nakusp Hot Springs.

Tourism product through health and wellness; soft adventure; and heritage, arts and culture (all high demand sectors for tourism). The Cultural Scan is now completed.

Hosting of small groups for meetings and events/festivals.

Growth as a backcountry destination product and services through expansion of the airport.

Trail development for multiple use.

Expansion of the marina to increase capacity and include water access for fuel.

A licensed travel agent with potential to offer packaging for in-bound visitors has recently started up operations in Nakusp.

Expanding recognition of Nakusp and Arrow Lakes through the utilization of the new Nakusp branding identity for the region.

2.4   Implications for Development

Without adequate resources (both financial and human) community development and tourism development efforts will be limited. Investments made in these two areas can make significant impacts to a community over time.

Increasing tourism activity will change the culture of the current environment; stakeholders indicated they wanted to retain the rural charm of their area. Tourism planning must be considered in context of the overall community plans for the Arrow Lakes.

The Arrow Lakes is well positioned to capitalize on the growth trends in tourism, specifically Aboriginal Cultural, Arts, Heritage, Golf, Meeting and Conventions, Nature-based, Winter and Wellness. These opportunities cannot be realized effectively without ongoing tourism programming and sustainable funding.

The Village of Nakusp will be considering their options to sell the Nakusp Hot Springs as indicated by the referendum.

There is competition for visitation by other developing communities and destinations for the close-in markets of BC and Alberta.

There is minimal primary research information about visitors to the Arrow Lakes area and how they travel within the region. Understanding both market profiles and visitor profiles collectively is required for effective strategic planning.

Tourism is not limited to political boundaries and marketing and program development must be market driven to be effective.

2.5   Industry Composition

An inventory of tourism businesses and features has been compiled by the Nakusp and Area Development Board as a separate resource document to support the tourism planning process.

There is a backcountry destination operator base that serves the heli-skiing and hiking markets along with other snow sports, two commercial hot springs and two golf courses, and a variety of local events that attract visitors. Services include support for small meetings, sports and leisure activities. Accommodation options include 38 properties offering 185 units.

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Accommodation Composition	Properties	%	Units	%
Backcountry Lodge (20 rooms combined)	3	8%	3	2%
Bed and Breakfasts	7	18%	17	9%
Cabin	1	3%	2	1%
Chalet	2	5%	5	3%
Cottage	16	42%	31	17%
Hostel (10 beds)	1	3%	1	1%
Hotel	2	5%	25	14%
Inn	2	5%	41	22%
Motel	2	5%	58	31%
Suites	2	5%	2	1%
	38	100%	185	100%

Accommodation pricing ranges from $55 to $175. There are 30 campground operations ranging from 1 to 175 sites. There is a variety of food options ranging from home-cooking family-style restaurants to fine dining.

2.6   Product / Market Match

The appeal for Nakusp and the Arrow Lakes area is characterized by the natural features including mountain ranges, natural hot springs and lake area that runs parallel to the highway. Recreation activities include organized amateur sports, ATV riding, backroad tours (canoeing, wildlife viewing), birdwatching, boating, camping, canoeing, cycling, fishing, flightseeing – heli-tours, 9-hole-golf, hiking, horseback trail riding tours, hunting, kayak rentals, marine sightseeing tours, motorcycling, nature and wildlife viewing, paddleboating, skiing (cross-country and downhill), snowboarding, snowmobiling and snowshoeing. Key events include the Nakusp Music Fest, Canada Day and BC Day celebrations and the Celebration of Wellness.

Key visitor types for Nakusp and Arrow Lakes area are primarily leisure travellers, (Free Independent Travellers (FIT)), with interests in hot springs, outdoor recreation, events, touring (motorcycle route and circle tours) and organized amateur sports.

Geographical targets include:
- BC (Regional: Kelowna, Vernon, Vancouver)
- Alberta (Calgary and Edmonton). Note: The Calgary market can access the area for Friday night arrivals if ferry schedules permit.
- Spokane, Washington

National and international tourism trends show that visitor markets and the industry continue to change. Visitor motives for travel are becoming more attraction oriented and fundamentally different from the socially oriented free independent traveller of the past. Visitors are also seeking more convenience, more learning and educational experiences and safer outdoor recreation activities.

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The long-term outlook for tourism in BC and the region is positive. In the short term, the best opportunities are to continue expanding the existing market base in the regional and short-haul BC markets.

2.7 Destination Assessment

Tourism planning and development is a continuum. As one milestone is achieved, there is typically another to strive for as the community moves through the destination life cycle, which includes the early stages of development planning (vision and plan), growth (product development), maturity (products from the vision are achieved and the destination is being utilized by the target markets), decline or rejuvenation (the destination requires redevelopment or it will decline, losing market share and economic impact).

Nakusp and Arrow Lakes is in the vision and planning stage of destination development. The Village of Nakusp, through ownership of the hot springs, has an anchor attraction to build from; backcountry activity is active and has potential for growth if infrastructure is developed. Ferry access through two of the three highway access points contributes to sustaining the rural charm of the area. The industry as a whole requires development within the context of the larger vision for the communities and area.

Nakusp and Arrow Lakes has potential to capitalize on the growth trends in tourism, specifically outdoor recreation; health and wellness; heritage, arts and culture; and small meetings.

The long-term success of the Arrow Lakes Area as a visitor destination will be dependent on the recognition that it takes a community of stakeholders to deliver a positive visitor experience, as each component is interdependent.

3   PLAN DIRECTION

The process guiding the preparation of this plan is depicted in Figure 3.1. Each step in the sequence is meant to take the community from the general to the specific, from a broad expression of future expectations down through gradually more specific identification of the means and ends that go into making a coherent and cohesive plan. In this chapter, vision, mission and goal statements for Nakusp and Arrow Lakes are articulated based on the community vision from the Village of Nakusp Official Community Plan and feedback received during the initial meeting, planning workshop, situation analysis and interviews with stakeholders.

Figure 3-1: The Strategic Planning Process
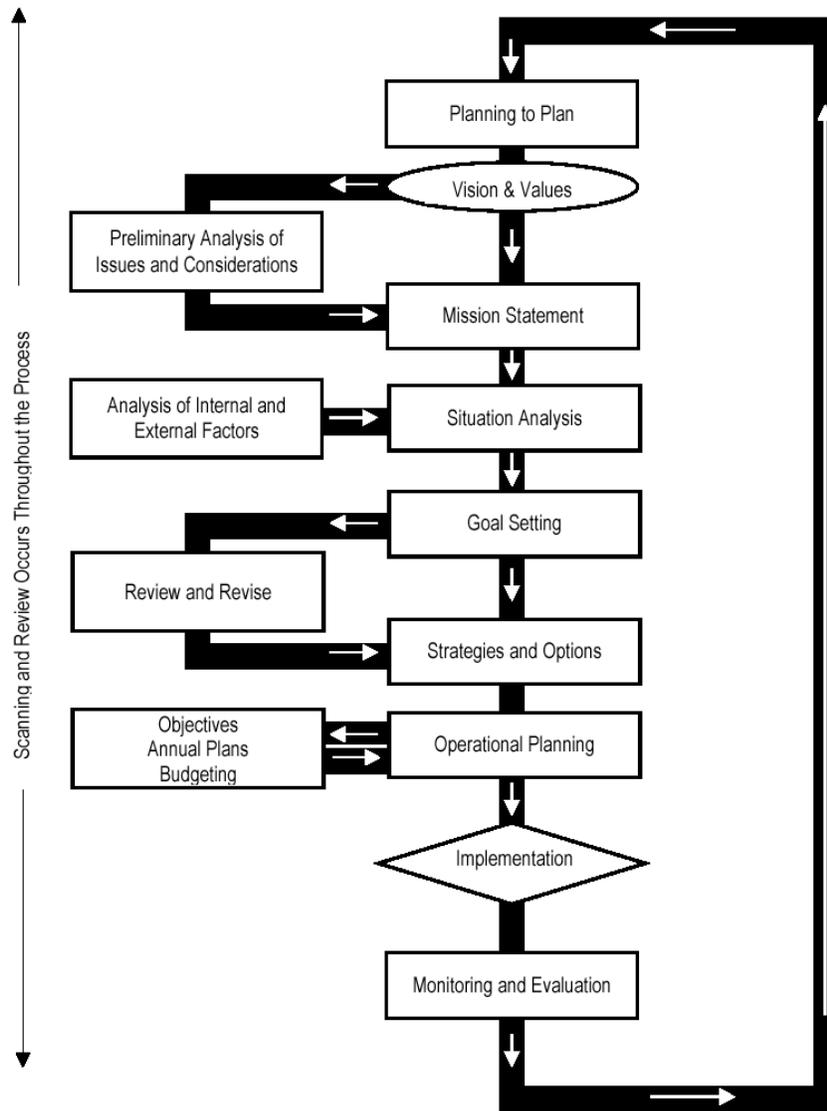
3.1   Community Tourism Vision

The vision statement describes a desired future state for tourism in the area. It provides direction for development efforts and it can incorporate political, economic, social and cultural elements, but is always forward focused.

Community Vision Statement Village of Nakusp

The following vision statement for the Village of Nakusp originates from the recently updated Official Community Plan Bylaw 612, adopted April 08, 2008.

The Vision for Nakusp[4]

The desired Nakusp is an attractive, safe, healthy, friendly, economically vibrant, ecologically sound lakeshore community that is focused on maintaining the quality of life, small-town character and rural charm of the Village.

Nakusp's built and natural environment respects, above all else, the outstanding diverse natural habitat and optimizes recreational opportunities for its citizens and its visitors. Nakusp residents enjoy a high quality of life built upon a sustainable and diversified local economy.

> The waterfront is particularly emphasized and made accessible to all through trails and walkways where feasible;
>
> A vibrant commercial area created around the downtown core provides an attraction for visitors and local residents;
>
> Suitable, safe, healthy housing with easy access to transportation, recreation, open space, shopping, schools, and community services is provided to meet the diverse needs of individuals and families at varying income and age levels;
>
> The road network is solidly established. Vehicle movement is improved with the provision of off-street parking, and safe loading and unloading spaces, encouraging non-motorized pedestrian movement;
>
> The Hot Springs resource is enhanced, protected and economically sustainable.

Nakusp – A place for all reasons.

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[4] http://www.nakusp.com/files/%7B9E0043C8-EEAE-4BB3-80E1-D3450BFA7EC0%7DOCP%20Schedule%20A.%20Section%201.pdf

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Tourism Vision Statement for Nakusp and Arrow Lakes

During the planning session held October 27, 2008, participants were asked to list key words and phrases that would be distilled to form a vision statement for tourism.

Nakusp and the Arrow Lakes is known for its rural charm and natural setting, which sets the pace for sustainable tourism that balances our economy without compromising quality of life for our residents. We attract visitors who seek nature-based experiences in a pristine environment, which include adventure, recreation, health and wellness, and heritage, arts and culture. Our community is united in achieving this vision through a spirit of collaboration and cooperation.

3.2   Goals and Objectives

The planning workshop held in October 2008 generated discussion that resulted in the overall formation of the goals for the tourism plan. In addition to the discussion, conclusions from the situation analysis and industry best practices also form the direction for the tourism plan. The following set of goals provide guidance for the strategies and actions that appear in subsequent chapters of this document. For early stages of community tourism development, the following represents foundation goals for the development of community tourism; they are not unique for communities at this stage of development but create the foundation for tourism planning.

The following goals and objectives are intended to be included in a dedicated tourism section for the next update of the Official Community Plan(s).

Tourism Goals

1. To diversify the local economy through strategic expansion of the tourism industry as a way of expanding the tax base, and increasing jobs and income available to residents while balancing community values;

2. To enhance destination development and appeal for visitors by attracting infrastructure investments through local, regional, provincial, national and private sources;

3. As an integral element of industry growth, to foster business and industry development that complements and strengthens products and attractions of most appeal to visitor markets;

4. To encourage tourism operators to consistently and strategically market the area to target markets by working cooperatively and in collaboration with community stakeholders to leverage resources wherever possible; and

5. To sustain a tourism management function to ensure leadership, organizational capacity, funding and communications that support tourism stakeholders and the community in achieving the vision for tourism.

Tourism Objectives

Tourism Planning and Management

- Undertake an economic development strategy process, which integrates the tourism sector recommendations.

- Allocate resources to implement the Tourism Plan in phases, built around community, industry, government participation, partnerships and communications.

Tourism Infrastructure and Development

- Expand tourism infrastructure that supports the Village of Nakusp Community Vision and the Nakusp and Arrow Lakes Tourism Vision.

Product Development

- Identify and prioritize product development opportunities and compile resource material that aids with pre-feasibility for business opportunities and policy support.

Information Management and Research

- Establish an online tourism industry database and resource centre that will support the development of community tourism and provide the information and research needed to support the tourism industry.

Business and Industry Development

- Establish a business and industry development program that supports the needs of local tourism business operators and organizations.

Market Position and Targets

- Improve overall tourism performance by increased awareness, length of stays, overnight stays, visitor spending and overall market share of leisure travellers, free independent travellers (FIT) and small groups from domestic and foreign markets.

Marketing Partnerships and Programs

- Establish the cooperative marketing program with regional partnerships that leverage resources and extend market reach.

Branding

- Explore the expansion of the current brand identity for the Village of Nakusp to include the Arrow Lakes by incorporating the logo and supporting colour scheme into all communication materials for place marketing of "Nakusp and Arrow Lakes – British Columbia, Canada."

Promotional Tools & Materials

- Create the official set of promotional tools and materials for destination marketing and to support visitor services incorporating the new regional brand.

Integrated Promotional Mix

- Develop an integrated promotional mix of marketing activities to raise awareness of the Nakusp and Arrow Lakes area as a travel destination in its current stage of development and communicate the attributes of market-ready product in key markets.

Visitor Services

- Refine the visitor services programming to integrate with increased tourism marketing activity, providing a seamless experience for the visitor.

Plan Tracking / Monitoring and Evaluation

- Establish and maintain a tracking and evaluation program that is directly associated with the goals and objectives of the Tourism Plan.

Communications

- Establish and maintain a communications strategy that engages and informs the tourism industry, residents, government and regional partners to contribute to an enhanced tourism development climate.

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3.3   Community Tourism Management Roles for Nakusp and Arrow Lakes

The following table outlines the functions of community tourism development and the roles of the government and organizations in the delivery of tourism services. The Tourism Plan identifies a series of goals and objectives related to the full spectrum of tourism development activity.

Destination and Infrastructure Development	Product, Business and Industry Development	Destination Marketing	Visitor Services
Vision and Policy: • Village of Nakusp, Mayor and Council • Regional District of Central Kootenay Electoral Area K • Columbia Shuswap Regional District Electoral Area B – Trout Lake Regional development function: Nakusp and Area Development Board	Product Development: • Nakusp and Area Development Board • Sector Organizations Business and Industry Development • Nakusp and Area Development Board • Nakusp and District Chamber of Commerce	External marketing activities (outside the area) as it relates to attracting visitors to the destination. • Cooperative Marketing Committee for Nakusp • Nakusp and Area Development Board Tourism Advisory Committee (TAC)	Internal marketing as it relates to servicing visitors once they have decided to come to the destination. Nakusp and District Chamber of Commerce Visitor Centre

The Nakusp and Area Development Board has the mandate for community development and destination marketing. This organization includes the stakeholders for the study area of Nakusp and Arrow Lakes. The Nakusp and Area Development Board would take a lead role in the coordination of the multiple stakeholders to implement the Tourism Plan.

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3.4 Tourism Management and Funding

Management

The Nakusp and Area Development Board has the mandate for tourism development as part of the overarching community development function. While the tourism industry is in the early stages of development, implementation of the tourism plan will still require cooperation from a variety of stakeholders in the community including government (at all levels), the tourism industry and organizations.

Given the downturn in the forestry industry, which has had direct impacts on the area, and the referendum vote in favour of selling the Nakusp Hot Springs, an economic development strategy is highly recommended, integrating the tourism plan recommendations.

Tourism Management key areas of responsibility are noted in the table below. These include: Planning; Communications; Finance and Operations; Infrastructure/Product Development; Business and Industry Development; Marketing; and Visitor Services.

Tourism Function	Responsibilities
Planning	*Refer to the Appendices for the Annual Planning Cycle for Tourism Management.* • Facilitate annual planning process to include an evaluation of the previous year's activities • Review and update multi-year tourism strategy • Produce annual tourism plan from five-year strategic plan (e.g. tourism infrastructure, visitor services, business and industry development, product development, cooperative marketing, etc.) • Produce Request for Proposals (RFPs) and recruit contractors to produce plans or projects as required • Produce special project plans (e.g. new events, GIS mapping, website, online database/inventory) • Research and apply for government and tourism programs for leveraging and partnerships • Review and update the three-year marketing strategy • Produce annual marketing plan • Establish tracking and evaluation criteria for plans and activities
Communications	• Communications, e.g. Internal communications protocol • E-newsletter to industry / broadcast emails to industry • Graphic standards (published guidelines for usage) • Industry input sessions • Industry resource centre on website • Internal contact list (online database) • Media releases to local media • Organization and industry website sections

Tourism Function	Responsibilities
Finance and Operations	• Budget (staff/contractors, planning, marketing, business and industry development, infrastructure, communications, product development, visitor services) • Financial reports • Research government grants and programs / funding applications / reports • Staff orientation, training, recruitment, retention • Succession Planning and Records Management
Infrastructure/Product Development	Policy issues and program development as it pertains to: *Infrastructure Development and Policy.* Issue identification and liaison role to policy makers as it pertains to: • Crown Land • Fees and licences • Native culture • Issues such as affordable housing • Land tenure • Official Community Plans • Policies and regulations • Transportation infrastructure • Other *Community Tourism Development* • Beautification • Broadband • Hospitality of the people toward tourism and visitors • Master plans and strategies for infrastructure • Signage • Trails *Product Development* • Business attraction / retention programs • Land and resource use • Primary and secondary research • SWOT, gap and opportunities analysis
Business and Industry Development	Policies, issues and program development as it relates to Business and Industry Development • Annual industry professional development workshop • Certification • Industry standards • Networking • Packaging • Partnerships • Sector development • Skill and labour pool • Training

Tourism Function	Responsibilities
	• Workshops
Marketing	• Implement three-year marketing strategy with annual marketing (tactics) plan to coincide with annual planning process • Branding / graphic standards • Image bank • Marketing tools and equipment (visitor guide, maps, booth equipment) • Media relations • Online database and inventory • Packaging • Partnerships and alliances • Policy • Quick Facts • Research (market, visitor and industry) • Tourism website (consumer and industry) • Tracking and evaluation mechanisms • Travel shows • Travel trade
Visitor Services	• Fulfillment (responding to visitor inquiries via phone, mail and email, ambassador program, Visitor Centre) • Hospitality of the people in the community • Public washrooms or other facilities • Reservation systems / accommodation availability matrix • Visitor Centre operations and programs • Way finding (signage programs)

Tourism Advisory Committee (TAC)

To gather insight and maintain two-way communications with the tourism industry, a new Tourism Advisory Committee (TAC) would be comprised of tourism stakeholders representing industry, government, and key organizations (if applicable) with liaison connections to other agencies as appropriate. The TAC would be an advisory group of the Nakusp and Area Development Board (NADB). The current cooperative marketing committee participants may also be on the TAC. The primary TAC function is as an advisory group. The group would meet a minimum of four times per year to review the current tourism plan, discuss current issues and challenges and identify what key priorities the annual tourism plan should focus on, based on resources available. The TAC is informal and does not have any authoritative powers and does not determine policy of any governing body. The role is to create a forum for information exchange and potential partnerships. In addition to an advisory role, the TAC participants would act as ambassadors of the tourism industry and as such they would assist the tourism management organizations by: Creating awareness of the value of tourism and benefits of tourism development; Assisting with special projects as a

task force such as the Additional Hotel Room Tax; Fostering the evolution of the tourism industry; Representing the tourism industry.

Tourism Advisory Committee (TAC)		
Sector Area	**Member (s)**	**Representation**
Accommodation	2	• 1 representing motels or hotels • 1 representing a B&B, RV/campground or resort
Attractions/Events	2	• 1 representing an attraction • 1 representing an event or festival
Chamber of Commerce	1	• 1 representative from the Chamber
Education	1	• 1 representing an educational institution or program
Food and Beverage	1	• 1 representing a food and/or beverage establishment
Government	3	• 1 each representing the Village of Nakusp and each regional district
Heritage, Arts and Culture	1-2	• 1 representing Heritage • 1 representing Arts or Culture
Recreation	3	• 1 each representing the community centre / Parks and Recreation or an organization • 2 representing a recreation business (backcountry and front country) or organization
Retail	1	• 1 representative from a retail business or retail business association
Transportation	1	• 1 representing a transportation interest
Visitor Services	1	• 1 representing the Visitor Centre
	15-18	Range

Funding

Core funding for tourism development is an issue for Nakusp and Arrow Lakes. The Village supports the Nakusp and Area Development Board contributing $6,000 for 2009 for all sectors and the Nakusp and District Chamber of Commerce for $14,000 (up from $6,000) for 2009 for the Fee-For-Service Agreement to support the Visitor Centre. The RDCK Area K supports the NADB with $3,000 per year for all sectors. Government grants have supported the Community Projects Coordinator position, which has been well received by the community stakeholders.

While not all the focus of the mandate of NADB is on tourism, tourism does overlap with other initiatives as they relate to infrastructure, branding, signage, beautification, etc., therefore the proposed economic development strategy and budget would include tourism in conjunction with its overall community development function.

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Key tourism programs that support the tourism plan implementation include the Union of BC Municipality (UBCM) Tourism grant funds (which in the case of the Village of Nakusp has been allocated) and the Tourism BC *Community Tourism Opportunities* program. The area currently does not participate in the optional Additional Hotel Room Tax funding option, which taxes fixed-roof accommodation with four units and over for up to 2% on the price of accommodation for tourism development. It is recommended this option be evaluated for contributing to a sustainable funding strategy.

Sustainable core funding must be secured in order for long-term momentum to be realized.

Refer to the Appendices for a Tourism Budget Template.

Nakusp and Area Development Board Community Projects Coordinator

In order to implement key projects identified in the tourism plan and other community projects as identified by the NADB, the contract position will run from May 01, 2009 – April 30, 2010.

Position Description
Position to be variable hours per week depending on timing of projects, averaging approximately 21 hours per month for a total of 150 hours for the seven months. The hourly rate is $25 per hour including contractor's home office use, including printing, telephone and vehicle use within reason, and including GST. The Nakusp & Area Development Board will administer the contract.

