



**INTERIM ACTION PLAN**  
**TOURISM SECTOR STRATEGY**

**JULY 2009**

**BACKGROUND**

Motivated by the impacts of the Mountain Pine Beetle epidemic, the Omineca Beetle Action Coalition (OBAC) was established in 2005 to “work to ensure sustainable development and resiliency” in the north-central region of British Columbia bounded roughly by Smithers, Valemount and Mackenzie. A key function of the OBAC is the development of a series of regional response strategies. When complete, these strategies are expected to address eleven high-priority subject areas ranging from industry sectors to community services.

Each of the regional response strategies will provide an up-to-date profile of the current situation, analyze the opportunities and challenges associated with each subject area, and recommend a series of immediate and longer-term actions. Although each strategy is developed with broad stakeholder involvement, the final product remains advisory in nature – identifying what could be done by senior and local governments, industries, public institutions and others.

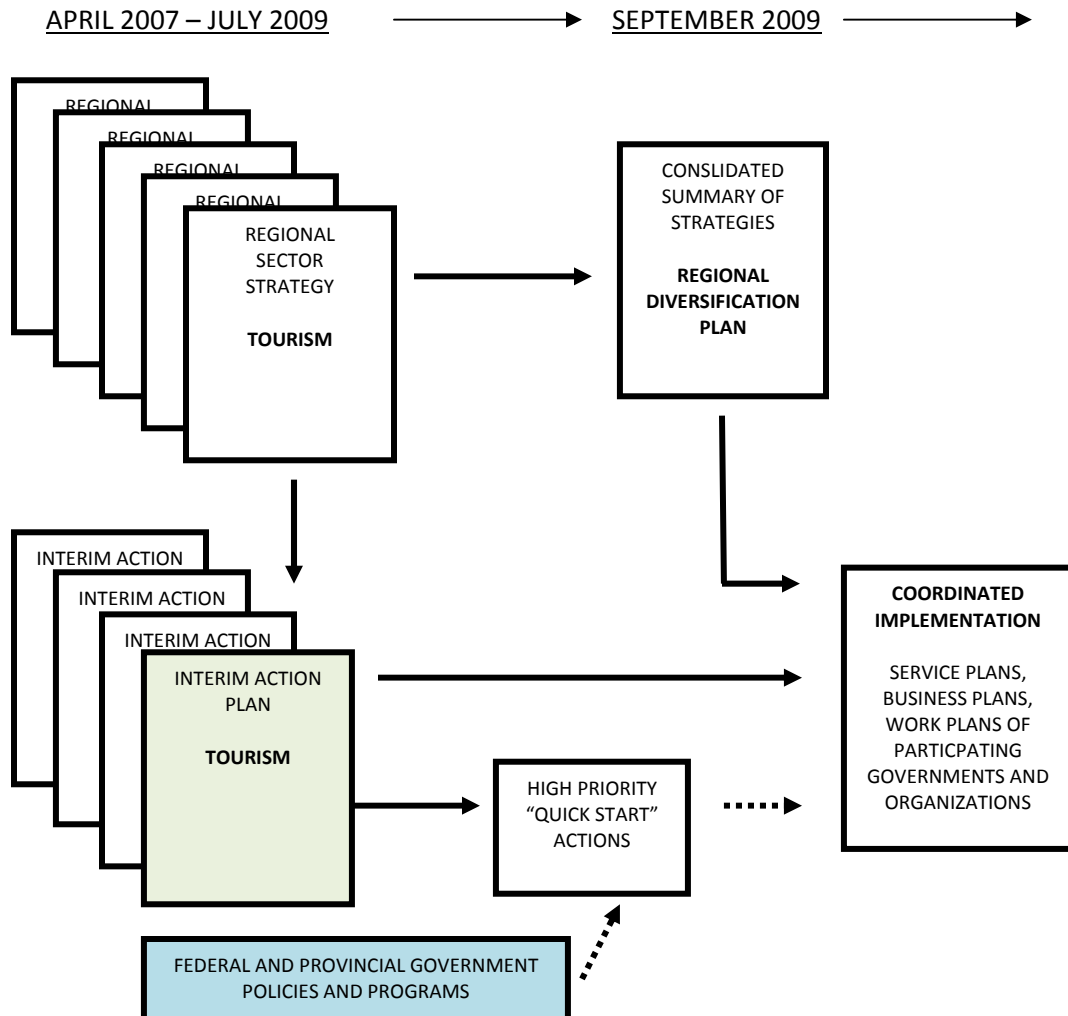
The Tourism Sector Strategy is the seventh of the regional response strategies to be released (June 2009), and sets out five objectives and four broad recommendations. To support the recommendations, 24 specific actions are proposed. As each successive regional response strategy is developed, it is expected that there will be many common and interdependent recommendations and actions. For example, this strategy has particularly close links to the Integrated Infrastructure Strategy (November 2008).

