

# Appendices

## Appendix A - Reference Documents

- A Tourism Industry Strategy for Forests (COTA 2007)
- Adventure Tourism Tenures - Cranbrook Region/ Kamloops Region
- All Aboard: Passenger Rail in BC (COTA, 2007)
- AtBC Aboriginal Cultural Tourism Blueprint Strategy
- BC First Nations Mountain Pine Beetle Action Plan
- BC Parks Stats – As of December 3, 2008
- BC Recreational Trail Strategy for BC DRAFT (MTCA, BC Parks, 2009 DRAFT)
- BC Regional Airports: A Policy Guide to Viability, (Intervistas 2005)
- BC Resort Strategy and Action Plan (MTCA 2003)
- BC Stats - 2006 Economic Dependency Tables for Forest Districts
- BC Stats Annual Reviews – Room Revenue by Development Region
- BC STATS March 2009 – Maps showing: Regional Diversity and Dependency Maps
- BC Tourism Action Plan (Ministry of Tourism, Culture and Arts, 2007)
- *BC Visitor Centre Stats*
- BC's River Outfitters, BC River Outfitters Assn and WTA, 2005
- British Columbia's Mountain Pine Beetle Action Plan 2005-2010
- CCBAC Tourism Sector Strategy – plus Preliminary Recommendations – Tourism Sector Development Priorities for the Southern Interior Beetle Action Coalition (SIBAC) Region (COTA Feb 17-09)
- Characteristics of Commercial Nature-based Tourism (TBC, WTA 2005) (TBC, WTA 2005/2007)
- Cranbrook Tourism Plan
- Economic Opportunity Study for Tourism in North and Central BC (InterVistas 2006-08)
- Environmental Impacts of the MPB in the Southern Interior, On behalf of Provincial Beetle Response Project Environmental Stewardship British Columbia Ministry of Environment
- Federal Budget Announcement (2009)
- Foresight – Shaping a Sustainable Vision for Tourism in BC
- Golden Visitor Centre Stats (2007)
- Kamloops LRMP (1994-1996)
- Kamloops Visitor Centre Stats (2005)
- Kimberley Tourism Plan
- Kootenay Boundary Land Use Plan – Implementation Strategy 1997
- Lillooet – Lytton Tourism Diversification Project - 2005
- Lillooet Land and Resource Management Plan (Draft) (LRMP – 2004)
- Lillooet Resort Opportunity Study (MAL and Lillooet TSA Community and Economic Forest Interests MOA members) by Helios – 2005

- Lillooet Tourism Plan
- Lillooet TSA Community and Forest Economic Interests Memorandum of Agreement
- Logan Lake Tourism Plan
- Making Inroads: A Provincial Transportation Strategy for the BC Tourism Industry (COTA)
- Memorandum of Understanding between BC & Yukon Chamber of Mines, COTA BC, and the Mining Assoc of BC
- Merritt Tourism Plan (2007)
- Merritt Visitor Centre and Britton Creek Stats (2006)
- Regional Districts & Municipalities Listings/First Nations Listings
- *SEA Reports – SIBAC TSAs*
  - Forest Income Dependency Rankings for the SIBAC Region, 2006
  - MPB Socio-Economic Profile of Merritt TSA
  - MPB Socio-Economic Profile of Golden TSA
  - MPB Socio-Economic Profile of Cranbrook TSA
  - MPB Socio-Economic Profile of Boundary TSA
  - MPB Socio-Economic Profile of Arrow TSA
  - MPB Socio-Economic Profile of Revelstoke TSA
  - MPB Socio-Economic Profile of Kootenay Lake TSA
  - MPB Socio-Economic Profile of Invermere TSA
  - MPB Socio-Economic Profile of Kamloops TSA
  - MPB Socio-Economic Profile of Okanagan TSA
  - MPB Socio-Economic Profile of Lillooet TSASMPBWG Preliminary Assessment Report (May2007)
- Spirit of 2010 Strategy (Ministry of Small Business and Economic Development)
- TBC Regional Profiles
- The Guide Outfitting Industry in BC: An Economic Analysis of 2002, Pacific Analytics 2003
- Thompson Nicola Region Tourism Opportunities Strategy
- Tourism Kamloops Strategic Plan & Marketing Plan (2009)
- *Travel Activities and Motivations (TAMS) of Canadian Visitors to BC: Activity Profile*
  - Aboriginal Cultural Experiences While on Trips (2009)
  - Focus on Backcountry Lodge Guests (Nov 2008)
  - Focus on Campers and RVers
  - Focus on Recreational Cyclists and Mountain Bikers
  - Focus on White Water Rafting
  - Focus on Snowmobilers
  - Focus on Nordic Skiers & Other Non-Alpine Winter Sport Participants
  - Focus on History and Heritage
  - Viability of Freshwater Fishing Lodges in BC, BC Fishing Resorts and Outfitters Assn, 2008

## Appendix B - Summary of Online Survey Results

### Survey Results: “From Beetle to Better Times! Share Your Thoughts!”

- Total number of respondents - 49
  - 64% of respondents represented tourism operators
  - 11% were from regional or provincial associations/organizations
- The majority of respondents were from the Kamloops (32%) and Okanagan (28%) TSAs. The rest were spread evenly across the southern interior.
- 65% said that MPB was having an impact on tourism business in their area.
- 81% said the effects were moderately negative. 12% extremely negative and 9% said moderately positive.

**Top 10 Tools/Services** - Keeping in mind that the majority of respondents were tourism operators as opposed to the general public, they feel the following tools and services are priorities to strengthen tourism opportunities in the region:

1. Signage – highway, municipal, back country (55%)
2. Support initiatives to develop identified tourism opportunities which attracts high yield clients and keeps visitors in the region longer (55%)
3. New/improved Infrastructure - highways, secondary roads, etc. (52%)
4. Tourism facilities development (48%)
5. Changes to Crown land management and tenure policies (48%)
6. Access to capital (e.g. loan fund or venture capital fund) (45%)
7. Event and festival development / support (45%)
8. Additional cooperative marketing partnerships (42%)
9. Enhance visitor services in the region (33%)
10. Providing tourism operators with a greater capability to identify and protect their interests with respect to forest planning and management practices on BC’s Crown lands (27%)

### **How has tourism been affected by MPB?**

#### *Safety*

- MPB danger trees in recreation sites and along trails
- Dangerous fallen trees cause accidents and incidents as riders try to avoid or ride over fallen timber.
- Danger from active logging/ trucking

#### *Fire*

- Tourists are worried about travelling in the back country due to perceived higher risk of fires due to beetle killed trees

- Guests commenting on the increased forest fire danger
- A wildfire/forest fire could be devastating from the spread of available dead fuel
- Forest fires and smoke from the dead trees
- Most traffic to us goes through Hwy 3 Hope/Princeton if there was a forest fire in Manning park we would have no customers

#### *Aesthetics*

- Loss of canopy/trees for camping/bird watching/wildlife
- All hiking trails have been affected and look devastated
- Fewer walk-in visitors - hillsides covered with dead trees discourage them from stopping
- Decreases visual quality
- Logging of spruce and fir, not just pine
- Guests commenting on the poor state of our woods
- Guest commenting on the visual effect of the dead forest
- Tourists ask why the landscape around us has so many dead trees
- A "dead" landscape --- if the trees were fallen the landscape would look more alive
- Not so beautiful BC to look at anymore
- In the Okanagan we are certainly noticing the visible difference for an area known for beautiful views – it is noticeably duller
- No green trees, just dead ones to look at
- Lots of windfall makes for bad advertising
- Viewscapes look Ugly

#### *Environmental*

- damage to lakes through fallen trees still not calculable
- loss of atmosphere
- increased highway noise due to loss of trees
- Had to cut down almost all trees in camp – no cover/shade
- Some campgrounds have lost all their trees/shade

#### *Direct Impact on Recreation Use*

- Pre-existing trails have been lost due to logging of beetle kill
- No clean up of riding areas (fallen beetle kill trees) has riders creating new trails (riding around fallen timber)
- Impacts ski hill, run designs
- Lower accommodation sales due to decrease in market value
- It has been expensive to replant with other trees
- Less Shade in Summer for Guests

#### *Logging specific*

- Too many new access roads, not enough deactivation
- Increased logging has negatively affected our sector
- Logging has been more destructive than beetle
- Perception that land is "clear cut" thus loss of outdoor recreation