The following are to be responsibilities for the position:
1. Assist the Nakusp and Area Development Board and the Cooperative Marketing Committee with advertising, marketing and communications.
2. Act as community liaison for the Community Tourism Foundations Program with Tourism BC.
3. Provide solutions for addressing the remaining suggestions in the Roger Brooks Visitor/Tourism Assessment Report, limited to:
     a. Prepare a signage inventory
     b. Update arena lobby map/photo display
4. Maintain community events calendar
     a. Online and weekly postings around town.
     b. Continue adding to opt-in mailing list for weekly emails about upcoming events
     to tourism information providers, including: accommodations, gas stations,
     marina, etc.
5. Coordinate community events with volunteer committees: Santa Claus Parade/Light-Up 2008, Canada Day 2009 (limited to preparation of Canadian Heritage funding application for 2009).

Notes to Current Job Description
Cooperative Marketing Committee was assigned the mandate of the Spirit of BC Community Committee during this contract period. CPC was given additional

responsibility of coordinating funding opportunities only available through this Committee. Cost of coordination is built into each grant's budget.

3.5 Key Assumptions

Given that the tourism planning process being introduced by the *Community Tourism Foundations* program is providing the first tourism plan for the Nakusp and Arrow Lakes area, as it relates to an overview of all aspects of tourism planning, it is assumed all tourism-related stakeholders who may not have been present during the initial meeting or planning session will be involved in the process by being informed of the tourism plan through industry communications. They will then have opportunities for involvement during implementation.

Given the fact that the development of community tourism involves many stakeholders, both direct and indirect of the tourism industry, the programs and services are intended for all tourism stakeholders equally and therefore the "stakeholder model"[5] will be adopted, which provides equal opportunity for any and all businesses in the study area.

It is assumed that additional resources will be secured to implement the tourism plan, and that the tourism planning process introduced by this program will be maintained by the Nakusp and Area Development Board as the lead organization.

It is also assumed that the goals and objectives of the plan will be endorsed by the tourism community, accepted by the community at large, adopted by council and incorporated into the next update of the Official Community Plans of the Village and both regional districts.

Given that external market conditions can change rapidly, it's assumed actions will be adjusted based on changing conditions.

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[5] A stakeholder model is inclusive of all business, organizations and government representatives as tourism development affects residents, the business community and local government; as opposed to a "membership" model which is in decline in tourism organization structure due to the recognition that it takes the hospitality of the community as a whole to be successful as a visitor destination, and core funding is typically from public sources, which entitles all businesses to the same opportunities. Refer to the Supplementary Situation Analysis for a description of tourism organization structures.

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4 PLANNING FOR IMPLEMENTATION

The following section outlines the management preparation required to undertake the plan implementation. Section 7 Action Plan Priorities summarizes in point form the priority strategies from throughout the plan for the focus of effort for 2009. This Tourism Plan is intended to act as a reference document while the Tourism Plan Status Report will summarize all the strategies with a timeline, next steps, lead organization, budget, tracking and current status for stakeholders to use as a tool for monitoring the plan implementation.

Tourism Planning and Management

Objective: Undertake a strategic economic development process, which integrates the tourism sector recommendations.

Rationale: Building capacity in small communities is an ongoing challenge as resources are limited, both financial and human. A key trend that has been occurring in BC for the past decade is the development of both community destination marketing/management organizations and expansion of community economic development functions to include a division for the tourism sector.

The Nakusp and Area Development Board[6] has initiated projects but has limited resources. Given the economic downturn in the forestry industry resulting in local impacts, the global economic downturn, the favourable referendum to sell the Nakusp Hot Springs, and the desire of the community to diversify its economy, an economic development strategy is recommended. The following is intended to create capacity for the NADB to lead the implementation of the Tourism Plan with community stakeholders.

Strategies:

1. **Initiate an Economic Development Strategy for Nakusp and Arrow Lakes.**

    a. Identify funding sources and make application to raise funds for a professional strategy valued at $30,000, allocating $20,000 for the core strategy, meeting and travel costs up to $5,000 and an additional $5,000 for an initial assessment to sell the Nakusp Hot Springs in preparation for an investment attraction strategy. *Note: The Village of Nakusp is hiring a consultant to conduct the Business Case for the Hot Springs. At present the season of operations will be reduced.*

    b. Upon securing funds, develop a Request for Proposal based on existing samples from other communities. (Samples can be supplied by the Tourism BC Facilitator)

    c. Strike a task force of the Nakusp and Area Development Board to provide insight and oversight for the project.

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[6] http://nadb.kics.bc.ca/index.php?page=home

d. Commence with a Community Profile using 2006 BC Stats data.

Alternatively, if a Five-Year Economic Development Strategy process in not undertaken at this time, a review of the existing Official Community Plans and existing economic development related documents can be reviewed for immediate actionable items.

Objective: Allocate resources to implement the Tourism Plan in phases, built around community, industry, local government participation, partnerships and communications.

Rationale:

The Tourism Plan will require both financial and human resources for implementation, therefore the following strategies are recommended.

Strategies:

2. **Determine the feasibility of securing funding and hiring a part-time equivalent contractor to undertake the implementation of the Tourism Plan.**

3. **Engage the tourism industry, on an ongoing basis, by establishing a Tourism Advisory Committee (TAC) as it relates to the structure of the tourism plan.**

   a. Refer to the Tourism Management section 3.3.

4. **Encourage the participation of existing stakeholders to assist in the implementation of the tourism plan.**

   a. Pool financial and human resources to create a budget and management plan.

   b. NADB and Kootenay Rockies Tourism to present Tourism Plan goals and objectives for adoption by council and separate resolution for OCP inclusion. OCP update for the Village was recent, OCP updates may not occur for years in which time the Tourism Plan vision and goals may need review.

5. **Establish the 2009/2010 budget to coincide with pooled resources, known grants available to implement the plan and adjust accordingly as new grants or resources are secured.**

   a. Leverage funds from existing sources: Village of Nakusp Hot Springs marketing budget, business and organizations marketing budgets and Tourism BC's *Community Tourism Opportunities* program.

      i. Work with Kootenay Rockies Tourism Association to make formal application and prepare for reporting documentation for Tourism BC Community Tourism Opportunities program.

6. **Develop a Marketing Plan for 2009** based on the priorities and funding sources identified from this plan. Given the limited resources, the focus of effort will be to create the foundation of marketing communication tools such as the website, image bank and visitor guide targeting regional markets for print and all markets for the Internet. (Template and assistance supplied by *Community Tourism Foundations*)

7. **Identify a sustainable funding strategy that will support implementation of the Tourism Plan.**

   a. Explore the feasibility of the Additional Hotel Room Tax as one source of sustainable funding for tourism. *(Refer to the Appendices for more information on the Additional Hotel Room Tax).*

   b. Explore the feasibility of increased core funding to the Nakusp and Area Development Board from local and regional government sources.

   c. Refer to the Tourism BC Report on Options for Funding in the Resources section at http://nadb.kics.bc.ca/index.php?page=ctfhome.

   d. Conduct a Sustainable Funding workshop with stakeholders.

8. **Monitor government and tourism agency programs to identify partnerships or opportunities for funding, assistance and additional planning for implementation of the tourism plan.**

   There is a multitude of government programs that can assist communities in tourism development. The recently announced Bike BC program is a $31-million initiative for cycling infrastructure (cycling trail development) from the province of BC. The new Community Cultural Tourism Strategy will get underway spring of 2009 with stakeholder interviews throughout the province. Recent announcements include plans to develop a provincial cultural tourism strategy,[7] as well the BC Partnership for Sustainable Tourism.[8] Refer to the Ministry of Tourism, Culture and the Arts.[9] Tourism development can be found at: http://www.tca.gov.bc.ca/tourism/.

   Rural BC provides an excellent website for programs and resources. http://www.ruralbc.gov.bc.ca/.

   Subscribe to Tourism BC's *The Tourism Brief* E-Newsletter for program updates and industry news. TourismBrief@tourismbc.com

   Key programs through Tourism BC that are immediate opportunities for the Nakusp and Arrow Lakes area include:

   a. Tourism BC's *Community Tourism Opportunities* program. This program may provide funding support for the tourism plan implementation assessed on a project-by-project basis administered by the Regional Destination Marketing Organization (RDMO), Kootenay Rockies Tourism Association (KRTA). http://www.tourismbc.com/business_development.asp?id=4566

   b. Tourism BC's Value of the Visitor Centre research project provides a methodology for Visitor Centres (VCs) to measure the impact of the VC on

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[7] Announcement at the 2008 UBCM convention.
[8] News Release 2008TCA0110-001632O October 27, 2008.
[9] http://www.gov.bc.ca/tca/

traveller behaviour and to determine the economic benefit of the VC. Note: This project would be considered for future planning as the program is suspended for 2009. *Refer to the Information and Management Research Section, Tourism BC Research.*

9. **Maintain the Tourism Plan Status Report.** The tourism plan is intended for activities for the next 3-5 years. Based on available resources, an annual action plan will outline the strategies from the final tourism plan. The status report indicates current status, next steps, timeline, lead organization, working budget and tracking and evaluation. Presented in table format, the development board will maintain the updates to summarize the progress of the tourism plan implementation. The initial draft will be provided by *Community Tourism Foundations* as part of the final tourism plan.

10. **Establish an annual planning process that coincides with the proposed economic development strategy and the annual tourism planning cycle.** Tourism activities must coincide with the annual planning cycle of the development board office. *Refer to the Appendices for a Sample Tourism Annual Planning Cycle.*

    a. Develop an Annual Budget

    b. Develop an annual Year-at-a-Glance calendar that outlines key deadlines and annual activities, providing a focus of the month and record for succession planning. (Template supplied by *Community Tourism Foundations*)

    c. Set the quarterly meeting schedule for the Tourism Advisory Committee (TAC).

    d. Create a Tourism Sector web page that displays the tourism vision, TAC, status of projects, PDF copies of reports, contacts, meeting and event notices, annual action plan and links to the *Community Tourism Foundations* program information[10] web page for the tourism industry to view online.

    e. Establish a records management system that allows for tracking and evaluation of activities, orientation for new members of the TAC and succession planning for both the TAC and the Nakusp and Area Development Board.

        i. Contract position description of the Community Projects Coordinator

        ii. Terms of Reference for the Tourism Advisory Committee (Template supplied by *Community Tourism Foundations*)

            1. Recommend binder system with all relevant materials and online PDF versions if possible (Sample Table of Contents available from *Community Tourism Foundations)*

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[10] http://nadb.kics.bc.ca/index.php?page=ctfhome

    iii. TAC committee and key contact list (Template supplied by *Community Tourism Foundations)*

    iv. Communications protocols (Sample supplied by *Community Tourism Foundations)*

    v. Tourism Action Plan / Work Plan for 2009/2010 (Refer to Action Plan section of the tourism plan*)*

    vi. TAC Meeting Agenda, Minutes (Sample Agenda template based on Tourism Plan supplied by *Community Tourism Foundations)*

    vii. Create quarterly written summary reports by the development board office (to include key tourism activities, Visitor Centre statistics, economic development and tourism projects) to keep the area's tourism industry, local and regional government and the community informed.

11. **Maintain connectivity to the tourism industry in the region, and BC, through regional and provincial alliances and/or participation in industry associations, conferences, events and through professional development.**

    a. Ensure open communications between the regional destination marketing organization, Kootenay Rockies Tourism Association, and the TAC.[11]

    b. Ensure attendance by an area representative at the annual BC Tourism Industry Conference held in February each year, sponsored by the Council of Tourism Associations of BC and Tourism BC.[12]

    c. As sector development opportunities arise, identify sector-related organizations and programs and monitor opportunities for participation.

    d. Attend the Kootenay Rockies Tourism Association AGM.

    e. Participate at the committee and/or board level of tourism related organizations.

    f. Register to receive tourism industry e-newsletters and RSS feeds. (Tourism BC, Canadian Tourism Commission, sector organizations, government, etc.)

12. **Maintain the tourism inventory.** Expand the inventory created through the *Community Tourism Foundations* program and ensure that all businesses, community and sector groups, First Nations and government, with a stake in tourism, have been included. (Note: The tourism inventory would be expanded for the online database – refer to the website strategy for more information.)

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[11] http://www.kootenayrockies.com/partnersoffice/index.htm
[12] http://www.bctourismindustryconference.ca/

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5 DESTINATION AND MARKET DEVELOPMENT

This chapter addresses all aspects of tourism development. Destination development refers to the community itself and the causal linkages it has with the tourism economy in terms of public policy, land use, resource management, physical development, infrastructure, business climate, human resources and other programs. Product development primarily involves the private sector and its investment and contributions to goods and services consumed by visitor markets. Finally, marketing programs are needed to complement the product and destination efforts. This includes strategies to build capacity for marketing by assembling a set of promotional tools and to sell the uniqueness of the study area to travel markets, while visitor services respond to the needs of visitors who have already made the decision to visit the area.

5.1 Tourism Infrastructure & Development

Objective: Expand tourism infrastructure that supports the Village of Nakusp Community Vision and the Nakusp and Arrow Lakes Tourism Vision.

Rationale: Tourism infrastructure is a priority issue for many communities because the expansion of physical assets, including recreation, trails, transportation and communications systems, is critical in creating the right conditions for investment in complementary products and services. Entrepreneurs will be more willing to invest in their own properties and businesses if they perceive a commensurate willingness by government to enhance the sorts of infrastructure and services that visitors use.

Strategies:

13. **Create a master list of municipal, regional and provincial infrastructure improvements that will contribute to tourism development capacity and potential, and prioritize to coincide with the tourism development opportunities that fit both the community vision and the tourism vision.**

    Include infrastructure requirements in the master Community Development Matrix (including a status report of each key initiative with a timeline, lead agency, funding sources and next steps) can be used to communicate effectively the current situation. This would include infrastructure in support of airport expansion; development of trails, marinas and facilities (e.g. community gathering places; cultural, recreational and sports facilities); meeting and conference facilities; public facilities to host festivals and events; support services for visitors (public washrooms); broadband; RV parking; highway entrance; directional, trail and interpretive signage; and affordable housing.

    The following are recommended for the tourism development matrix:

    a. **Official Community Plan Updates**

        i. Building on the existing Official Community Plan vision and content, ensure the Tourism Plan Vision, Objectives and Goals are incorporated

into the next update of the Official Community Plans for the study area for both the Village of Nakusp and the Regional Districts.

b. **Develop a Regional Beautification Master Plan**

   i. Building on the existing Official Community Plan guidelines and a Downtown Revitalization committee start-up of the Village of Nakusp, a master beautification plan with action items, timeline, lead organizations and budget is required.

      1. Inventory all existing materials and reports, conduct SWOT analysis, determine gaps and prioritize projects for implementation.

      2. Engage the community to maintain participation in the Communities in Bloom program. Communities in Bloom is a Canadian non-profit organization committed to fostering civic pride, environmental responsibility, beautification and to improving quality of life through community participation and the challenge of a national program, with focus on the protection and promotion of green spaces.[13]

c. **Develop a Regional Parks and Recreation Master Plan**

   The Village of Nakusp has initiated the master parks planning process. A regional strategy is recommended.

   i. Commence with an inventory of all park and recreation assets, conduct SWOT analysis, determine gaps and prioritize projects for implementation.

   ii. Coordinate and integrate future trail development inside and outside of municipal boundaries

      1. Support the new trails society initiative

      2. Liaise with the private sector, industry and government for access and land use

      3. Monitor the new government programs for suitability; Bike BC, Cycle BC and the existing Provincial Trails Strategy and programs for trail maintenance[14]

   iii. Incorporate Geographic Information Systems (GIS) mapping technology to produce master data files of the parks and trail system. Refer to the marketing tools and materials section for GIS tourism marketing applications.

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[13] http://www.communitiesinbloom.ca/Default.aspx?ID=7
[14] http://www.gov.bc.ca/ministries/

d. **Develop a Regional Way-Finding / Signage Master Plan**

A signage inventory is underway by the Nakusp and Area Development Board; a list of signs, locations and images are being compiled. Building from the key recommendation of the Roger Brooks Tourism Assessment, continue improvements to existing signs while planning for new signs.

The new brand for the Village of Nakusp needs to be incorporated into all community uses, including signage. A signage plan includes an inventory of all existing signage, SWOT analysis, identification of gaps, new signage requirements and a plan for implementation (leadership organization(s), regulatory approvals, sponsorship, design, key messaging, locations, budget, timeline, action items and maintenance plan). Key elements of a master signage program include a full range of signage such as advance (outside the community and regional area), entrance (welcome), visitor centre (highway advance, approach and building), directional (highway and local), destination (key attractions, landmarks, parks, kiosks), route marking (trails) and interpretation.

1. Refer to the community resource guide, *A Manual to Enhance Community Signage and Visitor Experience,* June 2007, by the Tourism Research Innovation Project, Malaspina University College. Visit http://nadb.kics.bc.ca/index.php?page=ctfhome

2. Dovetail with the provincial Service and Attraction Highway Sign Program through the Ministry of Transportation and Infrastructure.[15]

3. Dovetail signage programming with Tourism BC Tourism Product Services,[16] map production, website content and themed tours for the area.

e. **Develop a Waterfront Development Master Plan**

The vision for Nakusp and Arrow Lakes includes a marina facility, and this, along with a refuelling station, is closer to a reality with the commitment of BC Hydro to build a boat launch by 2011. Although such projects can be costly, a pre-feasibility assessment or new development concept could be produced.

f. **Explore the feasibility of Airport Expansion**

The Arrow Lakes area supports numerous backcountry visitors, and expansion of infrastructure could expand the existing tourism destination base. A pre-

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[15] http://www.th.gov.bc.ca/Publications/eng_publications/geomet/geometsigns.htm
[16] Wanda Hook (250) 387-0104

feasibility assessment study of airport expansion would determine the future opportunity for airport usage for the region.

g. **Develop a Facilities Master Plan**

Facilities in Nakusp have undergone recent upgrades including improvement to the community centre. The Master Parks Plan will consider facilities development within the Nakusp Parks areas. A master plan will inventory exiting facilities, summarize key strengths and weaknesses and identify opportunities for continued improvements as well as identify new facilities that would be suitable to expand the small-meetings, events and recreational opportunities for the region.

    i. Build on the inventory from the Community Tourism Foundations program and expand for all facilities in the Study Area.

    ii. Based on the initial status report in the matrix, prioritize existing projects, identify gaps, and determine next steps for organizational leadership to move forward.

h. **Ensure ferry service accommodate the tourism industry and are integrated into management plans**

    i. Maintain open communications with government agencies.

    ii. Identify opportunities and support services for the terminals.

    iii. Allocate resources where possible to support priority projects.

    iv. Conduct an exit survey on the ferries

    v. Develop food and beverage and entertainment services at the ferry terminals

5.2   Product Development

Objective: Identify and prioritize product development opportunities and compile resource material that aids with pre-feasibility assessment for business opportunities and policy support.

Rationale: In order to attract more visitors, and to keep them coming back, the area needs to complement and expand its existing product base. Expanding the product base will extend the tourism season, allowing a greater return on investment for operators. To cultivate an environment for product development, entrepreneurs require information and support for business development.

Strategies:

14. **Develop a Tourism Investment Attraction Strategy to identify the most appropriate tourism investment opportunities for the area that will contribute to a sustainable and growing tourism industry.**

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Create a matrix by ranking these product types by tourism attraction values only, conduct a dedicated workshop for refining product opportunities, next steps for key activities, timeline, lead agency, funding, etc., similar to the infrastructure matrix concept. The following product areas have been prioritized for development opportunities; they are not presented in priority order.

a. **Nakusp Hot Springs**

As noted in the Planning for Implementation section an initial assessment in preparation for a tourism investment attraction strategy is recommended.

b. **Backcountry recreation**

An assessment of backcountry opportunities is required to determine how to grow destination product for the area. Expansion of the airport will improve access to the region and open up new markets for operators. The feasibility of infrastructure development must be considered, as well as shared or exclusive use of trails for motorized and non-motorized activities.

c. **Events**

Develop a support function for the organization, enhancement and delivery of events that draw visitors from outside the community.

Groups and organizations contribute to the attraction base by organizing events and festivals that draw visitors from outside the community. Capacity building, funding, economic impact and tracking of events can enhance community events and take them to a higher level for visitor attraction, while current events can evolve into bigger events or develop more content. Identifying suitable events that use the existing infrastructure will build product in the short term while expansion of infrastructure will allow increased capacity for the long term. Ideas generated through the planning workshop included health and wellness; a mushroom festival; and heritage, arts and culture. Refer to the Tracking and Evaluation section for economic impact resources.

- Expand the detail of the existing inventory of community events[17]
- Conduct a workshop with event organizations for gap and needs analysis
- From the needs analysis, determine resource requirements and next steps

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[17] The development office supplied an inventory of all tourism product in Excel format for the Community Tourism Foundations program.

d. **Health and Wellness**

Building on the hot springs in the area, and the current health and wellness event, existing practitioners can be packaged with accommodation services for in-room services. Products and services can be expanded to attract more visitors.

e. **Heritage Arts and Culture**

The Cultural Scan is currently completed. A Cultural Plan will not follow, however the groups will work from the recommendations in the Scan. Capacity building and strategic planning involving culture are considered next steps. This Tourism Plan, where appropriate, would support recommendations for product development that is suitable for attracting visitors. As market ready product is created, promotion of the product will be through the new community website and visitor guide. The database for the website can include the cultural inventory and provide content for the newsletter and resource centre to support all businesses and organizations including the cultural sector.

Currently the Arrow Lakes Historical Society has applied for funding through the Community Memories program[18] and the Village of Nakusp is being funded by the BC 150 program through the Heritage Legacy Fund program[19] for a virtual cemetery.[20] Funding resources can be found at: http://www.2010legaciesnow.com/152/

A Village Walking Tour has been identified as a priority initiative. This would include signage, brochure and feature section on the web. Sample sign can be found at: http://www.ns1763.ca/colchco/colchacad-n01.html There is also potential for a regional driving tour.

A Native Interpretive Centre has been identified by the Nakusp and District Museum Society and the concept has been presented to the Village of Nakusp for consideration in the Master Parks Plan.

The Arts and Culture Division of the Ministry of Tourism, Culture and the Arts is embarking on a provincial cultural strategy and is set to conduct stakeholder interviews over the coming months in communities throughout the province.[21]Ideally this resource will assist the arts and cultural community of Nakusp and Arrow Lakes to further their development.