The impacts of the Mountain Pine Beetle epidemic, combined with the economic circumstances that have developed over the past two years increase the urgency to act on this strategy. Governments at all levels are looking for ways to maintain jobs and diversify the economy in the impacted regions.

## PURPOSE

The purpose of this Interim Action Plan is to identify what work can effectively take place now, in order to ensure that

- a. High priority (important and immediate) opportunities are addressed in a timely manner, and
- b. Individuals and organizations whose mandate it would be to undertake specific activities are informed and engaged in implementation.



As more of the regional response strategies are completed the Interim Action Plans will inform the implementation activities of a variety of government and non-government organizations. Through the Regional Diversification Plan a longer-term implementation structure will be developed.

## KEY OBAC ACTIONS SUMMARY

OBAC does not have the mandate or resources to take on implementation of most actions in the regional strategies, including the Attraction and Retention Strategy. However, in line with its role to advocate for regionally important community interests, it will work to see they are addressed. In many situations, the OBAC function will be to communicate the opportunity, encourage partnerships and advocate for action by the appropriate government or organization.

OBAC will actively encourage the appropriate parties to advance all the recommendations and specific actions identified in the Strategy. It is understood, however, that this does not mean that every action will be completed exactly as it is currently described – as work progresses and circumstances evolve, actions are expected to fall into a number of categories:

- a. Addressed through existing initiatives,
- b. Implemented as described,
- c. Intent is achieved, but through different means, and
- d. Deferred or dropped with reasons.

In general, however, the intent of the recommendations will be carried forward.

Concurrent to the completion of regional response strategies, OBAC will work with other levels of government to determine what type of collaborative model is best suited to oversee the implementation, monitoring and adaptation of strategies over the longer-term. This is a fundamental requirement if the benefits from OBAC's investment in strategy development are to be realized.

In the interim, the following actions provide important and immediate opportunities which should be pursued with OBAC leadership:

**1 Initiate one or more projects that will improve relationships and mutual benefits for tourism and forestry tenure holders working on a common land base.**

*Target: Convene a meeting of industry association representatives and get commitment on an approach by April 1, 2010.*

**2 Encourage, and if necessary convene an initial meeting to initiate an inventory of tourism related services and infrastructure along major highways. This would be intended to be the first step in identifying gaps and establishing a set of priorities to be incorporated into government decision making.**

*Target: Convene a meeting of key parties before the end of 2009 and initiate the inventory by April 1, 2010.*

**3 Promote innovative business models for improved transportation services between small communities and larger centers.**

*Target:* A needs assessment and options paper with business analysis complete by March 31, 2010 (see Integrated Regional Infrastructure Interim Action Plan)

- 4 Work with NBCTA to establish a “Regional Tourism Advisory Working Group” that will help identify and provide informed leadership on implementation of key tourism development and marketing priorities, and collaborate with others on tourism-related economic development.**

*Target:* Establish the working group before the end of 2009 with agreement to begin addressing action items early in 2010.

- 5 As a first priority under #4 above (working group) identify and undertake specific activities with local government staff and elected officials on sharing information about the tourism sector.**

*Target:* Develop a detailed tactical plan by January 2010 with initial implementation to begin no later than March 2010.

- 6 Establish baselines and track progress.**

*Target:* Put in place a regionally based method to credibly track progress toward the objectives set out in the Tourism Sector Strategy, including documenting the baseline, by June 2010. (See template below).

Appendix 1 describes each specific action and identifies steps the OBAC will take to communicate and/or support implementation.

## TEMPLATE FOR MEASURES AND TARGETS

As part of the implementation process, a proposed performance measure and target is identified for each recommendation.

1. Address land and resource information, planning and policy issues to protect certainty for tourism operators and potential investors.