## ***Emerging Opportunities***

### *Product Ideas*

- Demonstration/interpretive public sites
- May be able to create some demonstration or interpretative forests especially in resort cluster areas that tourist could hike in.
- Tours of the fire/beetle affected area to show regeneration
- Offering information (guided tours?) to explain the effects of the pine beetle infestation and possible uses of the wood
- Sale of souvenirs made from pine beetle wood
- Harvest the dying trees for campsite firewood so do not have to cut good trees or purchase firewood
- Run working vacations for people who want to assist in clean-up of hard hit areas.
- Promote blue denim wood things
- Clear out the dead trees => pellet production for heating
- Fire wood sales
- Value added wood sales
- Dying trees should be used for producing electricity which would be much better than the piles of trees I see burning as the beetle kill is cut down
- Sensible Pine Beetle harvest could be a tourism attraction if it was done in a positive manner
- Secondary industry to make furniture, etc. from the dead wood
- Ecotourism
- Expansion of RV park

### *Trails*

- New Trail Development
- Clean up of previously existed trails
- Interconnecting trails to communities or circle touring trails
- Better trails
- Winter trails network
- Non-motorized trails
- Recreation Site and Trail Marketing

### *Cultural/Heritage*

- Increased utilization of heritage values/sites
- There is an opportunity for cultural tourism as well as a need for heritage inventory
- Increase utilization of FN tourism opportunities

### *Forestry-related*

- Opportunity to change forestry practices - increase biodiversity
- Government support to keep our trees healthy-tussock moth is the next threat
- More jobs for tree planters once the "dead" trees have been removed

### *Infrastructure*

- Improved highways-they are spending 6 million on our area
- Development of activity infrastructure

- Development of lodging
- Development of food service options

*Other*

- Bring in ORV regulations
- Dog sledding /snowmobiling
- Fishing
- Removal of affected timber opens up ski opportunities
- Removal of affected timber reduces fuel load for wildfire
- There could be more opportunity for adventure tourism
- A greater focus on a wider variety of tourists - we have lost a majority of our campgrounds to redevelopment and it has changed the tourist we attract- perhaps to a narrower demographic that we do not necessarily meet the needs of
- All season resorts, more summer activities at ski resorts
- Freshwater fishing experiences
- Improved road conditions/ access
- Improved access to Internet and cell services
- Improved management of backcountry areas
- Less government restrictions
- Better accessibility to the lake and from the lake like wharfs, launches and gas
- Natural hot springs
- Increased promotion of provincial highlights
- Better protection of our natural environment
- More parks
- Better support for our parks
- Better access to lakes
- Waterfront activities
- A clean environment makes a better tourism area
- Wildlife Viewing
- Open Viewscapes
- Promoting longer seasons
- Implementation of proposed national park
- Possibility of purchasing existing crown lease that we occupy

***Barriers to Strengthening the Tourism Sector***

*Operators*

- Many tourism operators are small mom/pop operations – not a lot of backing available
- Lack of knowledge/time/capital/interest to enhance activities
- Seasonal nature of industry thus lack of viability
- Time to properly market
- Need operations funding
- Need local staff to properly do the marketing
- Advertising too expensive
- Funding for proposal/consultation process

- Having the funds
- High costs of insurance, borrowing

#### *Government / Infrastructure*

- Need more funds to deal with MPB in trails
- Local governments must change their opinion of tourism to recognize its strength as an industry
- Better public transport & rental car services
- Better Airport links
- No incentives from Government for eco-friendly tourism
- No help with keeping resources (lakes) clean and balanced
- Resolution of aboriginal land claims
- Implementation of RTAA legislation
- Uncertainty in the face of May election
- Economy
- Bureaucracy
- Legislation required for off road vehicle registration
- Capital costs for basic amenities (i.e.: toilets, signage, staging, education marketing tools,)
- Available financial support from province
- Local government
- Failure to sell Crown leases to occupants
- Infrastructure, no bridges, hard to get to
- No public transportation
- Lack of political will
- Funding of marketing is long term, whereas election cycles are short term
- Incentives for small operators to remain in the tourism industry
- More federal & provincial funding for road infrastructure
- Free up some crown land for low cost development
- Liberal government against grants
- Restricted funding
- Not really open minded for future projects
- Government intervention
- The government seems to have a cut and burn policy rather than cut and utilize policy
- The government is not encouraging expansion of use of waste wood to produce electricity in rural areas
- Tourism BC should put a positive spin on the necessary beetle kill harvest and make it a showpiece of our efforts to control the kill in a positive productive manner.
- It is the government's decision

#### *Tourism Industry in general*

- People in the industry have to think differently as well realize we need to catch up with the rest of the province - people don't come to the Okanagan for the same thing they did 20 years ago
- We need a mindset that is about creating a welcoming experience
- Lack of info on available programs to deal with devastation.
- Lack of creativity
- Promotion of affordable opportunities for operators for co-op marketing

- Networking problem
- Inadequate traffic/revenues to keep businesses viable
- Inadequate services to serve visitors who do come
- No forward thinking available, no long term planning

#### *Other*

- Resistance to change by the forest industry
- Poor forest management
- Lack of power and phone service in remote areas
- International view of province as not dedicated to environmental sustainability
- Coal Bed Methane extraction
- New mining in our area
- Off road users out of control
- Coordination
- Banks view seasonal businesses as low cash flow and a high risk
- Too expensive and cumbersome to access crown land tenure
- Small population - not a high priority with politicians
- Access to dollars

### **Actions Required**

#### *Specific Project Ideas*

- Create a brochure for sites and trails in Merritt TSA
- Return to have "high country" tourism association in the Thompson Area
- Funding availability for developing a trail management plan for Kamloops area

#### *Infrastructure*

- Provide infrastructure to implement strategy completed by BC Tourism for North Thompson Valley
- Action on the east access road to Sun Peaks

#### *Funding*

- Allocate direct funding that is not tied to displaced forest workers
- Destination development funding for DMO's (4% tax is fro marketing only)

#### *Training*

- Training of existing tourism facilities

#### *Government*

- More help with crown land issues
- Property taxes according to actual property
- Establish liaison persons in all levels of government to work with tourism operators.
- Reduce red tape
- Outreach by program facilitators
- Implementation of the RTAA
- Improve value

- Need all government's support (local, prov, fed)
- Political direction to reduce clear-cutting and increase sustainable practices
- Displaced forestry worker funding should be targeted at new opportunities for tourism development
- Convert Crown Leases to Freehold
- Involve tourism operators with local government
- Establish affordable public transportation
- Government to understand the importance of tourism
- Government support
- Allocate \$\$\$\$ to road building and road improvements
- Improve the passenger rail system for affordable & reliable transit
- Realize that small operators need assistance to remain viable and open to the public
- Subsidize owner-operator programs
- Lower the priorities of resources extraction
- Revise the highway signage policy
- Remove crown land red tape
- Have the MTCA recreation officers involved in developing and promoting the positive aspects of the beetle kill harvest
- Implement & promote new national park
- Continue upgrade highway 97 & 3a
- Address issues involving watershed lakes

#### *Marketing*

- Investment in collaborative marketing for the Thompson Area
- Target new businesses to locate in the region
- Share the knowledge of what is available locally
- More opportunities to advertise for less money
- Major marketing effort to bring in socially conscious tourists
- Focused marketing & good access to development capital

#### *Other*

- Look at other successes in other jurisdictions
- Create better incentive to supply services to remote areas
- Build a bridge to the northern end of the valley to connect this area with the #1 Hwy
- Protect the environment
- Facilitated events by third party
- Serious (not token) economic development plan
- Follow-up implementation with professional EDO
- Better education
- More quality oriented than short term profit
- Pulling through with something and not stopping at half way
- Make a pool of funds available
- Get local businesses involved in the positive efforts of controlling the beetle kill through positive harvesting plans

- Get the hydro crews who are cutting potential and affected beetle kill trees in a utilization of the fuel mode instead of the present cut and let it lie mode they seem to be in.