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[18] http://www.chin.gc.ca/English/Members/VMC_Memories/index.html
[19] http://www.heritagelegacyfund.ca/bc150.html
[20] http://www.heritagelegacyfund.ca/
[21] http://www.tca.gov.bc.ca/arts_culture/

f. **Small meetings and conferences**

There are four facilities with combined on-site accommodation and meeting rooms, small meetings have been held in Nakusp (Kuskanax Lodge, Selkirk Inn) and in the surrounding region (Halcyon Hot Springs, Whatshan Lake Retreat). Current facilities could be marketed for current capacity. Additional opportunities for expansion would be dependent on infrastructure development.

g. **Soft adventure**

As stated in the Nakusp Official Community Plan and echoed at the tourism planning session, stakeholders identified soft-adventure[22] as a priority for development. Although many activities currently exist, not all are suitable for marketing due to lack of infrastructure (trail routes) and acceptability for the quality of life for residents (e.g. Lake noise from too many motorized boats if expansion commenced without some capacity control.)

15. **Expand product packaging and itinerary development.** Travellers are increasingly seeking experiences as a collection of specific products and services. It reflects the growing preference among aging travellers, especially for the bundling of the entire visitor experience into a simple, single purchase decision. This requires the provision of a coordinated range of products and services, preferably in a seamless fashion. The objective of packaging is to offer an integrated, interesting product to encourage visitors to increase their stay within the region.

Cooperation among tourism operators on packaging has the added benefit of gaining economies of scale in relation to marketing and other business costs. Packaging can provide market reach that would not be possible by an independent business. Perhaps most importantly, it encourages operators to experiment with innovative and interesting experiences reflecting the region's best attributes. Packaging itineraries can include the Circle Tours in the region, themed product, e.g. health and wellness, events, etc.

Depending on how packages are sold, they require compliance to government regulations by the Business Practices and Consumer Protection Authority of British Columbia.[23]
http://www.bpcpa.ca/index.php?option=com_content&task=view&id=194&Itemid=132

a. Work in cooperation with the licensed travel agent that has recently moved to the Nakusp Area.
b. Inventory current packages, identify gaps, and create packages that can be promoted through the marketing programs.

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[22] Soft Adventure: An outdoor travel experience that is not especially physically demanding.
[23] http://www.bpcpa.ca/index.php?option=com_content&task=view&id=186&Itemid=125

    c.   Develop themed itineraries based on destination experiences, enhance with other products and promote market-ready itineraries.

5.3   Information Management and Research

Objective: Establish an online tourism industry database and resource centre that will support the development of community tourism and provide the information and research needed to support the tourism industry.

Rationale: Tourism stakeholders require information about the tourism industry, policy, markets and promotional opportunities. Ongoing research is vital to success, as markets and situations are constantly changing. Compiling research through the regional, provincial and national destination marketing organizations, government at all levels, sector associations and other sources is an ongoing requirement. The proliferation of information sources on the Internet makes this accessibility convenient, however, time constraints and information overload can often interfere with the use of that information. The tourism information clearinghouse is a useful and easy to deliver service that provides a central access point for consumer, industry, visitor and market research.

This service would not necessarily be limited to gathering and distributing information from industry, national and international sources; it also provides research analysis and data needs within the Arrow Lakes area itself to assist with strategic positioning and plan evaluation. In addition to collecting secondary research (existing information), primary research (e.g. Nakusp Visitor Centre study) fills the information gap by providing specific information relevant to the current situation. *Refer to the business and industry development section of this report for additional sources of content for the industry resource centre.*

In order to quantify, track and evaluate the tourism industry for trend and gap analysis, communications and industry composition, an inventory of tourism businesses and features is required. As part of the *Community Tourism Foundations* program, templates were supplied to establish the initial inventory. This data can be converted to an online database forming part of the website, which will serve both industry and visitor needs.

The proposed database is recommended for inclusion in an enhanced website for Nakusp and Arrow Lakes. The content recommended for the tourism sector in this plan is for incorporation into the tourism website with the new brand identity.

Strategies:

16. **Establish an online tourism industry database as part of the enhanced website for Nakusp and Arrow Lakes.** Content to include: all tourism businesses, organizations, key contacts, tourism products, unique features and natural features of the area.

    a.   Utilize inventory from the existing draft inventory compiled in Excel for the *Community Tourism Foundations* program.

    b.   Update the data with no less than quarterly updates.

c. Design and produce annual reports that summarize the composition of the tourism industry, providing a baseline for trend analysis over time.
d. With technology, the inventory project can be merged with the website system, which integrates the database for communications and marketing. As part of the web strategy, this integrated solution provides the most efficient and effective solution for the collection, storing and dissemination of information. Web access through security pass codes allows various users to access the system remotely. Having multiple databases creates duplication of effort; alternatively a database can be maintained through third-party software if the technology supplier for the website does not offer an integrated system.
e. Develop an online broadcast email communication system using one database to target various sectors. The contact list of operators supports the opportunity to communicate with the tourism industry directly by sector or as a group. This can be achieved through email software or database software (integrated online or third-party).
f. Conduct primary research of the local industry through online surveys, targeted by groups, from the database. Free software from the Internet can be utilized and enhanced surveys can be conducted for low cost from suppliers such as Survey Monkey. http://www.surveymonkey.com/
g. Integrate database development within the web strategy using Tourism BC industry standards for inventory classifications.
h. Database content considerations include: Master Lists – Gather existing lists of the following types of information:
    i. Businesses classified by the eight main tourism sectors (sub-classify by product features)
    ii. Area features and natural resources
    iii. Unique features and recognition
    iv. Event and meeting facilities
    v. Sport and recreation venues
    vi. Artists' inventory
    vii. Media contacts
    viii. Tourism organizations (local and regional community DMOs, select BC community DMOs, Tourism BC and Canadian Tourism Commission)
    ix. Government contacts
    x. Key community associations as they pertain to the tourism product mix
    xi. Visitor inquiries with permission-based system

17. **Create an online resource library that can be utilized by tourism stakeholders and**

local organizations. The following resources are supplied to assist with the start up of the content. The resources of Tourism BC, [24] the Canadian Tourism Commission,[25] Aboriginal Tourism Association of BC[26] and other senior government agencies should be compiled and made available to local operators. In addition to tourism organizations, sector groups and organizations are also good sources for information. All existing plans, studies, visitor statistics and subsequent trend analysis should be compiled and posted in an industry resource section of the tourism website for easy access by users and maintenance by the host organization. The Situation Analysis and the Supplementary Situation Analysis identified the existing reports and market sectors for posting on the Nakusp and Arrow Lakes website.

a. **Tourism BC Research**[27]

Primary Research – Future Consideration

Existing primary research for visitor profiling of Nakusp and Arrow Lakes is limited to the Tourism BC Visitor Centre Network program statistics. Trend analysis from this source was presented in the Situation Analysis. Refer to the research section for a proposed primary research project.

Secondary Research – Collect existing readily available documents

Tourism BC provides a variety of information on its corporate website. Research sections include Tourism Statistics, Regional Profiles/Research, Market Profiles /Research, Sector/Activity Research, TAMS (Travel Activities and Motivations Study), BC Visitor Study and Resources for Researchers.

The *Regional Profile* for the Kootenay Rockies summarizes regional data and compares it to provincial statistics when possible. Type of information presented includes visitor volume indicators from Visitor Centres, accommodation type and capacity, room revenue, transportation statistics, an overview of regional tourism products and local demographic information. Note: This profile was presented in the Situation Analysis and can be found at http://www.tourismbc.com/special_reports.asp?id=2065.

Research Resolutions & Consulting was commissioned to examine characteristics of British Columbia's key North American urban markets by activity group. Summaries of current and projected market size (to 2025) and demographic characteristics are reported for each major urban market and activity group. The reports are based on the *Travel Activities and Motivations Study (TAMS)*, which was led by the province of Ontario with partner agencies across the country, including Tourism British Columbia. There are two full reports: one for Canada and one for the United States. For each, there is access to

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[24] http://www.tourismbc.com/index.asp?id=1

[25] http://www.corporate.canada.travel/en/ca/

[26] http://www.aboriginalbc.com/corporate/

[27] http://www.tourismbc.com/template.asp?id=2

the full report, the executive summary or the individual activity groups.[28]

The 2006 Travel Activities and Motivations Survey (TAMS) was a comprehensive survey of North American households designed to examine the travel habits, activities and behaviours of Canadians and Americans over the past two-year period. It collected information on destination choices (where respondents had travelled on overnight trips in the past two years) and trip activities (types of activities engaged in on overnight trips during the past two years) as well as travel motivations and planning behaviours. http://www.tourismbc.com/template_tams_3blocks.asp?id=6966

Tourism BC provides market profiles at: http://www.tourismbc.com/market_profiles.asp?id=1607

Tourism BC provides sector activity profiles at: http://www.tourismbc.com/sector_research.asp?id=1747

The *British Columbia Visitor Study* conducted in 1995/96 provided profiles of visitors throughout all regions in BC. Although the data is now dated, it was a primary source of information for many years. It is of value for historical analysis and survey design.

The **Value of Visitor Centre** reports provide local visitor profiles in addition to their primary objective of measuring the impact of the VC on traveller behaviour and to determine the economic benefit of the VC. This study has been recommended for Nakusp and Arrow Lakes. Tourism BC has a limited intake for this type of study and communities may have to contribute to the study costs.

http://www.tourismbc.com/special_reports.asp?id=2065

b. **Canadian Tourism Commission**[29]

The Canadian Tourism Commission (CTC) provides a resource section on their industry website. Sections include Industry Update, Research and Statistics, Media Centre, CTC News, Markets, Brand toolkit for partners, Publications and Image Gallery.

The CTC provides various national reports by market and sector, which can be found at http://www.corporate.canada.travel/en/ca/research_statistics/index.html.

Overseas consumer market research, led by the Canadian Tourism Commission, is an ongoing initiative of several Canadian tourism-related associations including Tourism British Columbia. Consumer market research examines the characteristics, motivations and planning habits of the long-haul pleasure travellers of an international market through interviews with that market segment. The research also examines the awareness of Canada, potential of the market, and Canada's competitive analysis as a destination.

Resources for media can be found at: http://mediacentre.canada.travel/

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[28] Tourism BC
[29] http://www.corporate.canada.travel/en/ca/index.html?sa_campaign=domains/un/www.canadatourism.com/home

c. **Provincial Government**[30]

The Province of BC conducted a series of **Tourism Opportunity Studies (TOS)**, which is an information tool that can be used to identify, develop and promote appropriate, sustainable tourism development opportunities for a region. The studies are useful tools for business people, governments and local communities. Market and community profile information is included in the studies. *The Arrow Lakes Area was not part of the study area.*

http://ilmbwww.gov.bc.ca/cis/initiatives/tourism/tos/index.html

d. **Other sources for tourism information and resources include:**

2010 Commerce Centre http://www.2010commercecentre.gov.bc.ca/

2010 Legacies Now http://www.2010legaciesnow.com/

2010 Legacies Now Sport Tourism http://www.2010legaciesnow.com/sport_tourism/

Aboriginal Tourism Association of British Columbia http://www.aboriginalbc.com/

Backcountry Lodges of BC http://www.backcountrylodgesofbc.com/

BC Bed & Breakfast Innkeepers Guild
http://www.bbcanada.com/associations/bcinnkeepers/index2.html

BC Centre for Non-Profit Development http://www.bccnpd.ca/home

BC Council of Tourism Associations (COTA) http://www.cotabc.com/

BC Fishing Resorts & Outfitters Association http://www.bcfroa.ca/

BC Lodging and Campgrounds Association http://www.bclca.com/

BC Restaurant and Foodservices Association http://www.bcrfa.com/Home/home/Home

BC Stats – Tourism Sector Monitor http://www.bcstats.gov.bc.ca/pubs/pr_tour.asp

BC Wilderness Tourism Association http://www.wilderness-tourism.bc.ca/

BC and Yukon Hotel Association http://www.bcyha.com/

Civic Info BC http://www.civicinfo.bc.ca/index.asp

Discover Tourism – Human Resources
http://www.discovertourism.ca/page_em.aspx?_id=em_home.htm

Economic Development Association of BC http://www.edabc.com/

Guide Outfitters Association of BC http://www.goabc.org/

Go2 http://www.go2hr.ca/

HeliCat Canada http://www.helicatcanada.com/

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[30] http://www.gov.bc.ca/bvprd/bc/home.do

Human Resources and Social Development Canada
http://www.hrsdc.gc.ca/en/home.shtml

Link BC (Formally BC Centre for Tourism Leadership and Innovation)
http://linkbc.ca/main/

Ministry of Tourism, Culture and the Arts http://www.tsa.gov.bc.ca/tourism/

Rural BC http://www.ruralbc.gov.bc.ca/

Rural Knowledge Cluster Tourism http://www.rockiesintelligence.com/

Small Business BC http://www.smallbusinessbc.ca/index.php

Statistics Canada http://www.statcan.ca/start.html

Sport Fishing Institute of BC http://www.sportfishing.bc.ca/

Tourism Industry Association of Canada (TIAC) http://www.tiac-aitc.ca/english/welcome.asp

Union of BC Municipalities http://www.civicnet.bc.ca/siteengine/activepage.asp

Website statistics by country http://www.newmediatrendwatch.com/markets-by-country

Canada statistics http://www.newmediatrendwatch.com/markets-by-country/11-long-haul/45-canada

e. Nakusp and Area Resources

The following references should be available online where possible or copies available for research purposes.

- o *Regional Profile Kootenay Rockies BC,* Tourism BC Research and Planning, 2008
- o Official Community Plans (Village of Nakusp and both regional districts)
- o *Visitor/Tourism Assessment Report*, Roger Brooks

Website references include:

http://www.nakusparrowlakes.com/
http://www.nakusp.com/siteengine/activepage.asp
http://www.nakuspmusicfest.ca/
http://www.hellobc.com/en-CA/RegionsCities/Nakusp.htm
http://nakusp.travel.bc.ca/
http://www.bcadventure.com/adventure/explore/kootenays/cities/nakusp.htm
http://www.britishcolumbia.com/hotsprings/?id=22

18. **Participate in Tourism BC's Accommodation Tracking program and Value of Tourism research programs.** Occupancy statistics are unknown for the Nakusp and Arrow Lakes area. Understanding the aggregate performance of the industry by season will create a benchmark for comparative analysis over time. Using monthly surveys of

accommodation properties, the Tourism BC program tracks occupancies and average daily room rates for the current month and provides a forecast for the next three months. Tourism BC compiles the data to estimate the percent change in room revenue compared to the previous year. Aggregated reports for the province and communities with enough participation (at least 5 accommodation properties) are provided to each participating property. The program would not only provide invaluable benchmarking data for evaluating plan progress but important business planning information for individual properties. Contact Tourism BC Research and Planning via email at research@tourismbc.com or visit www.tourismbc.com/template.asp?id=2

In addition to Tourism BC's accommodation-tracking program, accommodation properties can participate in the **Value of Tourism** research program. The objective is to provide a conservative and credible estimate of visitor volume and direct tourism expenditures within a community. The Value of Tourism model provides a structured, consistent approach to estimate the volume and value of tourism. The core data collection component of the model is an accommodation survey to gather the most recent annual performance data from commercial accommodation operators (including campgrounds). This information is then applied to local, regional, provincial and national tourism indicators to provide an informed estimate of the total number of visitors (overnight, day and visiting friends and relatives) and their expenditures in the community. Contact Tourism BC Research and Planning via email at research@tourismbc.com or review the website at www.tourismbc.com/template.asp?id=2

19. **Conduct a local visitor research and Visitor Centre study.** There is little information available about current visitors to the Nakusp and Arrow Lakes area. The Visitor Centre statistics recorded for traffic into the centres provide minimal information. Through the Tourism BC Research and Planning department, a study can be conducted to determine the value of the Visitor Centre. The use of the VCs provides communities with an opportunity to influence the activities and satisfaction of travellers, thus increasing the length of stay and the probability of a return visit to the community and British Columbia. The methodology for this study will serve to provide a more in-depth understanding of visitors to the area as well as economic impacts of Visitor Centres. Key intercept points will be used in the community to gather information in addition the visitor centre itself, a key opportunity is the ferries.

Samples of the studies from other communities can be found at: http://www.tourismbc.com/special_reports.asp?id=2065

20. **Use established research methods for tracking and evaluating the economic impact of attractions, events and festivals.** In 2005 and 2006 a consortium of national, provincial and territorial organizations produced a set of guidelines. These guidelines can be adapted for any visitor study but were originally developed to generate credible and consistent inputs for estimating the tourism economic impact of festivals, events and attractions. There are six customized versions of the guidelines. Contact Tourism BC Research and Planning via email at research@tourismbc.com or visit

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5.4   Business and Industry Development

Objective: Establish a business and industry development program that supports the needs of local tourism business operators and organizations.

Rationale: A more diverse, competitive and innovative tourism sector will benefit from the promotion and facilitation of quality, service and professional standards. It is through tourism operators themselves that the benefits expected from the implementation of this tourism plan will be realized. More visitors, longer stays and higher spending will translate directly into increased occupancies and yields, employment, and capital investment among operators. Creating this positive cycle requires that industry meet standards in service quality, marketing and overall business development so the visitor experience is truly enriched and leads to a more sustainable base. Most communities in BC are experiencing some form of skill and/or labour shortage. As Nakusp and Arrow Lakes are in the early development stage, the need for skill development and labour supply will be a consideration. Promoting product will not be effective unless the product meets or exceeds the expectations of the target market. The brand promise that is made through marketing communications must be in line with the products and services being offered. As the area develops its tourism opportunities, both individual businesses and the collective industry require professional development.

Strategies:

21. **Host an annual pre-season tourism industry event.** As services and resources such as the website, visitor guide, workshops and seminars for business and industry development improve for tourism operators, coordinate an annual event that showcases all programs and services that support the tourism industry, review the Visitor Centre services, showcase new businesses or services and provide a general networking opportunity. This event could include seminars, workshops, internal FAM tour followed by a BBQ or social activity for networking and familiarization of tourism products.

22. **Establish industry training, standards, certification and professional development programming and encourage adoption of industry and government standards by tourism operators.** The uptake of professional ratings, certification and training programs by accommodation facilities and other tourism operators not only enhances progress toward having more "market-ready" product, it will also improve the bottom line for the operators themselves.

    a. **Partner with the local high school and Selkirk College to deliver tourism programming.** Super Host workshops have been run through the College, and getting youth understanding tourism opportunities early in the education system can contribute to students choosing tourism as an occupation.

    b. **Host Tourism BC workshops** to improve local understanding of business development, marketing, service excellence and financial and human resource development. Workshops are an alternative to certification or classroom training

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because they are more convenient and less time-consuming for operators who might not otherwise be able to participate in formal programs. Tourism BC has a series of education and training tools available to assist tourism-related businesses, using workshops and guides.

Tourism British Columbia offers workshops for BC communities on several topics from the Tourism Business Essentials® series: Tourism Packaging & Product Distribution – introductory and advanced, Ads & Brochures That Sell, Travel Media Relations and Sport Tourism. Workshops are three hours in length and facilitated by industry professionals who will travel to your community. A minimum number of participants is required.

Contact Chris Lofft, Coordinator, Tourism Business Essentials at Chris.lofft@tourismbc.com for further details on all workbooks and workshops, with the exception of Sport Tourism. To order the Sport Tourism workbook or to enquire about the sport tourism workshop, contact Christina Cafouros, Sport Tourism Coordinator at christina.cafouros@tourismbc.com.

c. **Acquire the Tourism BC Tourism Business Essentials® workbook series** as a resource for local industry and upload to the tourism industry resource centre web page. The Tourism Business Essentials® series provides tourism operators with valuable information on key aspects of running a successful tourism business through a number of how-to guides and workshops. Developed by Tourism British Columbia in partnership with the tourism industry, the eight informative how-to guides are easy to read, easy to understand, and are must-haves for any business competing in today's dynamic tourism market. The guides are: *Ads & Brochures That Sell, Internet Marketing, Mountain Bike Tourism, Tourism Packaging & Product Distribution, Environmentally Responsible Tourism, Travel Media Relations, Starting a Tourism Business, Sport Tourism* and *Employees First – The Essential Human Resources Guide for Tourism Operators*. http://www.tourismbc.com/business_development.asp?id=1269

All workbooks will be made available online at www.tourismbc.net for download.

b. **Encourage expansion of accommodation standards recognition programs.**

i. Encourage participation in Tourism BC's Approved Accommodation inspection and registration program for accommodation properties. Benefits include a listing in the BC Approved Accommodation Guide, and "approved accommodation" signage. New opportunities include the HelloBC Listings program. Tourism Product Management is also responsible for designating artisans, attractions and accommodations for the purpose of highway signage.[31]

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[31] http://www.tourismbc.com/prod_mgmt.asp?id=1248

ii. Encourage accommodation providers to engage in the "Canada Select" industry-led, consumer-sensitive rating program developed for the purpose of providing the travelling public with a national, consistent standard of quality within categories of accommodation.[32]

c. **Encourage uptake of certification and training programs.** The Canadian Tourism Human Resource Council (CTHRC)[33] administers certification of the National Occupational Standards for the tourism industry and works with provincial agencies for delivery of training tools and professional certification services. These standards are rooted in the hospitality sector and are broadly based. In addition to striking associations with provincial and territorial partners, CTHRC works closely with the business, labour and educational representatives from all sectors of Canada's tourism industry. Core objectives include raising the level of professionalism and attracting the labour force needed to ensure a profitable and sustainable tourism industry. The Council's programs have been brought under the umbrella of its Emerit brand.[34] The designated agency in BC is go2,[35] an independent organization that supports tourism employers, managers and entrepreneurs in attracting and retaining a sufficient number of skilled individuals into the tourism workforce in order to meet their business needs. Hunting and fishing guides, heritage interpretation and outdoor adventure guides are some of the accreditations offered.

d. **Promote awareness of best practices in business planning, product management, packaging and marketing.** The Canadian Tourism Commission has produced several reports on product development and enhancement in areas such as spa and wellness, adventure recreation, cuisine, cultural/heritage and winter products.[36] Local operators can use these best practices and case studies to upgrade their own companies and resolve critical business issues such as financing and insurance. Guides for tourism funding, risk management and insurance for outdoor operators, database of insurance providers and insurance tutorials are available on CTC's website. Emerit has developed a human resource tool kit, which is a searchable, comprehensive training kit that informs on fundamental HR best practices. It features clear tools, templates, and forms that will assist employers to successfully recruit, hire, train, and manage employees. The ready-to-use, downloadable templates range from job advertisement and interview tools to retention and reward guidelines and can be customized to suit any business's needs. http://emerit.ca/en/default.aspx

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[32] http://www.canadaselect.com/
[33] http://cthrc.ca/en/default.aspx
[34] http://www.emerit.ca/eng/page.aspx?_id=about_us.htm
[35] http://www.go2hr.ca
[36]
http://www.canadatourism.com/ctx/app/en/ca/publication.do?catId=home.catalog.publications.productDevelopment

All of the following resources can be maintained by the tourism organization within the reference library.

    i. The Canadian Tourism Commission has produced several reports on best practices in commercial outdoor recreation. Local operators can use these best practices and case studies to upgrade their own companies.

    ii. *Business of Adventure: Developing a Business in Adventure Tourism* is a guide for developing a new adventure tourism business or purchasing an existing one. A sample business plan is included.

