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**Community Tourism Foundations® Program  
Tourism Development Plan**

**Lillooet**

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## **1 INTRODUCTION**

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### **1.1 Background**

This tourism development plan (TDP) has been created through the *Community Tourism Foundations*® development program in partnership with the District of Lillooet. Six local First Nations bands and other First Nations organizations were invited to participate and contribute to the meetings and workshops held as part of the planning process.

The Plan begins with an analysis of Lillooet's tourism sector, including the industry operators who provide services, the visitor markets that are coming to the area and the assets and resources that are drawing in these visitors. This is followed by strategic direction for destination, product, industry and destination development with an emphasis on collaboration and partnerships among local and regional stakeholders. A proposed approach to implementation that includes organizational roles and responsibilities is also provided.

This report represents the third and final deliverable as part of the TDP process. Two earlier reports, the Initial Meeting Report and the Current Situation Analysis, were each previously presented, reviewed and approved by the District and have been incorporated into this stand-alone final report.

### **1.2 Description of the *Community Tourism Foundations* Program**

The *Community Tourism Foundations* development program is designed for communities just starting out in the business of tourism, 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 an initial assessment phase, followed by a market, product and destination analysis and a subsequent strategic planning phase. The program process is concluded with assistance to implement the tourism plan.

The *Community Tourism Foundations* marketing program provides later-stage information and support for communities that already have a research based marketing plan in place. 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 managed by their Regional Destination Marketing Organization (RDMO).

### **1.3 Methodology**

The analytical content of this report was based primarily on a literature review, including web-based resources and tourism trend and market research provided by Tourism BC. Other information obtained from local published sources and personal interviews were incorporated into the current situation analysis.

Two planning workshops held in November, 2007 and January 2008 provided the majority of strategic direction and recommendations in this document. The November workshop produced a vision statement, high-level goals and a set of strategies for destination and product development. The January workshop refined the vision and goals and addressed some of the

marketing aspects of the plan. The final workshop was a chance by the working committee and other stakeholders to review and amend the draft plan and discuss issues of implementation.

The District of Lillooet and First Nations' participants provided overall management direction and oversight with the assistance of a working committee made up of community stakeholders.

#### 1.4 Report Structure

**Chapter 2**, as a shortened version of the Current Situation Analysis report, presents analysis on the market, product, destination and organizational elements that make up Lillooet's tourism sector.

**Chapter 3** summarizes the vision and goals prepared by local stakeholders that provide direction and context for the TDP.

**Chapter 4** shows the product and destination strategies, while recommendations for marketing appear in **Chapter 5**.

**Chapter 6** covers planning for implementation and follow-up.

An action plan that accompanies the strategies outlined in chapters 4 through 6 is provided in **Chapter 7**.

Supporting research is included in the appendices.

## 2 SITUATION ANALYSIS OVERVIEW

Market and visitor trends in the local, provincial and national economies were analysed in the Current Situation Analysis. Readers should refer to that document for further information and insights into the findings and implications summarized below.

### 2.1 Study Area

The District of Lillooet is a small community (estimated 2007 population: 2,324) situated on the bench lands of the Fraser River 240 kilometres north of Vancouver. It has a rich history and boasts a unique setting at the convergence of several deep gorges and important tributaries in the lee of the Coast Mountains. The Bridge River, Cayoosh Creek and Seton River meet with the Fraser at Lillooet.

The climate is arid with about 400mm of precipitation annually and as little as 50mm (2 inches) for some of the bench land microclimates flanking the river adjacent to town. The growing seasons is long and summer temperatures can be extreme, often breaking +40 °C (104 °F). Along with Lytton, Lillooet claims the title of "Canada's Hot Spot."

The Study Area is within the asserted traditional territory of the St'at'imc First Nation.

### 2.2 The Land Use Context

The Lillooet area is part of the Lillooet Timber Supply Area (TSA) and subject to the Lillooet Land and Resource Management Plan (LRMP). The Lillooet LRMP, one of many forming British Columbia's Land Use Strategy, directs the management of all Crown land covering 1.1 million hectares in the TSA. The process began in 1995. A draft of the plan was released in July 2004 but that is now the focus of ongoing government-to-government discussions with First Nations.

The LRMP will have a major influence on Lillooet's aspirations for the development of its nature-based outdoor adventure sector. This sector will require access to large areas of Crown land, sometimes in competition with other resource users. The final document will seek to better manage the tourism experience, secure commercial tenures, minimize conflicts on the land base, ensure sound land and resource management and foster the overall development of the tourism sector.



### 2.3 Destination Attributes

**Culture and heritage** - Lillooet is considered to be one of the oldest continuously-inhabited locations on the continent. The immediate area of the town attracted large seasonal and permanent populations of First Nations peoples because of the confluence of several main streams and the Fraser River. The rock-shelf just above the confluence of the Bridge River is an obstacle to migrating salmon and a magnet for a far-reaching fishing and trading economy. The St'át'imc are the original inhabitants of the territory which surrounds Lillooet and area.

The settlement history is also rich. Lillooet was the “Mile 0” of the Cariboo Road that led miners north to the interior gold fields in the 1800s. Margaret Murray and Masahiro Miyazaki, both Order of Canada recipients, were local luminaries who left their personal mark on local history. The old suspension bridge, Mile “0” cairn, Miyazaki House, Hangman’s Tree and the old newspaper office are some of the attractions that interpret the history of the area.

**Outdoor adventure** - Popular summer-based activities include horseback riding/packing/ ranch vacations, fishing, guide-outfitting/hunting, hiking, mountain biking, 4x4’ing/ATV’ing, nature viewing/bird watching, flat- and whitewater kayaking and canoeing, jet boating and flight seeing adventures. The area’s diverse terrain and high snow load (in some high elevation areas) facilitates a number of winter-based tourism opportunities including heli-skiing, ski touring, snowmobiling, snowshoeing, dog-sledding, ice fishing, ice skating, and others. Popular destinations for which Lillooet provides either the major or secondary point of access include Gold Bridge, the Duffey Lake Road, and South Chilcotin Mountains Park.

**Products and services** - The operator base is concentrated in hospitality services, including accommodation, food and beverage. There are 29 accommodation facilities, with 167 rooms and 272 RV/camp sites. The BC park at Marble Canyon is the only nearby provincial park with drive-in campsites. All other provincial parks are wilderness-oriented. The BC Hydro campground on Cayoosh Creek has 42 free campsites available.

Tourism services include a seasonal Visitor Centre operated in conjunction with the museum. A good selection of food and beverage services, small conference facilities, gift shops and boutiques and arts and crafts are available. Other businesses offer a wide variety of services from professional (photography, tourism information, business consulting) to retail (groceries, supplies, sporting goods) to personal services (engine repair) and recreation rentals.

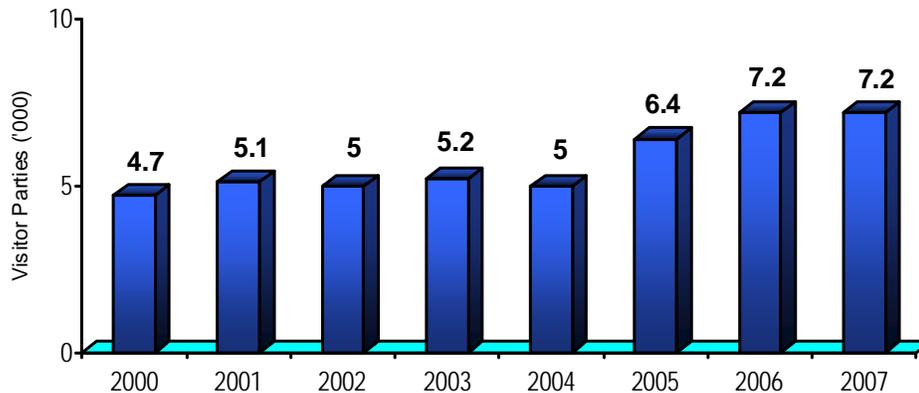
Transportation access is limited to highway travellers and is recognized as a challenge to future growth due to the absence of commercial bus, air and rail passenger services.

### 2.4 Tourism Markets

The major markets segments in the Lillooet area include free independent travellers, outdoor adventurers, and cultural/heritage enthusiasts. As with most BC tourism regions, the BC market and regional markets in Alberta, Washington make up the large majority of visitors.

After, several years of modest increases in visitors during the early 2000s, the Lillooet VC has seen strong attendance increases since 2004. Close to 7,200 visitor parties (about 29,000 individuals) entered the VIC in 2007, close to a 50% increase over the 5,000 visitors in 2004.

**Figure 2-1 Lillooet Visitor Centre Attendance, 2000-2007**



Source: Tourism British Columbia November 2007

Recognition and awareness of the region and Lillooet itself is very low, even amongst key travel markets. Many regional visitors come to the area for its outdoor adventure experiences, but most long-haul and international visitors are in transit to other destinations, including many Europeans on the Vancouver to Calgary touring circuit. The number of destination-oriented aboriginal tourism visitors is low but the potential for this market is excellent and growing.

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. Most visitors are also seeking more convenience, more learning and educational experiences and outdoor recreation activities where the experience is a safe one (i.e. soft adventurers).

The long-term outlook for tourism in BC and the region is positive. In the short-term, the best opportunities are in the regional and short-haul markets, including US touring travellers. Visitors most likely to be attracted to the region (older-aged, wealthy touring travellers) are looking for amenities and soft-adventures.

## **2.5 Tourism Development Capacity**

Lillooet is a small community with limited funding and organizational capacity for tourism development. However, the District has made commitments to tourism as an economic base and First Nations have greatly increased their participation in the last decade. The local community is small and active but there are serious challenges building a cooperative environment with all partners. The Chamber of Commerce has recently taken steps to renew its commitment to tourism but a lack of participation and support by the Visitor Centre for community tourism planning is a concern.

The District of Lillooet supports tourism development through policies and management direction that are much more specific and prescriptive than in the past. The long list of infrastructure initiatives contained in the current Official Community Plan and Corporate

Strategic Plan are indicative of the importance given to tourism infrastructure in long-range community planning.

Tourism development is also a mandate of the District's economic development office, which has a full-time economic development officer and a volunteer board of directors representing community interest groups. The active participation of local First Nations makes it truly representative of the community.

The Upper Sta'at'imc Language, Culture and Education Society (USLCES) has a broad community and cultural mandate and is involved in tourism initiatives for its six member bands (approximately 2,600 members in total). One of its major goals is the development of a Sta'at'imc Cultural Centre, which, among other things, will be the focus of tourism-related activities and businesses. The cultural centre concept is supported by the District of Lillooet and the Chamber of Commerce.

The Chamber of Commerce focuses primarily on general business initiatives, with periodic support for tourism activities.

Lillooet belongs to (and supports financially) an association of South Central Interior communities known as the Gold Country Community Society. The Society was formed in 1991 by 11 central interior communities who felt they were under-served by provincially recognized and accredited tourism and business development organizations. The purpose of the society is "to positively, ethically and professionally promote the pursuit of tourism, related economic development and the necessary technology to improve the economy of member communities; encouraging and supporting a strong local and regional sustainable tourism industry."

With the completion of this plan, the Cariboo-Chilcotin Coast Tourism Association and Vancouver Coast and Mountains Tourism Region should work more closely with the District of Lillooet and local industry on marketing programs.

The above groups all undertake marketing activities to varying degrees, including advertising, promotions, websites, collateral materials, visitor guides and maps.

## **2.6 Strengths and Weaknesses**

The strengths of the area as a tourism destination are its proximity Vancouver and Whistler, its special topography and scenery, diverse climate (high precipitation and snow levels in the higher elevations of the Coast Range, semi-arid conditions along the Fraser River and interior plateau), fish and wildlife populations (some provincially and nationally significant), First Nations heritage and culture, and the Gold Rush and mining history.

Lillooet's weaknesses stem mainly from its reliance on drive-by travellers, the lack of destination facilities and attractions, and the lack of market-ready product. Despite the rich cultural history and dramatic natural resources, there is in fact only one major resort (Tyax) and only a small handful of full-time outdoor adventure operators. The small population base makes it very difficult to find employees and new sources of investment. And despite its proximity to Vancouver and Whistler, Lillooet remains "off the beaten path" and must strive to attract its bread and butter free independent travellers.