### ***Provincial/Federal governments***

- Have to invest with local agencies who are not municipality-based i.e. UBCM. Leaves many unincorporated communities and relevant agencies deemed ineligible. I.e. UBCM Tourism is not fair.
- Coordinate tourism studies/activities (endless amounts of them going on)
- Partner funding with local hotel tax tourism agencies
- Provide more direct funding to MTCA
- Provide more direct staffing - auxiliary to MTCA
- More funding for MPB hazard tree removal
- Increase support to Visitor Centres
- Create business supports to increase tourism start up businesses
- Market BC/Canada internationally
- Help get rid of dead trees and plant new ones
- Help established or aspiring eco businesses
- Help with less property taxing
- Settle aboriginal land claims
- Fund and build the secondary road network
- Assist with replanting
- Assist with redevelopment
- Remove ludicrous restrictions
- Matching dollar funding programs
- Implement Trail Strategy for BC
- Implement ORV Registration
- Staff support
- Funding
- Provide tax incentives for sustainable operators
- Convert Crown Leases in the Okanagan to Freehold
- Improve roads
- Infrastructure projects from both government
- Enhance public transportation
- Infrastructure (roads to BC Interior)
- Create a park in the flathead
- Stop or control the resource extraction
- Give businesses that are in the tourism sector more access and support
- Treat the businesses that are into tourism as partners
- Allocating \$\$\$\$ to road building and road improvements
- Improving the passenger rail system for affordable & reliable transit
- Realize that small operators need assistance to remain viable and open to the public
- Grants
- Funding programs
- Commitment of resources – financial

- Commitment of resources - professional
- Above tied to performance targets for partnered private sector
- More support to regional government
- Education of political leaders to see the next 20 years
- Education of economic leaders to see the next 20 years
- Establish guidelines from the top down how to reach a certain goal
- Helping the small business with tax free incentives
- Lowering fuel prices
- Directing visitors away from the golden triangle
- Make development on agricultural land easier
- Reduce the lease rates on crown land
- Make capital available or loan guarantees
- Have their field staff helping and encouraging public back country tourism instead of seemingly looking for all the possible ways and obstacles they can put in the way of public recreation tourism development. Provincial
- Quit pretending to really want to promote public back country tourism when they seemingly want to support the commercial operators instead of the public back country recreation groups. Provincial
- The Federal Species at Risk Act is used as a threat to force protection of animals based on environmental activism instead of science. This results in well funded commercial operators
- Implement new national park south of Oliver
- Upgrade highway
- Protect ALR and Assist farmers as agri-tourism important in Oliver
- Purchase existing lease we occupy
- Envision multi use watershed areas
- Let BC residents continue to enjoy the outdoors in a respectful manner

### ***Regional/local governments***

- TNRD has never been involved in tourism activities.
- Supply some funding for site and trail infrastructure
- Work cooperatively with local First Nations to increase cultural experiences
- Make certain that there is not barriers to tourism operations in the region due to bylaws etc
- Create infrastructure that entices visitors and locals- i.e. bike /walking trails/ beach fronts picnic areas etc
- Help with signage, road access
- Help with unfair property taxing
- Recognise the importance of resorts like Sun Peaks
- Reduce red tape in approvals
- Adjust land use policies/zoning to enhance value
- Move positively to support businesses
- Remove ludicrous restrictions
- Coordination of destination development projects (projects need to be lead government officials to avoid perceived conflict of interests with interest groups)
- Fast track approval process - National Trails Coalition funding is time limited to March 31, 2010
- Regional and Municipal governments need to work together for the areas

- Support projects
- Take some risk
- Provide marketing space/assistance to small operators in all regions
- Establish work/study groups with tourism operators
- Allow tourism operators input in local process
- Manage not manipulate
- A more cooperative valley-wide marketing plan
- Push towards more infra structure
- Push towards public transportation
- Upkeep of highways / litter control
- Clean up the highways
- Promote more events
- Advertising
- Buy-in to provincial / regional co-op advertising
- Participate in provincial -out of country trade fairs
- Network with existing companies
- Commitment of resources – professional
- Contractual commitment to cooperative 5 & 10 years development plans
- Contractual commitment to maintain adequate infrastructure
- Put more tax dollars to work in the communities
- Providing more infrastructure
- More advertising in the right places
- Encourage development through zoning
- Give tourism businesses a reduce property tax mill rate
- Support development on ALR
- Continue to support the local communities as they strive to develop the public recreation opportunities in their communities.
- Be more proactive in working with community non-profit recreation organizations who are the real movers and shakers in developing local public recreation.
- Share information between communities and develop a data base that all BC communities non profit groups can utilize in their efforts to promote BC public tourism.
- Understand importance of tourism and how integrally linked with agriculture

#### ***TOTA/KRTA/COTA***

- Utilize information and deliver implementation strategies from BC Tourism Activities (Houllebek)
- Include accurate info about market ready sites/trails
- Marketing
- Raise exposure to the region
- Be a voice for the tourism industry stakeholders to people that need to change their thinking about tourism as an industry
- Communicate issues to govt
- Promote harshly affected businesses
- Regional Tourism Association mandates for destination development need to be clearer
- COTA needs to better understand the advocacy requirements in the regions
- Product development funding needs to be identified by project (from Tourism BC)

- Promote creativity
- Better funding of DMOs
- Facilitate marketing education for small operations
- Lobby the Provincial gov't to reduce tenure bureaucracy
- Create action groups to lobby all sectors of government
- Increase promotion of wilderness, backcountry, adventure and particularly winter
- Stand up to the government
- Promote our region
- Attend tourism based trade shows to promote regional literature
- Keep businesses in the area more informed of their activities - such as monthly newsletters as COTA and a couple of the regional associations do
- Provide opportunities to operators in the tourism region with additional opportunities (i.e.- bookings for events - events that would assist the region)
- Input into marketing
- Input into appropriate training
- Input into sharing information on best practices
- If all these governments and associations would really work together and pull through with something, life would be much better
- Keep going after the governments for grants and funding
- Cooperative marketing initiatives for sectors
- Work to reduce the seasonality of businesses i.e. all have same open and close date
- Work to reduce red tape
- Grouping activities
- Be more global in their support. They all tend to support and advertise the main centres and ignore or give very little mention to outlying communities in their tourism area.
- Start realizing that their job is to promote all of the tourism opportunities in their jurisdiction and not just in the major centres. Tourist love the opportunity to learn about and enjoy the small town inexpensive and genuine experiences instead of only the contrived big centre productions with their attend entry fee.
- Our community is on the extreme end of one tourism association and on the border of another. Both solicit us for advertising funds and neither serves us.

### ***Missed Anything?***

- Encourage First Nations to build RV Parks and Resorts
- Canada and especially BC possesses many of the last wildernesses on earth. We need more protection and at the same time enhance the quality of the experience with careful ecologically sensible businesses and help from wherever we can get it to do that.
- Promote the area, nationally and internationally! There are so many wonderful things to do and see!
- A much stronger advertising presence why people should be coming to visit the WHOLE region, NOT just the Okanagan ----
- The backcountry in rural British Columbia must be seen as a tourism development asset (by the folks in the urban areas that make the funding and policy decisions). Trail development in rural areas offers tremendous tourism and business opportunities however it's not sexy like building a new convention center or Olympic venue (s). Folks in Victoria and Vancouver need to

appreciate that investment in trail infrastructure is similar to investing in bricks and mortar in urban centers...it attracts tourism activity and the local citizens also get the benefits from the tourism product being in their "backyard". Doubling tourism revenues cannot be achieved in rural/regional areas of BC without investing in infrastructure and maintenance. Local riding organizations have been expected to maintain areas on a volunteer basis in the past. Can you imagine if it was proposed that a group of volunteers would maintain the Olympic venues after the games? It sounds silly but that's what seems to be on the table at this point for trail development in BC. Recreation trails and campsites have been closed or deactivated because of ongoing maintenance costs. Hummmm..... our backcountry is an asset that needs to be maintained and managed...tourists are looking for amenities in the backcountry too.

- A new national Park in the Flathead Valley already proposed and less resource extraction development could turn this around for us. Without this tourism will go by the wayside in our area. "The Best Place to Live" is not a mining/CBM development area it is a natural environment and a tourist attraction. My relatives come to holiday in our area because of the natural wonders we have to offer and the tourism is driven by the same force "Beautiful BC"!
- Look seriously at next stage development of providing a superb tourism experience throughout BC by assisting with improvement of the transition/interface areas between the developed destinations.
- The whole system is wrong. How can you achieve something if you risk not being elected again after 4 years? The whole thing you have worked for might just be turned around 180 degrees after the next election. If our political and economic leaders would actually work together instead of fighting each other, great things could happen. But as nobody is really risking anything and everybody is only focusing on being re-elected or keeping the job, nothing great is going to happen - and everybody knows it! We live on the best place on earth, but imagine if that actually would be true!
- Get more businesses that can bring visitors to the area. It has to be feasible to start up any new business especially one that would be a short seasonal business. If they cannot make enough money because of government red tape, taxes and regulations as well as extremely high insurances then why should anybody try to make a go of their business. A person who would like to buy a piece of land and make it into a campground would never be able to make a profit in this day of high prices.
- Get MTCA and ILMB to get their act together instead of competing. There is a conflict between commercial and public tourism. The two Ministries should be working together to encourage tourists to enjoy commercial and public recreation opportunities and not having both Ministries making things difficult for non-commercial recreation organizations in a seeming effort to promote commercial interests. I have been a tourist in many places in Europe, South America and the USA for many years. Every place I visit and enjoy offers me commercial (costly) and public no cost or very low cost opportunities to enjoy their culture - this is especially true in out of the way places. As a tourism-related business in a very small community in BC and a very active member of tourism promotion in our small community over the past 20 years I am not happy with the efforts of our Provincial tourism initiatives. If you are beyond Hope you are ignored. I have to admit though that if you are a Kelowna or Kamloops or other larger interior community you are getting much more promotion than 20 years ago. It is now time to recognize small town BC where the real close to the community tourism opportunities exist. Our community has thousands of happy tourists every year. You would never know it from looking at the promotion we receive from our Government Ministries and Tourism Association.