A step-by-step guide for dealing with the regulatory process in tourism development, particularly land-use issues, was prepared by Tourism BC. It would be helpful in navigating through various licensing and permitting processes.

There are several websites that form the online Tourism Resource Centre to assist businesses and organizations. The following resources can be added to the website for businesses to access information directly.

Small Business BC

Resources include books, seminars and events, employment resources, templates and checklists.

Home http://www.smallbusinessbc.ca/index.php

Marketing Guide http://www.smallbusinessbc.ca/bizstart-marketGuide.php

Promotional Ideas http://www.smallbusinessbc.ca/bizstart-marketResearchPromo.php

Resource Centre for Small Business – Ministry of Small Business and Revenue

http://www.sbr.gov.bc.ca/resource-centre/index.htm

Community Futures of British Columbia
http://www.communityfutures.ca/provincial/bc/

All Business http://www.allbusiness.com/

BC Centre for Non-Profit Development

http://www.communityfutures.ca/provincial/bc/

BC Chamber of Commerce

http://www.bcchamber.org/

e. **Assist tourism operators to become "export ready" in preparation for working with the travel trade.** Tourism British Columbia coordinates many international programs that require BC tourism suppliers to meet specific criteria in order to be considered for participation. These conditions are based on the input

of overseas travel trade, tourism product suppliers and receptive tour operators, and have been developed to ensure the best possible representation of British Columbia's tourism industry in international markets. The industry development program offers both introductory and advanced workshops and workbooks for Tourism Packaging and Product Distribution.[37]

*Refer to the Appendices of the **Situation Analysis** document for Export Ready Criteria.*

23. **Encourage businesses, organizations and government officials to participate in Tourism BC's *WorldHost*® Customer Service program.** *WorldHost* workshops exist to ensure that tourism-related businesses and organizations in British Columbia have a professional, well-trained workforce enhancing the travel experience for visitors to British Columbia and motivating them to return. *WorldHost* workshops are interactive, informative and offer valuable service skills that can be applied in any work environment. With eight distinctive workshops to choose from and content customization features, the sessions are led by certified trainers. Workshops include: Ambassador (aimed at organizations to train volunteers in preparation for events), Fundamentals, Japanese Service Expectations, Service Across Cultures, Customers with Disabilities, Solving Problems Through Service, Sales Powered By Service and Frontline Management Solutions. The Recognized *WorldHost* Business Program recognizes those businesses that are committed to providing excellent customer service.[38]

24. **Facilitate access to enterprise services offered in the region for business and community development.**

    a. The **Rural BC** website provides easy reference to resources and program funding information designed to assist communities and regions. http://www.ruralbc.gov.bc.ca/.

    b. **Columbia Basin Trust.** The Basin Business Advocates Program (BBA) was created by Columbia Basin Trust to build economic capacity in Basin communities by strengthening and supporting existing businesses. The BBA program assists small and medium sized independent business operators in the Columbia Basin by providing free one-to-one confidential business counselling and assessment services, and by arranging and cost-sharing specialized consulting services if recommended by BBA staff. The BBA program contributes the first $500 of the cost of consulting and makes a contribution of 50% to consulting costs over $500, to a maximum contribution of $2500 per business. The Program also covers all travel costs for consultants.[39]A Columbia Basin Trust office is located in Nakusp.

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[37] www.tourismbc.com/communitydevelopment
[38] http://www.tourismbc.com/WorldHost.asp?id=1222
[39] http://www.cbt.org/newsroom/?view&vars=1&content=Program&WebDynID=81

c. The **Community Futures Network**[40] was established in 1986 by the federal government in response to the severe economic and labour market changes faced by rural Canadian communities. Over the last 20 years Community Futures in BC has played a significant role in entrepreneurial and community development. Comprised of 34 locally and strategically positioned organizations, the BC Community Futures Network has a significant impact on the socio-economic development and diversification of the rural communities it serves. Community Futures works with the existing business community to increase their capacity, to assist with entrepreneurial potential and develop a diversified and self-reliant economy. Programs include business loans, business planning, economic development, workshops and special projects, which can include tourism development capacity building. Community Futures Central Kootenay serves the Arrow Lakes area, with an office located in Nelson and a satellite office in Nakusp.[41]

d. **Southern Interior Development Initiative Trust**[42] objective is to help grow and diversify the economy of the Southern Interior of British Columbia through economic development initiatives in 10 key sectors. Community Futures (CF) and the Southern Interior Development Initiative Trust (SIDIT) partnered in community business development. SIDIT and 13 CFDCs operating in the Southern Interior of British Columbia have signed an agreement to provide small business loans that will help strengthen the economy in the Southern Interior of British Columbia. Loan amounts will range up to $ 1 million.[43]

e. **Canada Business Services.**[44] Canada Business is a government information service for businesses and start-up entrepreneurs in Canada. Canada Business reduces the complexity and burden of dealing with various levels of government by serving as a single point of access for federal and provincial/territorial government services, programs and regulatory requirements for business.

f. **Small Business BC.**[45] Small Business BC, a public and private sector collaboration, is the comprehensive Business Development Resource for people exploring opportunities, launching new ventures and growing existing businesses.

g. **Front Counter BC**[46] is a single-window service for clients of provincial natural resource ministries and agencies. Staff members guide clients through all regulated natural resource issues. Business clients can think of the staff at the counter as their direct link to BC's natural resource ministries and agencies. Staff

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[40] http://www.communityfutures.ca/provincial/bc/
[41] http://www.futures.bc.ca/
[42] http://www.sidit-bc.ca/
[43] http://www.sidit-bc.ca/press_release2008_10_01.html
[44] http://www.canadabusiness.ca/gol/cbec/site.nsf/en/index.html
[45] http://www.smallbusinessbc.ca/
[46] http://www.frontcounterbc.gov.bc.ca/index.html

are specifically trained and knowledgeable in authorizations required by natural resource businesses and clients for mining, forestry, agriculture, health, etc. FrontCounter BC staff act as advocates for timely decisions and responses, and help a client navigate – from start to finish – what can sometimes be a maze of licences, permits and registrations. In the past, clients of BC natural resource ministries and agencies often had to go from agency to agency to obtain their necessary authorizations. The Front Counter BC centres simplify the process for small- to medium-sized natural resource businesses. There is an office in Cranbrook. http://www.frontcounterbc.gov.bc.ca/contact/cranbrook.html

25. **Identify labour and skill requirements.** Labour and skill issues are not limited to the tourism industry, however, an action plan is required to address labour and market shortages.

   a. Conduct online survey with operators. http://www.surveymonkey.com/

   b. Monitor the Kootenay Rockies / Go2 Human Resource Strategy and Tourism Labour Market Analysis project for local uptake. Kootenay Rockies Tourism Association is a partner in this initiative.[47] The Kootenay Rockies Tourism Human Resource Strategy Report can be found online at: http://www.go2hr.ca/research.aspx

   c. Monitor the WorkBC[48] initiative for baseline data and the provincial strategy. The WorkBC initiative includes an action plan that sets out provincial priorities and steps for the way in which government, working with business and industry, will address skills shortages for the next five years and respond to longer-term labour market challenges. The action plan recognizes BC's proximity to Asia, and addresses each of the following five strategic areas:

   1. Keep the workforce we have;

   2. Develop the skills of the existing workforce;

   3. Increase Aboriginal participation and labour market success;

   4. Find and attract more workers to BC; and

   5. Address regional skills shortages.

   Updates can be found at: http://www.workbc.com/WorkBC/WorkBC+and+BCs+future/

   d. Monitor the Go2 website for employer programs, research and employee programs. http://www.go2hr.ca/AboutUs/tabid/121/Default.aspx

   e. Welcome BC offers resources for potential workers to come to British Columbia. It also houses resources for employers. http://www.welcomebc.ca/en/index.html

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[47] http://www.kootenayrockies.com/hr.html
[48] http://www.workbc.ca/WorkBC

     f.   Acquire guides that can be posted on the tourism resource section of the new community website, such as:

        i.   Tourism BC's *Employees First – The Essential Human Resources Guide for Tourism Operators*.
http://www.tourismbc.com/business_development.asp?id=1269

            All workbooks will be made available online at www.tourismbc.net for download.

        ii.   Welcome BC's[49] *The Employer's Guide – Quick Links to Hiring Foreign Workers.*
http://www.welcomebc.ca/en/growing_your_community/pdf/foreignworkers.pdf

5.5   Market Position and Targets

Objective: Improve overall tourism performance by increased awareness, length of stays, overnight stays, visitor spending and overall market share of leisure travellers, free independent travellers (FIT) and small groups from domestic and foreign markets. Note: These objectives have not been quantified due to lack of data.

Rationale: Knowing the clientele most likely to be interested in purchasing the area's tourism product is critical to the entire marketing process. Many tourism businesses (and communities) make the mistake of attempting to be all things to all people, when in fact it is difficult, expensive and inherently risky trying to appeal to the "average" traveller. It is therefore important to segment the market based on the profile of existing visitors, as well as those markets that might be enticed by the combination of products and activities which are, or could reasonably be, available in the study area.

Effective community marketing can only be achieved through a collaborative and cooperative approach, as the tourism organization does not have control or ownership of the components that impact the visitor experience. This plan is a working document, therefore it will evolve as potential partnerships and alliances are formed and resources are leveraged during the implementation stage. As noted in the research section, accessing market information by visitor activity is crucial to understanding how to appeal to market segments.

Target Markets

Key visitor types for Nakusp and Arrow Lakes area include:
- Primarily leisure markets (Free Independent Travellers (FIT) and small groups, with interests in hot springs, outdoor recreation, events, touring (motorcycle route and circle tours) and organized amateur sports
- Visiting friends and relatives
- Backcountry recreation

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[49] http://www.welcomebc.ca/en/index.html

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Currently US visitation is in decline, therefore limited effort is recommended for the US market in the short term. Regional and provincial marketing programs will target this market as well as sector products such as backcountry recreation.

Strategies:

26. **Target regional market potential.** The best opportunities for attracting those visitors are among regional and short-haul markets; first, because they represent the bulk of existing visitors[50] and, second, because they are much easier to reach and appeal to.

    Regional geographical targets include:
    - BC (Regional: Kelowna, Vernon, Vancouver)
    - Alberta (Calgary and Edmonton). Note: Calgary market can access the area for Friday night arrivals if ferry schedule permits.
    - Spokane, Washington

    Touring Market

    The touring market seeks a range of activities, multiple destinations (e.g. circle tours) and a variety of accommodation options. Many are considered the rubber-tire segment; that is, entering and leaving the area by automobile. This segment includes the key attractions (Arrow Lakes, hot springs, performing arts, events and festivals, health and wellness), the RV market and visitors who rent vehicles to travel through the area, as well as those who travel in their own private vehicles.

    Outdoor Recreation

    The outdoor recreation segment includes summer and winter activities: ATV riding, Backroad tours (canoeing, wildlife viewing), Biking, Birdwatching, Boating, Camping, Canoeing (rentals), Fishing (charters), Flightseeing – heli-tours, Golf – one driving range, two 9-hole golf courses, Hiking, Horseback trail riding tours, Hunting, Kayak rentals (new for 2009), Marine sightseeing tours (charters) – waterfalls, pictographs, Motorcycle route, Nature and wildlife viewing, Organized amateur sports, Paddleboat rentals, Skiing (Cross-country, Guiding and self-guided backcountry skiing and snowboarding, Heli-skiing (guided), Summit Lake Ski Hill (Volunteer run T-Bar) – downhill), Snowmobiling and Snowshoeing.

    Free independent travellers (FIT)

    Free independent travellers (FIT) travel unescorted and usually have no formal itinerary.

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[50] Based on limited aggregate information.

Small groups and meetings

With the facility upgrades to the Community Centre, small groups can be attracted for meetings and conferences.

5.6   Marketing Partnerships and Programs

Objective: Establish the cooperative marketing program with regional partnerships to leverage resources and extend market reach.

Rationale: With limited resources, partnering marketing efforts will extend market reach for the benefit of the destination and the participating marketing partner, other organizations and other communities/hamlets in the study area. Tourism BC's *Community Tourism Opportunities* program provides funds to assist with the implementation of the plan. This provides an opportunity to complete special projects that will elevate the level of marketing activity. Ideally, if additional funds are secured in the future to maintain the new level of activity in creating more visibility in the marketplace, then achieving the goal of increasing the overall performance of the tourism industry is possible.

Strategies:

27. **Work with the regional destination management organization, Kootenay Rockies Tourism Association.**

    Nakusp and Arrow Lakes has already been active in working with the KRTA. Additional opportunities are based on priority projects identified from annual consultation with communities. This Tourism Plan will provide a variety of initiatives that may be eligible for funding through the Community Tourism Opportunities program and other programs.

28. **Expand cooperative marketing programs with local businesses.** The following provides program content that could expand the marketing effort subject to securing core funding.

    a. Establish cooperative advertising opportunities – Cooperative programs include partnering in display advertising in key publications. Refer to the advertising section.

    b. Expand partnered travel shows – New programming may include partnered show attendance, brochure distribution or advertorial in flat-sheet format, shared booth space at select shows, and promotional trip giveaways for incentive-based market research. Currently two golf courses co-promote at shows.

    c. Expand Media Relations partnerships with local businesses – Cooperative programs may include participation and sponsorship of FAM tour components, business profiles as part of the online press kit, image bank and links from the media page to sections on the website that display business listings, press releases and feature article content.

    d.   Generate trip giveaway promotions – Cooperative programs may include sponsorship of prize components for trip giveaways as promotions.

    e.   Expand niche cooperative marketing programs – e.g. with meetings, events and festivals.

    f.   Website – Business profiles and enhanced business listings, or full web pages for those businesses that do not have their own websites, can be developed for a fee. All stakeholders should be requested to link to the official website for the Arrow Lakes area when the enhanced website is launched, increasing awareness and usage of the new website while creating Google rankings.

    g.   Establish the Official Nakusp and Arrow Lakes Visitor Guide – Refer to the promotional tools section. Advertising opportunities in both display format and listings are options.

5.7   Branding and Positioning

Objective: Explore expansion of the new brand identity for the Village of Nakusp to include the Arrow Lakes by incorporating the logo and supporting colour scheme into all communication materials for place marketing of "Nakusp and Arrow Lakes – British Columbia, Canada."

Rationale: The purpose of a community brand is to create a unique identity that clearly distinguishes your area from that of your competition. By consistently using the brand throughout all communication applications, you develop brand equity, starting with awareness, recognition and ultimately loyalty, creating a place in the mind of the consumer that represents the positive aspects of the visitor experience. Brands are developed from a review of the strengths of the community, environment, current activities, attractions, characteristics and history, and by defining the visitor experience. Without understanding how visitors perceive the destination now it is hard to know which marketing communication messages are appropriate.

The brand promise that the community makes to a potential visitor must be well defined; this serves as a basis when communicating what the "Nakusp and Arrow Lakes" experience is, whether that is on its own or part of a regional context.

The Village of Nakusp recently completed a branding process resulting in a new logo treatment; the next steps are usage guidelines. Utilize the existing tag lines Visit, Discover, Stay; Relax Refresh Return; Beauty, Passion, Balance; Connect, Work, Live; Family, Community, Future. Build on the existing artwork but create a version for "Nakusp and Arrow Lakes, British Columbia, Canada." While the original concept was for Nakusp and the letter "N" has been utilized in the logo design, the main service center and anchor point for the area identity is the

place name Nakusp. This is what people find on maps and associate with the surrounding area when promoted as Nakusp and Arrow Lakes.

The revised brand artwork will need to be incorporated as the community identity in non-commercial applications for place marketing and used for the master signage plan, which has tourism implications, as well as community development. For branding to be effective for tourism marketing artwork, images, colours and the graphic design of materials created must be consistent, with the same message repeated over time.

The Canadian Tourism Commission undertook a re-branding strategy for Canada and, although communities will not embark on a branding process of this calibre, the principles are the same. Refer to the Brand Canada Toolkit for more information on place branding for tourism. http://www.corporate.canada.travel/en/ca/about_ctc/brandtoolkit/index.html

Positioning

For marketing communications, Nakusp and Arrow Lakes will be positioned as recreation corridor, which includes backcountry activities as well as the key attractions – hot springs. The provincial hot springs circle tour route does not include the Arrow Lakes, however, this route can be included in marketing materials.

Strategies:

29. **Update the Village of Nakusp Branding Usage Guidelines document if the regional version brand identity for Nakusp and Arrow Lakes is adopted.** Recently produced for the Village of Nakusp, the guidelines document can expand on the variations of the logo artwork, signature images, colour scheme, fonts, tag line and conceptual designs for a community web page, visitor guide cover and print advertisements. Stationery for use by the Visitor Centre should be produced, as well as an email signature.

5.8   Promotional Tools & Materials

Objective: Create the official set of promotional tools and materials for destination marketing and support visitor services incorporating the new regional brand.

Rationale: A set of quality and professionally created promotional tools and materials provides a solid foundation for undertaking marketing activities. Small communities are competing with areas that have larger budgets, therefore many small communities do not meet industry standards. Ineffective communication tools waste valuable resources. By building a strong foundation, Nakusp and Arrow Lakes will have an advantage over other communities by simply being effective with the design and production of their communication tools. It is imperative that the right communication tool is targeted during the appropriate stage in the purchase cycle (Awareness, Interest, Evaluation, Purchase, Loyalty). The application of the community brand needs to be incorporated into all designs while artwork and content is customized for the communication objective of the materials being developed.

The system to generate visitor inquiries must include key messaging and appropriate promotional tools to distribute throughout the purchase cycle with adequate means to get the message out.

This includes:

- promoting awareness of the destination and its attributes;
- generating interest in the destination as a travel choice;
- be convincing as the choice over other destinations;
- indicate convenience to purchase; and
- provide an option to receive more information in the future.

Corresponding photography, colours and font selection forms part of the area identity. The official website address for the new tourism consumer site would appear on all materials; the official marketing toll-free number would appear where appropriate. It is recommended that a professional graphic designer and copywriter, who has a thorough understanding of tourism marketing and place marketing, develop the artwork and the promotional tools and materials that follow. Ideally the designer would be familiar with this tourism plan.

Nakusp and Arrow Lakes launched their direct mail campaign utilizing the new brand; a web-landing page was developed for the campaign.

Strategies:

30. **Develop the image bank.** Compile a combination of low-resolution images for the website and E-newsletter, high-resolution images for print media and B-roll for broadcast media. Ongoing updating of images will be required. Through the efficiency of digital cameras, high-resolution quality images, low-resolution standard images and video clips (suitable for website use) can be captured more readily. A combination of both professional and amateur sources will be adequate to maintain the image bank over time. Partnership with the regional DMO, Kootenay Rockies Tourism Association, has been identified to leverage resources for the image bank. Other sources include Tourism BC and stock agencies easily accessible from the Internet.

    In addition to the logo artwork, key photographic images will be used consistently to illustrate visually the attributes that make up the image for Nakusp and Arrow Lakes, British Columbia, Canada. The image bank of photography will be used for all types of media: website, print media (posters, postcards, visitor guide, advertising), travel show booth equipment displays, visitor services, wall displays, media relations, merchandise, slide shows and many other purposes. B-roll will be used for media, web clips and in support of marketing and/or community projects. Kootenay Rockies Tourism will provide B-roll for their media programs. Copyright restrictions vary depending on the source for images, so a usage guide for all images is recommended. Ensure any images that include people have a model release; for those under 19 years old, a parent or guardian release is required. High-resolution scans of images in digital format make for ease of distribution via the Internet or by CD/DVD. Professional photography, whether supplied or contracted to a photographer to capture images, requires high-resolution digital format, minimum 300 pixels per inch, which is now industry standard. Low-

resolution scans or digital format images are suitable for the website. Image bank projects, in partnership with the regional destination marketing organization and Tourism BC, may be co-sponsored.

a. **List categories for images.** To establish the image bank, the first step is to review the tourism products and area features to provide a starting point for developing an image list by categories.

b. **Compile an inventory of existing images.** Compiling existing images from various sources will reduce costs and duplication of effort. Various groups, organizations and businesses will have images that they will share for no cost. Identify the gaps from the initial inventory to determine next steps.

c. **Purchase usage rights of existing images.** Additional images can be compiled by purchasing usage rights of existing images from professional sources (for high-resolution needs and the signature series) and archival images purchased through BC Museum and Archives. When collecting images from secondary sources, determine copyright and usage guidelines.

d. **Access free images** through partnerships with local operators for use of their copyrighted images; image banks through regional, provincial (Tourism BC[51], Picture BC)[52] and national sources such as the (CTC).[53]

e. **Contract professional photographer(s) to shoot images.** After compiling secondary sources, new image acquisitions can be contracted out to professional photographers to complete the image bank. Ensure all copyrights remain with the tourism organization whenever possible.

f. **Maintain an online image inventory and retrieval system.** Access to images can be accomplished through the tourism website with integrated or third-party software that can house, sort and display images. Ensure areas for both public viewing of low-resolution images and secure areas for restricted viewing of the full image library (for media). Note: Due to the file size of high-resolution images, the website is not recommended for file storage; although libraries are small, this is an option. One example of this system can be viewed at: http://www.bellacoola.ca/gallery/

g. **Purchase a combination digital still and video camera with high-resolution capability to supplement the image bank.** The maintenance of the image bank will be through an ongoing process of third-party photography supplemented by images taken by Nakusp. Digital technology allows high-resolution quality images to be captured for use in print media (magazines for media use or posters, etc.) All-in-one cameras now double as video recorders. The website will require

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[51] http://www.tourismbc.com/images.asp?id=1253
[52] http://www.picturebc.ca/
[53] http://mediacentre.canada.travel/photos-footage

fresh images by season, and as new products are developed. The NADB and the Chamber can capture images of industry events, community events and FAM tours as well, which is ideal for the industry newsletter, open house and presentations. In addition to marketing purposes, the camera would be an asset to the tourism community and could be loaned to businesses/organizations to take images for their websites or promotional use.

    i. Digital cameras with a minimum 5 megapixel capability set to the highest resolution capture the required high-resolution images needed for quality print media. A minimum 300 pixels per inch data resolution is required based on the final size of the image when output. Often people refer to DPI (dots per inch), however, this refers to the output of the final printed material. not the input of gathering high-resolution digital data. Technology has advanced to where 10 megapixel capability is becoming minimum standard for cameras.