## 2.7 Opportunities

Opportunities for Lillooet exist in many areas, but it will take considerable planning and coordination of efforts to grow the sector locally. The best opportunities are as follows:

**Resorts** – Lodges and resorts can play a key role in bringing in investment, creating a critical mass of operations and products and enhance the marketability of the regional profile. With the exception of the Tyax Mountain Resort the Lillooet area has yet to develop smaller scale but higher quality ecolodge and touring-related accommodation facilities. The settlement of the LRMP and its tourism zoning should create new opportunities in this area.

**Touring Products** - Enhancements to and expansion of touring products, including rail tours, bus tours, automobile circle tours already promoted by Tourism BC and the RV rental circuits.

**Adventure Products** - Trail riding, heli-hiking, mountain biking, midcountry bike touring routes (on Cariboo Wagon Road remnants), nature viewing, 4X4 touring (Bridge River Valley and Seton-Anderson corridor) all have good potential.

**Wilderness Gateway** - Lillooet could expand its presence as a gateway and staging area for the wilderness and adventure products in the region. The South Chilcotin Park, Stein Valley Nlakapamux, Upper Yalakom, Shulaps and proposed new protected areas the forthcoming LRMP will all be managed for their wilderness values. This means a minimum of in-park development and an opportunity for Lillooet to position itself as the nearest and most accessible service centre.

**Cultural Heritage Interpretation** - Opportunities to interpret and develop First Nations culture and heritage is virtually untapped. Many of the best sites in the area are already reserve lands so the potential for ecolodges and small interpretive centres is already high. The proposed St'at'imc Cultural Centre could be a catalyst for more of these products.

**Agri-Tourism** - Ranching, tree fruits, organic farms and other agriculture enterprises are ripe for the creation of more agri-tourism in Lillooet. Grape growing and winery production is also an opportunity.

## 2.8 Challenges to Development

In terms of moving forward with the development of a plan and setting the stage for its implementation, the following considerations are important:

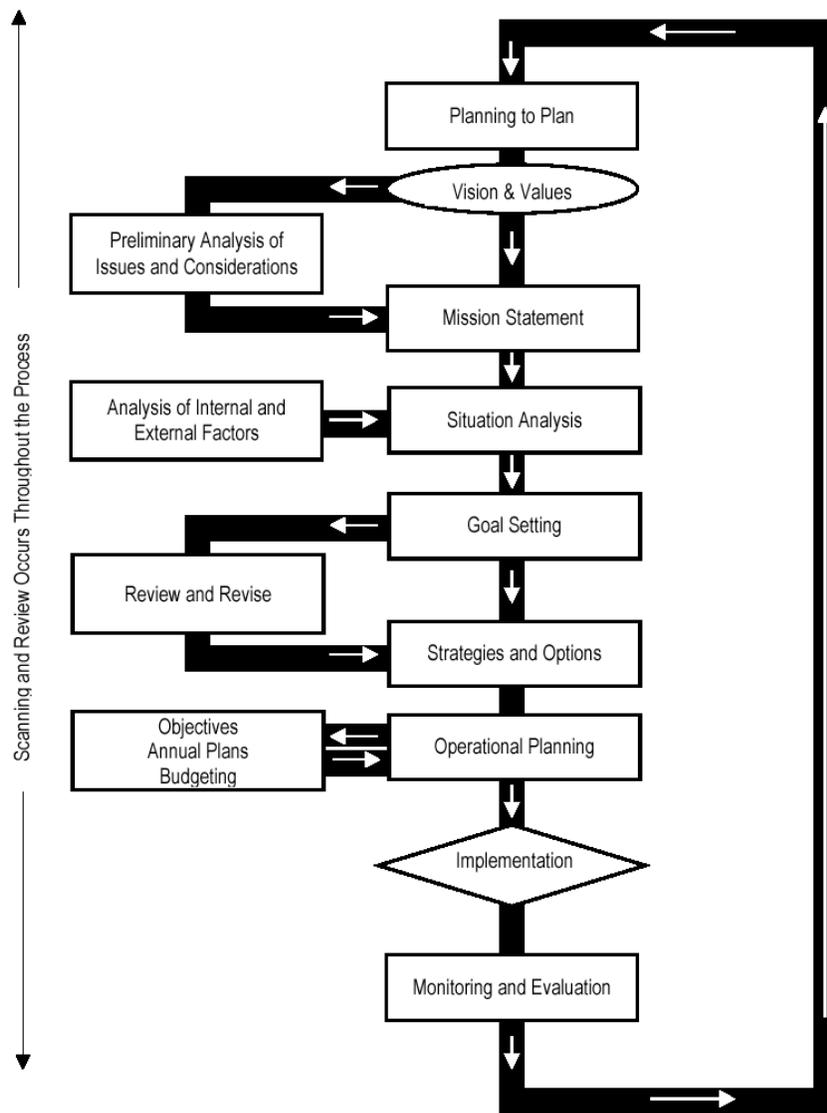
- a. The lack of product, infrastructure and marketing is recognized by most observers, but what is not clear is the path for building these into a stronger destination presence. The chosen path could conceivably lead in quite different directions depending on the community's vision and how it intends to nurture and grow its tourism economy. In the last 10 years, Lillooet has taken an economic "hit" with the decline of both forestry and mining, population loss and a loss of tourism services. The effects of the mountain pine beetle is expected to eat away further at the traditional economic base. It will take a concerted effort to reverse these elements of decline for the economy in general and for tourism specifically.
- b. Developing that long-term destination vision will be important. Without it, encouraging new and expanded services and products will remain a challenge.

- c. The leadership needed to stimulate tourism will have to arise from three separate quarters: local government, which provides local infrastructure and acts as a primary conduit for relations with senior government; First Nations, who comprise about half of the regional population, possess rich potential for new tourism products and will have considerable influence on the resource and land base once the LRMP is finalized; and, the business community, which is responsible to helping set the local business climate and will be relied upon to bring in new capital investments to the industry.

**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 and goal statements for Lillooet are articulated based on feedback received during the initial meeting, planning workshops (2) and current situation analysis.

**Figure 3-1: The Strategic Planning Process**



### **3.1 Vision**

The vision statement describes a desired future state for tourism in the community. It provides direction for development efforts by identifying priorities and articulating outcomes. It can incorporate political, economic, social and cultural elements, but is always forward focused. The following vision statement was produced by participants of the January 14 planning session held in Lillooet:

*Lillooet, as a community working together, will be a four-season visitor destination known for its culture and outdoor recreation experiences.*

The vision captures the three aspects of tourism development that stakeholders felt were important. This included the need to work together for a common cause and the focus on the region's best assets, its diverse culture and history and its exceptional outdoor adventure potential.

### **3.2 Goals**

The planning workshops held on November 28, 2007 and January 14, 2008 generated discussion about the goals for the tourism development plan. An initial set of goals was compiled in November and then re-assessed and finalized in January. The following goals will provide guidance for the strategies and actions that follow in subsequent chapters of this document.

1. Development of more destination amenities and infrastructure
2. Improved transportation options
3. Expanded roster of market-ready products and experiences
4. Professional and competitive industry
5. Establish a market brand
6. Improved market position and awareness in key travel markets
7. Increased visitor volumes and spending
8. Develop and enhance partnerships between government, the District, First Nations and industry

The goals are meant to cover the full range of destination, product and market needs of the region. As discussed more fully in the previous chapter, Lillooet has a small economic and tourism base and will require more product, activities and experiences if it is going to attract more visitors and visitor spending. Creating the right investment climate for this to happen can be greatly facilitated by a spirit of cooperation and forward planning that involves all levels of government, First Nations and industry.

### 3.3 Summary of Strategies

<b><i>Product and industry development</i></b>
1. Signage initiatives
2. Lobbying for bus and train services
3. Assist with development of Cultural Centre
4. Strategic assistance for District of Lillooet tourism infrastructure
5. New hotel attraction
6. New resort development
7. Festival expansion
8. Follow-up to grade growing research project
9. Agri-tourism development
10. Pre-business planning for new nature-based projects
11. Enhance or expand St'at'imc tours
12. Research aboriginal tourism assistance opportunities
13. Promote new market-ready products
14. Encourage more product packaging and activity development
15. Encourage adoption of industry and government professional standards
<b><i>Marketing</i></b>
16. Target free independent, touring and outdoor recreation travellers in the regional market
17. Commission a new brand for Lillooet
18. Create and expand an image bank
19. Create a kit folder/press kit
20. Produce a quality local map series
21. Evaluate and upgrade the Lillooet Visitor Guide
22. Create a new website
23. Integrate the inventory into an online web portal
<b><i>Marketing Programs</i></b>
24. Establish a website optimization program
25. Build a media relations program
26. Audit existing expenditures and reconfigure to target markets
27. Create a FAM tour program
<b><i>Visitor Services</i></b>
28. Evaluate the performance of the Visitor Centre
29. Consider a Community Visitor Ambassador program
30. Deliver SuperHost® to local businesses

## **4 DESTINATION, PRODUCT & INDUSTRY DEVELOPMENT**

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This chapter addresses the destination, product and industry development needs of the community.

### **4.1 Destination Development**

#### ***Objectives:***

- Complete two municipal infrastructure improvements in the next four years.
- Develop at least one new attraction in the next five years.
- Attract a brand hotel or resort facility in the next four years.
- Establish an inter-community bus service within five years.

#### ***Rationale:***

Destination development refers to the community itself and the causal linkages it has with the tourism economy, in terms of public policy, land use and resource management, infrastructure and overall business climate.

Destination development is a priority issue for Lillooet, and the District has outlined many improvements in both its OCP and Corporate Strategic Plan (2007-2017). The December and January planning sessions identified a number of infrastructure gaps and needs, including visitor services, signage, accommodation and gateway improvements, that should be strategically developed and coordinated with the needs of visitors.

#### ***Strategies:***

1. Collaborate and, where appropriate, lend assistance to other organizations in the community engaged in signage initiatives.

Three separate signage initiatives are underway in Lillooet. The Lillooet Chamber of Commerce (LCC) has raised some funds for three billboards proposed for Pemberton, Lytton and Hat Creek. Gold Country Communities Society (GCCS) will be erecting one or two kiosks in the area to promote its Gold Trail Circle Tour. The District of Lillooet (DL) is also considering erecting two or three kiosks to help guide visitors around the community and sites of interest in the surrounding area. The three organizations should collaborate with one another on a consistent and compatible set of design standards, messaging and interpretation to maximize the effectiveness of each sign project.

2. Evaluate and lobby for bus and train services between Lillooet and neighbouring communities.

A regular bus service would encourage more inter-regional excursions and allow visitors without personal transportation to consider an extended stay. Greyhound services are available in Pemberton, Lytton and Cache Creek but not Lillooet. Similarly, passenger rail passes through Lillooet are private and do not have scheduled stops. There may be opportunities associated with passenger rail service during and after the 2010 Winter

Olympic and Paralympic Winter Games. The level of demand, service options and feasibility of bus and rail services are unknown and would have to be evaluated.

This strategy is directly supportive and to be coordinated with DOL's Corporate Strategic Plan sections 2m to 2q inclusive.

3. Assist with development of the proposed new St'at'imc Cultural Centre.

The Upper St'at'imc Language, Culture and Education Society (USLCES) has plans for a new Heritage and Learning Centre (Cultural Centre). A design concept has been prepared and the estimated cost is \$6 million. In addition to education and training facilities and programs, the Centre will house a museum and gallery and would significantly enhance Lillooet's tourism appeal.

4. Provide strategic assistance to District of Lillooet tourism infrastructure projects.

There are two important tourism infrastructure projects in the DOL's Corporate Strategic Plan, the Downton Square Tourism Centre Project (6a) and the Gateway Project (6b) at junction of highways 99 and 40 that should be expressly supported in this plan. The Downton Square initiative is to be coordinated with the St'at'imc Cultural Centre project. The Gateway Project includes a cycling path, street lighting near the bridge and stretching up Station Hill Road to the 'T' Junction of Highway # 40/Main Street.

5. Attract a new hotel.

Lillooet could use an additional branded hotel property that would increase market exposure and critical mass to hospitality services. It would also appeal to those travel markets that look for familiar brands when preparing their holiday plans and itinerary. The DOL and EDO could undertake pre-development planning to stimulate investor interest in a new facility or encourage an existing operation to convert.