Proposed success measure: To be determined

Information source: To be determined

Proposed target: To be determined

2. Improve access and accessibility for travelers to and within the OBAC region.

Proposed success measure: To be determined

Information source: To be determined

Proposed target: To be determined

3. Increase awareness of the nature and value of, and the opportunities associated with, tourism in the region.

Proposed success measures: To be determined

Information source: To be determined

Proposed target: To be determined

4. Increase tourism in the region by using its features and attractions to full advantage.

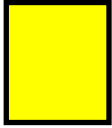
Proposed success measures: To be determined

Information source: To be determined

Proposed target: To be determined

## APPENDIX 1

Appendix 1 is based on the “specific actions” set out in Chapter 6 (pages 46 – 59) of the Tourism Sector Strategy.



Shaded row = immediate opportunities

## TOURISM STRATEGY

### Recommendation 1: Address land and resource information, planning and policy issues to protect certainty for tourism operators and potential investors

Specific action (from Strategy)	Comments and/or tactics	Contacts and/or responsibilities	Cost considerations	OBAC function
<p>a) Compile information regarding landscape-level resource values and objectives. From a tourism perspective this will involve:</p> <ul style="list-style-type: none"> <li>• Confirming the location, type and relative quality of features and visual values in the OBAC region that are of importance to tourism; and</li> <li>• Helping identify or confirm the best locations for tourism product development or enhancement, or possible tenure allocation expansion.</li> </ul>	<ul style="list-style-type: none"> <li>• This is considered a high priority for both the short and long term enhancement of tourism in the region.</li> <li>• Some information will already exist as a result of past work (e.g., LRMP background analysis projects, MFR recreation opportunities inventories and analyses, visual quality assessments).</li> <li>• In view of the size of the region, the work will likely need to be prioritized for specific landscapes.</li> <li>• The work required under the two bullets is sequential.</li> <li>• The first bullet will involve both “hard” data and some assumptions.</li> <li>• The second bullet will require analysis work.</li> <li>• The first steps to implementing this recommendation can be achieved through Recommendation 1(d) which has been identified as an immediate priority.</li> </ul>	<p>The Province must play a key role as the manager of the landbase. This may be done in part through the Interagency Management Committee (IAMC)</p> <p>Tourism operators, through their associations can provide information and in-kind support where appropriate.</p>	<p>Funding will be required (either internal to the province or for a contractor) to carry out the compilation work.</p> <p>In-kind support will be required from the industry.</p> <p>NDIT should be approached for a grant to cover a portion of the costs. This should be eligible under either the MPB funding or general programs.</p> <p>The cost for a pilot project on one or two key areas would likely be \$25k - \$35k. The cost to do all high priority landscapes in the region is likely more in the range of \$200k - \$250k</p>	<ul style="list-style-type: none"> <li>• Help the industry to clarify and communicate the need.</li> <li>• Be available to participate in an advisory group or steering committee to help the work get underway and utilized.</li> <li>• Ensure regional community benefits are considered in all analysis work.</li> </ul>