31. **Establish the official Nakusp and Arrow Lakes Visitor Guide.** With the development of the new brand and website, the visitor guide development would expand the marketing effort by providing a lure brochure and visitor services piece that focuses on Nakusp and the Arrow Lakes area with a Circle Tour and access route section. The full-colour magazine-style publication would be the primary fulfillment piece for all marketing activities for Nakusp and the Arrow Lakes. The 8x9" format expands to 16x9", providing ample opportunity for double-page editorial and photographic spreads; the soft-fold option for part of the print run allows for standard rack-size format of 4x9". This format also allows for placement of the guide in a #10 business envelope (4 1/8"x 9 1/2") reducing postage costs for mail-outs. In addition to the centre spread of the regional area, a local map of Nakusp would be included. Budget permitting, a gatefold, double gatefold or double centre spread fold-out would display the tourism features and orientation more effectively. The content needs to open with a summary of key features as to why a potential visitor would come to the area. A series of double-page spreads targeting each activity would follow. Typically maps are located in the centre spread. The back part of the guide would be more for visitor services highlighting access and transportation services. Hiring a design firm that will undertake the communications suite is important for branding to be effective; this includes copywriting and editing services.

Internal distribution (inside the study area) would include the Arrow Lakes area ferries, Nakusp and District Visitor Centre, advertisers, accommodation front counters, businesses, Nakusp Hot Springs and select events.

External distribution (outside the community) would be fulfillment from all inquiries generated by tourism marketing activities. The guide will be mailed with a customized cover letter and additional business brochures as it relates to the nature of the inquiry. The guide would be supplied to local businesses who will be attending travel or consumer shows, select visitor centres in BC, Alberta and Washington state. In addition to supporting all promotional tactics, distribution will be purchased through other sources

such as the regional DMO for shows, airports (Kelowna) and – budget permitting – third-party rack distribution suppliers.

Key distribution options for rack-size publications include:

a. Certified Folder Display Service Canada, Inc., provides racking services for over 21,000 locations throughout western Canada and the US. Racking programs include Auto Clubs and various hotels, corporate headquarters, BC Ferries, airports, Visitor Centres throughout the province and geographically specific areas. The airport distribution package for both terminals in Vancouver can be targeted. In addition to racking services, display and advertising opportunities are also an option. http://www.certifiedfolder.ca/

Key geographic areas to start distribution include the Kamloops/Merritt area and the Okanagan Valley. Alberta markets include select sites in Calgary, then Edmonton.

b. Tourism BC provides brochure racking services in partnership with Certified Folder Display. The official visitor guide for each community in BC can be racked at the six provincial Visitor Centres (Vancouver Airport, Peace Arch border crossing, Merritt, Mt. Robson, Golden and Osoyoos). Those visitor centres that form part of the Tourism BC Visitor Centre Network will receive this service at no cost (except for shipping the guides to the warehouse). For those communities that do not belong to Visitor Centre Network, contact Tourism BC for eligibility requirements and costs.[54] Note: The brochure must not exceed 50% advertising and must be standard format.

c. Kelowna International Airport provides racking options for 4x9" standard format for $225 per year. Tourism Kelowna manages the service.[55]

d. Seattle Convention and Visitors Bureau[56] http://www.visitseattle.org

Membership benefits of the Seattle Convention and Visitors Bureau include a website link, listings in their travel publications, Seattle Visitor Center & concierge services kiosk in the Washington State Convention and Trade Center and paid distribution at Sea-Tac Airport available to members only and marketing opportunities. For more information visit the member benefits section of the website. http://www.visitseattle.org/members/joining/

32. **Produce a kit folder for professional presentation of materials.** Kit folders with double pockets will hold a variety of materials; e.g. visitor guide, brochures, maps, etc., as well as DVDs. The folder would be used for various purposes; e.g. as an orientation kit for tourism businesses to the area, business attraction package for tourism and economic

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[54] Colette.Metz@tourismbc.com
[55] http://www.tourismkelowna.com/visitors/contactus.php
[56] http://www.visitseattle.org/bureau/default.asp

development, welcome package for meeting attendees and press kit for media relations, FAM tour kit, marketing programs, industry development training materials, etc. Not limited to tourism use, the folders would be utilized by the development board, the Chamber, the Village and Regional District. Digital print technology allows for economical low-volume options providing professional-quality outputs without the need for traditional high-volume print runs.

33. **Produce an online press kit for media.** A press kit for media relations is an essential tool for any community that intends to support a media relations program. Whether working with media in person (FAM tours) or by distance, providing key information and support is vital to ensure facts and information about the destination are available. To support the media relations activities of the regional DMO Kootenay Rockies Tourism, develop a section on the tourism website by providing a convenient summary of information required by travel writers. Once completed, ensure the regional DMO, Tourism BC and the CTC receive the link to the new media section on the tourism website, as the majority of media visits will be generated through these sources. Hard-copy press kits can be created and sent to media prior to their arrival or upon their arrival. Tips for press kits and working with media can be found as part of the Tourism BC Travel Media Relations workshop and Tourism Business Essentials® workbook. The workbook will be available for free download at www.tourismbc.com/communitydevelopment. Samples of media pages are available on a variety of websites by tourism organizations such as: http://www.bellacoola.ca/media.php http://www2.hellobc.com/travelmedia/, http://www.tourismpenticton.com/media/media.aspx

   a. Media content tips include: quick facts about the area, story ideas, CD or DVD of sample images that are available in hi-resolution suitable for print media, maps, visitor guide, key contact list, detailed itinerary of FAM tours planned during their stay in the community, with all inclusions noted.

      i. A fact sheet or "list of facts" needs to be compiled into one reference source, where information about Nakusp and Arrow Lakes can be easily accessed. This resource is ideal for media to understand the area in order to write stories, for researchers writing copy for the website, for feature stories or press releases, and for businesses needing information. Maintaining a quick reference of key facts will be more efficient as it presents one version of verified facts rather than having individuals conduct their own research from multiple sources, which may not be accurate or up to date.

         1. Utilize information from sources listed in the Situation Analysis, the tourism inventory, BC Stats Community Profile, existing local websites and other sources.

         2. Update on a regular basis.

3. Post information on the community website as well as the media page (or cross-reference appropriately).

4. Fact checking third-party sources for accurate editorial representation of Nakusp and Arrow Lakes should be an ongoing process and, where websites or publications do not have adequate or accurate information, corrections or additions should be forwarded to these sources with links back to the Quick Facts page of the community website. Web links to the Quick Facts information should be sent to any businesses or organizations that are promoting or doing research for the area, whether they are for third-party websites, travel guides, media, etc.

5. In addition to the Quick Facts, any text written for Nakusp and Arrow Lakes (under contract or by agreement), where possible, should remain under copyright to the lead tourism organization or the Village of Nakusp and should be shared with other stakeholders to ensure the information is utilized. Editorial copy written for media press releases or feature stories should also be posted on the website and made available for any businesses that need information for promotional purposes. Check copyright on any material before use.

b. Pre-written stories, along with all other information noted above, must be available on the web with links to corresponding websites from the media section of the official tourism website.

c. Produce both print and web versions of information and update as required.

d. To qualify media, forward a media profile template for completion by any media who have approached Nakusp and Arrow Lakes directly. This will also serve as a contact follow-up form if media does visit the area.

   Refer to the Appendices for a Media Profile Template sample.

   A Media Itinerary template can be supplied by *Community Tourism Foundations*.

34. **Compile base map data that can be used to produce a series of maps for print or web format.** Both print and web version maps are important tools as web research is on the rise for trip planning. Large-format print maps are especially helpful for a regional area and smaller-format maps are ideal for a local area. Maps will vary in scale and if geographic information system (GIS)[57] technology is used, one set of data can serve as a foundation for producing a multitude of maps that are true to scale. Map artwork from

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[57] GIS is analysis that combines relational databases with spatial interpretation and outputs in the form of maps. It includes computer-based methods of recording, analyzing, combining, and displaying geographic information such as roads, streams, stand or habitat types, sensitive areas, soil types, or any other feature that can be mapped on the ground.

master files can be made to any scale, therefore maps can range from basic giveaway pad maps to large-format 2x3' recreation feature maps, which are likely to be sold due to their high cost to produce. Production of large-format maps will likely be in partnership with the master trails strategy and any future signage plan. Currently the Chamber distributes the individual trail maps that fold down to handy sizes.

Suggested maps for the Nakusp and Arrow Lakes area include:

a. GIS Base Map – The base map could be compiled using existing provincial and local/regional datasets. GIS data is available through a multitude of existing sources, and local individuals, groups, government and organizations often have access to data.

   i. Inventory all map sources available to build on existing datasets (e.g. Village of Nakusp, Regional District, Province of BC, [58] trail user groups, independent mapping companies (e.g. http://www.cloverpoint.com/), etc.).

   ii. Consider the season (summer/winter) and end user, e.g. special features, references points for directions and trail information vs. overall general orientation of the area.

   iii. Determine a series of map outputs based on organizational needs, tourist needs, land-planning needs, etc.

   iv. Review best practices from other communities.

   v. Contract professionals to undertake the project.

   vi. Develop a master set of geographic information system (GIS) mapping data and encourage community partners to invest in developing the map series based on their individual needs.

   vii. Coordinate with the master trails and signage strategies.

35. **Create a web series of maps for tourism promotion.** Small format maps that can be output in standard letter size for view online and as a printable PDF file are ideal for travel planning prior to visitors coming to the area. Web access to these maps is also ideal for use by the Visitor Centre as required. Working with local resources and existing data sources, develop a set of maps that will enhance the marketing communications. This project could earn revenues. To view examples of web maps that originated from large-format print and billboard-sized original versions visit:
http://www.sunshinecoastcanada.com/sunshine-coast/map.php
http://www.gibsonsbc.ca/maps.php

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[58] http://aardvark.gov.bc.ca/apps/gga/
GeoBC provides a window to data and information sources provided by various ministries and agencies from the Natural Resource Sector within the British Columbia Provincial Government. The focus is on spatial and attribute data and associated applications that allow display and interaction with the data.

36. **Produce directional maps for use by businesses.** Directional maps can be custom made for tourism businesses, providing a tool that can be downloaded from the business's website prior to the customer leaving for their location. Created as a PDF file, the 8.5x11" format prints easily in either colour or black and white. Key content includes logo and contact information of the business, directional information from all access routes (airport and highway access), inset maps that outline the regional orientation and the surrounding area to access the business. This project could earn revenues.

37. **Produce a large-format GIS recreation and activity map.** Future consideration for a large-format map includes GIS technology and a map grid with letters and numbers as a cross-reference to aid in finding key reference points. This topographic design concept features major highway and secondary road information combined with key editorial content such as attractions, recreation features and key points of interest with icons and major access routes in and around the Arrow Lakes area. For broader distribution for the general tourism markets a 24x36" format map folding to rack size 4x9" allows for maximum print size for standard print economies. The large-format map can double as a poster for framing or window display at businesses and organizations throughout the area. When printed at the same time as the fold-down version, poster-quality paper can be exchanged during the printing process for poster production using the same artwork. This project could earn revenues.

38. **Display Equipment – Utilizing the branding artwork, create banners and display equipment for local events and travel and consumer shows.**

Due to limited resources consideration for travel shows are recommended for the future. This marketing strategy has had favourable results from research conducted by Tourism BC. In order to reinforce the brand for Nakusp and Arrow Lakes create a booth display for destination marketing purposes. For local or regional events, alternatives to large-format costly displays include the retractable banner.

   a. Consider a banner for the golf courses that have partnered on shows together to display the regional brand identity.

   b. Ensure unique selling features are incorporated into the branded designs, using striking images, a map of the area and key messaging (key words or phrases), and the community tourism website URL.

   c. Consider a retractable display banner series based on each product cluster, e.g. recreation, hot springs, events, circle tours, etc., and mix and match components targeting the appropriate market for the show or event. Creating interchangeable banners provides an ideal option for product sector groups that may wish to share the costs and the benefits of this type of display.

   d. The trend of retractable display banners has now become standard due to their portability and costs. Certain models can support partial height extension making them suitable for tabletop displays. Alternatively traditional booth display equipment that is professionally designed can have great visual impact over pop-

up displays, as large-format displays with compelling images can stand out in the clutter of show displays.

e. In addition to the display equipment, accessories must also be considered, such as tables, lighting, carpet tiles, brochure rack holders, podium, dolly, contest entry box and slide show, audio, video or laptop equipment. This equipment could be loaned to local businesses, government and organizations as an industry support program when not in use.

39. **Develop a branded merchandise line – Nakusp and Arrow Lakes, British Columbia Canada, for promotional purposes and retail sales.**

a. Merchandise serves as both a promotional tool and a revenue generator while offering value to the consumer in the form of a souvenir. High-quality functional items are recommended, such as travel mugs, coffee mugs, pins, fleece vests and jackets, shirts, postcards, posters and – for fun – postage stamps. Local products that are authentic from the area would be of more value than imported items. Ensure the official website URL is included in designs.

For travel shows, media FAM tours or when representing the area in an official capacity, representatives could be outfitted with branded jackets, vests or shirts. As noted in the cooperative marketing section, this would earn revenue for both the lead tourism organization and the retailers.

b. **Nakusp and Arrow Lakes, BC – Poster Series** – With stunning photography and key phrases, the unique attributes of the area can be captured through a poster series that can be displayed in accommodation lobbies, visitor centres and various locations throughout the region. By displaying key products and scenic settings, with key phrases, visitors will be prompted to ask for more information about these opportunities to visit special places or take guided tours. Posters can also form part of the merchandising program. Print technology allows for economical low-volume, high-resolution quality output. Building on the exiting photo print series already on display at the Visitor Centre, encourage a wider distribution of photo images for display and sale. This helps to promote areas that are not obvious from the townsite.

c. **Custom Stamps**: Canada Post offers a custom-made stamp program. Using the community brand, produce customized stamps. These postage stamps could be sold as souvenirs through the local post office, visitor centres or through retail outlets.
https://www.picturepostage.ca/picpostageprod/DispatcherServlet?op=welcome_public&lang=ENGLISH

40. **Create the official tourism website for Nakusp and Arrow Lakes, BC Canada as part of a community portal.** The number one marketing, visitor services and industry

communications tool is an integrated database driven website. For consumer marketing, website usage statistics consistently indicate the importance of an effective website.[59] The Village of Nakusp promotes the Nakusp Hot Springs and community campsite; the Chamber website contains membership content and as the delivery agency of the Visitor Centre, the site contains the majority of tourism content and the Nakusp and Area Development Board have a basic information website. Technically none of the web sites provide adequate functionality as a consumer tool or an industry resource tool.

For effective online results communities must consider website development and Internet marketing. Both are distinct but interrelated. *Refer to the Appendices for Industry Best Practices.*

Recommendations for re-aligning existing Nakusp and Arrow Lakes websites to support one official community website include:

- o Invest in a community partnership as part of the Nakusp and Area Development Board to streamline content and create industry standard functionality of a dedicated tourism website utilizing the current Nakusp and Area Chamber website URL http://www.nakusparrowlakes.com/.

- o Expand the current Village of Nakusp logo identity for Nakusp and Arrow Lakes, British Columbia, Canada for the community tourism website.

- o Use existing content from the Nakusp and Chamber and District website as a base, and refine and supplement content to coincide with the new website structure.

- o Incorporate a dedicated section for the Chamber of Commerce content and a membership indicator for the business database to distinguish Chamber member businesses from other businesses in the database.

- o Incorporate a dedicated section for the Nakusp and Area Development Board content.

- o Incorporate a page for local and regional government with links to their existing websites.

- o Promote one official URL for all marketing communications as set out in the Tourism Plan.

- o The community website could generate revenue to assist with the annual fees and maintenance costs.

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[59] http://www.newmediatrendwatch.com/markets-by-country

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Community Web site - One Database

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                        www.nakusparrowlakes.com

                    Welcome to Nakusp and Arrow Lakes
                         British Columbia, Canada

     ┌──────────┬──────────────┬──────────────┬─────────────────┬──────────────┐
   Visit        Live          Invest       Nakusp and District   Government
                                           Chamber of Commerce

  Visitor Info   Re-location info   Nakusp and Area    Village of Nakusp   RDCK Area K   CSRD Area B
  Call to Action  Call to Action   Development Board                                     Trout Lake
  Visitor Centre  Nakusp and District  Sector Profiles/Initiatives
                 Chamber of Commerce  Call to action NADB

                                     Tourism Industry
                                     Resource Centre
                                         Online
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The primary objective of the tourism component of the website is to promote the destination – Nakusp and Arrow Lakes, BC – as a desirable place to visit. The secondary objective is to provide administrative support for the community organizations that will utilize the site for administrative functions; as well, it serves as a resource for the community. Nakusp and Arrow Lakes is in the vision and planning stage of the tourism development life cycle and tourism industry information will be of value for investment in tourism development and business development.

The website needs to be consumer-focused, assisting visitors throughout all stages of the purchase cycle (Awareness, Interest, Evaluation, Purchase, Experience, Loyalty). In the tourism sector, an effective website is the most important asset a business or community can invest in. With technology today, features that were limited to large corporations are now available for small organizations, and options continue to improve year by year.

Functionality must serve both visitor needs and the needs of the host organization. An integrated online database with content management software technology can be utilized for both the consumer side of the website and for communications, administration and research for the administration side.

Tourism BC - HelloBC

Tourism BC has invested significant resources in the HelloBC[60] consumer website as the call to action for all marketing activities, especially at the provincial and regional levels. The site currently receives 7 million unique visits annually over its international network of websites. A visitor may access detailed information by their interests (hiking, fishing, etc) or by geographic area e.g Nakusp. [61] Tourism BC is working with the Regional Destination Marketing Organizations and community contacts to enhance the community profile sections on the site to build additional community content. The website will also

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[60] http://www.hellobc.com/en-CA/default.htm
[61] http://www.hellobc.com/en-CA/RegionsCities/Nakusp.htm

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link to the local community websites. Businesses can list themselves on the Tourism BC website for a fee and in some cases they must meet industry standards before being included e.g. Approved Accommodation.[62] Communities are strongly encouraged to build user generated content through HelloBC blogs.[63] Blogs are a powerful tool used to communicate first hand experience in a community, which is proven to be very effective with consumers. HelloBC blogs can accommodate text, images and video content.

5.9   Integrated Promotional Mix

Objective: Develop an integrated promotional mix of marketing activities to raise awareness of the Nakusp and Arrow Lakes area as a travel destination in its current stage of development and communicate the attributes of market-ready product in key markets.

Rationale: Destination marketing is highly competitive and increased community destination marketing activities provide the much-needed level of detail required to move the consumer through the purchase cycle. Segmentation of markets with appropriate messaging backed up with market-ready product will create a positive visitor experience.

Integrated marketing communications is the process of developing and implementing various forms of persuasive communication programs for customers and prospects over time. The goal is to influence or directly affect the behaviour of the selected communication audience.[64]

Communicating the appropriate message about the destination is required. Limited information is currently available about current visitors to the area. A resource document titled *"Situation Analysis Supplementary Appendices"* can be found online at http://nadb.kics.bc.ca/index.php?page=ctfhome under reports. This document provides a profile of each market segment for Nakusp and Arrow Lakes. Consult this source prior to finalizing the tactics plan for promotion.

Strategies:

41. **Internet Marketing** – **Establish and maintain a website optimization and web marketing program**. With countless studies and references indicating continued growth in Internet use for information gathering, travel planning and bookings, the web is a valuable way to reach the consumer. Without investing in additional costs, through a variety of text content throughout the site itself, rankings on Google can be in the top ten. Having the local tourism businesses link to the community site will also increase rankings with Google. In addition to strategically planning for content and structure for search engine optimization, an effective website will need to be marketed to drive traffic to the site. Internet marketing will raise the profile of Nakusp and Arrow Lakes by being higher in rankings by key search criteria. Web marketing is specialized and ever changing

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[62] https://www.tourismbc.net/dms/Secure/default.aspx
[63] http://www.hellobc.com/en-CA/HelloBCBlogs/BritishColumbia.htm?LOCID=408&FXMID=%7c1%7c
[64] Source: Don Schulz, *Marketing*

and can consist of press releases, paid and non-paid links, listing ads and banner ads where appropriate, among other options. It is recommended the Internet marketing plan be developed by a specialized web marketing firm that understands tourism marketing and can work along with the website design team producing the site.

Initially the local tourism web strategy would be limited due to lack of resources, however Tourism BC's investments in Hello BC and mobile technology with the iPhone[65] will provide unprecedented access to information about BC's communities and activities. With a link from the Tourism BC Hello BC site to the official tourism website in each community, visitors will be able to access the dynamic information community websites can provide.

Tourism BC.

Tourism BC Programs can be found online at:
http://www.tourismbc.net/dms/Public/TBCPrograms.aspx.

a. Current opportunities with Tourism BC include the Blogs on HelloBC.com. Nakusp and Arrow Lakes can populate information about the community on the site, which now includes video capabilities.[66] The last entry was August 5, 2008, for the Nakusp Music Festival.

b. The new Share the Excitement "Widget" has been launched and is ready to be installed on community and or municipal websites. The widget[67] is being used to highlight HelloBC's user generated content (blogs). For instructions on how to install the widget refer to: http://www.hellobc.com/en-CA/ShareExcitement/BritishColumbia.htm.

c. Future development of the Hello BC website includes expanded content for regions and communities. Regional DMO websites, such as the Kootenay Rockies Tourism Association, will be replaced by an enhanced HelloBC.com web presence. As noted in the previous section Tourism BC is investing strategically in the Hello BC website and Nakusp and Arrow Lakes will benefit directly from the integrated promotional strategy of Tourism BC with Nakusp and Arrow Lakes content on the site.

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[65] The iPhone is an internet-connected multimedia smartphone designed and marketed by Apple Inc. with a flush multi-touch screen and a minimal hardware interface. The device does not have a physical keyboard, so a virtual keyboard is rendered on the touch screen instead. The iPhone functions as a camera phone (including text messaging and visual voicemail), a portable media player (equivalent to an iPod), and Internet client (with email, web browsing, and local Wi-Fi connectivity). http://en.wikipedia.org/wiki/IPhone

[66] http://www.hellobc.com/en-CA/HelloBCBlogs/BritishColumbia.htm?LOCID=408&FXMID=%7c1%7c

[67] A badge or button incorporated into a site or social network space by its owner, with content or services typically served from another site making widgets effectively a mini-software application or web service. Content can be updated in real time since the widget interacts with the server each time it loads. Source: http://www.davechaffey.com/E-marketing-Glossary/Widget-in-Internet-marketing.htm

d. Tourism BC is currently in the process of developing a province-wide product inventory with potential for online booking capability on their consumer website. Individual businesses can buy program listings. Tourism businesses including activities, attractions, events, transportation and accommodations can participate. The HelloBC Listings Program is targeted to assist consumers with their vacation planning. The 1-800 HelloBC Call Centre provides a booking service. In 2007 the Call Centre received almost 120,000 consumer inquiries and generated 8,800 reservation bookings. http://www.tourismbc.com/prod_mgmt.asp?id=1248

New for 2009 is the increase from a 40-word description to 100 words and the ability to upload one video clip.