## Appendix C – Strategies Developed at Tourism Session

### ***Cranbrook- Strategy Ideas***

#### **1. Improve air and highway access in the region**

Includes:

Securing airlines

Associated government/tax/financial support

#### **GOALS**

Guaranteed long term access into the region

Development of access “products” within the region

“improvement of existing access within region

#### **STRATEGY STATEMENT**

Not provided

#### **PATHWAY**

Need to find \$\$ to sustain/enhance Delta flights into Cranbrook on a regular basis (2-3 times per week)

Improve quality of experience @ Cranbrook airport (e.g. Duty Free (possible FN license)

Build members slowly until they can support new product (transportation)

Need first point to happen

Build north access to airport (will build slow growth in number of planes into Cranbrook)

Inventory/assessment of existing infrastructure

Review tax incentives/break opportunities related to infrastructure improvements

Promote improvements as part of “green” initiatives

Lighting/signage improvements on roads/highways for tourism product destinations

#### **CONSTRAINTS**

Politics – long term (at least 4 or more years) commitment

\$\$

Some local resistance

Resultant tax increases to pay for improvement that they don't feel they benefit from

#### **RESOURCES**

\$\$

KBLRMP policies

#### **LEADERSHIP**

KR Tourism – Provincial Highway Committee

#### **2. Protect and enhance quality of natural and cultural tourism opportunities in our area**

Includes:

Protect “The Canadian Experience”, “Best place on earth”, “Beautiful BC”

#### **GOAL**

To protect...

#### **STRATEGY STATEMENT**

Not provided

#### **PATHWAY**

Identify and recognize the quality natural and cultural tourism opportunities

Prioritize the opportunities and identify management objectives

Protection

Enhancement

Development

Comprehensive land use planning that is inclusive of tourism

Plan implementation – C & E strategies

#### **CONSTRAINTS**

Resource extraction

Over-development (i.e. Canmore)

Tourism is not a priority of BC government

Resources (\$ and people)

Lack of cooperation between provincial/federal government

Disconnect between upper levels of government and people on the ground

#### **RESOURCES**

Political will

Planning \$\$

\$\$ to implement

\$\$ for C & E

#### **LEADERSHIP**

Government – natural resource ministries and KNC

Community leads lobbying efforts with the tourism sector

### **3. Provide Opportunity for open discussions to identify and work towards common tourism goals**

Includes

Lack of cohesion between “players” (tourism), no co-management and everyone has their own ‘focus’

Promote joint partnerships

CO for land stewardship/C&Es

#### **GOAL**

Joint stewardship of tourism resources

#### **PATHWAY**

TOR establish

Respect each group’s focus

Who

Decision-making

Organization structure

Identify how to engage people in working towards achieving tourism goals (give examples, show opportunity)

Put a ‘body’ into place to create opportunities to work towards common tourism goals

Chip away in small chunks for community level issues

“Push” perspective and “pull”

#### **CONSTRAINTS**

‘My’nd set to individual focus/interest

Lack of awareness of what could happen by working together

Lack of leadership that understands values/interests of potential partners

#### **RESOURCES**

People (paid)

\$\$ for this initiative

## **LEADERSHIP**

MTCA (in house, contract)

Regional district

### **4. Provide opportunity for open discussions between governments around tourism opportunities**

Includes

First Nation involvement with tourism operations, planning and management (see above)

Bands and nations

#### **GOALS**

Greater involvement in tourism (planning, management, policy, work (self/owned, staff), F.N. have equitable opportunities for those that can/want

#### **PATHWAY**

Some 'body' to facilitate dialogue and action

Resourced, empowered, sensitive, trusted (integrity)

First Nations identify they want to be in tourism

Goes hand-in-hand with government (provincial, local) let F.N. know where there are opportunities

Integrate tourism into treaty dialogue

Provide incentive to develop new tourism business

To maintain/enhance tourism product quality (e.g. \$\$ for MPB tree removal and replant)

Safety

#### **CONSTRAINTS**

Don't see opportunity

Distracted by land claims

Don't know about A/T/ Blueprint Strategy or AtBC work

No existing body responsible for facilitating this

Bodies that are: ill-equipped to make progress

#### **RESOURCES**

\$\$ for new dedicated MTCA staff to help create this strategy

#### **LEADERSHIP**

MTCA

MARR

Municipal Community Services

May be joint staff between groups above

### **5. Address inadequate compliance and enforcement**

Includes:

RCMP

Health Care

Utilize public revenues collected from sectors for enhanced compliance and enforce

#### **GOAL**

Have adequate legislation together C&E (ie. One enforcement officer per 1000 square miles)

#### **STRATEGY STATEMENT**

Not provided

#### **PATHWAY**

Review best practices in other jurisdictions for C&E and implement

Implement ORV Coalition Report recommendations; identify the personality to drive the process

Identify and designate trails and decommission undesirable trails

Broad based education (retain PR firm to produce communication plan)  
Education component in public curriculum (AB and BC)

**CONSTRAINTS**

Legislation to enforce punitive measures on transgressors (Sect 46 (\$1,500-10,000)/58 (\$150)FRPA  
SRMAC and Cranbrook West don't have punitive component

Link between the above plans and KNC

Staffing...

Multi agency involvement

**RESOURCES**

Legislation to enforce punitive measures on transgressors (Sect 46 (\$1,500-10,000)/58 (\$150)FRPA  
Political will

Planning

\$\$ to implement

\$\$ for C & E

**LEADERSHIP**

Multi-agency

**6. Ensure that financial resources are available to the Ktunaxa Nation and the Bands to be involved in existing tourism processes**

**GOAL**

Reduce 'red tape' around capability of FN to finance new/existing tourism businesses

**STRATEGY STATEMENT**

Not provided

**PATHWAY**

\$\$ for positions for 'tourism coordinators' to explore and coordinated tourism opportunities

Change legislation/regulations at the federal and provincial levels

Explore partnership opportunities to circumnavigate existing constraining requirements

Education on tourism opportunities (e.g. Trail Blazers)

More FN for feasibility studies

\$\$ for business start-ups

Educate/build relationships with existing business/investors and FN entrepreneurs

Four levels of government could come together to facilitate ( Federal, provincial, local and First Nations)

Needs to be formally announced (FN government)

**CONSTRAINTS**

Buy-in to unknown

Politics (all 4 governments)

Lending agencies dealing with unknown

Higher interest rates from private/Aboriginal lending sources vs. the bank

**RESOURCES**

Seed \$\$

**LEADERSHIP**

Joint government initiative (all four levels)

**Other Strategies**

- Manage natural resources (fish wildlife) sustainably (protect and conserve) (9)

- Provide motorized recreation areas for public use with or without commercial licensing/permitting – look at all options (8)
- Also, ATV licensing and registration for better enforcement
- Use money from the licensing program to support COS and education
- Establishing designated motorized area allows for better enforcement. Violators in sensitive areas can be directed to designated sites therefore allowing for restoration and ecosystems management to succeed
- Recognizing the economic value of recreation activities (6)
- Consider all the values – shouldn't be done at the expense of another (4)
- Reduce Fees/taxes to enable tourism related businesses to tackle environmental issues (5)
- Find the balance that allows the tourism operators to flourish yet not diminish the values that bring the tourism, protect FN interest and protect local use (2)
- Develop diverse and unique tourist markets – quality not quantity (3)
- Better connection between local businesses and Tourism BC (3)
- Enhance tourism recognition/involvement in land use decisions re: MPB impacts (3)
- Manage public-commercial interaction re: resource use (backcountry, fish, wildlife), enhance communications and relationships (3)
- Quality of the experience – destination to destination and in-between (3)
- Support entrepreneurs to develop business (cultural FN, Trail Blazers, others) (2)
- Strengthen and diversify the tourism sector that we need to “inform the world” of our products and nearby iconic products, and close the sale with those precuts properly packaged (1)
- The collective (resort, provider, server, the shop assistant); alignment! (1)
- Strategies that help varied sectors
- Avoid/smoothen the boom-bust cycle and avoid product homogenization (1)
- Enhance cost competitiveness of sectors relative to competitors (via taxes, fees, regulations)

## ***Kamloops Strategy Ideas***

### **1. Establish sustainable funding for land-based tourism (development on the product development and maintenance on the land**

Includes post-it notes

RV Parks Campgrounds

Infrastructure that supports the industry

Leverage non-tourism visits into tourism opportunity

Lack of viable tourism products – connectivity of land base tourism to visitors

Recommendations: TOTA infrastructure underfunded

#### **GOAL**

Establish sustainable funding for land-based tourism (development) on the product development and maintenance on the land (e.g. trails, recreation sites, staging areas, etc.)