<b>TOURISM STRATEGY</b>				
<b>Recommendation 1: Address land and resource information, planning and policy issues to protect certainty for tourism operators and potential investors</b>				
Specific action (from Strategy)	Comments and/or tactics	Contacts and/or responsibilities	Cost considerations	OBAC function
<p>b) Establish a coordinated regional approach to managing tourism and recreational interests on Crown land (this action supports recommendation 1[a])</p> <ul style="list-style-type: none"> <li>• Mandate the Interagency Management Committee (IAMC) to ensure cross-agency coordination is achieved.</li> <li>• Provide at least one regional staff person from the Ministry of Tourism, Culture and the Arts to work with the industry groups and operators/businesses.</li> </ul>	<ul style="list-style-type: none"> <li>• The IAMC is in place and deal with a number of cross-agency interests, including tourism. There may be a role for it to play in recommendation 1 (a).</li> </ul>	<p>Ministry of Tourism, Culture and the Arts (MTCA)</p> <p>Integrated Land Management Bureau (ILMB)</p>	<p>IAMC may have capacity constraints if it is to focus on active implementation of strategy recommendations.</p> <p>The staff position would require the ministry to increase funding or reallocate approximately \$100k to \$150k per year.</p>	<ul style="list-style-type: none"> <li>• Inform MTCA, ILMB and IAMC on the strategy recommendations.</li> <li>• Work with industry and local agency representatives to develop more specific proposals.</li> </ul>
<p>c) Determine and establish detailed land and resource management objectives which are tied to the land base and which will guide resource management decisions.</p>	<ul style="list-style-type: none"> <li>• This is seen as moving down from strategic (e.g., LRMP) to more tactical or landscape level plans.</li> <li>• The scale needs to be defined. Comments in the strategy suggest that past initiatives have been insufficient.</li> <li>• It would be advisable to determine objectively and understand what has not worked in past processes, and for whom has it not worked.</li> </ul>	<p>ILMB would be seen as the lead agency. IAMC members would play a role in guiding this at a regional level.</p> <p>One option would be to appoint a small zoning board or commission with authority to set objectives.</p>	<p>This is an on-going function of government. To enhance and accelerate the process would require new or reallocated resources. The scope is not dissimilar to the carrying out of periodic timber supply analysis and allowable annual cut determinations by MFR. Costs can be contained by using the principle of “best currently available information”</p>	<ul style="list-style-type: none"> <li>• Communicate the need to ILMB and others.</li> <li>• Participate with agencies and industry in the necessary scoping work to help get action underway.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Process needs to be defined (e.g., a stakeholder consensus process, some sort of board or individual with zoning authority)</li> <li>• Legal status or weight of objectives is important for certainty, as is a transparent appeal or variance process.</li> <li>• If objectives are going to be set, they should be specific enough to provide real guidance – possibly including targets.</li> <li>• The decision making process will require information and analysis, and will have to be integrated with other decision processes (e.g., AAC).</li> <li>• Practically, priority areas (landscapes) will need to be identified and a schedule established for objective setting.</li> <li>• It is suggested that the principle of “best currently available information” be adopted and objectives can be modified in future periodic reviews (e.g., 5-10 years) if new information suggests it is necessary.</li> </ul>			

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d) Improve information exchange and interaction between tourism and forestry tenure holders at both the operational and administrative levels to enable tenure holders to work together to achieve mutually workable approaches to the use of the landbase.	<ul style="list-style-type: none"> <li>In 2004 the Peace Managers' Committee (an offshoot of the existing regional IAMC) developed a product called <i>A Practical Guide to Effective Coordination of Resource Tenures</i>. Updating and implementing this guide, along with some accompanying workshops is one possible implementation tactic.</li> <li>The Timber and Range Integrated Management Committee (TRIMC) in Dawson Creek is another model for bilateral collaboration between industries.</li> <li>This is an issue that exists in many areas and has been the subject of many planning and coordination processes. However these are often led by government and sparked by a specific development proposal. This recommendation provides an opportunity to be proactive.</li> <li>Sub-regional processes will likely be required. One approach would be to select a</li> </ul>	<p>IAMC may be able to take a "champion" and mentorship role.</p> <p>Industry associations and individual tenure holders should lead the process and take responsibility for implementation.</p>	<p>There will be in-kind costs to the industry operators and associations, as well as for government's participation. Some funding may be required if contractors are used to facilitate the process and/or carry out information sessions to implement the guide.</p>	<ul style="list-style-type: none"> <li>Inform the parties of the recommendation.</li> <li>Help bring the parties together initially to scope out possible solutions and begin working toward implementation.</li> <li>Emphasize the importance to communities of diversity of the land-use industries and optimizing public benefits.</li> </ul>