42. **Media Relations – Work with Kootenay Rockies Tourism Association.** Editorial coverage is worth thousands of dollars in equivalent advertising space and readers have more confidence in editorial copy versus advertising claims, therefore media relations is a key strategy. Media relations include responding to media requests for information, hosting familiarization (FAM) tours and generating the interest of media in order to have stories written and published. Hosting media requires cooperation amongst transportation, accommodation, food services and tour providers in order to be successful. Typically, Tourism BC and the regional DMO will coordinate media trips and contact the community and operators directly, however, having support materials for these organizations or responding to media requests directly is required. In order to serve the needs for media the following tactics are recommended.

Refer to the promotional tools and materials section for the creation of an online press kit.

a. **Establish a media web page.** A media web page is critical to display the soft-copy version of press kit contents, which will include pre-written stories, story ideas, suggested itineraries, press releases, contacts, web links and availability of high-resolution scans of photography for print use and B-roll for broadcast, if available.

b. **Utilize Tourism BC media programs.** Travel media relations play an integral role in maximizing consumer and trade awareness of British Columbia as a top travel destination through unpaid media coverage in key markets. Travel media include freelance journalists, travel editors, broadcasters, producers and travel trade media. The Tourism BC Travel Media Relations program includes activities such as attending key media events, initiating and organizing trips for qualified media, building relationships with key media, and positioning unique story ideas with media. In addition, this division develops press kits and image bank materials for distribution to appropriate travel media.[68] http://www2.hellobc.com/travelmedia/

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[68] http://www2.hellobc.com/travelmedia/contactUs.aspx

       i.   The Tourism BC Visiting Journalist Program[69] provides support of eligible costs to bring media to communities, primarily by air or ground transportation. Industry is expected to provide media with accommodations, meals and activities.

   c. **Host Media FAM Tours.** Media FAM tours are coordinated by the regional DMO. Press kits should be developed according to the specific interests of the participants of the FAM tour.

   d. **Host the Tourism BC Travel Media Relations workshop.** As noted in the industry development section a series of workshops with workbooks is available. Having local business understand the needs of media will increase the opportunities for media coverage and media visits will be more effective. http://www.tourismbc.com/business_development.asp?id=1252

   e. **Hire a public relations firm.** In addition to generating media interest through the tourism organization, contracting services to a public relations firm with a proven track record in tourism can be beneficial to supplement media activities. Established firms have a database of key contacts and can provide targeted contacts. Alternatively, sending professional written press releases to key publications with links to the image bank can generate media coverage.

43. **Advertising** – **Define the advertising program by target markets.** While advertising can be effective by targeting key publications or websites, costs can be prohibitive and, without an integrated marketing strategy, advertising alone may not be effective. For the tactical marketing plan, define the advertising plan by product/market match and develop the website to coincide with the supporting information and a landing page. Kootenay Rockies Tourism Association offers cooperative marketing opportunities that allow access to publications and programs that would otherwise be higher costs to book direct. In addition, their programs are part of an integrated promotional strategy, therefore the primary fulfillment piece, Kootenay Rockies Travel Guide, would be a key publication.

Types of advertising typical of community marketing:

   a. Place marketing, using the banner "Nakusp and Arrow Lakes, BC" with tag line identification only (selling the destination; no specific businesses identified).

       i.   Kelowna Airport: The Kelowna Airport[70] offers signage, racking and magazine advertising. The minimum cost for signage advertising is $450 per year. The publication, *YLW Connection Magazine*, offers advertising opportunities. Racking is managed by Tourism Kelowna. (Refer to the visitor guide section.)

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[69] http://www2.hellobc.com/travelmedia/vjprogram.aspx
[70] http://www.city.kelowna.bc.ca/CM/Page1304.aspx and
http://www.city.kelowna.bc.ca/CityPage/Docs/PDFs//Kelowna%20International%20Airport/AD%20INFORMATIO N%20&%20PRICING%20SHEET,%202007.pdf

b. Cooperative advertising using the header banner "Nakusp and Arrow Lakes, BC" with tag line identification and sharing space and costs with tourism businesses and/or neighbouring communities in local or regional identities, sometimes with editorial content as well as display ads.

c. Cooperative advertising user the footer banner "Nakusp and Arrow Lakes, BC" with tag line identification for the area with the call to action to the official tourism website to be partnered with a tourism business that advertises directly on its own, cooperatively promoting the destination.

44. **Travel and Consumer Shows** – Independent operators (both golf courses) partnered at Calgary Golf Show in 2008. Future consideration for participation in travel and consumer shows provides an opportunity to create awareness of a destination, distribute information, and collect information directly from potential visitors. Tourism BC conducted primary research to evaluate the effectiveness of consumer shows, which resulted favourably. Market research by activity type has revealed people do make decisions to visit a destination based on visiting travel and/or consumer shows.

Consumer show presence is recommended through the regional DMO partners program, which provides discounted bulk purchase rates and a proven track record. Partnerships with businesses and other community tourism organizations, and circle route partners, could expand the representation at shows and expand market reach. Shows can be booked directly with suppliers, however, the regional DMO Partners Program benefits include discounted rates and participants from the region are together in one area, reinforcing the regional brand.

Trade shows are limited to export-ready businesses that meet certain criteria to work with travel wholesalers (not the consumer). Operators must take into account the level of business they are prepared to block space for in order to accommodate intermediaries to sell on their behalf. Given the cost to attend these shows directly, it is recommended that any trade show activity be directed through the regional DMO, KRTA, and any operators who wish to expand their distribution channel should participate in the Travel Trade workshop provided by Tourism BC.

Programs for North America
http://www.tourismbc.com/marketing_sales.asp?id=1236#cp

Programs for Overseas http://www.tourismbc.com/marketing_sales.asp?id=1237

Trade Shows http://www.tourismbc.com/marketing_sales.asp?id=1238

45. **Promotions** – **Establish a promotional trip giveaway program.** Promotions would be developed in cooperation with those independent businesses that want to participate in a trip giveaway program. Nakusp and Arrow Lakes branded merchandise (clothing) and retail items, such as books about the area, could be used for small prizes. A grand prize of a trip to the area can be used as a motivator for people to enter the draw. Promotion of the

contest could include any of the promotional mix noted above. A trip can also be used for incentive-based visitor research as well.

46. **Direct Mail** – Nakusp has already participated in a direct mail campaign with Kootenay Rockies Tourism. As part of an integrated promotional mix of activities, direct mail can be effective. Canada Post offers direct mail services. Targeting the rural areas through direct mail is a cost effective way to promote awareness of the area for residents with visiting friends and relatives, and awareness of events for locals. Domestic products include Addressed Admail, Unaddressed Admail, Direct Marketing Online, AdCard and Publications Mail. For more information on products and services visit: http://www.canadapost.ca/business/prodserv/mdm/default-e.asp. Content for direct mail can include the new visitor guide or a customized brochure or postcard depending on the target audience. When using direct mail with quantities over 1,000 pieces, utilize the services of a mailing house; it automates the production process and the discounted postage rate offsets the costs of using its services over supplying addressed mail through Canada Post. Direct mail options may include the Canadian Tourism Commission and the regional destination marketing organizations. Programs vary; consult these organizations directly for current programming.

5.10 Visitor Services

Objective: Refine the visitor services programming to integrate with increased tourism marketing activity providing a seamless experience for the visitor.

Rationale: Visitor services refer to those services that directly assist visitors as they move through the purchase cycle (Awareness, Interest, Evaluation, Purchase, Experience, Loyalty). This includes fulfillment (responding to visitor inquiries). Effective visitor services programming will extend visitor stays and create a positive experience, resulting in favourable word-of-mouth referrals to others, which is one of the most common ways visitors hear about destinations. The visitor services program ensures the community has collectively contributed to creating a positive experience for the visitor.

Strategies:

47. **Retain membership of the Visitor Centre in the Tourism BC Visitor Centre Network program.** Through membership in the Visitor Info Network, regional and provincial information is provided to visitors and local residents. Membership benefits include standard identification of the Visitor Centre through regional branding and support for the centre's enhancements through qualified programs. The Tourism BC Fee-For-Service Visitor Centre Network program agreement specifies the program requirements. Refer to the Appendices for content for a Visitor Centre succession plan.

Current challenges for the Nakusp and District Chamber of Commerce include adequate funding to maintain operations of the Visitor Centre. The business plan for the Chamber outlines the services it provides and indicates a shortfall for 2009. Summer student funding was declined from previously successful federal programming, leaving Visitor

Centres throughout BC, including Nakusp, without summer student funding support in 2008. Although this item is budgeted for 2009 it is not known whether the grant application will be successful.[71] Reducing services by cutting Visitor Centre hours will have a direct impact both on the ability to keep visitors in the area longer and on Fee-For Service fees from Tourism BC. The recent announcement of February 9, 2009 from the Ministry of Tourism, Culture and the Arts indicates BC's Visitor Centres will receive a financial boost of $400,000. It is uncertain at the time of writing of this plan has to how those funds will be accessed by the Visitor Centres.[72]

Visitor Info Network program information can be found at: http://nadb.kics.bc.ca/index.php?page=ctfhome under Visitor Centre. As noted in the funding section, sources for funding the tourism plan are still to be identified.

Some enhancements for the Visitor Centre can be sponsored in part by Tourism BC's Visitor Centre Network Special Projects program, which provides funds for items such as racking, computers, signage and other requirements a Visitor Centre needs to comply with minimum standards for membership in the program. These funds are for special projects that may not otherwise be funded. The Nakusp Visitor Centre was successful in receiving funds for 2008. Although the Chamber is a long-time sponsor of the Visitor Centre, succession planning is important for turnover in staff.

Refer to the Appendices for Special Projects 2008/09 Program Guidelines.

48. **Develop a Succession Plan for the Visitor Centre.** The Chamber is a long-time sponsor of the Visitor Centre; succession planning is important for turnover in volunteers, staff and records management.[73]

   Refer to the Appendices for content for a Visitor Centre succession plan.

49. **Utilize and promote one official website for all visitor information about Nakusp and Arrow Lakes, BC.** Multiple websites support promoting the area, such as the Chamber, the Village of Nakusp, local businesses, organizations and special interest groups, which is typical for a community area. However, having multiple sites supplying general content about the area results in inconsistent content and it dilutes the effectiveness of assisting the visitor throughout the purchase cycle. Encourage businesses, community, and recreation group website owners, etc., to link to the new tourism website so visitors can access the official and updated version of content and obtain more information. The new visitor website URL will be the official call to action for all marketing activities and the website will have a prompt for the visitor guide.

50. **Coordinate with organizations or businesses that produce marketing materials to integrate their materials with the community tourism marketing strategy,**

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[71] http://www1.servicecanada.gc.ca/eng/epb/yi/yep/programs/scpp.shtml
[72] 2009TCA0003-000168, News Release Province of BC.
[73] A process designed to ensure the continued effective performance of an organization by making provision for the development and replacement of key management.

incorporating the community brand, website address and call to action for the visitor guide in their materials. Given the broader context of destination marketing with the tourism plan, materials produced by individuals, community groups, recreation groups, etc., have a role in promoting aspects of the tourism experience for the area. Ensure all materials promoting the area comply with graphic standards for use of the new brand "Nakusp and Arrow Lakes, British Columbia, Canada" and the Nakusp and District Visitor Centre toll-free number.

51. **Establish a Community Visitor Ambassador program.** Although many visitors to the area stop in at the Visitor Centre, not all of them do. Many seek information throughout the community. This may be at retail stores, restaurants, accommodations, gas stations and the recreation centre. In addition to educating the local tourism industry about products and services in the area, it is effective to encourage the community at large to be hospitable. When visitors encounter kind, knowledgeable people, it leaves a positive impression. Training of front-line staff about the local features and amenities will enhance community hospitality. This involves training retailers, accommodation providers and front-line workers who have the greatest opportunity to encounter visitors throughout the community. The program standardizes key information about things to do and see and places to stay, and provides racking and adequate supply of promotional materials. Awareness of the new tourism website and its user-friendly printable pages can serve as a tool to assist visitors for any business that has a computer. In addition to *WorldHost* training, local area information content would be incorporated into industry development training programs. Tourism Nanaimo has developed this type of program, as have other communities in the province.

    a. Create awareness of the new tourism website and the ability to print pages for visitors as required.

    b. Develop a racking program where small racks will house the visitor guide throughout the community in visible locations – Kicking Horse Mountain Resort has an effective program in Golden.

    c. Train front-line staff through customized *WorldHost* programs that also include product and service knowledge of the local area.

    d. Direct visitors to the Visitor Centre for more detailed information.

    e. Encourage businesses to invest their marketing budget in the visitor guide and reduce the number of single brochures by having adequate coverage of information through the official visitor guide.

52. **Maintain a local product FAM tour program.** The travelling public will visit areas throughout the region, so it's imperative that local operators know what products and services are within the town and area. Internal FAM tours showcasing the current businesses, organization programs and Visitor Centre are important not only for Visitor Centre staff and/or volunteer training but also for local awareness of the community.

a. Coordinate with the Visitor Centre training, including local businesses and front-line staff.

53. **Refine the fulfillment services program (responding to visitor inquiries) to coincide with the increased marketing activity and establish tracking reports for future evaluation and planning.** Marketing activities that promote the toll-free number at the Visitor Centre require tracking of inquiries to monitor against marketing activity. Content for the mail-out packages needs refinement as the communication suite evolves (e.g. new official visitor guide, brochures that match the interests of the inquiry, etc.). *Also refer to Plan Tracking and Evaluation in the next section.*

a. **Call to Action** – The web address of the official tourism website will be the primary reference used on all materials for tourism promotion, with a prompt for the visitor guide. Landing pages will be used for tracking of marketing campaigns. The toll-free number for the Visitor Centre is to be used where appropriate.

b. **Email Address Protocol** – Generic email addresses can be set up based on the domain name and then forwarded to those individuals or organizations who will respond to them. For example, the development board office or the Visitor Centre can receive industry-related email for tourism, which can be forwarded to any existing email account such as tourism@officialURLaddress.com, info@officialURLaddress.com and/or visit@officialURLaddress.com. These can be forwarded to whoever will respond to this type of inquiry. The public email address remains the same but the forwarding address of email can change. Never use personalized email for marketing promotions or the email address supplied by the service provider (telephone or cable company), e.g. tourism@telus.net. In the event people move on or the account supplier changes, the old email address would require forwarding and the account maintained. Always use the domain name for the published email series (which can be unlimited), and be sure to check with the website hosting firm to ensure it can provide this service. Dedicated email addresses like these can provide a source for tracking promotions and inquiries.

c. **Activity Notices** – A weekly activity/events sheet can be output from the website through a database-driven system. Tourism businesses or any retail outlet that has a computer and printer can generate outputs. This service could run independently or as part of the Visitor Centre program. The number of inquiries for this service should be tracked and recorded. Currently the online calendar and events list in PDF is being maintained. Ideally this function would be integrated into the new website.

d. **Mail Packages** – All official publications for tourism should be used for fulfillment services to ensure graphic standards are met and the information being sent is consistent with the marketing strategy. Specific brochures on types of tours or activities by businesses should also be included, where appropriate, based on

the interests of the inquiry and availability of information. The number of inquiries for this service should be tracked and recorded. When possible, develop print materials to fold down to 4x9" rack size for distribution through racking services and to fit into a standard #10 business envelope (4 1/8"x 9 1/2"), reducing postage costs. Co-branded stationery can be designed to include both the community brand and the Visitor Centre sponsor (the Chamber) identification.

e. **Email Requests** – Email requests will need to be responded to within 24 hours. If the email response form is utilized from the website, the form would request the specific areas of interest so that appropriate information can be mailed. If an email reply request is required, links to specific areas of the website would form part of the reply, ensuring the recipient gets the targeted information they are looking for. Note email address protocols above.

f. **Visitor Statistics** – Visitor data collected for Tourism BC through the Visitor Centre Network program can be presented as trend analysis. This information can be published as seasonal and annual reports. Refer to the Situation Analysis for one sample. As noted in the research section a Value of Visitor Centre study is recommended.

6 PLAN TRACKING AND COMMUNICATIONS

6.1 Monitoring and Evaluation

Objective: Establish and maintain a tracking and evaluation program that is directly associated with the goals and objectives of the Tourism Plan.

Rationale: Tourism development programming should be monitored and evaluated so that community stakeholders, local government, funders and other partners can assess plan progress. This will help with managing and allocating resources, assist with partnership development and build a better relationship with the community by communicating expectations, outcomes and benefits. The Tourism Plan Status Report by separate cover supplies a tracking or evaluation reference to the following strategies for all strategies in the Plan.

Strategies:

54. **Maintain the strategic planning process.** Tourism development initiatives are long-term and may take years before implementation can occur. This tourism plan refers to strategies that will require further planning and is subject to resources being available. The tourism plan will require updating in three years – annual planning to move the strategies toward implementation require priority setting and a champion organization or group to spearhead the process. Develop an annual planning process to coincide with year-end deadlines and the tourism marketing cycle. By having an annual plan with a focus each month, the plan can be implemented without being overwhelming. A year-in-review process provides valuable insight for future planning. A tool for tracking the progress of the tourism plan is a summary of all the strategies. *Refer to the Planning for Implementation section for the annual planning process.*

55. **Produce an annual tourism report.** Summarize the goals, objectives and strategies from the tourism plan. Report on the status of the objectives and strategies that were completed for the year. Include the focus of effort for the next year so progress can be noted. New opportunities will arise during the implementation stage; the annual report provides a mechanism to record accomplishments and opportunities that were not known at the time of the tourism plan production.

56. **Track the marketing program.** Marketing activities that are meant to increase visitation, spending and visitor satisfaction all imply measurement. The essence of marketing is dynamic so standards and conventions are frequently broken, but what is important are the measurable results. The following are basic measures for key elements of the marketing program, which can be monitored and included in the year-end report:

    a. **Participation rates** – growth in volume and program spending by local industry and partners in Nakusp and Arrow Lakes tourism programs.

    b. **Visitation and spending** – activity measures used in the Situation Analysis (VC visitation, room revenues) as well as primary research (i.e. visitor survey). *Refer to the Information Management and Research section.*

c. **Inquiries** – track unique website hits, create landing pages and website responses through an email form. Customize email addresses and domain names for promotional purposes, e.g. info@URLname.com (dedicated web addresses can point to any page on the website or email addresses can be forwarded to the general mailbox and tracked by unique address). Track inquiries against a list of marketing activities for the toll-free number that is answered at the Nakusp and District Visitor Centre by asking how the person got the number.

d. **Program effectiveness** – participation rates and industry online survey.

e. **Occupancy data** – As noted in the research section, Tourism BC's Occupancy Tracking and Value of Tourism programs are both recommended. *Refer to the Information Management and Research section.*

f. **Media** – Collect "tear sheets" or copies of printed articles or e-news items, and follow up with all visiting media or media inquiries. Calculate the advertising cost of equivalent media space.

g. **Website statistics reports** can be used to monitor the way in which sections of the website are performing, and to track the growth of traffic to the site as a whole. This information is useful when considering additions and renovations to the site. Tracking will also include email requests for the visitor guide and general requests for information. Web developers can supply internal website tracking reports; as well Google Analytics is a free service. Web hosting firms also provide their own statistics. When engaging a web marketing program ensure the campaign has a tracking component.

h. **Conversion Studies** – Future consideration – Tracking all visitor inquiries in a database can provide a source to support conversion studies to evaluate the effectiveness of the marketing programs. Conversion studies are conducted to determine whether the inquiry actually resulted in a visit to the Nakusp and Arrow Lakes area and whether the information visitors found on the web or received by mail influenced their decision to visit. In essence, the research seeks to determine whether an inquiry "converted" to an actual purchase. Typically these surveys can be costly and are done by research firms.

i. **Communication Tools** – Track all distribution and quantify distribution of all materials generated by the tourism plan (visitor guide, etc.).

j. **Industry Feedback** – Information and general feedback from industry stakeholders and marketing partners.

57. **Determine if comparable benchmarking against other communities would be beneficial in giving a better understanding of the Nakusp and Arrow Lakes area tourism performance.** The process of benchmarking includes gathering data to see how well the community performs against others, and is also a way of identifying new ideas. It is important to understand the cost and time issues of benchmarking – measurement

tasks that cannot be reasonably performed, either because of data gaps or time constraints, should not be undertaken. Information needed to fulfill a benchmark analysis should be readily available or relatively easy to obtain. VC statistics, room revenues (BC Stats), visitor exit surveys (Tourism BC), changes in accommodation inventories (BC Stats) and tourism labour force (Statistics Canada) are among the more easily identified and assembled benchmarks.

6.2   Communications

Objective: Establish and maintain a communications strategy that engages and informs the tourism industry, residents, government and regional partners to contribute to an enhanced tourism development climate.

Rationale: A communications program that targets all stakeholders in the community and keeps them informed about the progress of initiatives and overall plan progress is recommended. Communicating the value of the tourism industry to government and residents will be important in sustaining their support for future investment of this key economic sector. Communicating with local industry is critical for gaining momentum and creating the positive business climate needed to nurture product and destination development and program uptake. While it was agreed tourism forms part of the composition of the future economy in the Arrow Lakes area, tourism must also be compatible with other industries. A communications How-To Guide is supplied by the *Community Tourism Foundations* program and is available for view online at http://nadb.kics.bc.ca/index.php?page=ctfhome.

Strategies:

58. **Create a Tourism Plan update page on the tourism industry section of the tourism website.** Ensure program progress and updates for tourism planning and implementation are available online as part of the industry development resource centre. Maintain the Nakusp and Arrow Lakes *Community Tourism Foundations* web page as the program is ongoing into the implementation stage. http://nadb.kics.bc.ca/index.php?page=ctfhome.

59. **Establish a broadcast email and fax system.** For quick communication of meeting notices or announcements, set up a group email system that allows messages to be targeted to some or all of those groups that make up the contact list, e.g. tourism-related businesses by community, organizations and government contacts.[74]

60. **Produce a bi-monthly tourism electronic newsletter,** *Nakusp and Arrow Lakes Tourism News.* Deliver as an integrated feature of the new website or through third-party software (although this would create duplication of effort to maintain data for the distribution list). The e-newsletter would contain reference to the industry resource centre on the tourism website, progress reports on the implementation of this Tourism Plan, industry news, current events, tourism trends and statistics, new investments, business developments and infrastructure developments and links to the appropriate pages on the

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[74] Refer to the website features section.

development board section of the website. Marketing opportunities would be distributed via email on an as-required basis, however, the newsletter would have a link back to the website to the marketing opportunities section. Archival copies should be maintained online.