#### **STRATEGY STATEMENT**

Clearly articulate needs/ends (agreement on needs)

Create political support – business case/model

Create public support

#### **PATHWAY**

Gas tax money

Room tax (HRT/AHRT)  
General revenues  
User fees  
Tourism BC via RDMOs  
\$2.5-3 million/year (Kamloops TSA)

**CONSTRAINTS**

Shrinking volunteer base  
Lack of users willing to pay  
MTCA/provincial government support/funding requires communities to request money, match and manage  
First Nations agreement/considerations/interest  
Crown grazing leases  
Licensing and registrations of ORVs  
Not-in-my-backyard (N.I.M.B.Y.) – excess capacity/volume of visitors  
Mapping

**RESOURCES**

Non provided

**LEADERSHIP**

TNRD  
Districts  
Communities  
CDCs  
First Nations  
Tourism  
“Nobody’s taking the lead in region!”

**2. Establish a high quality interconnected, multi use trail system**

Includes post it notes  
Trail Management money needs  
Regional Trail Strategy  
Commercial-user fees vs. residential use

**GOAL**

To plan and establish a high quality interconnected, multi use trail system for the region (Kamloops TSA)

**STRATEGY STATEMENT**

Establish representative regional trail Board (agency, coalition)  
Paid participation/honorarium/cost recovery  
Governance/accountability/transparency  
Get \$\$

**PATHWAY**

Need \$7.5-10 million over 3 years  
Public-federal/provincial – W.D. National trails coalition  
Community trust funds

**CONSTRAINTS**

Getting public buy-in and agreement  
Establish scope/align w/ provincial trails strategy  
Environmental assessments  
Sustainable \$\$ for maintenance

Arahae. Over. Assess. (\*unsure of spelling on original document)

Liability

**RESOURCES**

**LEADERSHIP**

Community Futures and/or DMOs

Provincial Government leadership/direction/supportive polity

MTCA Trails Coalition

Regional representatives including tourism representatives

**3. Convenient/efficient access to/around the region connecting visitors to attractions**

Includes post it notes

Access

Mapping

Signage

Circle tours

**GOALS**

To ensure convenient/efficient access to/around the region, connecting visitors to attractions

**STRATEGY STATEMENT**

Signage

High-level provincial government direction/way finding strategy

MoTI, MTCA (Parks?)

Development of signage/\$\$

Physical Infrastructure/Maintenance

Duffy-Whistler → Cache Creek

Little Fort → Heffly Creek #5

FSRs

Adams Lake Road, North Barriere... review needed

General access/maintenance

Intermodal accessibility particularly

Kamloops Airport and VIA/Rocky Mountaineer → major destinations/regional attractions

**PATHWAY**

Not provided

**CONSTRAINTS**

Not provided

**RESOURCES**

Not provided

**LEADERSHIP**

Not provided

**4. Prepare recreation use plan**

Includes post-it notes

Certainty of control over tenured land base

Commercial operators vs. public access

Land use planning to reduce user conflict, recreation use plan

New opportunities in Agri-Tourism

Floral tourism

Needs product development

Infrastructure development

Marketing development

**GOAL**

Land Use and Agri Tourism - Zoning

Quality of product deuse/degraded (\*unsure of spelling in original)

Carrying capacity consensus

LRMP '1000' level'. This needs to be '1' level'

*Benefits*-Better, high value tourism experience \$\$\$

**PATHWAY**

Similar to Sea-Sky

Multi-stakeholder base

Lots of secondary people

Recreation user lens

Fine-tuned zoning

'SRMP like'

**CONSTRAINTS**

Many 'threatened' stakeholders existing

**RESOURCES**

Significant cost and time

**LEADERSHIP**

Province

**5. Understand tourism as an economic base sector**

Includes post-it notes:

Regional Product Development Funding (Capital and Maintenance Funding)

Harmonized regional boundaries by province and federal agencies/ministries

No Harmonization among regional districts

Convince politicians, labor, and community that tourism is important enough to expand energy on.

**GOAL**

Understand tourism as an economic base sector

**STATEMENT STRATEGY**

Identify and explain what tourism is and its impacts

**PATHWAY**

Better organization and cooperation by DMOs/RDMOs

Need more information

Value of Tourism

Statistics and reporting

Employment

Income

Where spending goes

More support from institutional sector

Training (\*unsure of spelling in original)

University

Government

**CONSTRAINTS**

Strongly held belief that 'old jobs are only jobs'

**RESOURCES**

Some \$\$, not significant

**LEADERSHIP**

DMOs

RDMOs

**6. Improve landscape to make it more appealing to tourists**

Includes post-it notes

Viewscape – bug infected, reduces appeal of region

Communication between forest operators, government, industry and tourism operators

**GOAL**

Improve landscape to make it more appealing to tourists

**STATEMENT STRATEGY**

*Options*

Policy/guidelines for deadwood harvest

Or better represent tourism values within existing policies

**PATHWAY**

Need on economic use of wood

Ministry of Forestry has many of these policies but no takers for wood

Alternatives to logging – burning?

Inventory of ‘intrinsic value’

Tourism areas

Communicate this to forest sector and land use plans

**CONSTRAINTS**

\$\$

Entrenched interest groups

Some strategies (e.g. burning) would be controversial

**RESOURCES**

Moderate \$\$ for research and policy/option development

**LEADERSHIP**

COTA

DMOs

Line ministries

Local government

**7. Increase/enhance agri tourism product**

**GOAL**

Increase and enhance the agri tourism product

**STATEMENT STRATEGY**

Build support/awareness of agriculture/farms/ranches for tourism and agricultural interpretation

**PATHWAY**

Inventory existing product

Identify ‘potential’ operators

Increase interest of agri businesses

Marketing of tourism

Self-guided

Guided

‘One offs’

Program

Pilot

**CONSTRAINTS**

Resistance/reluctance of agri sector

Also lack of skills, “I’m not a tourism operator”

**RESOURCES**

Lots of time

**LEADERSHIP**

DMO

MoA

Lots of resources

First Nations

Industry

**8. Reliable and consistent access to road, air and rail transport**

Includes post-it notes

Quick hit

Keep Coquihalla open

Gas-ex

Existing technology

Open Transportation Routes

Maintenance

Avi cart(\*unsure of spelling from original document

Highway, avalanche control work, Coquihalla

Transit System

Coquihalla avalanche control, mapping and signage (tourist friendly of corridor and backroads (retention of tourists), circle tours (signage, promotion)

**GOAL**

Reliable and consistent access (road, air, rail)

Identify transportation needs

Preventative maintenance to keep routes open

**PATHWAY**

Need to prioritize hotspots

Budget for maintenance (contingency funds)

Need to identify transportation needs (e.g. transit system)

**CONSTRAINTS**

Politics

Multi-jurisdictions

Power

Contractual constraints – private sector

Don’t have costs of lost opportunities

Not enough \$, time, people

Social, land use, environmental issues

**RESOURCES**

\$\$

Double \$ to support

**LEADERSHIP**

Province and Federal government  
Ministry of Transportation and MoFR  
TOTA  
UBCM  
Local Communities

## **9. Continuum of high quality visitor experiences**

Includes post-it notes

Invest in infrastructure that has a higher potential for ROI

Invest in new or existing projects where you can capture new business in towns and regions with capital investment for specific projects

Infrastructure Funds for non-private tourism projects in small municipalities

i.e. 'Gateway to Wells Gray Park'

Money to build

Aging plant assets especially in rural areas

Lack of access to capital

Viability/seasonal

### **GOAL**

Provide continuum of high quality visitor experiences

### **STATEMENT STRATEGY**

Improve quality of existing tourism assets (applicable to old/new assets)

### **PATHWAY**

Inventory, assess, prioritize

Timeline, budget

Cooperation of governments to enact appropriate legislation and requirements

Raise awareness at upper levels of government

### **CONSTRAINTS**

Competitive interests

\$, economic conditions

Community values

Policies/requirements (e.g. outdated OCPs)

Lack of knowledge, lack of consistent standards

### **RESOURCES**

\$\$

Training and trained/educated people

Coordination of existing resources (form partnerships)

Organize body to manage product development

### **LEADERSHIP**

Organization at destination level (scope), supported by government (elected officials and public service) and special interest groups