6. Promote new resort development.

When the Lillooet LRMP is finally settled, it will include new tourism areas adjacent to South Chilcotin Park and specific management directions for encouraging more resort and tourism development in the backcountry. This development is expected to be closely coordinated with St'at'imc community, heritage and environmental values.

A resort study by the Helios Planning Group (2005) showed excellent development potential at Bridge River, Yalakom Creek, Spruce Lake, Cerise Creek, Duffey Lake and Marble Canyon. Alternatively, the working group identified Health and Wellness spas as an opportunity for Lillooet, given the area's climate and setting.

## **4.2 Product Development**

### ***Objectives:***

- 25% increase in the number of operators within five years.
- Develop at least five new products within five years.

### ***Rationale:***

Product development involves primarily the private sector and its investment and contributions to goods and services consumed by visitor markets. With such a small product base, Lillooet will need to expand its products if it is to attract more visitors and visitor spending and it also needs to ensure these products are market-ready, that is, capable of fulfilling the expectations of visitor markets.

### ***Strategies:***

7. Support the expansion of existing, past and potential new festivals.

Festivals can be a valuable tourism product, drawing in visitors who might not normally come to the area, and providing an opportunity for engaging the local community and visitors in a common set of activities. Festivals can be effective in diversifying a community's visitor markets and seasons. But they can also be complex affairs requiring a great deal of time, money and volunteer effort. Many are driven by dedicated small groups of people or even individuals. As a small community, Lillooet has experienced problems maintaining its festivals, having lost the Fall Fair and Lillooet Days in recent years. This initiative would focus on resurrecting or creating one or two annual festivals within the community's capacity for long-term sustainability.

8. Prepare a follow-up plan to grape growing research project.

In early 2007, the Province provided financial support to the British Columbia Grapegrowers Association (BCGA) to conduct a climate and feasibility assessment of growing wine grapes in the Lytton-Lillooet area. It is hoped this program will eventually lead to vineyard and possibly winery production that could help diversify Lillooet's tourism sector.

The District of Lillooet is supporting the current pilot project and has prioritized opportunities for viticulture and winery projects. Once relevant information from the pilot project is analysed and available, the EDO intends to raise awareness of the potential for investment in this sector in Lillooet.

9. Promote agri-tourism opportunities and new product development.

Agri-tourism has potential in Lillooet, but the sector is admittedly small with only two farm businesses actually offering visitor services and the farmers' market, which operates during the growing season. The farm/ranch base in Lillooet is not that large and only a small number would even consider an agri-tourism venture. Nevertheless, the District has identified agri-tourism as a priority development and it may be stimulated if the grape

growing pilot project is successful and if more growers can be encouraged to participate in tourism development.

The emphasis in this initiative would be to apply locally resources and programs that are offered at the provincial or national level. The BC Agri-Tourism Alliance (BCATA) and the Canadian Farm Business Management Council (CFBMC) have resources and programs to help rural communities with their agri-tourism project.

10. Carry out pre-business planning to encourage more private-sector investment in the development of new nature-based tourism products.

Mountain biking and ice-climbing were identified in the workshops as having the best potential, but LRMP studies have shown that other winter, summer, water and land-based activities could also be developed. Many of these would occur and require access through Crown land and thus should be assessed with that perspective in mind. There is therefore the opportunity for the EDO to serve a facilitator role by undertaking the preparatory planning a business person would normally go through prior to actual business formation. Alternatively, some of this planning might be targeted toward local recreation groups who would operate infrastructure and facilities for local, as well as visitor, groups. Any type of trail development, for example, would fit this mould.

Ice climbing also attracts a dedicated base of users out of the Lower Mainland and could also be further development. The Bridge River Canyon, Seton Lake, and Duffey Lake/Cayoosh Creek all have popular climbs.

11. Enhance or expand St'at'imc tours.

USLCES created the St'at'imc Cultural Experiences Project to provide visitors with the opportunity to participate in an authentic St'at'imc experience. The tours include the Spawning Channel, visits to traditional fishing and village sites, a train ride along Seton Lake for nature and wildlife viewing, and live performances. While the tours are popular they can be a challenge to schedule and deliver on a regular basis.

The EDO can work with USLCES, individual bands and organizations to stabilize and if possible expand the marketing and promotion of the tours.

12. Conduct research on other aboriginal tourism opportunities.

For First Nations, there are many supporting organizations, including the Aboriginal Tourism Association of British Columbia, the Canadian National Aboriginal Tourism Association, and Aboriginal Tourism Canada (part of the Canadian Tourism Commission), that could provide input into new product and market development. Further involvement by the St'at'imc and other cultural organizations in visitor services would also be beneficial. Many visitors to the study area have poor awareness or understanding of cultural tourism activities, and more involvement by First Nations in the Visitor Centre is needed.

### 4.3 Industry and Professional Development

*Objectives:*

- Increase participation in professional programs by operators and their staff.

*Rationale:*

Private sector competitiveness and innovation gives tourism its energy and edge. Operators and their staff are largely responsible for the “visitor experience” and post-trip visitor perception visitors. Increased visitation and spending will translate directly into increased occupancies and yields, employment and capital investment among operators. Creating this positive cycle requires that industry reach for or exceed standards of service quality and professionalism.

*Strategies:*

13. Promote programs, extension services and best practices aimed at increasing and enhancing more market and export-ready product among local operators.

An industry development program that assists tourism operators build their products and become export-ready in preparation for working with travel trade would be beneficial to the local tourism sector. Tourism British Columbia coordinates many international programs that require British Columbia tourism suppliers to meet specific criteria 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 in order to ensure the best possible representation of British Columbia’s tourism industry in international markets.

14. Encourage more product packaging and itinerary development. Travellers are increasingly seeking experiences more so than 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 as an independent business. Perhaps most importantly, it encourages operators to experiment with new, innovative and interesting experiences reflecting the region’s best attributes. Tourism BC offers Tourism Business Essentials® workshops that can address a range of operator development needs.

15. 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 by exposing them to a greater variety of visitor markets.

## 5 MARKETING

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This chapter outlines recommendations for marketing programs that complement 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.

### 5.1 Market Position and Targets

#### *Objective:*

- Target travel markets that best match the study area’s capabilities and have good growth potential in the future.

#### *Rationale:*

An effective marketing program is contingent upon <sup>a</sup> good understanding of current and potential visitor markets in Lillooet. 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 risky trying to appeal to the “average” traveller. Matching the assets, products and capabilities of the region with the known preferences of different travel markets can produce a list of “segments” that can serve as targets for the marketing program. These segments may already be represented by existing visitors, or they may be potential visitors.

#### *Strategies:*

16. Assign priority for marketing and promotional to markets for which there is, or soon will be, market-ready product.

This includes the following activities:

- **Free independent travellers (FIT)** - travel unescorted and usually have no formal itinerary.
- **Touring Market** - The touring market seeks multiple activities, multiple destinations (e.g. Circle Tours) and a variety of accommodation preferences. Many are considered the rubber-tire segment that is, entering and leaving the area by automobile this includes 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** – This recreation segment includes all outdoor activities, whether summer or winter, land or water-based. Some activities, like hunting, fishing, heli-skiing, snowmobiling and mountaineering are destination-oriented. Others may be undertaken as a secondary activity by the Touring Market and Free Independent Travellers. Activities with existing or good potential in Lillooet include:
  - ▶ Resort/lodges
  - ▶ Heritage and culture
  - ▶ Festivals
  - ▶ River and lake (canoeing, kayaking, rafting, jet boating)

- ▶ Hiking, backpacking, mountaineering
- ▶ Mountain biking
- ▶ Heli-skiing
- ▶ Snowmobiling

17. Target regional markets.

Given the small size of the local industry, it will only take incremental increases in visitor volumes to have a significant impact on tourism revenues. The best opportunities for attracting those visitors are among regional and short-haul markets, first, because they represent the bulk of existing visitors and second, because they are much easier to reach and appeal to. Although visitor studies for the area are now well out of date, we do know, based upon data for the province and neighbouring regions that BC residents, Alberta residents and Washington residents represent about three out of every four travellers.

## 5.2 Promotional Tools and Materials

### *Objectives:*

- Create a new brand identity for Lillooet
- Develop a core set of marketing tools and resources.

**Rationale:** A set of quality promotional tools and materials can act as a solid foundation for undertaking advertising and promotional activities. These tools are required to effectively market the area throughout the visitor purchase cycle. They will often save resources and time because they can be used repeatedly and in different combinations to produce any number of effects.

### *Strategies:*

18. Commission a new brand for Lillooet.

The District of Lillooet is currently establishing a community brand to create a cohesive, contemporary and inclusive marketing and promotional position. This initiative is identified under section 6(1) of the District's Corporate Strategic Plan. The "Lillooet Brand" should capture the hearts and minds of both residents, who must champion the brand, and visitors, who must recognize the brand in their destination experience to Lillooet.

The EDO has already undertaken research on this initiative but is awaiting the outcome of the Tourism Development Plan before proceeding. Participants at the planning workshops generated the following list of ideas when asked what the unique selling proposition of Lillooet was: Mile 0/Gold Rush, Sts'wan, culture, warmth, rivers, jade, diversity of nature and playground for Vancouver and Whistler.

19. Create and expand an image bank.

The image bank can have a combination of low-resolution images for the new website

and E-newsletter, high-resolution images for print media and B-roll for broadcast media. Ongoing updating of images will be required. Digital cameras will allow high-resolution quality images, low-resolution standard images and video clips (suitable for website use) to be captured at relatively low cost. A combination of both professional and amateur sources will be adequate to maintain the image bank over time.

20. Produce a kit folder/press kit 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, for example as an orientation kit for tourism businesses and organizations in the community, press kit for media relations, FAM tour kit, marketing programs, industry development training materials and annual general meetings. Digital print technology today can accommodate small print runs through digital output providing professional quality products without the need for high volume print runs.

21. Produce a quality production local area map series that visitors will use for in-region guidance and planning.

Backcountry recreation features, parks/protected areas, mid-country destinations, lakes and rivers, and area of historical interest could benefit from a limited map series to assist visitors get around and plan for multiple activities. Both print and web version maps are important as web research is on the rise for trip planning. Large format print maps are especially helpful for a regional area and smaller version maps are ideal for a local area. Maps will vary in scale and if geographical information systems (GIS)<sup>1</sup> 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 the master files can be made to any scale therefore maps can range from basic give away pad maps to large format 2x3' recreation feature maps which are likely to be sold due to their high cost to produce.

Suggested maps include:

- ▶ Recreation and Activity Map – This map 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 Lillooet. Topographic in design the recreation and activity map format is 24x36” that folds to rack size 4x9”. Regional inset maps would show key community features as well as proximity to Alberta and the Lower Mainland. The map can be sold through retail outlets, providing both a revenue stream for the communities (or Gold Country) and retailers. Promotional copies would be used for travel shows, FAM tours, media and marketing. Large

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<sup>1</sup> 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.

format maps can double as posters for framing or window display at businesses and organizations throughout the communities.

- ▶ Pad Maps – Pad maps are suitable for enhancing Visitor Services by giving visitors a throw-away directional guide. Key recommendations are for an 11x17” format with the addition of outlying areas and directional information.
- ▶ Web Maps – Web versions of map designs can be used for both viewing and downloading. In addition, the web version of the map series can be uploaded to the businesses and organizations in the region for use on their own websites. File formats would be in both Jpeg and PDF for compatibility for all users, small format sizes 8.5x11” are recommended for printable versions. Ideally the local tourism businesses will link to the map section of the website to assist their customers.
- ▶ First Nations Maps – Maps that could be used to highlight First Nations’ points of interest, interpretive opportunities and guiding or tour services would also be useful.

To see examples of web maps that originated from print and billboard size original versions visit: <http://www.sunshinecoastcanada.com/sunshine-coast/map.php> and <http://www.gibsonsbcc.ca/maps.php>

## 22. Evaluate and upgrade a Lillooet Visitor Guide.

The current visitor guide, published by the Lillooet News with assistance from the District of Lillooet, provides maps, business listings, information on recreational and other tourism opportunities and has feature articles on area history, jade, hiking, the Golden Mile and some smaller articles on the outdoors. The guide banner is “BC Jade Country”. As the primary promotional lure piece to attract visitors to the area and also the primary fulfillment piece for inquiries from outside the community, a visitor guide should conform to the highest possible standards. The EDO should evaluate the compatibility of the guide with the goals and objectives outlined in this plan and determine how best to support and utilize it as a core marketing tool.