61. **Host input sessions for tourism stakeholders.** The tourism plan has been produced with stakeholder input from two meetings and the final presentation was accepted in principle by those in attendance. Next step is adoption of the plan by council. Ongoing input is required to carry out the plan objectives and to motivate stakeholders to buy into programs, communicate their situation, identify opportunities, etc. Hosting meetings for the larger stakeholder group is recommended at least twice a year, once for input and once for feedback and evaluation.

62. **Host an annual open house for residents, government and tourism industry stakeholders.** The open house would coincide with the presentation of the annual work plan for the year. Industry workshop sessions and familiarization tours of local product could also be featured as part of a series of industry events.

63. **Utilize local newspaper for a regular column for community development including tourism.** Include tourism updates into the content of press releases in the local media.

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7   ACTION PLAN PRIORITIES

The Action Plan Priorities form the year one focus of effort to implement the tourism plan. A supporting Excel workbook contains several templates and a Tourism Plan Status Report is included as an additional resource to support the tracking of the plan implementation. The summary format includes the timeline, lead organization, budget, next steps, tracking and current status of each strategy for monitoring purposes.

Year One – Action Plan Priorities May 2009-April 2010

Section 4	Planning for Implementation	Lead Organization	Timing
Refer to strategies 1 – 12	These include capacity building for the Nakusp and Area Development Board and determining the initial budget to access the Community Tourism Opportunities funding through Tourism BC	NADB	Q 2-4, 2009

Nakusp and Arrow Lakes Draft Tourism Budget

Revenue		
April 01, 2009 - April 30, 2010		
Nakusp and Area Development Board	$ 5,000.00	
Regional District of Central Kootenay	$ 5,000.00	
Tourism BC Community Tourism Opportunities FY 09/10	$ 15,000.00	Must be spent by March 31, 2010.
Village of Nakusp	$ 15,000.00	
Other: Co-op marketing and/or grants	$ 6,000.00	
	$ 46,000.00	

Expenses	Tourism Budget (all taxes in)	CTO (Net of GST)	Net Cost to Nakusp
April 01, 2009 - April 30, 2010			
Annual Web Fees $500	$ 500.00	$ -	$ 500.00
Community Projects - Contract Coordinator and Administration	$ 6,500.00	$ -	$ 6,500.00
Community Website (Tourism, Database, NADB, Chamber)	$ 12,000.00	$ 4,000.00	$ 8,000.00
Image Bank	$ 3,000.00	$ 1,428.57	$ 1,571.43
Project Management (Max. 30% for CTO funding)	$ 9,000.00	$ 4,285.71	$ 4,714.29
Visitor Guide and distribution	$ 11,000.00	$ 5,285.71	$ 5,714.29
Walking/Driving Tours	$ 4,000.00	$ -	$ 4,000.00
Other:	$ -	$ -	$ -
Total	**$ 46,000.00**	**$ 15,000.00**	**$ 31,000.00**
		Max $15,000	

Note: In-kind contribution from the Nakusp and District Chamber of Commerce to be determined.
All expenses to be claimed by Tourism BC Community Tourism Opportunities program must be complete by March 31, 2010.

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At the time of writing of the draft report an application was made to the Community Initiatives program through Columbia Basin Trust (CBT).[75] The application was not successful and therefore the core budget above will be used.

Nakusp and Arrow Lakes Draft Tourism Budget - Best Case Scenario for 2009

Revenue	
April 01, 2009 - March 31, 2010	
Tourism BC Community Tourism Opportunities	$ 15,000.00
NADB	$ 5,000.00
Village of Nakusp	$ 15,000.00
Regional Districts	$ 6,000.00
Other: Co-op marketing	$ 5,000.00
Chamber of Commerce	$ -
Columbia Basin Trust - Community Initiatives March 19, 2009 deadline	$ 20,000.00
	$ 66,000.00

Expenses	Tourism Budget (all taxes in)	CTO (Net of GST)	Net Cost to Nakusp
April 01, 2009 - March 31, 2010			
Community Website (Tourism, Database, NADB, Chamber)	$ 14,000.00	$ 2,000.00	$ 12,000.00
Image Bank	$ 6,000.00	$ 1,700.00	$ 4,300.00
Visitor Guide and distribution	$ 16,000.00	$ 5,000.00	$ 11,000.00
Project Management (Max. 30% for CTO funding)	$ 9,000.00	$ 4,285.71	$ 4,714.29
Community Projects - Other and Coordinator/admin.	$ 6,500.00		$ 6,500.00
Heritage Walking Tour	$ 8,000.00		$ 8,000.00
Web marketing	$ 6,000.00	$ 2,000.00	$ 4,000.00
Annual Web Fees $500	$ 500.00		$ 500.00
Other:	$ -	$ -	$ -
Total	$ 66,000.00	$ 14,985.71	$ 51,014.29
		Max $15,000	

Unallocated $ -

Section 5.1	Tourism Infrastructure and Development	Lead Organization	Timing
Strategy # 13	Create a matrix of infrastructure improvements. (As part of the final set of templates supplied to support the tourism plan implementation an Excel workbook will contain a Community Planning Matrix with a section for infrastructure projects). Continue with signage project updates.	NADB – draft template supplied by Community Tourism Foundations	Q3 2009

[75] http://www.cbt.org/

Section 5.2	Product Development	Lead	Timing
Strategy # 14	Develop a Tourism Investment Strategy commencing with an assessment of the Nakusp Hot Springs sale. Note: A Business Case is being developed by a consultant.	Village of Nakusp	Q3 2009
Strategy # 15	Expand product packaging and itinerary development.	NADB	Q2-Q4, 2009
Section 5.3	Information Management and Research	Lead	Timing
Strategy # 16 & 17	Establish an online tourism industry database and resource centre as part of the new tourism website.	NADB	Q1, 2010
Section 5.4	Business and Industry Development	Lead	Timing
Strategy # 21	Host the first annual pre-season tourism industry event.	NADB	April 2010
Strategy # 22 d	Incorporate resource references into the online resource centre.	NADB	Q1, 2010
Section 5.5	Market Position and Targets	Lead	Timing
Strategy # 26	Target regional market potential.	NADB	Q3-4, 2009 and Q1 2010
Section 5.6	Market Partnerships and Programs	Lead	Timing
Strategy # 27	Work with the regional destination management organization, Kootenay Rockies Tourism Association commencing with the Tourism BC Community Tourism Opportunities program.	NADB	On-going
Section 5.7	Branding	Lead	Timing
Strategy # 29	Revise the Village of Nakusp Branding Usage Guidelines document to add a regional version brand identity for Nakusp and Arrow Lakes.	Marketing Committee with Village of Nakusp	Q2-3 2009

Section 5.8	Promotional Tools & Materials	Lead	Timing
Strategy # 30	Develop the image bank	NADB with Village and TAC	Q2-3 2009
Strategy # 31	Establish the official Nakusp and Arrow Lakes Visitor Guide	NADB with TAC	Q2-3 2009
Strategy # 33	Produce an online press kit to support media relations as soft-copy version on the website.	NADB with TAC	Q4-2009
Strategy # 35	Create a web series of maps for tourism promotion.	NADB with TAC	Q4-2009
Strategy # 40	Create the official tourism website for Nakusp and Arrow Lakes, BC Canada.	NADB with TAC	Q3-4, 2009
Section 5.9	Integrated Promotional Mix	Lead	Timing
Strategy # 41	Establish and maintain an Internet marketing plan. (2010 as budget permits) Note: No budget to date.	NADB	Q4, 2009; Q1, 2010
Section 5.10	Visitor Services	Lead	Timing
Strategy # 47	Retain membership of the Visitor Centre in the Tourism BC Visitor Centre Network program.	Nakusp and District Chamber of Commerce	Annually
Strategy # 49	Utilize and promote one official website for all visitor information about Nakusp and Arrow Lakes, BC.	NADB and TAC	Q4, 2009

Section 6.1	Monitoring and Evaluation	Lead	Timing
Strategy # 53	Refine the fulfillment services program (responding to visitor inquiries) to coincide with the increased marketing activity and establish tracking reports for future evaluation and planning.	NADB with Nakusp and District Chamber of Commerce	Q3-4, 2009
Strategy # 54	Maintain the strategic planning process.	NADB	Annual Plan Review Q2, 2010
Strategy # 55	Produce an annual tourism report.	NADB – Community Projects Coordinator	April 2010
Strategy # 56	Track the marketing program. a) Participation rates c) Inquiries g) Website statistics reports j) Industry Feedback	CPC with Nakusp and District Chamber of Commerce	
Section 6.2	Communications	Lead	Timing
Strategy # 58	Create a Tourism Plan update page in the tourism industry section of the tourism website.	NADB	On-going
Strategy # 59	Establish a broadcast email and fax system. Create with website software.	NADB	Pending website deliverables Q4
Strategy # 60	Produce a bi-monthly tourism electronic newsletter. Create with website software.	NADB	Pending website deliverables Q4

NADB: Nakusp and Area Development Board

CPC: Community Projects Coordinator

Q1 Jan-Mar, Q2 Apr-June, Q3 July-Sept, Q4 Oct-Dec

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8 APPENDICES

8.1 Appendix A: Summary Vision, Goals and Objectives – Nakusp and Arrow Lakes Tourism Plan 2009

Community Vision Statement Village of Nakusp

The following vision statement for the Village of Nakusp originates from the recently updated Official Community Plan Bylaw 612, adopted April 08, 2008.

The Vision for Nakusp[76]

The desired Nakusp is an attractive, safe, healthy, friendly, economically vibrant, ecologically sound lakeshore community that is focused on maintaining the quality of life, small-town character and rural charm of the Village.

Nakusp's built and natural environment respects, above all else, the outstanding diverse natural habitat and optimizes recreational opportunities for its citizens and its visitors. Nakusp residents enjoy a high quality of life built upon a sustainable and diversified local economy.

> The waterfront is particularly emphasized and made accessible to all through trails and walkways where feasible;
>
> A vibrant commercial area created around the downtown core provides an attraction for visitors and local residents;
>
> Suitable, safe, healthy housing with easy access to transportation, recreation, open space, shopping, schools, and community services is provided to meet the diverse needs of individuals and families at varying income and age levels;
>
> The road network is solidly established. Vehicle movement is improved with the provision of off-street parking, and safe loading and unloading spaces, encouraging non-motorized pedestrian movement;
>
> The Hot Springs resource is enhanced, protected and economically sustainable.

Nakusp – A place for all reasons

Tourism Vision Statement for Nakusp and Arrow Lakes

During the planning session held October 27, 2008, participants were asked to list key words and phrases that would be distilled to form a vision statement for tourism.

Nakusp and the Arrow Lakes is known for its rural charm and natural setting, which sets the pace for sustainable tourism that balances our economy without compromising quality of life for our residents. We attract visitors who seek nature-based experiences in a pristine environment, which include soft adventure, recreation, health and wellness, and heritage, arts and culture. Our community is united in

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[76] http://www.nakusp.com/files/%7B9E0043C8-EEAE-4BB3-80E1-D3450BFA7EC0%7DOCP%20Schedule%20A.%20Section%201.pdf

achieving this vision through a spirit of collaboration and cooperation.

Tourism Plan Goals

1. To diversify the local economy through strategic expansion of the tourism industry as a way of expanding the tax base, increasing the jobs and income available to residents while balancing community values;

2. To enhance destination development and appeal for visitors by attracting infrastructure investments through local, regional, provincial, national and private sources;

3. As an integral element of industry growth, to foster business and industry development that complements and strengthens products and attractions of most appeal to visitor markets;

4. To encourage tourism operators to consistently and strategically market the area to target markets by working cooperatively and in collaboration with community stakeholders to leverage resources wherever possible; and

5. To sustain a tourism management function to ensure leadership, organizational capacity, funding and communications to support tourism stakeholders and the community to achieve the vision for tourism.

Tourism Plan Objectives

Tourism Planning and Management

- Undertake an economic development strategy process, which integrates the tourism sector recommendations.

- Allocate resources to implement the Tourism Plan in phases, built around community, industry, government participation, partnerships and communications.

Tourism Infrastructure and Development

- Expand tourism infrastructure that supports the Village of Nakusp Community Vision and the Nakusp and Arrow Lakes Tourism Vision.

Product Development

- Identify and prioritize product development opportunities and compile resource material that aids with pre-feasibility for business opportunities and policy support.

Information Management and Research

- Establish an online tourism industry database and resource centre that will support the development of community tourism and provide the information and research needed to support the tourism industry.

Business and Industry Development

- Establish a business and industry development program that supports the needs of local tourism business operators and organizations.

Market Position and Targets

- Improve overall tourism performance by increased awareness, length of stays, overnight stays, visitor spending and overall market share of leisure travellers, free independent travellers (FIT) and small groups from domestic and foreign markets.

Marketing Partnerships and Programs

- Establish the cooperative marketing program with regional partnerships that leverage resources and extend market reach.

Branding

- Expand the new brand identity for the Village of Nakusp to incorporate the Arrow Lakes by utilizing the logo and supporting colour scheme into all communication materials for place marketing of "Nakusp and Arrow Lakes – British Columbia, Canada."

Promotional Tools & Materials

- Create the official set of promotional tools and materials for destination marketing and to support visitor services incorporating the new regional brand.

Integrated Promotional Mix

- Develop an integrated promotional mix of marketing activities to raise awareness of the Nakusp and Arrow Lakes area as a travel destination in its current stage of development and communicate the attributes of market-ready product in key markets.

Visitor Services

- Refine the visitor services programming to integrate with increased tourism marketing activity providing a seamless experience for the visitor.

Plan Tracking / Monitoring and Evaluation

- Establish and maintain a tracking and evaluation program that is directly associated with the goals and objectives of the Tourism Plan.

Communications

- Establish and maintain a communications strategy that engages and informs the tourism industry, residents, government and regional partners to contribute to an enhanced tourism development climate.

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8.2 Appendix B: Tourism Annual Planning Cycle

Tourism Annual Planning Process

```
┌─────────────────────────────────────┐
│        Annual Planning Cycle         │
└─────────────────────────────────────┘
                  │
┌─────────────────────────────────────┐
│   Tourism Advisory Committee (TAC)   │
└─────────────────────────────────────┘
                  │
┌─────────────────────────────────────┐
│           TAC Orientation            │
└─────────────────────────────────────┘
         │                   │
┌──────────────────────┐  ┌────────────────────────────────┐
│ Community Vision /    │  │   Update Situation Analysis    │
│ Tourism Vision        │  │ Prioritize Tourism Plan        │
│ Year in Review        │  │ Strategies                     │
│ Review Current        │  │ Annual Action Plan             │
│ Situation             │  │ Succession Plan                │
│ Review Goals and      │  └────────────────────────────────┘
│ Objectives            │                 │
└──────────────────────┘  ┌────────────────────────────────┐
                          │         Annual Budget          │
                          │                                │
                          │        Project Budgets         │
                          └────────────────────────────────┘
                                          │
                          ┌────────────────────────────────┐
                          │      Tourism Action Plan       │
                          │    (Work plan for the year)    │
                          └────────────────────────────────┘
                                          │
                          ┌────────────────────────────────┐
                          │       Project Briefs &         │
                          │        Project Budgets         │
                          └────────────────────────────────┘
                                          │
                          ┌────────────────────────────────┐
                          │    Annual Year-At-A-Glance     │
                          │     with Focus of the Month    │
                          │  Review Work Plan at TAC       │
                          │  Meetings                      │
                          └────────────────────────────────┘
                                          │
                          ┌────────────────────────────────┐
                          │ Complete Projects, Evaluate    │
                          │ Success                        │
                          │ Annual Report on Achievements  │
                          │ Start Process Over             │
                          └────────────────────────────────┘
```

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8.3   Appendix C: Additional Hotel Room Tax Information

Source: Government of BC, Ministry of Finance http://www.gov.bc.ca/fin/

1   ELIGIBLE ENTITIES

1.1 Municipalities and Regional Districts

1.2 The Hotel Room Tax Act also allows other eligible entities, as prescribed by the Lieutenant Governor in Council, to apply for the **Additional Hotel Room Tax (AHRT)** levied on their behalf.

Any public body, other than a municipality or regional district, interested in implementing the AHRT in a specific area should contact the Director of Tax Policy Branch, Ministry of Finance (Finance), PO Box 9469, Stn Prov Govt, Victoria, British Columbia, V8W 9V8. The remainder of this document refers to municipalities and regional districts, but requirements and conditions also apply to other eligible entities.

2   PURPOSE OF TAX

The additional tax is intended to assist municipalities and regional districts in funding tourism activities (particularly tourism promotion, and the financing and operation of new tourism facilities), which have the joint support of the municipalities or regional districts and tourism industry in the applicant's geographic area. The tax funds are not intended to replace existing sources of funding for tourism in a community nor are they generally intended to fund existing facilities unless significant upgrading to the facilities takes place, although this may be considered in certain circumstances.

3   ENABLING LEGISLATION FOR THE ADDITIONAL TAX

Section 3 of the Hotel Room Tax Act enables collection of an additional room tax of up to 2 per cent on sales of accommodation in designated areas of the province. The following information is provided for municipalities, regional districts, and others who may be interested in this tax.

4   IMPLEMENTATION OF TAX

Municipalities and regional districts may request that the province levy, on their behalf, an additional tax on accommodation sold within their jurisdiction, with the funds collected being committed to a specific purpose. The tax may be levied in the whole municipality or regional district, or a prescribed area within the boundaries of the municipality or regional district.

This tax is collected by the province through the existing hotel room tax collection system run by the Ministry of Small Business and Revenue. The tax collected is then remitted to the municipality/regional district on a monthly basis. The branch charges the municipality/regional district a collection fee to recover the additional costs incurred for collection of the tax and the dissemination of the collected funds to the municipality/regional district.

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The AHRT will be implemented for a period of 5 years. In order to extend the tax for an additional 5 year period, a municipality, regional district or other eligible entity must re-apply to Finance. All applications are subject to the same requirements. There is no restriction on the number of times a municipality, regional district or other eligible entity can extend its AHRT.

Administration of the collected tax funds may be conducted by the municipality or regional district or through the establishment of a local organisation, like Tourism Vancouver for example.

5   APPLICATION REQUIREMENTS

AHRT applications must provide no less than all of the following information:

5.1   Rate of the proposed tax up to a maximum of 2 per cent.

5.2   Municipality, regional district or other specific geographical area within a municipality or regional district to which the proposed tax will apply.

5.3   Desired effective date for implementing the new tax which allows for the lead time required to implement the tax.

5.4   How the revenue from the tax will be administered. Whether the applicant proposes to administer the revenue directly or whether an alternative local organisation (for example, Tourism Vancouver) is the proposed administrator.

5.5   A business plan is an integral part of the application and must describe the proposed use of funds. It must also provide evidence that the use of the requested funds will complement (not duplicate) existing tourism initiatives and that they are consistent with other regional and provincial industry initiatives.

Illustration of how the proposed use of the funds will contribute to an overall increase in tourism revenue.

5.6   Evidence that the AHRT tax funds are incremental to existing sources of funds. They should not replace existing sources of tourism funding in a community.

5.7   Note any additional funding sources that will be available to support the business plan, and the activities these sources will fund. Preferred consideration will be given to projects which do not solely rely on the additional tax.

5.8   The municipality or regional district must pass a bylaw that requests the province to levy the AHRT on its behalf, and provide a copy of the bylaw with its application. The bylaw should contain the following information:

- Rate of tax to be imposed;

- Geographic area in which the additional tax will apply; that is, whether it will apply in the entire municipality or regional district or in a smaller area;

- • Purpose for the funds; and Desired effective date of the new tax, recognising that some lead time will be necessary to implement the tax.

  If the applicant is a regional district, it must provide evidence of its authority to use the funds for the intended purpose, either through letters patent or statutory authority.

5.9 The municipality or regional district must have consulted and have broad support for the application and business plan from the tourism industry in general and documented support from the local accommodation sector specifically. A lack of support for the application and business plan may lead to its rejection or a request that the business plan be revised.

The applicant must provide evidence that:

- • The proposal has enough support from the accommodation sector to merit a review. The minimal support by the accommodation sector is 51% of the number of establishments that would collect the AHRT, and representation of at least 51% of the total number of rooms. Higher support from the accommodation sector will increase the likelihood that an application will receive approval, providing that all other requirements are met;

- • If a municipality is applying, the regional district in which it is located has been consulted and whether the regional district supports or opposes the imposition of the AHRT;

- • If a regional district is applying, the municipalities within the regional district agree with the additional tax being imposed in the regional district.

Note: In the case of a conflict between a regional district and a municipality about whether additional hotel room tax should be imposed in a particular area, priority will generally be given to the position of the municipality.

5.10 A current list of all accommodation establishments that would be subject to the AHRT and located within the specified geographic area must be provided. This will ensure that all accommodation operators within the jurisdiction can be contacted and issued tax return forms for submitting the tax.

5.11 Any additional information that you believe will support your application.

5.12 Applicants should consult with Tourism British Columbia to ensure that proposed spending in the business plan does not duplicate the agency's broader promotional programs.

6 ASSISTANCE WITH APPLICATION

Before submitting a formal application, municipalities and regional districts may wish to consult with the Director of Tax Policy Branch.

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7   REVIEW OF APPLICATIONS

Applications should be submitted to the Minister of Finance, PO Box 9048 Stn Prov Govt, Victoria, British Columbia, V8W 9E2. The Ministry of Tourism, Sports and the Arts (MTSA) and Finance will review the applications and make recommendations to Cabinet. Please note that the applicant may be asked to provide additional information.

An applicant can contact the Director of Tax Policy Branch for an update on the status of its application.

8   UPON APPROVAL OF APPLICATION

An Order in Council will be prepared for the Lieutenant Governor in Council to authorise the government to collect the AHRT on behalf of the applicant. The applicant will be informed when the Order in Council is passed. As well, the Consumer Taxation Branch will provide information on the procedures for collecting the tax to all accommodation establishments required to collect the tax.

9   ANNUAL REVIEW

Under the terms of the *Hotel Room Tax Act*, agencies, i.e., municipality, regional district or other eligible entities which have the AHRT in place, are required to annually submit audited documentation to the Minister of Finance. The document must show the disposition of all funds collected and contain a statement that the AHRT funds were used for the purposes originally approved and are consistent with the business plan.