DMOs

COTA

Sector groups and leaders

COC

## **10. Expansion and retention of successful operators**

Includes post-it notes

Lack of commercial tour operators

Barriers and they give up

**GOAL**

Expansion and retention of successful operators

(Relates to opportunity of “more market ready operators and grow new ones”)

**STATEMENT STRATEGY**

Development of regional champion organization to encourage operators beyond marketing to industry development

**PATHWAY**

Key Tourism operators have broad knowledge and are able to coordinate between destinations (have strong industry development program)

**CONSTRAINTS**

Funding

Absence of existing \$\$ program

Lack of single access point into agencies – strain on operators

Unsure where to go for marketing assistance, accounting issues, logging activities

**RESOURCES**

Chambers of Commerce

Tourism BC

TRU – adventure tourism

CFDCs (11 within SIBAC)

Local economic development groups

Decentralized contact and ability to fund programs

**LEADERSHIP**

CFDCs

TOTA

**11. Year round employment – labor issues**

Includes post-it notes

Labor, shortages, training

Shrinking pool of volunteers for events, few event producers (private sector)

Use current Tourism BC legislation (structure and regimes ( to include product development (change legislation)

Need more market ready operators

Existing tourism operations

How to grow/diversify

Create employment stability and business certainty

**GOAL**

Year round employment and figure out labor issues (lack of collaboration within seasonal operators leading to a lack of opportunities for year-round employment)

**STATEMENT STRATEGY**

Establish a central registry for employees/employers (beyond tourism sector)

**PATHWAY**

Entry level - us experienced

**CONSTRAINTS**

Employers are not investing in employees

Generational perspective  
Shoulder season  
Existing E.I. rules  
Accommodation/transportation  
Wages – but not necessarily a constraint

#### **RESOURCES**

Making/developing rooms for employees  
Develop local labor pool and encourage skill development  
Career fairs  
Labor market development agreements

#### **LEADERSHIP**

TRU  
TOTA – employment marketing  
Service Canada ?

### ***Lillooet Strategy Ideas***

Transportation – Train, bus, air (28)

#### **GOAL**

##### **1. Improve access to Lillooet and area**

#### **STRATEGY STATEMENT**

Seton Lake Band to take the initiative with all other local communities in support  
Collective local communities create a plan for improvement for provincial government to approve  
DOL? to take initiative with support from all other local communities

#### **PATHWAY**

##### **TRAIN**

Need passenger service from Rocky Mountaineer  
Work with Seton Lake Band to expand passenger service to Whistler or Pemberton

##### **ROAD**

Continue to improve surfacing on highway #99  
Fix overpass on Hwy #99 North  
Replace remaining single land bridges on Hwy #99 South  
Continue to improve safety at Big Slide on Hwy #12  
Accent St'at'me/other local history through pullout/stop areas  
Drive demand through touring magazines/websites  
Promote recreation sites on Hwy. 99

##### **AIR**

Crack sealing on airstrip  
Lengthen air strip  
Upgrade service to regional airport status – infrastructure  
Develop a business plan to use to secure funding

#### **CONSTRAINTS**

Logistical planning  
Federal and provincial support  
\$\$  
Human resources needed to expand service (train)

#### **RESOURCES**

Training for seon Lake Band members to be able to expand rail service  
Capital needed for train with more services and expanding the airport

**LEADERSHIP**

Seton Lake Band Chief and Council  
DOL and Northern St'at'imc communities, Chief and Councils  
DOL mayor and Council

Overcome Local Differences (27)  
Includes local planning groups and communications

**GOAL**

Joint/unified vision

**STRATEGY STATEMENT**

**2. Develop a common vision for tourism**

**PATHWAY**

Cross cultural planning/events  
Identify key people and set them to commit  
Prepare list of key people  
Should include operators, planners, resource people, etc.  
Consider having it a public meeting  
Make it a 'fun event'  
Maybe use stat cultural experience – FAM tour  
Start to develop the vision  
Must develop a concrete plan  
Should have an ongoing process  
Maybe develop an M.O.V.  
Use as a lead-in to 'local planning groups'

**CONSTRAINTS**

Lack of volunteers  
Little history of cooperation  
Have to get over mistrust

**RESOURCES**

Small \$\$  
Mostly time  
Commitment of key leaders

**LEADERSHIP**

4 bands  
District of Lillooet  
Chamber of Commerce  
Operators

**3. Get Traffic to Stop in Town**

**GOAL**

To spend money in town

**STRATEGY STATEMENT**

Create a reason  
Effective marketing

**PATHWAY**

Effective signage  
Direct marketing with tour busses  
Product and infrastructure creation/organization  
Maps/self guided tours/points of interest  
Historical driving routes  
Naturalists tours  
Special interest/niche markets  
Include cultural attractions  
Combine/build attractions list include bands/culture  
Branding – uniqueness  
Create “night-time” market

**CONSTRAINTS**

Highway signage permission  
Group co-operation  
Focused interest  
Tourist info center objectives/interests  
Implementation

**RESOURCES**

Signs  
Product and plan  
T.R.I.P. (Tourism research innovation project)

**LEADERSHIP**

Municipality

Create and develop Festivals (20)

**GOAL**

**4. Increase “shoulder season” (outside July and August) festivals and attendance**

**STRATEGY STATEMENT**

Identify:  
Festival types  
Leadership  
Funding

**PATHWAY**

Brain storm suitable events  
Identify groups/partners (communicate with other groups and other events)  
Identify event coordinator/leader  
Site/permits/license  
Funding – grants/donations/sponsors  
Marketing strategy  
Detailed planning  
Tourism festival packages  
Ideas  
Ice climbing  
Dul sport  
Arts and crafts/cultural  
Theme festivals  
Hoof and wheel

Snowmobile/ATV

Sports/corporate

**CONSTRAINTS**

Volunteer burnout and moves

Insurance/liability/government red tape

Sustainability (limited funding/resources/people)

Coordination experience

**RESOURCES**

People with experience

Gold country, chamber community, RDMO, TBC, COTA

Associations and clubs

**LEADERSHIP**

Interest groups/leader

Focus on unique FN Experiences (19)

Includes

Lack of awareness of FN cultural experience

FN cultural experiences are private

These experiences are available, not well promoted

**GOAL**

**5. Unique Aboriginal tourism products/services available and well supported by FN people, tourism community, market (retail, tourism services (direct/indirect))**

**STRATEGY STATEMENT**

Highlight unique, authentic A.T. cultural experiences for the benefit of community members

**PATHWAY**

Partnership, collaboration between FN and local businesses

Need \$\$ and information, support (e.g. coaches) to identify opportunities and products (market ready)

Training and skills development for new employees (e.g. what is a good host?)

Partner with local based experienced tourism operator

Start in clubs to develop young leaders in FNs

Sustained support through development and implementation of the product

Market to local operators (develop existing, new relationships)

Showcase successes in AT

Operate in a destination that had high quality and range of tourism services (hostel to 5 star) at a good value

Start with summer but extend to 3 and 4 seasons

Be aggressive to get business

Canada BC small business service center

Provide complimentary products/services

**CONSTRAINTS**

All people: lack of courage to take that risk- people want guarantee

Confusion over regulations

Don't know how

Lack of commitment

How do you create movement/overcome inertia so people will get involved?

Lack of young leaders

Community tourism operators don't know how to work with FN

## **RESOURCES**

Not provided

## **LEADERSHIP**

Young entrepreneurs and leaders

Youth center

Wayne 49% and Norms 51% members and help to know what to do

Sustainable Funding for Projects (14)

## **GOAL**

Endless \$\$ annually

## **STRATEGY STATEMENT**

**6. Strike a working group who is informed, confided, and diverse and who operate without bias in best interest of all communities.**

## **PATHWAY**

Identify sources \$\$

HR chasing \$\$ constantly and applying

Change in legislation – provincial and federal

Source annual funds – hotel tax, gas tax, ORV tax...