## 23. Create a new website.

A new website for marketing and promoting Lillooet as a visitor destination, assisting visitors throughout all stages of the purchase cycle and integrating communications, administration and research capabilities, should be undertaken. The EDO could use an archival system for market intelligence, reports and communications with industry.

The new brand design should be featured, as well as many other features called for in this plan. It is very important that any and all promotional collateral and advertising use the website url in the call for action.

Internet searches of Lillooet through the major search engines lead to the District’s website at <http://www.lillooetbc.com>. Britishcolumbia.com owns the rights to the

lillooet.com url, while lillooet.ca is held by a third-party vendor and does not display Lillooet information. Fortunately lillooet.ca does not appear in the early listings of *Google* searches.

24. Integrate the database/inventory into an online web system.

This will provide an efficient and effective solution for the storing and dissemination of information. 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 primary research of the local industry to be conducted. Eventually, media, suppliers and industry contacts would also form part of the database.

### **5.3 Marketing Programs**

#### ***Objective:***

- Increase the number of marketing partnerships.
- Increase visitation by 10-15% within five years.
- Increase visitor spending by 15-20% within five years.

#### ***Rationale:***

The core marketing budget will be expanded to take advantage of CTF leverage funding. In addition, the one-time grant of UBCM tourism funds from phase 2 are available for use. The EDO should also encourage industry and operators to increase their participation in industry programs offered by CCCTA and VCM. This will extend market reach for the benefit of the destination and the participating marketing partners. Any additional funds should be allocated to maintain the new level of activity to create more visibility in the marketplace, thus achieving the goals of increasing the overall performance of the tourism industry.

#### ***Strategies:***

25. Establish and maintain a website optimization and web marketing program.

Internet use for information gathering, travel planning and bookings is growing so a website is the number one investment a community can make in marketing its destination. Web marketing is specialized and ever changing and can consist of press releases, paid and non-paid links, listing ads and banner ads where appropriate, by product sector.

26. Build a media relations program.

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 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 businesses in order to be successful. Tourism BC offers a Travel Media Relations workshop as part of the *Tourism Business Essentials* series.

27. Conduct an audit of existing advertising expenditures and reconfigure according to target market needs.

Lillooet currently places advertising in the print media (magazines, newspapers) and will soon be developing billboards and more signage. Most of this is place marketing (selling the destination with no specific businesses or opportunities emphasized). These expenditures should be evaluated for their effectiveness in reaching target markets and generating enquiries and ultimately, visitation.

28. Create a FAM tour program.

Regional and provincial DMOs initiate and organize familiarization (FAM) tours for travel trade and media. Lillooet could support FAM tour requests by encouraging businesses to participate in hosting guests, making presentations, supplying information, and coordinating transportation or tours.

#### **5.4 Visitor Services**

##### ***Objectives:***

Establish a visitor services program that integrates with the destination marketing objectives and provides 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). Effective visitor services will extend visitor stays and create a positive experience resulting in favourable word of mouth referrals to friends, which is one of the most common ways in which visitors hear about a destination. Visitor services information is usually associated with Tourism BC's Visitor Centre network, but an effective program should consider the potential involvement of other business and community groups who make regular contact with visitors.

##### ***Strategies:***

29. Evaluate the performance of the Visitor Centre (VC).

The Lillooet VC operates from April to October at the museum on Main Street. It is a full-service and Tourism BC-approved facility supported financially by Tourism BC as well as by a \$20,000 annually grant from the District of Lillooet for services delivered. The building, its maintenance and upkeep are also provided free of charge. The VC is operated by the Historical Society by contract.

The VC is a critical link in the visitor services network and it is important that visitors are offered a complete holiday cycle, from making it easy to book vacations and providing visitor information to ensuring that the services, accommodations and attractions they

visit encourage them to return to the region and BC. In light of this important fact, the District should review and ensure that services are meeting their needs and the needs of the tourism industry in the Lillooet area.

30. Consider a Community Visitor Ambassador Program.

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. This obviously extends the reach of the Visitor Centre and creates a more welcoming and comfortable environment for the visitor. Contact could be made with the Town of Golden and the City of Courtenay to learn more about their programs.

31. Deliver *SuperHost* to local area tourism operators, retailers and service businesses.

Tourism BC's *SuperHost* Business Program recognizes those businesses that are committed to providing excellent customer service. There are eight *SuperHost* customer service workshops to choose from: Fundamentals, Japanese Service Expectations, Service Across Cultures, Customers with Disabilities, Service in Health Care, Solving Problems Through Service, Sales Powered By Service and Frontline Management Solutions.<sup>2</sup>

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<sup>2</sup> <http://www.tourismbc.com/superhost>

## 6 IMPLEMENTATION

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### 6.1 Organization and Partnerships

#### *Objectives:*

- Utilize the experience and capacity of existing organizations to implement this plan.
- Develop key partnerships

#### *Rationale:*

A new entity for the implementation of this plan is not recommended due to a shortage of resources. Interest in establishing a Destination Marketing Organization (DMO) was expressed at the planning workshops, but unless there is a sizeable influx of funding, it is unlikely this can be achieved. Instead, we have assumed that the Economic Development Officer could lead implementation and work in cooperation with key partners, including the Chamber of Commerce and the Upper St'at'imc Language, Culture and Education Society.

Workshop participants remarked that tourism as a sector was not that well understood by residents and that the level of participation by operators in tourism programs was not what it could be. Communicating the value of tourism to residents will be important to sustaining their support for future public investment and support for this key economic sector. Communicating with local industry is critical for gaining momentum and creating a positive business climate needed to nurture product and destination development. A communications program will target both these constituencies and keep them informed about the progress of individual initiatives and overall plan progress.

#### *Strategies:*

32. Establish a Tourism Advisory Committee (TAC).

The TAC is needed to provide input, direction and oversight to the EDO. The TAC could be a sub-committee of Council or it could be a new committee.

33. Prepare a three-year marketing budget to leverage marketing funds from Tourism BC's *Community Tourism Foundations* Marketing program.

Details on the program, including funding availability, can be obtained from the Marketing Guidelines publication by Tourism BC Community Tourism Foundations program. Eligible projects include print media advertising, brochures, event promotion, fulfillment, internet market and research. Ineligible activities include equipment costs, promotional items, sales missions and trade collateral such as CDs and DVDs. There is the expectation that the CCCTA, VCM and GCCS will work with the communities on this plan and its deliverables.

A proposed budget appears in the following table.

**Table 4-1: Proposed Funding Sources and Plan Expenditures**

Source of Funds	2008 (Jan-Dec)	2009 (Jan-Dec)	2010 (Jan-Dec)	Total
District of Lillooet - Visitor Centre	20,000	20,000	20,000	60,000
District of Lillooet - marketing	5,000	5,000	5,000	15,000
UBCM Phase 2	24,675	-	-	24,675
District of Lillooet - new tourism dev. initiatives	15,000	15,000	15,000	45,000
Tourism BC Community Tourism Foundations	15,000	15,000	15,000	45,000
<b>Total Funds</b>	<b>\$ 79,675</b>	<b>\$ 55,000</b>	<b>\$ 55,000</b>	<b>\$ 189,675</b>
<b>Expenditures</b>				
Visitor Centre	20,000	20,000	20,000	60,000
Image bank	3,000	-	-	3,000
Brochure (s) / Visitor Guide	5,000	5,000	5,000	15,000
Map (s)	-	5,000	5,000	10,000
Website	15,000	-	-	15,000
Kit folder/press kit	5,000	-	5,000	10,000
Workshops - Tourism BC & custom internal	2,000	2,000	2,000	6,000
Tourism Conference COTA/TBC	1,000	1,000	1,000	3,000
Tracking and evaluation of programs	1,000	1,000	1,000	3,000
Signage	10,000	5,000	-	15,000
Advertising	14,675	13,000	13,000	40,675
Media Relations	3,000	3,000	3,000	9,000
<b>Total Expenditures</b>	<b>\$ 79,675</b>	<b>\$ 55,000</b>	<b>\$ 55,000</b>	<b>\$ 189,675</b>

34. Clarify and Cultivate key community partnerships.

As outlined above, as a small community, Lillooet does not have the financial or industry capacity to set up and support a DMO over the long term. A network of partners with a stake in tourism and mutual interests in seeing it grow would go a long way to overcoming the lack of capacity. Partnerships with the St'at'imc, in particular, emphasized clearly in the District's strategic plan, are very important and should be pursued with flexibility, patience and commitment. This should include the commitment of core funding to support marketing plans from both the St'at'imc and the District of Lillooet.

35. Host an annual open house for residents and tourism industry operators.

The open house could coincide with the AGMs of participating organizations or some other trade event. Industry workshop sessions, trade show and familiarization tours of local product could also be featured.

## 6.2 Monitoring and Evaluation

### *Objective:*

Establish a tracking and evaluation process that is directly associated with the goals and objectives of the tourism plan.

### *Rationale:*

Tourism development programming should be monitored and evaluated so the municipalities 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.

### *Strategies:*

36. Develop an annual planning process.

This process should coincide with fiscal year-end deadlines and the tourism marketing cycle. By having an annual plan with a focus each month, the strategy can be implemented without being overwhelming. The process should also involve, where possible, the St'at'imc and incorporate their tourism and market spending activities. A year-in-review process provides valuable insight for future planning.

37. Establish a tracking and evaluation framework.

A monitoring framework is needed to spell out the relationship between objectives, indicators, measures and sources of data that will allow EDO to evaluate and inform partners about plan progress. The framework will also help with managing and allocating resources, assist with partnership development and build a better relationship with community leaders by communicating outcomes and benefits. Once the indicators are benchmarked (i.e. a quantitative value fixed in time which becomes the measuring stick against future performance), it will be relatively easy to track and report on progress, either during quarterly reporting or at a minimum in the annual report. A regular meeting schedule to check up on any portion of the plan falling within the time period is necessary. This initiative should be a joint initiative between the District and the St'at'imc.

A proposed framework is presented on the following page.

38. Create better local sources of tourism benchmark data.

Tracking the effectiveness of marketing and development efforts will continue to be a challenge unless Lillooet develops some useful and reliable indicators that can be benchmarked and tracked over time. The two indicators recommended are more Visitor Centre attendance and feedback, as well as Tourism British Columbia's accommodation tracking survey.

**Tourism Development Plan Monitoring and Tracking Model**

Objective	Indicators	Data Sources
1. All destination and infrastructure projects (section 4.1)	Number of projects and attractions Funding invested (core and leveraged) .....	Project information and tracking Tourism Inventory
2. Tourism operators and products (section 4.2)	Number of businesses Number of products Number of aboriginal products.....	Business licence data Stats Can Business Register Tourism Inventory
3. Professional development (section 4.3)	Number of approved accommodations .....	BC Approved/Canada Select
	Certified outdoor operators .....	Tourism inventory (SBU)
	Uptake of programs .....	Program information
4. Target markets	Market program match.....	Annual program tracking & evaluation
5. Promotional tools and materials	Conformance to plan .....	Annual program tracking & evaluation
6. Marketing programs*	Partnered program spending .....	CCCTA
	Local occupancy rates .....	BC Accommodation Survey
	VC visitation.....	TBC visitor stats
	Backcountry visitor days .....	MTSA management reporting
	Highway traffic volumes.....	Ministry of Transportation
7. Organization and partnerships	Organization established Tasks completed Tasks on time Budget adherence .....	Internal tracking & Annual report
	Number of partnerships established .....	Internal tracking
	Value established .....	Feedback from partners

\* The indicators and data sources here are for measuring global marketing efforts. Individual marketing tasks and programs will be measured in accordance with the applicable measures, including those identified in the Community Tourism Foundations marketing program project reports.

**7 ACTION PLAN**

The implementation of the Tourism Development Plan will require financial resources and the organizational capacity for execution, as noted in Chapter 4.