Financial reporting should be consistent with the municipality or regional district's business plan. The implementation of the business plan will be monitored in conjunction with the audited financial statements.

If at any time a municipality or regional district wishes to change the approved uses of the AHRT, a new business plan must be submitted to the Minister of Finance for approval. This new business plan must be reviewed by the local tourism industry, primarily the accommodation sector, and the results submitted with the revised plan. A lack of support for the new business plan may result in its rejection or a request for revisions to the plan.

Officials of Finance and MTSA will review the annual report for compliance. Should a municipality or regional district be found to be in non-compliance with these requirements, Finance and MTSA will investigate and seek to resolve outstanding issues. Failing this, the parties will recommend to the Minister of Finance, and the Minister of Tourism, Sports and the Arts whether the AHRT should be discontinued in that municipality or regional district.

10   FURTHER INFORMATION

For further information, please contact the Director of Tax Policy Branch, Ministry of Finance, PO Box 9469, Stn Prov Govt, Victoria, British Columbia, V8W 9V8.

Information on the administration of the *Hotel Room Tax Act* may be obtained by contacting Customer Service and Information Branch, Ministry of Small Business and Revenue, PO Box 9442, Stn Prov Govt, Victoria, British Columbia, V8W 9V4.

8.4   Appendix D: Tourism Budget Template

The following budget template is to summarize all tourism-related initiatives from the Tourism Plan. Budget templates with a breakout for each line item attached has been supplied in Excel format through *Community Tourism Foundations*.

Tourism Budget Summary

Last Update:

Sources of Revenue	Jan-Dec YR	Jan-Dec YR	Jan-Dec YR	TOTAL
Carry forward from previous year (multiple sources)	$ -	$ -	$ -	$ -
Local Government	$ -	$ -	$ -	$ -
Regional Government	$ -	$ -	$ -	$ -
Provincial Program: Tourism BC Community Tourism Opportunities	$ -	$ -	$ -	$ -
Provincial Program: UBCM phase 1	$ -	$ -	$ -	$ -
Provincial Program: UBCM phase 2	$ -	$ -	$ -	$ -
Provincial Program: Other	$ -	$ -	$ -	$ -
Additional Hotel Room Tax (AHRT)	$ -	$ -	$ -	$ -
Economic Development / Tourism Division	$ -	$ -	$ -	$ -
Cooperative marketing with stakeholders	$ -	$ -	$ -	$ -
Visitor Centre: Fee For Service (sources)	$ -	$ -	$ -	$ -
Other:	$ -	$ -	$ -	$ -
Other:	$ -	$ -	$ -	$ -
Other:	$ -	$ -	$ -	$ -
Other:	$ -	$ -	$ -	$ -
Other:	$ -	$ -	$ -	$ -
Other:	$ -	$ -	$ -	$ -
Total Funds	**$ -**	**$ -**	**$ -**	**$ -**

Tourism Expenses	Jan-Dec YR	Jan-Dec YR	Jan-Dec YR	TOTAL
Infrastructure Development	$ -	$ -	$ -	$ -
Product Development	$ -	$ -	$ -	$ -
Information Management and Research	$ -	$ -	$ -	$ -
Industry and Professional Development	$ -	$ -	$ -	$ -
Branding, Promotional Tools and Materials	$ -	$ -	$ -	$ -
Integrated Promotional Mix (Marketing)	$ -	$ -	$ -	$ -
Visitor Services (Visitor Centre)	$ -	$ -	$ -	$ -
Administration / Travel / Office / Meetings	$ -	$ -	$ -	$ -
Project Management / Contractors	$ -	$ -	$ -	$ -
Other:	$ -	$ -	$ -	$ -
Other:	$ -	$ -	$ -	$ -
Total Costs	**$ -**	**$ -**	**$ -**	**$ -**

Reconciliation of Budget	Jan-Dec	Jan-Dec	Jan-Dec	TOTAL
Total Revenue All Sources	$ -	$ -	$ -	$ -
Total Costs All Sources	$ -	$ -	$ -	$ -
Balance	$ -	$ -	$ -	$ -

Note: Visitor Centre budget separate

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8.5   Appendix E: Succession Planning for Operation of the Visitor Centre

As community tourism activity grows, it's important to plan for the future. The Situation Analysis and Tourism Plan provide key information for the management team. As part of any succession plan, records management is key. The following guidelines provide the content for the records that should be compiled for reference to operate the Visitor Centre.

1. Building use or lease agreement between the owner of the facility and the agent delivering visitor services.
2. Land use or lease agreement between the owner of the land and the agent delivering the services.
3. Visitor Centre Assets Inventory. (Update annually.)
4. Visitor Centre Business Plan. (Update annually.)
5. Visitor Centre Budget. (Refer to generic template below.)
6. Legal entity registration papers. (Copy of original.)
7. Liability insurance policy. (Copy of original.)
8. Marketing tracking and inquiries report. (As it relates to destination marketing activities directed to the VC for fulfillment services.)
9. Quarterly report.
10. Annual summary report. (Based on business plan objectives for the year and grant funds secured. Summary of quarterly reports.)
11. Tourism BC Visitor Centre Network program Membership Levels. (Current version.)
12. Tourism BC Visitor Centre Network program Terms, Conditions & Criteria. (Current version.)
13. Tourism BC Visitor Centre Network Info Package. (Current version.)
14. Tourism BC Visitor Centre Network program Membership Application. (Current version of completed application submitted.)
15. Tourism BC Visitor Centre Network program Fee-for-Service agreement.
16. Tourism BC Graphics Standards Manual for the Visitor Centre.
17. Tourism BC Visitor Centre Network Special Projects Program Guidelines. (Current version.)
18. Tourism BC Visitor Centre Network Special Projects program application. (If applicable, most recent completed application.)
19. Tourism BC Monthly Visitor Centre Statistics. (Attach most recent reports available.)
20. Tourism BC Visitor Centre Evaluation. (Attach most recent report available.)
21. Canada Summer Job program application. (Attach most recent completed application.)
22. Municipal letter officially acknowledging the appointed agency as the sole organization recognized in the community as the operator of the official Visitor Centre.
23. Other: If applicable attach any funding application(s) and/or any program documentation as it relates to the Visitor Centre.

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Sample: Visitor Centre Budget Template

Visitor Centre Budget

Last Update:

Sources of Revenue	Jan-Dec YR	Jan-Dec YR	Jan-Dec YR	TOTAL
Fee for Service Agreement	$ -	$ -	$ -	$ -
Visitor Centre Racking program	$ -	$ -	$ -	$ -
Tourism BC - Visitor Centre Network program - Fee For Service	$ -	$ -	$ -	$ -
Tourism BC - Special Projects Funding	$ -	$ -	$ -	$ -
Tourism BC - Retail program	$ -	$ -	$ -	$ -
Tourism BC - Reservation Booking program (SNBC)	$ -	$ -	$ -	$ -
Service Canada - Summer Student Program	$ -	$ -	$ -	$ -
Grants:	$ -	$ -	$ -	$ -
Other:	$ -	$ -	$ -	$ -
Other:	$ -	$ -	$ -	$ -
Other:	$ -	$ -	$ -	$ -
Other:	$ -	$ -	$ -	$ -
	$ -	$ -	$ -	$ -

Visitor Centre Costs	Jan-Dec YR	Jan-Dec YR	Jan-Dec YR	TOTAL
Building costs (lease, maintenance, hydro, etc.)	$ -	$ -	$ -	$ -
Education & Training (VC Conference, staff training)	$ -	$ -	$ -	$ -
Photocopies and misc. costs to assist visitors	$ -	$ -	$ -	$ -
Postage & Office Supply	$ -	$ -	$ -	$ -
Signage: Visitor Centre Network program	$ -	$ -	$ -	$ -
Signage: Other	$ -	$ -	$ -	$ -
Staff: Seasonal (Summer students)	$ -	$ -	$ -	$ -
Staff: Visitor Centre	$ -	$ -	$ -	$ -
Toll free phone costs	$ -	$ -	$ -	$ -
Tourism BC - Special Projects Funding	$ -	$ -	$ -	$ -
Volunteer Appreciation	$ -	$ -	$ -	$ -
Other:	$ -	$ -	$ -	$ -
Other:	$ -	$ -	$ -	$ -
Other:	$ -	$ -	$ -	$ -
Other:	$ -	$ -	$ -	$ -
Total Costs	$ -	$ -	$ -	$ -

Reconciliation of Budget	Jan-Dec YR	Jan-Dec YR	Jan-Dec YR	TOTAL
Total Revenue All Sources	$ -	$ -	$ -	$ -
Total Costs All Sources	$ -	$ -	$ -	$ -
Balance	$ -	$ -	$ -	$ -

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8.6   Appendix F: Web Site Industry Best Practices

Website technology utilizes open source content management software allowing the user to access the site over the Internet through security passwords. This allows authorized users to change the content without the cost of third-party web masters. In addition, the website function must include an integrated database. This combination of features is the single most efficient and effective solution.

The online database is an integrated component of the content management system software and as such creates a powerful system to manage the content, communications and reports for the host organization.

The database can be classified for multiple outputs such as online reports, exportable raw data in Excel format, page displays (selected criteria of sub-categories) throughout the website (e.g. accommodation businesses on the accommodation page) and email communications. A variety of major categories is required, such as businesses in the study area further defined by business type, sub-type, tourism organization stakeholder status, services, amenities, etc.; services or organizations (e.g. medical services); car/RV repair, etc.; media contacts; industry contacts; and, in the future, consumer tracking from initial visitor inquiries with permission to contact in the future.

Maintaining the product inventory of local businesses will be essential in assisting with marketing, partnerships, product development, communications and packaging. The contact list of operators supports the internal communication system that distributes information, as well as allowing the ability to conduct primary research of the local industry. In addition, media, suppliers and industry contacts would also form part of the database.

Features include industry partners having online access through a log-in component for the purposes of data maintenance, receiving communications, news, and participation in marketing programs. It will also allow those undertaking travel planning, and visitors already in the region, to conveniently plan their stay. A robust database system will allow users to search and explore their travel options by any number of dimensions. Destination visitors will most likely want to view information by activity, whereas visitors en route to other destinations are more likely to be interested in information that is grouped geographically by specific service centres along highways. Accommodation, products, activities, towns, parks, itineraries and circle tours could all be tailored according to visitor needs and expectations.

The approach for design, navigation and content should be influenced by consumer web usage statistics, not by personal opinion. This will ensure the website will create a competitive advantage over other websites with similar or competing content. Engaging a tourism web marketing firm is critical at the initial stages of conceptual development to ensure key search words and web usage patterns are considered. As well, a competitive analysis of key sites will determine how your website will stand out.

Key Steps

    a. Identify key functions required by the system to serve both visitor needs and administrative support for users of the site. (Refer to list in the next section.)

    b. Develop a Content Outline to summarize the key areas that need to be included in the site. (Refer to list in the next section.)

    c. Develop a Creative Brief that summarizes the key products, markets and unique selling features and competitive environment of the study area. (Refer to the Situation Analysis.)

    d. Develop an Expression of Interest or Request for Proposal process for qualified web development firms and a web marketing firm.

    e. Hire professionals who have a thorough understanding of tourism and understand the unique aspects of the regional visitor experience and the current stage of destination development to create the website concept, database, communication system, copy, graphic design, supply commercial-grade software capabilities and production ability to achieve the objectives for the end product. Website marketing for the initial stage of web development differs from the launch of the site and subsequent promotional tactics.

    f. Review existing websites for best practices.

    g. Develop the structure, site map and content outline.

    h. Develop the database.

    i. Produce content (copywriting, editing, image selection, graphics).

    j. Incorporate the community brand or a consistent design theme in the design.

    k. Design and populate the database.

    l. Populate the site.

    m. Develop test site online.

    n. Launch website.

    o. Launch website marketing and Search Engine Optimization programs.

    p. Maintain website updates by set schedule classified by the site map sections.

Evaluate the following industry standard key features for inclusion in the website.

- Advertising Module (optional /can be used as a design tool for editorial content, not just for advertising)
- Automatic notification of news information posted
- Automatic content display timer feature on any page or section of the website
- Availability Matrix (for accommodation and/or tours)

- Blog

- Broadcast email communication by select groups in both branded tourism organization newsletter header artwork and basic email messaging styles; tracking of email sent, encoded to prevent email address harvesting

- Broken link reporting

- Business Directory by category and feature page with summary description, display options and content management options

- Calendar of Events module

- Category and sub-category assignments to identify users or data records

- Content management features include ability to view, create and edit content and review before final posting to site (administrator function)

- Contact Us form

- Database for business directory for public display / user list for communications

- Design feature: ability to change colour schemes with existing artwork

- Email forwarding through domain name series, e.g. info@domainname.suffix to "any email address" – hosting service feature

- FAQ module

- File management system for digital documents (loading, sorting, describing, viewing by category and authorized users)

- Form set-up ability for gathering information or registering for events

- Forum option to allow identified users to communicate within a secure area (e.g. Tourism Advisory Committee)

- Hosting firm services (third-party or integrated with design firm / confirm off-site backup system)

- Image bank management system

- Licensing and software upgrading copyright fees and policy

- Log-in feature

- Maps (Google and custom, static or GIS link). Reference: http://www.sunshinecoastcanada.com/sunshine-coast/map.php

- Management services for tourism organization stakeholder database

- Meta tags: ability to edit

- Navigation management features including full flexibility to add pages and sections to the site without additional service costs

- News section (module)

- Newsletter branded (integrated with the website and associated with database, not third-party software, avoiding the need to maintain multiple lists) and archive capability (sample at: http://www.bellacoola.ca/newsletter/?action=view&nlid=1)

- Online database with multi-layer categories, report functions and export capability

- Online survey capability (polling vs. third-party software or use Survey Monkey http://www.surveymonkey.com/ and link back to local web page)

- Online system with access to the website domain via the Internet 24/7

- Open source code

- Page set-up (ability to create new pages and sections with timer or restricted view feature)

- Press-release module

- Printer-friendly page outputs

- Reservations capability (accommodation and/or tours)

- RSS Feed

- Search capabilities (word search, accommodation by type/cost/feature, etc., PDF files)

- Search Engine Optimization (design features, word use, word placement features, etc.). To "optimize" a website means to build it so that it will be discovered by search engines, and to design each page in such a way that the site's contents will be thoroughly mapped and indexed to key words that potential customers employ when seeking your products or services. Inquire as to services your provider can supply or consider a third-party firm.

- Security features allowing controlled access to viewing and updating the site and protection of access to the site by unauthorized users

- Site map

- Slide show capability (dial-up considerations and hi-speed options)

- Standards compliant code that can validate

- Tracking and Evaluation – Determine whether the system has its own tracking of page usage and reports vs. Google Analytics or your hosting firm's report features

- Unlimited categories for defining a registered user on the system

- User database for inventory, business links displayed on pages throughout the site, email communications, list displays by category and authorization for viewing select areas of the site

- User database log-in feature (for users to update their feature page and to view secure areas)

- Virtual Tours

- Weather icon with link to forecast

- Website design, content and domain owned and operated by the tourism organization or "client"

Other features will be determined based on consultation with the web firm(s), which will depend on programming capability, software selection and advances in technology.

Evaluate the following industry standard key sections for inclusion in the website content outline.

Main navigation and the site plan can be developed from the following list. Each main item has its own page with content written for the awareness stage in the purchase cycle. Detailed pages follow as a sub-set of the main category. Break out each main category based on the classifications of products and services that are market ready.

- Home page (text driven with links based on SEO[77] strategy)
- About Us – Tourism organization or host organization(s) if community cooperative
- Tourism Industry (Industry support/resource centre, database and email communications/industry newsletter)
- Chamber of Commerce (dedicated sections for Chamber use or link)
- Economic Development (dedicated sections for economic development or link)
- Local and Regional Government (dedicated sections for local government(s) or link)
- Media
- Disclaimer
- Copyright
- Privacy Policy

- About Nakusp and Arrow Lakes
- Accommodations (search feature, availability matrix and or reservations system booking)
- Backcountry Adventure
- Blog
- Business Directory
- Contact Us
- Events and Festivals
- FAQ
- Getting Here / Getting Around (access, transportation, circle tours, routes and itineraries)
- Health and Wellness
- Heritage, Arts, Culture
- Hot Springs
- Maps
- News

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[77] Search Engine Optimization

- o Parks and Trails
- o Photo Gallery
- o Search
- o Services
- o Site Map
- o Sports
- o Things To Do
  - ▪ Summer
  - ▪ Winter
- o Tours and Rentals
- o Visitor Centre
- o Weather Link
- o Food and Beverage

Web Marketing

Resources for industry standards for web marketing can be found online at the E-Marketing Associations http://www.emarketingassociation.com/, the Canadian Marketing Association http://www.the-cma.org/?WCE=C=47%7CK=224875, Association of Internet Marketing and Sales http://www.aimscanada.com/ and Canadian tourism e-marketing specialists, A Couple of Chicks http://www.acoupleofchicks.com/ who will soon be releasing their book "Online Marketing Revealed."

COMMUNITY TOURISM FOUNDATIONS®

8.7   Appendix G: Draft Nakusp and Arrow Lakes Tourism Media Profile

Nakusp and Arrow Lakes Tourism Media Profile	
Publication / Network	
Media Type: (newspaper, magazine, travel show, TV, radio, website, business, lifestyle, travel)	
Visit dates	
Media names and title crew names	
No. in party	
Key Contact Person (address, phone, fax, email, website)	
Feature Title	
Feature Content / Interest	
Feature Length	
Airdate / Publication date	
Market area / Demographics	
Circulation / Audience size	
Advertising Value (CAD$)	
Coverage for Arrow Lakes (i.e. Toll-free number and official tourism website)	
If freelance, please advise if you are on assignment (Attach assignment letter)	
Specific Requirements or Specific Services Requested	

Return to Tourism Organization – Insert Contact Information

COMMUNITY TOURISM FOUNDATIONS®

8.8   Appendix H: Situation Analysis and Tourism Plan Contacts

The following contacts formed part of the tourism planning process by either attending meetings, workshops, the final tourism plan presentation, reviewed documents or were interviewed by the Tourism BC Facilitator. A Working Group was formed to work with the Tourism BC Facilitator.

Contact Name	Affiliation	Working Committee
Adam, Pattie	Nakusp and Area Development Board, School District # 10	Yes
Andrews, Chris	Kootenay Rockies Tourism - Agent of Tourism BC	
Bender, Karl	Nakusp and District Chamber of Commerce, Woodfire Pizza	
Benjamin, Randy	Arrow Lakes Art Council	
Bone, David	Summit Lake Ski Hill	
Bone, Kathy	Nakusp and District Chamber of Commerce	
Boxwell, Marilyn	Arrow Lakes Art Council	
Brunton, Mark	Nakusp and District Chamber of Commerce, Community Services	
Burmeister, Sabine	Halcyon Hot Springs	
Carlysle-Smith, Simone	Tourism BC Facilitator	
Collins, Tom and Evelyn	Whatshan Lake Retreat	
Craine, Greg	Music Fest	
Dachwitz, Tammy	Cozy Cabin B&B, Nakusp Glass	Yes
Dumont, Philippe	Mountain Safari	
Fahlman, Betty	Nakusp and District Chamber of Commerce, Art Studio	
France, Ken	Airport User Group	
Glasheen, Shelly	Valkyr Adventures	Yes
Hamling, Karen	Village of Nakusp, Mayor	Yes
Harrison-Mowbray, Angela	Nakusp and District Chamber of Commerce, Advantage Travel World	Yes
Hill, Valerie	Nakusp & Dist Chamber of Commerce, Bon Marche/Dollar Dollar	
Hilton, Bill	Fauquier Golf Club	Yes
Hollenbeck, Shari	Barton Insurance	Yes
Hughes, Joseph	Village of Nakusp	
Hulbert, Russell	Ice Creek Lodge	
Jahnke, Willi	Nakusp Music Festival	
James, Marilyn	Sinixt Nation	Yes

Continued…

Contact Name	Affiliation	Working Committee
Kozarchuck, Rob	Nakusp Trails Society	
Kushniryk, Marney	An Inn For Two	
Lafleur, Bob	Village of Nakusp	
Lafleur, Lynda	Columbia Basin Trust	
Leitch, Cam	Nakusp Golf Course and Village of Nakusp	
Lindsay, Elaine	Alfa Guild Gallery	
Marshall, Rick	Fauquier Golf Club	
Massey, Marilyn	Nakusp & Area Development Board	
McLeod, Beth	Nakusp and Area Development Board Community Projects Coordinator	Yes
McPhee, Maureen	Kuskanax Lodge/Canadian Mountain Holidays	Yes
Metlewsky, Sharon	Leland Hotel	
Mitchell, Bill	Regional District Central Kootenay Area K and Rock Island Resort & Pottery	Yes
Montgomery, Sharon	Nakusp and District Museum	Yes
Moroz, John		
Mueller, Ulli	Villlage of Nakusp and Frog's Leap B&B	Yes
Nishida, Cheryl	Nakusp Golf Club	Yes
Nolan, Dan		
Page, Laurie		
Papadakos, Caterina	Tourism BC Manager, Community Partnerships	
Parent, Milton	Nakusp Roots Music Society	Yes
Parent, Rosemarie	Arrow Lakes Historical Society	Yes
Parkinson, Robert		
Parkes, Larry	Cultural Community of Nakusp & Area	
Puder, Alf	Rotary Club	
Rivers, Marilyn	Nakusp and District Chamber of Commerce	Yes

Continued…

Contact Name	Affiliation	Working Committee
Robbins, Ken	Galloping Hills Adventures	
Royko, Janet	Mirror Theatre, Arrow Lakes Arts Council	Yes
Rushfeldt, Debra	Nakusp and District Chamber of Commerce and Prima Materia/Casa Mandala	Yes
Scambler, Stef	Nakusp and District Chamber of Commerce	
Scott, Gloria	Tukaluk Campground	
Scambler, Dave	Three Lions Pub / Lord Chumleys Restaurant	Yes
Scambler, Stef	Nakusp and District Chamber of Commerce	
Siverfox Dann, Ganishka	Nakusp and District Museum	
Sweet, Jamie	Sweet Life Fishing Charters	
Switzer, Doug	Nakusp Music Fest	
Tessier, Corrine		
Tobey, Bill	Rotary Club	
Toews, Bob	Rotary Club	
Trusic, Greg	Tukaluk Campground	
Wall, John	Trout Lake Community Club	Yes
White, Cheryl	Kuskanax Lodge and CMH	
Williams, Michele	Nakusp and District Chamber of Commerce and Nakusp Music Fest	Yes
Wrede, Mike and Marie	Nakusp and District Chamber of Commerce and Lakeview B&B	Yes