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	candidate (pilot) area and work with the industries to put in place meaningful and effective processes.			
e) Establish an independent process for reviewing conflicts related to overlapping land use tenures and incompatible uses. Strongly linked to actions (c) and (d) above - consider embedding this process in legislation.	<ul style="list-style-type: none"> <li>In other areas of the province the issue has often been found to be a conflict in expectations and perceived entitlements of tenure holders rather than the tenures themselves.</li> <li>Existing consultation requirements and interagency coordination bodies (e.g., IAMC) are intended to ensure that tenures, and the operational plans developed for tenures are not in conflict.</li> <li>A legislative change would be required in order to create an arbitrator whose decisions could supersede those of other officials under various enactments.</li> <li>In certain cases the Forest Practices Board may have a role (e.g., complaints).</li> <li>It will be necessary to be clear about whether the conflict is perceived to be with the</li> </ul>	The industry associations and government ministries that issue tenures should work together to do a concise problem analysis and develop options.	<p>The initial work can likely be done with existing staff although it may occur more quickly with the support of a contractor (est. \$20k)</p> <p>Subsequent costs will depend on the options chosen. Establishment of an independent process, even if through an existing organization will have significant costs. These may be in the form of paid staff, board members, of professional mediation/arbitration fees (up to \$200k/year to employ an individual full-time arbitrator or resource a small board). Where the conflict is between two tenure holders, the parties may be responsible for costs.</p>	<ul style="list-style-type: none"> <li>Bring the recommendation to the attention of all concerned parties.</li> <li>Be available to work with the industry associations and ministries to convene an initial scoping session, upon which the participants would then follow-up.</li> <li>Emphasize the importance to communities of diversity of the land-use industries and optimizing public benefits.</li> </ul>

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	<p>issuance of the tenure, or between existing tenures.</p> <ul style="list-style-type: none"> <li>• A conflict resolution / mediation process (non binding) could be piloted, or a voluntary arbitration process. Both of these could be set up with or without government involvement.</li> <li>• Commercial arbitration should be considered in some cases.</li> </ul>			
f) Implement initiatives to mitigate the impacts of MPB and general forest management activities on nature-based tourism, including using, as one possible tool, the establishment of conservation areas.	<ul style="list-style-type: none"> <li>• Work is required to confirm the policy, regional strategy and priority for maintaining and developing nature-based tourism, and to what extent parks, protected areas and possibly temporary conservation areas will be used to implement the strategy. In areas where nature based tourism is expected to take place on landscapes with industrial timber harvesting, there is a need to set clear and realistic expectations for all parties.</li> <li>• The BC Government MPB Action Plan that now applies is the</li> </ul>	Province of BC (likely led by ILMB with MTCA and MFR, and possibly MOE as key participants.	For temporary conservation areas, analysis and decision support work can likely be done in-house, however to accelerate the process contractors may be desired. Costs will depend on the level of detail selected, complexity of target areas, and whether all or just certain high priority areas are chosen. Basic mapping and analysis work, along with some ground checking and drafting of recommendations would likely cost about \$200k if done by a consultant over a one-year time period.	<ul style="list-style-type: none"> <li>• Bring this element of the strategy to the attention of the province and remind the province of its commitment under the Action Plan 2006-2011.</li> <li>• Be prepared to provide the interests of the regional community, as expressed by local governments, to the analysis process.</li> </ul>

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	<p>2006-2011 plan, which is worded as follows:  <i>"Incorporate conservation objectives into timber salvage operations, leaving some areas unharvested as temporary conservation areas.."</i></p> <p>The epidemic is impacting conservation values as well as timber. An integral part of the decision making process for salvage will be to identify and describe key areas that will not be salvaged, but will be managed as temporary increases in retention area at landscape and site level. The Chief Forester has provided guidance to forest managers in this regard and an eco-regional assessment of candidate areas for biodiversity conservation is planned. Where a community action coalition is considering conservation strategies, the appropriate ministries will engage as early as possible."</p> <ul style="list-style-type: none"> <li>• Sufficient work may now have been done on salvage strategies, including biomass opportunities, that the best conservation areas can be identified. If this is to</li> </ul>			

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	occur, a significant mapping exercise will be needed, followed by an analysis and decision making process, the results of which can be made public and will provide some direction for tourism operators.			

**TOURISM STRATEGY**

**Recommendation 2: Improve access and accessibility for travelers to and within the OBAC region**

Specific action (from Strategy)	Comments and/or tactics	Contacts and/or responsibilities	Cost considerations	OBAC function
<p>a) Improve highway services for travelers along Highways 97, 16, 39, 27 and 5 by developing or enhancing rest stops, viewing areas and tourism information (services, interpretive information etc.)</p> <ul style="list-style-type: none"> <li>• Compile an inventory of tourism related services and infrastructure along these highway routes (i.e., corridor inventory)</li> </ul>	<ul style="list-style-type: none"> <li>• As several projects are already underway as part of the highway 37 “twinning” a priority should be placed on incorporating key tourism features.</li> <li>• Associations and tourism operators likely have a considerable amount of information already, as do individual communities and the province.</li> <li>• A pulling together of existing information and then proposing</li> </ul>	<p>The Province (MOT) will have lead responsibility for implementation however the industry associations and communities can be proactive in the identification of proposed features and priorities.</p>	<p>Much of the initial planning and priority setting work can be done with in-kind resources from MTCA, MOT, NBCTA, OBAC, local governments and tourism operators.</p> <p>The work may occur more quickly or be more complete if a contractor could be retained to manage the process and compile the results (\$25k -</p>	<ul style="list-style-type: none"> <li>• OBAC could take a lead role in bringing the parties together to manage the inventory and priority setting project.</li> </ul>