**Acronyms:**

<b>CCCTA</b> Cariboo Chilcotin Coast Tourism Assn.	<b>GCCS</b> Gold Country Community Society
<b>DL</b> District of Lillooet	<b>MoFR</b> Ministry of Forests and Range
<b>LCC</b> Lillooet Chamber of Commerce	<b>SCCF</b> Sun Country Community Futures
<b>ILMB</b> Integrated Land Management Bureau	<b>TBC</b> Tourism BC
<b>LEDC</b> Lillooet Economic Development Commission	<b>USCLES</b> Upper St'at'imc Language, Culture and Education Society
<b>MoT</b> Ministry of Transportation	<b>VC</b> Visitor Centre
<b>TAC</b> Tourism Advisory Committee	<b>VCM</b> Vancouver Coast & Mountains Tourism Region

**Symbol Keys:**

- ◆ task is completed within that year
- ▶ task is ongoing throughout the plan horizon

Strategies	Actions/Projects	LEAD Partners	Timelines		
			2008	2009	2010-12
1. Collaborate and, where appropriate, lend assistance to other organizations in the community engaged in signage initiatives.	<ul style="list-style-type: none"> <li>▪ Assist the Chamber of Commerce with raising additional funds and locations for three billboards to be located in Pemberton, Lytton and Hat Creek.</li> <li>▪ Assist Gold Country Community Society to locate and develop one or two kiosks in Lillooet promoting the Gold Trail Circle Tour.</li> <li>▪ Assist the District with location and developing three kiosks on strategic highway locations around the community. Obtain MoT approval for sign design and placement.</li> <li>▪ Prepare an upgrading program and budget for District signage that will include incorporation of new brand identity.</li> </ul>	<b>DL</b> <b>GCCS</b> <b>LCC</b> <b>EDO</b> <b>VC</b>	▶	▶	▶
2. Evaluate and lobby for bus and or train services between Lillooet and neighbouring communities.	<ul style="list-style-type: none"> <li>▪ Coordinate with DOL's Corporate Strategic Plan sections 2m to 2q which call for business case development and lobbying efforts.</li> <li>▪ Review the twice weekly transit service to Kamloops offered by Interior Health and BC Transit.</li> <li>▪ Identify ongoing Provincial and Regional District partnerships for new transit services.</li> <li>▪ Monitor and access federal and provincial transit funding and through the Squamish Lillooet Regional District application of the tier 2 gas tax funding.</li> <li>▪ Undertake a case analysis of the Bella Coola Valley ( a similar-size community to Lillooet) which recently secured funding for a new transit service.</li> <li>▪ Prepare an issues and opportunities paper that outlines local demand for freight and passenger travel, opportunities for potential passenger rail and bus services linked to the Olympics and discusses issues with one-lane bridges on Duffey Lake Road.</li> </ul>	<b>DL</b> <b>EDO</b> <b>LCC</b>		◆	
3. Assist with development of the proposed new St'at'imc	<ul style="list-style-type: none"> <li>▪ Create a new cultural centre board.</li> <li>▪ Recruit diverse and business-oriented board members to the board.</li> </ul>	<b>USLCES</b>		◆	

Strategies	Actions/Projects	LEAD Partners	Timelines		
			2008	2009	2010-12
Cultural Centre.	<ul style="list-style-type: none"> <li>▪ Update and clarify current business plan.</li> <li>▪ Obtain community support through partnerships.</li> <li>▪ Identify funding options and a capital funding program.</li> </ul>	EDO			
4. Provide strategic assistance to District of Lillooet tourism infrastructure projects.	<ul style="list-style-type: none"> <li>▪ Lobby for continued prioritization in DOL short-term capital plans.</li> <li>▪ Assist with recruiting partner organizations and funding.</li> <li>▪ Provide coordination planning with other initiatives, including signage and other product development.</li> </ul>	DL EDO			◆
5. Attract a new hotel.	<ul style="list-style-type: none"> <li>▪ Research existing occupancies and determine opportunity for additional accommodation.</li> <li>▪ Identify suitable development sites in cooperation with DOL, including abandoned or under-utilized properties.</li> <li>▪ If demand is positive, prepare a Hotel Prospectus Package that includes traffic volumes, Visitor Centre visitor volumes, current occupancy rates, community information, incentive information and site information.</li> <li>▪ Research the potential among chain, franchise (e.g. Days Inn) and referral associations (e.g. Best Western). Each represent a different hotel type.</li> <li>▪ Identify communication and recruitment targets, including brokers specializing in hotel and motel sales.</li> </ul>	DL EDO			◆
6. Promote new resort development.	<ul style="list-style-type: none"> <li>▪ Prepare a summary market demand analysis, outlining travel, group travel, escorted tours and unique groups, including incentive and conference planners. The independent fly-drive market segment could have good potential in Lillooet given the popularity of the Highway 99 route.</li> <li>▪ Using existing research, identify resort themes that would be a good match to area assets, include Sea to Sky Country, Chilcotin cowboy/ranch, Fraser Canyon Gold Rush, health and wellness spas and First Nations culture.</li> <li>▪ Prepare a development concept and prospectus outlining pre-feasibility</li> </ul>	EDO		▶	▶

Strategies	Actions/Projects	LEAD Partners	Timelines		
			2008	2009	2010-12
	<p>information on demand potential, costs, availability of inputs such as labour, and product and activity potential.</p> <ul style="list-style-type: none"> <li>Prepare an “Investing in Lillooet” guide to help investors and developers navigate the local development process. The guide would have sections on community services, infrastructure and utilities, zoning and regulatory procedures and land and resource guidelines for operating on Crown land.</li> </ul>				
7. Support the expansion of existing festivals, and new festival development.	<ul style="list-style-type: none"> <li>Conduct basic research and interviews to determine causes of lapsed events in Lillooet.</li> <li>Assemble research on best practices in festival planning and development. For example see - <a href="http://festivalsandevents.com/resources/festival-planning/index.shtml">http://festivalsandevents.com/resources/festival-planning/index.shtml</a></li> <li>Review other communities in BC that have successful festivals. For reference, see Hello BC’s festival and event listing – <a href="http://www.hellobc.com/en-CA/SightsActivitiesEvents/BritishColumbia.htm">http://www.hellobc.com/en-CA/SightsActivitiesEvents/BritishColumbia.htm</a></li> <li>Using this research, prepare a work plan for resurrecting the Fall Fair and Lillooet Days, or for establishing a second Pow Wow (in cooperation with the St’at’imc). The potential for hockey and other sports tournaments, an apricot festival and events linked to BC’s 150 and Simon Fraser’s 200 anniversary celebrations are also possible.</li> </ul>	EDO	▶	▶	▶
8. Prepare a follow-up plan to grape growing research project.	<ul style="list-style-type: none"> <li>Using the pilot results, discuss follow-up actions with the Pacific Agri-food Research Centre (PARC) in Summerland and the BC Wine Institute.</li> <li>Using information from the pilot and other sources, e.g. Canada Land Inventory designations and expert assistance from PARC and the Ministry of Agriculture and Lands (MAL), commission a grape growing capability map. MAL has undertaken land use inventories and GIS work in 22 communities and regions, and they could be asked to verify the pilot inventory and assist with map production.</li> </ul>	EDO		◆	

Strategies	Actions/Projects	LEAD Partners	Timelines		
			2008	2009	2010-12
	<ul style="list-style-type: none"> <li>Evaluate local business potential, including SWOT analysis, availability of other inputs and investor interest.</li> <li>Implement marketing plan based on local agri-tourism strengths and opportunities</li> </ul>				
9. Promote agri-tourism opportunities and new product development.	<ul style="list-style-type: none"> <li>BCATA has many resources for spreading awareness and supporting product development. Code of standards, regional forums, regional workshops and presentations, training and education, partnerships and alliances and website and Internet marketing resources are all available.</li> <li>BCATA could be asked to make a presentation to the community on best practices and opportunities in the region for agri-tourism. Their agri-tourism guides should be distributed to interested businesses.</li> <li>BCATA, in association with the provincial government, has launched a new road sign program that will allow visitors to undertake a self-guided tour of approved farms, ranches, orchards and other agri-tourism related businesses. There may be enough businesses in the Lillooet area to put together a viable tour program. The sign program is part of BCATA's Quality Assurance Program that was established to help farmers develop tourism services. One of the major advantages to program participation is the liability and property insurance coverage that is accessible to qualified businesses.</li> <li>The Agricultural Land Commission (ALC) has adopted policies that facilitate agri-tourism on farms, which could be examined for local application.</li> </ul>	EDO BCATA ALC	▶	▶	▶
10. Carry out pre-business planning to encourage more private-sector investment in the development of new nature-based tourism products.	<ul style="list-style-type: none"> <li>Continue to assist the local mountain biking group recently formed in Lillooet.</li> <li>Participate and access resources from the International Mountain Bicycling Association (IMBA): <a href="http://www.imba.com/canada/index.html">http://www.imba.com/canada/index.html</a>. IMBA has numerous resources for addressing designation, protection, insurance, advocacy, best practices and other issues. Using these resources:</li> </ul>	EDO Local Rec Groups	◆	◆	

Strategies	Actions/Projects	LEAD Partners	Timelines		
			2008	2009	2010-12
	<ul style="list-style-type: none"> <li>▶ Conduct a trail inventory.</li> <li>▶ Scope out access and liability issues.</li> <li>▶ Determine feasibility of event promotion.</li> <li>▶ Prepare a business plan for development.</li> <li>▪ Similar research could be conducted for ice climbing. Contact and discussions with existing Vancouver-based guiding services such as Canada West Mountain School (CWMS) would be invaluable. CWMS features ice climbing in Whistler and Lillooet: <a href="http://www.themountainschool.com/">http://www.themountainschool.com/</a>.</li> </ul>				
11. Enhance and expand St'at'imc tours.	<ul style="list-style-type: none"> <li>▪ In the short-term:               <ul style="list-style-type: none"> <li>▶ Identify ways to keep the booking agency is open and operating</li> <li>▶ Assist discussions with Fountain and Pavilion bands for a regional agency</li> <li>▶ Integrate promotional and booking web pages into the proposed new Lillooet web portal.</li> </ul> </li> <li>▪ In the long-term:               <ul style="list-style-type: none"> <li>▶ Prepare a business plan to guide future operations and raise funds</li> <li>▶ Identify funding sources (All Nations Trust, etc.)</li> <li>▶ Source funding for a full-time coordinator to help with product and market development</li> <li>▶ Develop assistance packages and enterprise facilitation services for interested individuals</li> </ul> </li> </ul>	USCLES Bands EDO	▶	▶	▶
12. Explore opportunities for aboriginal tourism.	<ul style="list-style-type: none"> <li>▪ Meet with USCLES to share planning and identify opportunities for collaboration.</li> <li>▪ Join the Aboriginal Tourism Association of BC: <a href="http://www.aboriginalbc.com/">http://www.aboriginalbc.com/</a>. Access to their resources and marketing tools would be invaluable. For example the existing cultural tours are not listed on ATAB's website.</li> </ul>	USCLES Bands EDO		◆	

Strategies	Actions/Projects	LEAD Partners	Timelines		
			2008	2009	2010-12
	<ul style="list-style-type: none"> <li>▪ Aboriginal Tourism Canada also has numerous links and resources to help with planning: <a href="http://www.aboriginaltourism.ca/">http://www.aboriginaltourism.ca/</a>. Guides on business planning, development of cultural tourism, and market planning are all available at the site.</li> <li>▪ Determine opportunities related to specific First Nations' initiatives.</li> </ul>				
13. Promote programs, extension services and best practices aimed at increasing and enhancing more market and export-ready product among local operators.	<ul style="list-style-type: none"> <li>▪ Using the inventory, develop a contact list of businesses that can be used for professional development.</li> <li>▪ Promote access to and use of industry development programs available through Tourism BC.</li> <li>▪ Obtain and promote to local industry the resource guide <i>How to Work with Travel Trade</i>.</li> <li>▪ Discuss trade programs and trade show opportunities with Cariboo Chilcotin Coast and Vancouver, Coast &amp; Mountains tourism regions.</li> <li>▪ Work with Tourism BC to host operator workshops to improve local understanding of land use, regulations, product, marketing, service excellence, financial and human resource development issues.<sup>3</sup></li> <li>▪ Promote awareness of best practices in product management, marketing and packaging. All of the following resources can be maintained by the tourism organization within the reference library.               <ul style="list-style-type: none"> <li>▶ The Canadian Tourism Commission has produced several reports in recent years on best practices in commercial outdoor recreation. Local operators can use these best practices and case studies to upgrade their own companies.</li> <li>▶ 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.<sup>4</sup></li> </ul> </li> </ul>	<b>EDO</b>		▶	▶

<sup>3</sup> [www.tourismbc.com/communitydevelopment](http://www.tourismbc.com/communitydevelopment)

Strategies	Actions/Projects	LEAD Partners	Timelines		
			2008	2009	2010-12
	<ul style="list-style-type: none"> <li>▶ A step-by-step guide for dealing with the regulatory process, and particularly land use issues, in tourism development was prepared by Tourism BC. It would be helpful in navigating through various licensing and permitting processes.</li> </ul>				
14. Encourage more product packaging and itinerary development.	<ul style="list-style-type: none"> <li>▪ Inventory current packages to help identify both gaps and opportunities for new packages and promotions.</li> <li>▪ Examine the potential for themed itineraries or experiences, including a combination of outdoor, ranching and heritage experiences.</li> <li>▪ Investigate Tourism BC’s Sector Development Program “Experiences BC” which helps identify opportunities which will provide tourism product sectors access to Tourism British Columbia’s industry development and/or marketing resources.<sup>5</sup></li> <li>▪ As the industry develops and more operators become export ready, future opportunities could include packaging for wholesale trade.</li> </ul>	<b>EDO</b>		▶	▶
15. Encourage adoption of industry and government standards by tourism operators.	<ul style="list-style-type: none"> <li>▪ Encourage participation in Tourism BC’s Approved Accommodation inspection and registration program for accommodation properties. Benefits include inclusion 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.<sup>6</sup></li> <li>▪ Encourage accommodation providers to engage in the “Canada Select” industry-led, consumer-sensitive rating program developed for the</li> </ul>	<b>EDO</b>		▶	▶

<sup>4</sup> Published by Bhudak Consultants – ISBN: 0-0682474-0-0.