Partner with FNs and other agents to work, collaborate or joint projects

Identify common goals and objectives and jointly apply for support

Establish working group

## **CONSTRAINTS**

History

Funding requirements change or die and so do people

Volunteers get burnt out

Politics and bureaucracy

Time

Cooperative spirit

Fear

## **RESOURCES**

Find people to make it work and staff

Training

Planning

Shared visions/goals/resources

Letters of support

## **LEADERSHIP**

St'at'me and DOL lenders

Non profit lenders

Volunteer groups

SLRD

Partner with First Nations (9)

Includes

Entrepreneurs

G2G

## **GOAL**

**7. Strong intercultural partnerships and relationships**

## **STRATEGY STATEMENT**

Synergy of working together is greater than the sum of the parts

### **PATHWAY**

Good communication (mutually respectful/honest)

Joint strategy that benefits all community members to achieve common tourism goals and avoid/mitigate controversy

ID potential conflict areas – focus on areas where success can be achieved

ID potential partners

Specific individuals (invitation)

Build on strengths of partners

### **CONSTRAINTS**

Chamber no what it could be

Time, energy, priorities

Preconceptions and misconceptions, distrust, fear of unknown

### **RESOURCES**

Not provided

### **LEADERSHIP**

DOL (Jerry, EDO), FN (Norm), Chamber (Wayne)

Tourism Infrastructure Needs Upgrading (8)

### **GOAL**

## **8. Expand tourism capacity and services**

### **STRATEGY STATEMENT**

Identify and promote key infrastructure and products

### **PATHWAY**

List of infrastructure needs/gaps

Beds

Camp/RV

Hostels/low-budget accommodation

Public washrooms

Food services

Outdoor recreation rentals/servicing

Outline planning requirements

Public sector

Private sector

First Nations

Costing/budgets/funding

Sources

Promote through economic development offices

### **CONSTRAINTS**

Will someone take this and 'run with it'

### **RESOURCES**

Mainly research

moderate time commitment

some \$\$

### **LEADERSHIP**

Economic development office

Bands, EDO

MPB Opportunities (8)

Includes

strategic planning groups

could encourage private business to start eco tours

manufacturing wood kill products

#### **GOAL**

**9. Use/develop MPB as an interpretive/tourism product**

#### **STRATEGY STATEMENT**

Prepare an interpretive package for local use by tour operators

#### **PATHWAY**

main idea is to encourage interpretive tours or interpretive component to existing tours/experience

Develop a brochure

Multi-language

Biological facts

Where to buy crafts

Map – where to go to see

Chocolate-coated bugs

Government response

History

#### **CONSTRAINTS**

Where is the \$\$ coming from?

Who would pay?

#### **RESOURCES**

\$2000-\$3000

Research from MoF

#### **LEADERSHIP**

Chamber

Visitor Centre

Lillooet/Lytton

#### **Other Strategies**

- Better understanding of markets (6)
- Local people trained in tourism industry (skilled H.R.) (6)
- Create maps for tourists to use – can't find trails and attractions (6)
- Streamline bureaucracy support local initiatives "small" projects (6)
- Small business – entrepreneurial development and support (2)
- Get \$\$ to the ground (5)
- Review draft LRMP (5)
- Refer to St'at'imc land use plan (4)
- Regional plan to localize certain specialties therefore supplying a number of local expertise and change of locations (1)
- Conduct recreation inventories (5)
- Increased identification of trail systems and improvement of forest service road access
- Have infrastructure in place to support new investment opportunities (4)

- Website revamp – better representation for town through media (3)
- Identify 'generator projects (3)
- Improve boat access to Seton and Anderson Lakes (3)
- Community branding (3)
- Reduce government red tape (3)
- Access management plan for forest roads (1)
- Support existing structures first (1)
- Local based qualifications (1)
- Land Resource Issues
- From 11:30 wrap up from mapping session – Land use/ management issues
- Transportation
- Bridges on Duffey need replacing
- Can't have bus tours
- #99 improvements
- Overpass, slide
- Rail service?
- Vancouver to Whistler to Lillooet?
- FSRs
- Moving to wilderness status as logging declines
- Potential loss of access
- Resources Roads Act
- Opportunity for community user groups
- Motorized snowmobile use in parks
- C & E
- Section 58 designation for non-motorized use in high-conflict areas

## ***Merritt Strategy Ideas***

### **1. Individual ad hoc efforts to promote tourism sectors**

Includes

Communication and collaboration with different groups

Consultant to build umbrella group for regional tourism, funding required to make process happen, paid position

Priority to include ranching community, harvest industry, First Nations

#### **GOAL**

Greater collaboration and cohesion in the development and promotion of tourism at the regional (subregional) levels

#### **STRATEGY STATEMENT**

To create an effective umbrella group that will work together to manage, enhance and promote sustainable tourism opportunities

#### **PATHWAY**

Local government (municipal, FN, district) arising/triggered by SIBAC/COTA work

Leader/champion (identify or recruit) e.g. design/build rep

Identify all players (relevant groups)

Invite our representation to initial meeting

Identify issues of all groups

Assessment

Build plan

**CONSTRAINTS**

\$\$

Not willing to partner (us vs. them)

**RESOURCES**

Consultant to initiate start up of sustainable group \$

Regional and municipal seed money/support money

SIBAC/COTA money

**LEADERSHIP**

SIBAC/COTA to ignite

**2. Establish a source of funding for long term commitment to implement regional plan**

**GOAL**

Commitment to long term funding to implement regional plan

**STRATEGY STATEMENT**

Persuade governments, stakeholders, user groups and businesses of the value of a regional plan for tourism

**PATHWAY**

Understand where opportunities for funding are

Discuss with regional DMOs

Pilot project in one of the MPB- affected TSAs initially

Partnerships and agreements overtime with \$\$ commitments

Managing and maintenance of tourism infrastructure

ORV licensing contribute, gasoline tax, trust commitment, permitting from adventure tourism, user fees for recreational groups

**CONSTRAINTS**

How long is funding going to last

Political priorities

Lots of interested parties not at the table

Legislation for ORV or gas tax might not happen

BC tourism 'system' not set up to facilitate implementation

**RESOURCES**

MTCA to have account similar to Forest Investment Account, also involved in leadership

**LEADERSHIP**

Regional District acting as governing body and administration

**3. Settle jurisdictional challenges on the KVR so a plan can be created to develop and market it properly**

**GOAL**

KVR is a tourism product that strengthens and diversifies the region

**STRATEGY STATEMENT**

Settle jurisdictional challenges on the KVR... MTCA to have authority

**PATHWAY**

Identify who has jurisdiction (public and private landowners)

Get MTCA to have jurisdiction through a Management Agreement

Look at practices of other rail lines (BC, Canada, International), re: jurisdiction  
Identify alternate routes to accommodate multi use  
Communicate and educate  
C & E – ORV legislation  
Market product (promotion and packages)

**CONSTRAINTS**

Multi-use – need to resolve motorized/self propelled  
Trail through Aboriginal lands/cultural values  
Private land owners  
Geography (e.g. washouts  
Maintenance

**RESOURCES**

Long term funding commitment  
Maintenance and management  
Marketing (product development and promotion

**LEADERSHIP**

MTCA, working with proposed umbrella group

**4. Identify and prioritize development of... (see pathway)**

**PATHWAY**

Spatial identification of high value tourism areas  
Inventory attributes/attractions in high value tourism areas  
By use, geography, season type, tourism sector  
ID no go FN cultural areas  
Rate inventory of products to ID priorities for development, maintenance, marketing  
Assess market demand for regional products (DMO, TBC, RDMO)  
Support development of ‘best product/market mix’ opportunity

**Includes**

We” don’t know what we have for existing and potential tourism assets  
Don’t have knowledge about:  
quality  
present/future demand  
how well marketed/promoted  
infrastructure needs

Require inventory update – attributes/attractions currently used and the market for the product  
Identify First Nation no-go areas for cultural reasons before planning moves forward

**GOAL**

Inventory: so we can identify and prioritize the development (current and new) of tourism assets

**CONSTRAINTS**

Maybe lack of coordinated efforts done already and needing updating  
Somebody already has info and not sharing – ID who has it and get them to share

**RESOURCES**

See Kamloops TOS (Meadfield, V.K.)

**LEADERSHIP**

Proposed umbrella group – TOTA

**5. Have a recreation use plan**

**GOAL**

Ensure S.I. is covered by recreation use plans

**STRATEGY STATEMENT**

Identify areas of the S.I. that don't already have a recreation use plan and make it a priority

**PATHWAY**

Identify and bring recreation stakeholders to the table

Get First Nations agreement and interest identified

Follow an established template for

Identify the administrative units each recreation plan would cover

Ensure seamless integration across administrative lands

After planned

Public awareness

Enforcement

**CONSTRAINTS**

Lots of stakeholders on each parcel of land

Funds for implementation of plan

Exclusive vs. inclusive designations

Limited ability to enforce

Time and pathway to legislate closures, designations, etc.

**RESOURCES**

Not provided

**LEADERSHIP**

ILMB (resource officers) and MTCA (recreation officers)

**6. Encourage development of product/attractions****GOAL**

Encourage the development of new and expansion of existing tourism product attractions

**STRATEGY STATEMENT**

To assess, identify and promote tourism products in the region (sub-region)

**PATHWAY**

Assess existing product

Identify new opportunities

Identify markets

Communicating with existing operators

Familiarization (FAM) tours across region (cross tourism jurisdictions)

Develop and promote community cultural experiences

Investigate agri-tourism opportunities

Package horseback riding, working ranch experience (e.g. Quilchena)

Infrastructure improvements (water/sewage)

IHA (Interior Health Authority)

Identify potential funding sources

**CONSTRAINTS**

\$\$, infrastructure

Insurance – liability

Uncoordinated individual activities

**RESOURCES**

SIBAC/COTA, take advantage of local advertising (“What’s going on in...”)