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<p>which can be used as the basis for identifying the best locations for improving existing, or development of new highway services and infrastructure geared to visitors.</p> <ul style="list-style-type: none"> <li>Implementing the proposed action in OBAC’s infrastructure strategy to accelerate the twinning of Highway 97 between Cache Creek and Prince George. Highway twinning design should accommodate tourism features as referenced in the first action above (i.e., adding rest stops, viewing areas and tourism information).</li> </ul>	<p>specific developments and priorities would give more guidance to the provincial and federal governments as they undertake highway upgrades.</p> <ul style="list-style-type: none"> <li>See also recommendation 2(f)(i) regarding size of pullouts.</li> </ul>		<p>\$30k)</p>	
<p>b) Develop and implement a connector road upgrade plan focusing on routes most likely to appeal to visitors (e.g., create circle tour opportunities in scenic areas).</p>	<ul style="list-style-type: none"> <li>Strongly linked to OBAC Integrated Regional Infrastructure Plan.</li> <li>A significant amount of work has already been done on some individual circle route opportunities (e.g., Granisle - Smithers).</li> </ul>	<p>The primary responsibility for planning and implementation is with the Province - MOT, however there is nothing preventing the industry from taking the initiative and leading the initial opportunity analysis and priority setting</p>	<p>Some of the work can be done through in-kind contributions (e.g. staff, maps, information).</p> <p>If NBCTA and OBAC wish to undertake the initial opportunity analysis and priority setting initiative, it</p>	<ul style="list-style-type: none"> <li>Communicate the need for the work to be done.</li> <li>Be available as a partner if the industry wishes to pursue resources and undertake the initial stages of the project.</li> <li>Provide a regional communities’ lens to the</li> </ul>

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Specific action (from Strategy)	Comments and/or tactics	Contacts and/or responsibilities	Cost considerations	OBAC function
	<ul style="list-style-type: none"> <li>This plan could be used to guide priorities for highways and resource roads.</li> </ul>	initiative. (NBCTA, OBAC, MTCA, local governments, tourism operators)	would be helpful to retain a contractor. Grant funding for this work may be available through NDIT. (Est. \$30k - \$40k for fees and expenses).	process.
c) Improve ground transportation between OBAC communities (e.g., bus service, shuttle service)	<ul style="list-style-type: none"> <li>This is consistent with one of the short-term priorities identified in the regional infrastructure interim action plan: “promote innovative business models for improved transportation services between small communities and larger centers.</li> <li>Possible coordination with existing services provided by Northern Health</li> </ul>	<b>Province: Ministry of Transportation and Infrastructure (MTI), Ministry of Tourism, Culture and the Arts (MTCA), Ministry of Healthy Living and Sport (MHLS)</b> Local Governments - support and cooperation First Nations - support and cooperation Transportation service providers - innovative business models	Consideration should be given to government funding, if necessary, to support a business model that ensures smaller communities are not disadvantaged in their access to services and amenities that benefit the region as a whole	<ul style="list-style-type: none"> <li>Inform appropriate authorities of the need and proposed action</li> <li>Support regional input to planning and priorities</li> <li>Encourage innovate models for funding of services</li> </ul>
d) Improve air access to the OBAC region by: <ol style="list-style-type: none"> <li>Actively supporting a more cost-competitive air transportation system that will draw additional flights to the region.</li> <li>Implementing the proposed action in OBAC’s Infrastructure Strategy to explore</li> </ol>	<ul style="list-style-type: none"> <li>This action item has been included in the OBAC Interim Action Plan for Regional Infrastructure under “External Engagement List”.</li> </ul>	<b>Local governments and Airport Authorities</b> Federal Government - Transport Canada Province - Ministry of Transportation and Infrastructure	The strategy itself will require modest financial resources.  Implementation will be based on individual business cases	<ul style="list-style-type: none"> <li>Inform appropriate authorities of the need and proposed action</li> <li>Support local governments’ participation</li> </ul>