<sup>5</sup> Wendy Magnés, Manager, Regional Programs and Sector Development, Tourism BC [Wendy.Magnés@tourismbc.com](mailto:Wendy.Magnés@tourismbc.com) 250-356-5839

<sup>6</sup> [http://www.tourismbc.com/prod\\_mgmt.asp?id=1248](http://www.tourismbc.com/prod_mgmt.asp?id=1248)

Strategies	Actions/Projects	LEAD Partners	Timelines		
			2008	2009	2010-12
	<p>purpose of providing the travelling public with a national consistent standard of quality within categories of accommodation.<sup>7</sup></p> <ul style="list-style-type: none"> <li>▪ Increase the number of artisans, attractions and accommodations designated for highway signage.<sup>8</sup></li> <li>▪ Promote the uptake of professional certification and training programs. The tourism industry is dominated by small businesses that must juggle seasonal business fluctuations, with restricted cash flow, limited labour force availability and thin operating margins. In this environment, it is difficult to promote the idea of certification and training programs that may be perceived more as costs than investments.</li> <li>▪ Promote the Canadian Tourism Human Resource Council (CTHRC) certifications for the tourism industry and works with provincial agencies for delivery of training tools and professional certification services. The Council's programs have been brought under the umbrella of its emerit brand.<sup>9</sup> The designated agency in BC is go2<sup>10</sup>.</li> <li>▪ Promote awareness of best practices in business planning, product management, packaging and marketing. The Canadian Tourism Commission has produced several reports in recent years on product development and enhancement in areas such as spa and wellness, adventure recreation, cuisine, cultural/heritage and winter products.<sup>11</sup> 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 the website</li> </ul>				

<sup>7</sup> <http://www.canadaselect.com/>

<sup>8</sup> [http://www.tourismbc.com/prod\\_mgmt.asp?id=1248](http://www.tourismbc.com/prod_mgmt.asp?id=1248)

<sup>9</sup> [http://www.emerit.ca/eng/page.aspx?id=about\\_us.htm](http://www.emerit.ca/eng/page.aspx?id=about_us.htm)

<sup>10</sup> <http://www.go2hr.ca>

<sup>11</sup> <http://www.canadatourism.com/ctx/app/en/ca/publication.do?catId=home.catalog.publications.productDevelopment>

Strategies	Actions/Projects	LEAD Partners	Timelines		
			2008	2009	2010-12
	of the Canadian Tourism Commission (CTC).				
16. Assign priority for marketing and promotional to markets for which there is, or soon will be, market-ready product.	<ul style="list-style-type: none"> <li>▪ Review operator inventory and market-ready status for short-list of products. Market-ready capabilities generally refer to operating understanding of and willingness to work with the travel trade. Criteria can be found on the CCCTA website: <a href="http://www.landwithoutlimits.com/Travel_Industry/Travel_Trade">http://www.landwithoutlimits.com/Travel_Industry/Travel_Trade</a>.</li> <li>▪ Insert a market-ready opinion field in the tourism inventory to determine a list of market-ready products and services.</li> <li>▪ Monitor marketing programs, expenditures and copy to ensure it conforms to the list.</li> </ul>	<b>EDO</b>	▶	▶	▶
17. Target regional markets.	<ul style="list-style-type: none"> <li>▪ Focus marketing on the Lower Mainland, Okanagan and Cariboo markets.</li> <li>▪ Niche marketing programs for other jurisdictions can be undertaken on a periodic basis providing they generate a suitable return on investment.</li> <li>▪ Monitor marketing programs, expenditures and copy to ensure it conforms to target regions.</li> </ul>	<b>EDO</b>	▶	▶	▶
18. Commission a new brand for Lillooet.	<ul style="list-style-type: none"> <li>▪ Consider the brand equity, or conflicts, that might exist within the community and particularly with other partner organizations such as GCCS, CCCTA and VCM.</li> <li>▪ Budget for an adequate review of the perceptions of Lillooet in key markets (e.g. Vancouver, Kamloops) and compare to the recent Tourism BC perceptions report.</li> <li>▪ Ensure a “brand promise” statement is written with supporting rationale for the visual identity, use of colour, style, fonts and tag lines.</li> <li>▪ Involve the community in the research process and obtain buy-in for the final outcome, recognizing that it is the visitor and the investor who are the target audiences for the messaging.</li> <li>▪ Implement the objectives through this tourism plan to ensure the industry and community are delivering the brand promise (when it is defined).</li> </ul>	<b>EDO</b> CCCTA VCM GCCS LCC DL	◆		

Strategies	Actions/Projects	LEAD Partners	Timelines		
			2008	2009	2010-12
19. Create and expand an image bank.	<ul style="list-style-type: none"> <li>▪ Review existing destination inventory as a starting point to develop an image list by categories.</li> <li>▪ Source existing images to reduce costs and duplication of effort. Start with GCCS and the RDMOs. Where appropriate purchase usage rights of existing images from professional sources (for high-resolution needs and the signature series), partner with local operators for use of their images and obtain archival images can be purchased through BC Museum and Archives. When collecting images from secondary sources, determine copyright and usage guidelines, and ensure any people images are properly released.</li> <li>▪ New images can be contracted out to professional photographers to complete the image bank. Ensure all copyrights remain with the tourism organization whenever possible.</li> <li>▪ Establish an online image inventory and retrieval system. This can be accomplished through the tourism website with third-party software that can house, sort and display images.</li> </ul>	<b>EDO</b> CCCTA GCCS VCM	◆	◆	
20. Produce a kit folder/press kit for professional presentation of materials.	<ul style="list-style-type: none"> <li>▪ Prepare quick facts about the area, story ideas, CD/DVD sample images, maps, visitor guide, key contact list and FAM itineraries that can be packaged using the kit folder.</li> <li>▪ Tips for press kits and working with media can be found as part of the Tourism BC Travel Media Relations workshop and <i>Tourism Business Essentials</i> guide.</li> <li>▪ The kit folder would be used for various purposes; e.g. welcome kit for a new business in the community, attraction kit for new businesses, press kit for media relations, FAM tour kit, folder for BCVT marketing programs, industry development training materials etc.</li> </ul>	<b>EDO</b>		◆	
21. Produce a quality production local area map series.	<ul style="list-style-type: none"> <li>▪ Engage a team who understands tourism and the objectives behind the map concept; to include GIS specialist, graphic designer and copywriter.</li> <li>▪ Determine project objectives (map type, study area, size, circulation, print/web/business versions, target market, budget, etc.)</li> </ul>	<b>LEDC</b> VA VCC SCCF			◆

Strategies	Actions/Projects	LEAD Partners	Timelines		
			2008	2009	2010-12
	<ul style="list-style-type: none"> <li>▪ Collect maps from various sources to identify strengths and weaknesses.</li> <li>▪ Identify all groups and organizations in the study area that are experts.</li> <li>▪ Inventory existing secondary information from local, provincial, federal sources for existing map data and file type.</li> <li>▪ Identify source of photography.</li> <li>▪ Assemble GIS base layers into master file.</li> <li>▪ Review accuracy of GIS base map with experts.</li> <li>▪ Development content outline, gather existing information, research and gather additional information to fill gaps - write and verify copy.</li> <li>▪ Design layout and colour scheme for base map in full map size and new scale for inset maps, transfer e-file of base art to graphic designer.</li> <li>▪ Assemble layers with graphic designer and all required editorial, photography, symbols, icons, etc.</li> <li>▪ Output full colour drafts for review by experts.</li> <li>▪ Edit changes to GIS base map and graphics layers and re-assemble master.</li> <li>▪ Prepare files for print media production to printers specifications.</li> <li>▪ Prepare e-file series of maps as required for web use or customization for businesses.</li> <li>▪ Archive all files into a master and burn DVD.</li> <li>▪ Distribute, monitor and evaluate results.</li> <li>▪ Consider poster series when running on the press for fold up maps.</li> </ul>				
22. Upgrade the Lillooet Visitor Guide.	<ul style="list-style-type: none"> <li>▪ An audit of current distribution and effectiveness should be undertaken.</li> <li>▪ Suggested design changes include:               <ul style="list-style-type: none"> <li>▶ A call to action for the website and toll-free number should be placed on the footer of every page.</li> <li>▶ Photographic image quality should be improved. Opening with a double page</li> </ul> </li> </ul>	<b>EDO</b>	◆		

Strategies	Actions/Projects	LEAD Partners	Timelines		
			2008	2009	2010-12
	<p>spread of images and a welcome message that captures the essence of Lillooet.</p> <ul style="list-style-type: none"> <li>▶ The introduction should be followed by a series of double page spreads featuring high-quality photographic images that showcase the unique features and product of the region. This would mean expanding and editorializing products and activities.</li> <li>▶ Add in or raise the profile of sections on access/transportation, accommodation, resorts, circle tours and major products, including heritage, agri-tourism and outdoor recreation.</li> <li>▶ The publication does meet Tourism BC racking policies with a rough advertising ratio of 50%, but the inclusion of more add-free pages and a simpler page/design layout more create a more impressionable effect for the high-quality photographs in the featured sections.</li> <li>▶ Ensure design allows placement within the Certified Folder Display Service Canada, Inc. 12 racking system. This system provides racking services for over 19,000 locations throughout western Canada and the US.</li> <li>▪ In future, ensure that distribution of the guide for evaluation purposes is tracked.</li> <li>▪ Key distribution points include: <ul style="list-style-type: none"> <li>▶ Fulfillment from all inquiries generated by the District, to include a customized cover letter and additional business brochures as it relates to the nature of the inquiry.</li> <li>▶ Travel shows, press kits and racking at select visitor centers in BC, Alberta</li> </ul> </li> </ul>				

<sup>12</sup> For more information and pricing contact Kira Howard (604) 572-9203 or visit the website. <http://www.certifiedfolder.ca/>

Strategies	Actions/Projects	LEAD Partners	Timelines		
			2008	2009	2010-12
	and Washington state, as available from CCCTA and VCM.				
23. Create a new website	<ul style="list-style-type: none"> <li>▪ Identify key functions required by the system to serve both visitor needs and administrative support for the District/LEDC.</li> <li>▪ Review existing websites for best practices.</li> <li>▪ Develop the existing database.</li> <li>▪ Incorporate the community brand in the design or a consistent design theme in the short term.</li> <li>▪ List the various target markets and create sections for each (market segments, industry, media).</li> <li>▪ Hire professionals to develop the concept, copy, graphic design and provide the commercial-grade software capabilities and production ability to achieve the objectives for the end product.</li> <li>▪ Develop links strategy</li> <li>▪ Incorporate e-communications plan</li> <li>▪ Design ad strategy to cover operating costs</li> <li>▪ Work with lead DMO and RDMO partners for information requirements and ongoing data maintenance</li> <li>▪ Incorporate multi-language capabilities</li> </ul>	<b>EDO</b>	◆		
24. Integrate the database/inventory into an online web system.	<ul style="list-style-type: none"> <li>▪ Coordinate database development within the web strategy using Tourism BC industry standards.</li> <li>▪ Utilize existing inventory and the situation analysis resources.</li> <li>▪ Design and produce annual reports that summarize the composition of the tourism industry, providing a baseline for trend analysis over time.</li> <li>▪ With technology, the inventory project can be merged with the website system, which integrates the database with communications and marketing, allowing future options for an accommodation or tour availability matrix and/or central reservation system. As part of the web strategy, this integrated solution provides the most efficient and effective solution for the collection, storing and dissemination of information.</li> </ul>	<b>EDO</b>	◆		