## **LEADERSHIP**

New umbrella group (see strategy #1)

### ***Other Strategies***

- Establish common planning themes for the collective team
- Incorporate First Nations in the tourism education programs at TRU and NVIT
- Access management/infrastructure ~ eg. FSRs: backcountry, secondary roads, signage
- Development of successful First Nations tourism sectors and ensure the Aboriginal Tourism Blue Print gets into the right hands at Tribal Councils and Bands
- Identify perception of tourism market for southern interior
- Better understand who is coming to the region and what is attracting them
- Promote the diversity of tourism activities within the region
- Further develop existing fringe tourism ie: stuff already going on but on the fringe of our communities
- Ensure diversity opportunities that are in fringe areas of communities
- Human resources and skills development for priority sectors/groups
- Identify target markets and develop a branding program
- Educated ourselves on what is happening in tourism now and where we can go
- Know who we go to for funding (local, regional, municipal, federal) for project and long term
- Choose only one or two projects to implement focus on action
- Promote the value of tourism to community decision makers
- That there will be a safe, sustainable tourism sector in the SIR

## Appendix D - Groups and Individuals Contacted/Involved in Strategy process

(The lists that follow include those who participated as well as those who were invited to participate during various stages of the completion of this report. Participation in the online survey was anonymous)

Aboriginal Tourism BC	Helicat Canada Association
Backcountry Lodges of BC	ILMB - Adventure Tourism
BC Fishing Resorts and Outfitters Assoc	ILMB – Land & Resources Mgt Specialists
BC Hotel Association	Kamloops Airport
BC Lodging & Campgrounds Association	Kelowna Airport
Business Development Bank of Canada	KNC
CFDC of Central Interior First Nations	Kootenay Rockies Innovative Council
CFDC of Nicola Valley	Kootenay Rockies Tourism Association
CFDC of the Shuswap	LTC
Community Futures - North Okanagan	Ministry of Community Development - MPB Epidemic Response Division, Economic Development
Community Futures Boundary	
Community Futures Thompson Country	MoE – Ecosystems Branch
Council of Tourism Associations	MOFR-Stewardship & MPB Emergency Response Division
Cranbrook Airport	
Creston Valley Development Authority	MTCA – Resorts, Rec Sites and Trails Divisions
CSRD	Nelson Ec Dev Partnership
CSRD - EDO/Film Commissioner	NNTC
District of Summerland	Northern Development Initiative Trust
EDC, Regional District of Central Okanagan	NTA
First Nations MPB Initiative	Oliver & District CED Society
Golden Area Initiatives	ONA
Greater Vernon Services	Outdoor Recreation Council
Guide Outfitters Association of BC	RDCK

RDCO	SLRD
RDEK	SNTC
RDKB	Southern Interior Development Initiative Trust
RDNO	Thompson Okanagan Tourism Association
RDOS	TNRD
Revelstoke EDC	Tourism British Columbia
Rocky Mountaineer Vacations	Tourism Kamloops
Salmon Arm Economic Development Corp.	Tourism Kelowna
SIBAC	Venture Kamloops
Similkameen Valley Planning Society	Wilderness Tourism Association

***Mapping and Strategy Session Participants***

<b>Cranbrook</b>	<b>Kamloops</b>	<b>Lillooet</b>	<b>Merritt</b>
ILMB	WTA	MTCA – Rec Sites and Trails	ILMB
MTCA – Rec sites and Trails	Rec Sites and Trails	Forsite (Forestry)	MTCA
ILMB Adventure Tourism	MTCA - Resorts	District of Lillooet – EDO & CAO	SIBAC
Kootenay Rockies Tourism Assoc	Adventure Tourism	Lillooet Eco Tours	Merritt Marketing Group
Tobacco Plains Band	MPB Emergency Response	T'tit'q'et	MTCA – Rec sites and Trails
St Eugene Resort	ILMB Planning	MOFR	Princeton Trails rep
Ktunaxa	MoFR	Lillooet Museum & VC	Trans Can rep
Island Lake Resort	SIBAC	ACMG Guide	Community consultant
Panorama Mountain Village	Kamloops Airport	Bridge River	Nicola Tribal Association
Flyfishing Adventures	Tourism Sun Peaks	Lillooet FN	ILMB
Green Dimensions	EcDev – Prov	Statimc Runner	MTCA - Development
	Barriere COC	Village of Lytton Mayor & CAO	

	KamTrails Com	Gold Country	
	CFDC CFIN	Lillooet News	
	Clearwater COC & District	Naturalist Society	
	Tourism Kamloops	Seton Band	
	Clearwater Backcountry	CC-Heli	
	Kamloops CFDC	Garden Patch Cafe – through F2F discussion	
	TNRD	Bridge River Snowmobile Club – input by phone	

## Appendix E - Adventure Tourism Tenures Summary

Tenure Type	Cranbrook	Kamloops	Region Total	Province Total (other regions)
Back Country Rec	2	0	2	2
Hunting/Fishing Camp	12	38	50	(51) 101
Mechanized Ski Guiding	0	2	2	(3) 5
Cat Ski	10	9	19	(1) 20
Community Outdoor Recreation	13	29	42	(62) 104
Eco Tourist Lodge/Resort	2	0	2	(5) 7
Fish Camps	2	2	4	(40) 44
Guided Caving	1	0	1	
Guided Freshwater Recreation	10	0	10	(14) 24
Guided Nature Viewing	4	0	4	(17) 21
Heli Hiking	8	1	9	(3) 12
Heli Ski	16	6	22	(12) 34
Hunt Camps	14	1	15	(67) 82
Miscellaneous	3	1	4	(18) 22
Multiple Use	43	9	52	(73) 125
Nordic Ski (Cross Country Skiing)	8	2	10	(3) 13
Private Camps	1	7	8	(11) 19
Snowmobiling	8	9	17	(6) 23
Trail Riding	5	11	16	(10) 26
<b>TOTALS</b>	<b>162</b>	<b>127</b>	<b>289</b>	<b>578</b>

## Appendix F - Tourism-related Objectives in BC's Mountain Pine Beetle Action Plan (2005-2010)

Objectives and actions specifically linked to tourism in BC's Mountain Pine Beetle Action Plan include:

- **Objective 1 Encourage long-term economic sustainability for communities affected by the epidemic.** Specific actions include:
  - Assess the long-term timber supply that has historically supported communities and identify possible alternative economic opportunities for when the supply declines
  - Assess immediate and long-term impacts of the change in forestry activities on forestry-dependent communities and First Nations
  - Accelerate the development of other resource-based sectors to diversify the economic base of the region
  - Ensure established sectors such as agriculture and tourism are at their maximum potential
  - Continue to work with communities, First Nations and the federal government to undertake research and identify opportunities to prepare for future impacts by building on existing and new economic diversification and adjustment options
  - Identify infrastructure requirements to accompany economic growth and diversity initiatives
  
- **Objective 2 Maintain and protect public health, safety and infrastructure.** Specific actions include:
  - Carry out fuel management and implement wildfire mitigation activities where necessary for public safety
  - Assess the existing transportation network within the impacted regions and develop plans for necessary upgrades or changes
  - Work with communities to mitigate the damage to urban forests and subsequent loss of parks, green space and other community values
  - Identify and monitor critical water supplies that may be impacted by the infestation or forestry mitigation activities
  - Identify and monitor areas of unstable terrain that may be impacted by the infestation or mitigation activities
  
- **Objective 4 Conserve the long-term forest values identified in land use plans.** Specific actions include:
  - Work with land use plan monitoring committees and stakeholders to ensure beetle management and timber salvage activities are carried out in a manner that respects the values identified in land use plans
  - Ensure parks and protected area management incorporates an assessment of the impacts of the epidemic on conservation values
  - Incorporate conservation objectives into timber salvage operations, leaving some areas unharvested as temporary conservation areas
  - Examine the opportunities and costs, including possible funding sources and new research, for techniques to restore non-timber values

- Assess the impact of the epidemic on the full range of forest values to provide information for future management decisions
- **Objective 7 Maintain a project management structure that ensures co-ordinated and effective planning and implementation of mitigation measures.** Specific actions include:
  - Solicit broad stakeholder input through the Minister’s Community Advisory Group
  - Implement a coordinated approach between all levels of government, including federal, local and First Nations
  - Work with stakeholders to communicate about the epidemic and mitigation measures