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<b>Specific action (from Strategy)</b>	<b>Comments and/or tactics</b>	<b>Contacts and/or responsibilities</b>	<b>Cost considerations</b>	<b>OBAC function</b>
<p>opportunities for regional carriers to add or improve air services to Prince George and Smithers as well as other regional airports.</p> <p>iii. Implement the proposed action in OBAC's Infrastructure Strategy to implement a small airport strategy with a focus on upgrading airports to allow for the better flow of people and to better accommodate tourists.</p>				
<p>e) Develop or enhance the region's urban and rural trails and trail networks to attract more summer and winter users:</p> <p>i. Priority trails should be designated for different types of compatible uses (e.g., keep motorized and non-motorized activities separate).</p> <p>ii. Trail designs should reflect the demographic and activity groups being targeted.</p>	<ul style="list-style-type: none"> <li>The initial work would involve an inventory and assessment of existing trails and their uses, history and potential. This could then lead to a list of opportunities that can be prioritized at the regional level, but can also be available at the local level.</li> <li>In the past, extensive work was done by MFR and some local organizations. This should be built upon.</li> <li>Considerable opportunity may exist to incorporate First</li> </ul>	<p><b>MTCA (Recreation Sites and Trails Branch), MOE (Parks Branch, and Local Governments</b> have the lead jurisdiction for many of the trails and potential trails.</p> <p>First Nations organizations, MFR, MEMPR and others will have an interest.</p> <p>Local user groups, businesses and business associations can contribute.</p>	<p>A regional trails strategy (possibly built upon sub-regional strategies) could be developed by the provincial government (MTCA), or in a partnership between governments at all levels, business and non-commercial user groups.</p> <p>Compilation of an overall regional strategy (bullet 1 in column 2) would likely require the dedicated effort of one individual for several months, plus considerable in-kind effort.</p>	<ul style="list-style-type: none"> <li>Bring the opportunity and recommendation to the attention of MCTA and others.</li> <li>Participate with government and industry to initiate the foundational planning and priority setting work.</li> </ul>

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iii. The selection of top trail development / enhancement sites should reflect consideration of both market potential and opportunities to enhance linkages between communities and between urban wilderness and tourism assets. iv. Opportunities to combine currently separate trails to develop a destination themed trail product (e.g., fur trade trail) should be identified.	Nations' plans for tourism development. <ul style="list-style-type: none"> <li>A potential guiding industry could develop in conjunction with trail networks.</li> </ul>		Contractor costs would be \$50k - \$75k.  Funding support may be available through Western Diversification, NDIT and MTCA program funds.  User groups and businesses - sponsor maintenance (adopt a trail) to cover some upkeep costs.	
f) Improve services needed to attract more recreational vehicle travelers to and extend their stay in the region: i. Rest stops and viewing areas (especially those developed along highways 97 and 16 should be sized to accommodate RVs. ii. Communities should	<ul style="list-style-type: none"> <li>Action (i) is directly tied to recommendation 2(a)</li> <li>Local governments can work directly with business on item ii.</li> <li>Local governments can address item iii directly.</li> </ul>	<b>MOT and MTCA should work together on item f(i) with input from local governments and industry as appropriate.</b>  <b>Local governments have primary responsibility for other actions.</b>	Project costs for pullouts and viewing areas will need to be incorporated into capital project costs.  Planning work for f(i) can likely be incorporated into ministry project costs.  Items f(ii) and (iii) have minimal cost.	<ul style="list-style-type: none"> <li>Bring the opportunity to the attention of appropriate government bodies.</li> </ul>

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Specific action (from Strategy)	Comments and/or tactics	Contacts and/or responsibilities	Cost considerations	OBAC function
iii. consider allowing RVs to park overnight in public parking lots (e.g., shopping centers). Communities or regional districts should identify and appropriately zone areas suitable for private sector RV campground development as part of the OCP and zoning bylaw updates.				