Strategies	Actions/Projects	LEAD Partners	Timelines		
			2008	2009	2010-12
	<ul style="list-style-type: none"> <li>▪ In partnership with other agencies, including the Chamber of Commerce and the visitor centre, establish the database infrastructure as part of the new, ensuring one master set of data. Web access through security codes allows various users to access the system remotely.</li> <li>▪ Develop a regular online broadcast email communication system. The contact list of operators supports the opportunity to communicate with the tourism industry directly by sector or as a group.</li> <li>▪ Conduct primary research of the local industry through online surveys from the website, targeted by groups from the database.</li> <li>▪ Establish an E-marketing and direct mail system for visitor follow-up, encouraging repeat visitation. This requires collection and management of information. The database would be able to sort prospective visitors by their interests, thus providing the opportunity to send permission-based customized information via email or by mail. Retaining personal information in a database must be in compliance with the Personal Information Protection Act.<sup>13</sup></li> </ul>				
25. Establish and maintain a website optimization and web marketing program.	<ul style="list-style-type: none"> <li>▪ Develop an Internet marketing plan.</li> <li>▪ Commission the website design team or a specialized web marketing firm that understands tourism for this task.</li> </ul>	<b>EDO</b>	◆		
26. Build a media relations program.	<ul style="list-style-type: none"> <li>▪ Refer to the promotional tools section for the creation of a press kit and the website strategy for creation of a media page.</li> <li>▪ Host the Travel Media Relations workshop with Tourism BC. As noted in the industry development section a series of workshops with workbooks is available. <a href="http://www.tourismbc.com/business_development.asp?id=1252">http://www.tourismbc.com/business_development.asp?id=1252</a></li> <li>▪ Develop a media web page on the website. This is critical to support the media relations campaign and would include pre-written stories, story</li> </ul>	<b>EDO</b>		◆	

<sup>13</sup> [http://www.qp.gov.bc.ca/statreg/stat/P/03063\\_01.htm](http://www.qp.gov.bc.ca/statreg/stat/P/03063_01.htm)

Strategies	Actions/Projects	LEAD Partners	Timelines		
			2008	2009	2010-12
	<p>ideas, suggested itineraries, press releases, contacts, web links and availability of high-resolution scans of photography for print use and B-roll for broadcast.</p> <ul style="list-style-type: none"> <li>▪ Where the budget allows, consider 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.</li> <li>▪ 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.<sup>14</sup> <a href="http://www2.hellobc.com/travelmedia/">http://www2.hellobc.com/travelmedia/</a></li> <li>▪ The Tourism BC Visiting Journalist Program<sup>15</sup> provides support of eligible costs to bring media to communities, primarily air or ground transportation. Industry is expected to provide media with accommodations, meals and activities.</li> <li>▪ Tourism BC distributes a monthly email communication to their media database. Story ideas and press releases can be sent to the media department. New product information should always be forwarded for story ideas.</li> <li>▪ Media FAM tours are coordinated by CCCTA and VCM with Tourism BC, but Lillooet can expand its own media program, working with operators to host media.</li> </ul>				
27. Conduct an audit of existing advertising expenditures and reconfigure according to target market needs.	<ul style="list-style-type: none"> <li>▪ Undertake a formal evaluation of all advertising (see the monitoring section of this plan for suggested methodologies).</li> <li>▪ Re-allocated budgets as required to better target important market</li> </ul>	<b>EDO</b>	◆		

<sup>14</sup> <http://www2.hellobc.com/travelmedia/contactUs.aspx>

<sup>15</sup> <http://www2.hellobc.com/travelmedia/vjprogram.aspx>

Strategies	Actions/Projects	LEAD Partners	Timelines		
			2008	2009	2010-12
	<p>segments.</p> <ul style="list-style-type: none"> <li>▪ If necessary, re-allocate budgets to more cooperative advertising with tourism businesses, neighbouring communities (e.g. Bridge River Valley) or regional identities.</li> </ul>				
28. Create a FAM tour program.	<ul style="list-style-type: none"> <li>▪ Press kits should be developed according to the specific interests of the participants of the FAM.</li> <li>▪ Annually rotate internal FAM tours showcasing the region's product to businesses, organizations, Visitor Centre staff, RDMO staff and Tourism BC call centre staff.</li> </ul>	<b>EDO</b>		◆	
29. Evaluate the performance of the Visitor Centre	<ul style="list-style-type: none"> <li>▪ Tourism BC regularly conducts field evaluations of all VCs in the province to identify strengths and weaknesses in the VC network. The Tourism BC Quality Service Evaluation Program tracks indicators such as counsellor professionalism. For further information, the District could obtain and review from the VC/Lillooet &amp; District Historical Society these reports for the last five years of operation.</li> <li>▪ The District of Lillooet should ensure: <ul style="list-style-type: none"> <li>▶ that a request for proposal (RFP) be issued for bids to operate the VC. This would ensure that the best possible combination of price and professional service is obtained by the District.</li> <li>▶ future contracts for VC services clearly document racking fees, merchandise sales, reporting requirements and specific deliverables.</li> <li>▶ that net revenues from merchandise sales at the VC be used to directly support future market programming in conjunction with the District of Lillooet.</li> <li>▶ that operating hours are maximized according to the budget support.</li> </ul> </li> </ul>		◆		
30. Consider a Community Visitor Ambassador Program.	<ul style="list-style-type: none"> <li>▪ Conduct research on other ambassador programs in Golden and the Comox Valley.</li> </ul>	<b>EDO</b>			◆

Strategies	Actions/Projects	LEAD Partners	Timelines		
			2008	2009	2010-12
	<ul style="list-style-type: none"> <li>Determine interest among Chamber of Commerce members for participation in such a program.</li> <li>Produce a handbook of visitor service practices that can be distributed to participants.</li> </ul>				
31. Deliver <i>SuperHost</i> to local area tourism operators, retailers and service businesses.	<ul style="list-style-type: none"> <li>Determine availability of trainers and courses in the area: <a href="http://www.tourismbc.com/superhost">http://www.tourismbc.com/superhost</a>.</li> <li>Determine level of interest among operators for participation in the program.</li> <li>Help recruit a quorum of businesses and staff (60%) to register for a workshop and obtain accreditation.</li> </ul>	LCC EDO		◆	
32. Establish a Tourism Advisory Committee.	<ul style="list-style-type: none"> <li>Prepare governance guidelines.</li> <li>Board members to be composed of operators, and industry reps, but exclude elected officials.</li> <li>Board to be appointed by the District of Lillooet and the LEDC. Appoint a six member board and an additional two ex-officio co-chairs, one from each municipality.</li> </ul>	DL EDO	◆		
33. Prepare a three-year marketing budget	<ul style="list-style-type: none"> <li>Review marketing priorities in this plan.</li> <li>Review Tourism BC' Marketing Guidelines for eligible and ineligible projects.</li> <li>Consult with CCCTA, VCM and GCCS on plan and budget and determine their availability for implementation.</li> <li>Identify operators for partnership opportunities.</li> </ul>	EDO TAC	◆		
34. Cultivate key partnerships	<ul style="list-style-type: none"> <li>Identify key partners and partnership opportunities by charting existing organizations and relationships (i.e. prepare a "Spaghetti Chart").</li> <li>Define projects to pursue and partner.</li> <li>Review Tourism BC Community Tourism Foundation's Communication Guide for ideas on regular tourism news and local media communications.</li> </ul>	EDO	▶	▶	▶

Strategies	Actions/Projects	LEAD Partners	Timelines		
			2008	2009	2010-12
	<ul style="list-style-type: none"> <li>▪ Investigate the signing of a Memorandum of Understanding (MOU) between the District and First Nations' representatives on tourism cooperation, high level principles. This could be done with the St'at'imc or with individual bands.</li> <li>▪ Seek opportunities for appointing partner representatives to boards and committees.</li> <li>▪ Consider the feasibility of native/non-native tourism forums.</li> <li>▪ Expand relationships with developers, including Intrawest and Rocky Mountain Vacations.</li> <li>▪ Establishing strategic partnerships with key organizations, including the Fraser Basin Council, Tourism BC, the BC Real Estate Foundation, the Squamish-Lillooet Regional District and private operators.</li> </ul>				
35. Host an annual open house.	<ul style="list-style-type: none"> <li>▪ Coordinate an open house with the TAC annual general meeting.</li> <li>▪ Prepare an open house concept brief and recruit other organizations and operators to participate.</li> <li>▪ Study the potential of having the open house in conjunction with other AGMs or events.</li> </ul>	<b>EDO</b>			▶
36. Develop an annual planning process.	<ul style="list-style-type: none"> <li>▪ The Tourism Advisory Committee should include an annual planning process in its governance (see first strategy).</li> </ul>	<b>TAC</b>	◆		
37. Produce a tracking and evaluation framework	<ul style="list-style-type: none"> <li>▪ Approve a list of indicators, measures and sources of information that can be used to track destination, product, industry and marketing strategies as outlined in this plan. The objectives in each section represent the targets to be measured. See</li> </ul>	<b>EDO</b>	◆		
38. Create better local sources of tourism benchmark data.	<ul style="list-style-type: none"> <li>▪ Encourage accommodation facilities to participate in Tourism BC's accommodation occupancy tracking program. This program tracks occupancies by the month and produces aggregated reports for participating operators. In addition to occupancy rates the survey tracks average daily room rates by season. Normally, at least five to six properties are required to enter the program, and represent at least 50%</li> </ul>	<b>EDO VC</b>		▶	▶

Strategies	Actions/Projects	LEAD Partners	Timelines		
			2008	2009	2010-12
	<p>of all accommodation in the study area. However, preliminary feedback from Tourism British Columbia’s research services indicates that they would still track and report back on Lillooet accommodations as long as operators are willing to participate. The report would provide invaluable benchmarking data for evaluating plan progress.</p> <ul style="list-style-type: none"> <li>▪ Contact Research Services via email at <a href="mailto:research@tourismbc.com">research@tourismbc.com</a> or review their website at <a href="http://www.tourismbc.com/research">www.tourismbc.com/research</a></li> <li>▪ Conduct primary research through the Tourism BC Visitor InfoNetwork and intercept surveys. Tourism BC Research Services can assist with survey design refinement and methodology. Contact Research Services via email at <a href="mailto:research@tourismbc.com">research@tourismbc.com</a> or review their website at <a href="http://www.tourismbc.com/research">www.tourismbc.com/research</a></li> </ul>				

**8 APPENDIX A - STUDY CONTACTS**

Debbie Arnott	Sun Country Community Futures
Kim Borgoyne	Cariboo Chilcotin Coast Tourism Association
Ann Brooks	Lillooet Historical Society
Michelle Edwards	Cayoose Creek Indian Band & Redland Resources
Kathy Grosler	Lightfoot Gas
Jae Han	Goldpanner Hotel
Michelle Harder	Reynolds Hotel
Steve Harkies	Cariboo Chilcotin Coast Tourism Association
Katharine Hockney	Bumble Root B&B
Brenda Ireland	T'it'q'et First Nation
Florence Jack	Bridge River Indian Band
Susan James	Lillooet Tribal Council, Upper St'at'imc Language, Culture and Education Society
Bruce Jaffary	Miner's Rest B&B, Lillooet Chamber of Commerce
Norm Leech	T'it'q'et First Nation, Upper St'at'imc Language, Culture and Education Society
Shawna Ludwig	Cariboo Chilcotin Coast Tourism Association
Dolores McDonald	Pavilion Band, St'at'imc Cultural Experiences
Nicole Palfy	Bridge River Lillooet News
Kevan Ridgway	Vancouver Coast and Mountains Tourism Region
Bob Sheridan	Buy Low Foods and Lillooet Chamber of Commerce
Pat St. Dennis	Councillor, District of Lillooet
Jerry Sucharyna	Economic Development Officer, District of Lillooet
Kama Stelige	Lillooet Friendship Centre
Bailey Stone	Lillooet Chamber of Commerce
Deanna Tarrao	Lillooet Chamber of Commerce, Economic Development Commission
Ron Taylor	Fraser Cove Campground, Lillooet Chamber of Commerce
Amy Thacker	Gold Country Community Society
Ian Wiebe	Community Futures of Sun Country

**9 APPENDIX B - COMMUNITY TOURISM FOUNDATIONS MARKETING GUIDELINES**

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COMMUNITY  
TOURISM  
FOUNDATIONS®

# MARKETING GUIDELINES

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**Community Tourism Foundations® Marketing Program Guidelines**

*July 11th, 2006*

- The intent of the **Community Tourism Foundations® Marketing** program is to build overnight visitation to individual communities, or clusters of communities, that are market-ready and have long-term destination marketing plans supported by research. It is targeted especially towards communities that need initial financial support to achieve their potential in terms of active private sector participation.
- The program is primarily intended for communities in need of initial development assistance to create a strategic marketing plan supplemented with marketing funds to engage in promotional efforts. Many of the large, well-developed destination marketing organizations in BC would find the scale of this program unsuitable relative to their other core program funding levels, and as such are encouraged to instead participate in the Tourism Partners Program, Partners Plus, Meetings BC programs and / or engage in Regional Flex Fund marketing initiatives.
- As of April 1, 2007, Marketing funds are to be distributed regionally, only to those communities that have **completed the formal Community Tourism Foundations® Development process**. Community Tourism Foundations marketing funding allocations must be done in consultation between the provincial tourism regions and with Tourism BC.
- \$20,000 is the maximum Community Tourism Foundations® funding that a community may apply for in any one year. However, the actual financial contribution provided by the RDMO to a community may be substantially less, based upon Community Tourism Foundations® priorities in the region at any given time, the community's previous levels of access to the funding and input provided by Tourism BC. Each community may only access Community Tourism Foundations® Marketing funds for a **maximum total of three years (does not have to be consecutively)**, including if they have received marketing dollars prior to completing the Community Tourism Foundations® Development process prior to April 1, 2007. Should a community participate in a "community cluster" or group of communities that work together after utilizing its maximum three year funding allotment, that community would not be eligible to receive additional marketing dollars from the Community Tourism Foundations® program. The three year marketing funding threshold is reached after a three year time frame of accessing marketing funds, regardless if a community has utilized its' full funding potential of \$20,000 each year.
- Eligible community projects should be **incremental** to existing marketing activities. Simply applying Community Tourism Foundations® funds to an existing program to reduce partner investment levels would not typically be an acceptable program application.
- Communities are expected to develop their Community Tourism Foundations® project plans independently but in consultation with their RDMO. The RDMO should provide advice on graphic elements, and identify complementary and competing activities that may affect the success of the community program. If the community chooses, it may hire the RDMO to implement the full project or a portion of it.

- The target market for Community Tourism Foundations® Marketing should be consumers within roughly a 3-5 hour driving catchment area (BC, AB, ID, WA) and would be substantiated with a sound business rationale arising from the development process to market in these areas. This audience is likely to already be aware of the region and possibly even the community, and would have a tendency to stay overnight.
- The community brand and community-level content should be the dominant message in a marketing activity. If there are any operator ads included in the creative, there must be more than one business represented, and the combined operators' ad "sell" must be limited to a **maximum** of 50% of the marketing piece.
- Communities should make reasonable efforts to ensure that participating tourism business operators are properly certified and licensed to municipal and provincial standards.

**Eligible activities:**

- Print media advertising (newspapers, magazines)
- Consumer-focused brochures (4x9 format), posters, rack cards
- Radio advertising
- Distribution (direct mail, racking)
- Fulfillment (incremental, linked to a new program)
- Event promotion (only components directed at an overnight visitor market)
- Advertising creative and production charges, limited to a maximum of **20%** of a media project claim.
- Consumer shows in close-in markets (normally within 400 km), including expenses to develop booth materials; and travel expenses for up to 2 community-directed attendants.
- Internet marketing (promotion specific activities, search engine marketing, creating custom call-to-action landing pages, etc.)
- Research
- Image Bank assets including purchasing stock photos or expenses to develop and or purchase images from a locally/regionally organized photo shoot. Limited to a maximum of **20%** of a photo asset project claim.
- Contracted Project coordination service expenses, limited to a maximum of **20%** of total project costs
- Other activities that may be included in a marketing plan prepared for the community within the Community Tourism Foundations® Development program approved by the Region and Tourism BC.

**Ineligible activities:**

- Cost of activities that were previously funded entirely by the proponent (and associated partners), or by the proponent together with another government agency, and are not for incremental activities.
  - An exception may be made for a project for which the proponent no longer has access to other government agency funding due to discontinuation of the alternate funding program, if the project meets all other requirements and criteria for the Community Tourism Foundations® Marketing Program
- Expenditures incurred prior to the project approval date.
- General administrative costs such as salaries, office expenses and rent and other normal costs of business incurred by the proponent or firms represented by the proponent
- Activities that promote only one tourism operator.
- Capital costs for equipment purchases.
- Promotional items for gifts (eg. T-shirts, ball caps) or sale.
- Rental or lease of equipment or facilities, except as it relates to pre-approved consumer show presence
- Contra or in-kind contributions, including but not limited to: accommodation, transportation, meeting space, admissions and passes, etc.
- Website development (as opposed to internet marketing programs)
- Travel media relations (eg. hosting fams, attending travel writer shows) – communities are encouraged to liaise with their regional tourism associations in this regard.
- Trade shows (eg. travel agents, tour operators, etc.)
- Trade collateral (eg. Tour Planner, CD/DVD)
- Sales missions and sales calls.

**Administration Fees & Connection to other “Partners” programs:**

- RDMO’s receive a fee for service from Tourism BC relative to the base amount of Notional Community Tourism Foundations® marketing funds provided by Tourism BC to the regional association. Any additional marketing funds disbursed by Tourism BC beyond this base will not include a fee for service component.
- The primary role of the RDMO is to liaise with a community and Tourism BC during the Community Tourism Foundations® Expression of Interest phase and if desired subsequently through the business planning phase, and to determine availability of Community Tourism Foundations® funds relative to region-wide commitments. Reconciling and processing of the community’s invoice and summary documents, combined with a review of their marketing outputs, is the final phase of the regions’ involvement. These are the responsibilities for which the region receives the Community Tourism Foundations® program fee for service support from TOURISM BC.
- Regions will not charge an administration fee on Community Tourism Foundations® projects. However, a community may choose to hire the RDMO to execute portions of a project at a mutually agreed upon fee.
- **Single community-focused marketing projects are eligible activities within the *Tourism Partners* program.** If a community-focused project is initiated, developed and offered by a RDMO, it should normally be funded through the ***Tourism Partners*** Program, not Community Tourism Foundations®, and will be subject to the RDMO’s administration fee structure.
- Larger communities with convention centres may opt to use the ***Meetings BC*** program funding for their business travel marketing activities as this is likely to be more substantial in the long term than the broadly dispersed Community Tourism Foundations® marketing funds.

**Project Review and Invoicing process:**

- Project results should be trackable, and an evaluation report may be required.
- The RDMO will review the community’s project submission with Tourism BC (Tourism BC will also receive a copy at the same time) for preliminary compliance with creative and program guidelines, and determine funding to be provided. The RDMO will then submit a condensed “New Project” sheet to Tourism BC (this may take a few days). When the approval control # is received from Tourism BC, the region will advise the community that their project is authorized for Community Tourism Foundations® support.
- Normally, no Community Tourism Foundations® money is advanced to the community before supplier invoices have been paid, so the project organizers should ensure that they have sufficient cash flow to pay the project supplier invoices in their entirety before submitting a claim to the RDMO for reimbursement.
- Once approved, the community manages the purchases and payments on the project directly. When a significant phase of the project is completed, the community sends the region a claim/invoice backed up by copies of their eligible paid invoices (showing the cheque # and date paid), and the region will promptly pay the community a single amount, and put a single entry on the related Tourism BC project report sheet. If the project has several major stages, and cash flow is critical, it is possible to process several sub-claims from the community.

- All project outputs and outcomes must be reported to the regional association (eg. samples of print ads or publications, tracking reports).
- Tourism BC does not pay GST on its purchases (which represent half of the gross expenses claimed in this case) - the region will advise the community as to their method of adjusting for this.
- As described in the annual funding agreement with Tourism BC, there will be a determination after mid-year (approximately November) of any surplus Community Tourism Foundations® Notional funds existing at a regional level, potentially followed by a re-distribution of these funds to other regions.

**Graphic Requirements:**

**Objectives**

- ◆ In media advertising, strengthen the credibility and professionalism of the messaging by including Super, Natural BC branding
- ◆ Provide geographical reference through prominence of the regional name.
- ◆ The content of HelloBC.com will enhance a consumer’s understanding of the surrounding environments and visit options, reinforcing their purchase decision.

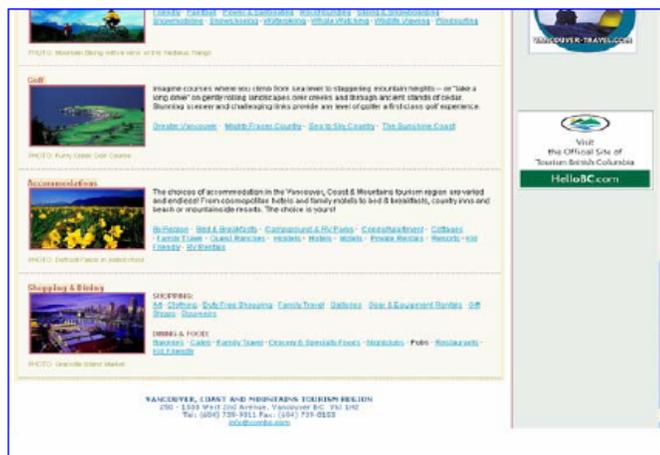
**Part One: *Print Applications***

- ◆ All print media and consumer collateral must feature the regional name, plus the “stacked” Super, Natural British Columbia graphic (to the limits of its invisible key line) at a scale of no less than **2.5%** of the opening page (or pages if a double-page spread). Note: Use of the “Canada” version is intended for out-of-province audiences.
- ◆ The proportions of the logo must not be distorted in any way. The key line does not print.
- ◆ The regional name must be reasonably prominent in the layout.
- ◆ The two components may be placed wherever appropriate in the ad layout.
- ◆ The minimum requirement in graphic standards for print media for the Community Tourism Foundations® marketing program is that the regional brand should be used, and the stacked SNBC logo should be present on the same page/side. See the sample at right →
- ◆ High-resolution files will be provided (regions have the new stacked Super, Natural BC logo already) – note that versions with the text reversed out will also be available.



**Part Two: *Online Marketing Applications***

- ◆ Eligible communities are encouraged to place the “Visit” web graphic/link shown below on their website’s home page, although this is not mandatory, and positioning is optional (placement at the bottom of the page is typical). In the case of a custom “landing” page designed for a related Community Tourism Foundations® marketing campaign, the page must include the graphic/link in which case it should be fully visible without scrolling when the page loads.
- ◆ The graphic must be at least 200 pixels wide, and must not be distorted in aspect ratio.
- ◆ *This is approximately what the image would look like at 200 pixels, if **this page** were an 800 pixel screen width:*
- ◆ The community must consult with the Community Tourism Foundations® Coordinator at Tourism BC on the most appropriate hyperlink to use with this graphic for a particular campaign – the default will be the root directory of [www.HelloBC.com](http://www.HelloBC.com) but this may vary according to the context.



*Approximate proportions of a 200 pixel graphic on a web page*

**Part Three: *Other Applications***

**Broadcast:** Radio ads have similar requirements to Tourism Partners – mention of the regional name, and an invitation (direct or implicit) for an overnight stay. However, use of the Super, Natural British Columbia modifier (as an adjective or adverb only) is optional in Community Tourism Foundations® radio applications.

**Consumer shows:** Contact Tourism BC for options on booth materials.