**TOURISM STRATEGY**

**Recommendation 3: Increase awareness of the nature and value of, and the opportunities associated with, tourism in the region.**

Specific action (from Strategy)	Comments and/or tactics	Contacts and/or responsibilities	Cost considerations	OBAC function
a) Establish a “Regional Tourism Advisory Working Group” that is comprised of community and sector (tourism operators)	<ul style="list-style-type: none"> <li>Thought should be given to where this group would “fit” in an overall regional diversification plan.</li> <li>This is an activity that can be</li> </ul>	NBCTA and local governments Tourism operators	In kind contributions will be required to operate the working group. In addition, some funding may be required to provide a “secretariat” service. This may	<ul style="list-style-type: none"> <li>Work with NBCTA to further develop the concept.</li> <li>Provide some capacity for local governments to participate in the start-up.</li> </ul>

TOURISM STRATEGY				
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representatives, and that has a mandate to work collaboratively with regional and local governments on tourism related economic diversification and development opportunities.	<p>initiated by existing organizations working together.</p> <ul style="list-style-type: none"> <li>To create any momentum it should focus on key priorities, perhaps including projects identified in the OBAC strategy, and establish targets or benchmarks to measure value.</li> <li>Initial projects may be activities 3(b) and (c) in the strategy.</li> </ul>		be available as a grant through NDIT. The cost would be modest - probably about \$15k per year.	
b) Undertake specific activities with local government staff and elected officials focused on sharing information about the tourism sector.	<ul style="list-style-type: none"> <li>This may be one of the first projects undertaken through the advisory group to be created under 3(a) above.</li> </ul>	<p>Industry associations Local governments</p>	Costs will depend on the actual activities chosen. Financial requirements should be minimal (e.g., \$10k - \$20k per year).	<ul style="list-style-type: none"> <li>Initial development and partnership building on behalf of local government.</li> </ul>
c) Undertake specific activities at the community and regional levels that increase residents' awareness of both the value of tourism to their community and regional tourism opportunities.	<ul style="list-style-type: none"> <li>This may be one of the first projects undertaken through the advisory group to be created under 3(a) above.</li> </ul>	<p>Industry associations Local governments Local business operators</p>	<p>Most costs will be borne through in-kind contributions at the local level and coordination by regional industry organizations.</p> <p>Individual local-level projects will be funded through a variety of existing programs.</p>	<ul style="list-style-type: none"> <li>Initial involvement in action 3(a).</li> </ul>
d) Raise awareness of opportunities for	<ul style="list-style-type: none"> <li>Work done under the previous</li> </ul>	<p>NBCTA Chambers of Commerce</p>	Most costs will be borne through in-kind contributions at the local	<ul style="list-style-type: none"> <li>Initial involvement in action 3(a).</li> </ul>

**TOURISM STRATEGY**

**Recommendation 3: Increase awareness of the nature and value of, and the opportunities associated with, tourism in the region.**

Specific action (from Strategy)	Comments and/or tactics	Contacts and/or responsibilities	Cost considerations	OBAC function
<p><b>entrepreneurs</b> to improve their tourism entrepreneurship and business planning skills, focusing on skills that support emerging and established tourism enterprises. (See also attraction and retention strategy).</p>	<p>action items will support this.</p>	<p>Community Futures Development Corporations NDIT MTCA Post-secondary education organizations (public and private)</p>	<p>level and coordination by regional industry organizations.</p> <p>Individual local-level projects will be funded through a variety of existing programs.</p>	
<p>e) Increase <b>investor</b> awareness of high potential sites for various tourism opportunities (e.g., RV campgrounds, all-season destination resorts, guided activities), etc. The identification of these sites would be based on the tourism asset inventory (see also recommendations 1 and 4c).</p>	<ul style="list-style-type: none"> <li>Work done under the previous action items will support this.</li> </ul>	<p>NBCTA Chambers of Commerce Community Futures Development Corporations NDIT MTCA</p>	<p>Once the background work is done a targeted marketing effort may be undertaken to inform investors. This would involve some communications and travel costs, and may be linked to regional branding initiatives.</p> <p>Base cost to communicate to potential investors \$50k - \$75k per year.</p>	<ul style="list-style-type: none"> <li>Initial involvement in previous action items to establish the foundation.</li> </ul>

TOURISM STRATEGY				
<b>Recommendation 4: Increase tourism in the region by using its features and attractions to full advantage</b>				
Specific action (from Strategy)	Comments and/or tactics	Contacts and/or responsibilities	Cost considerations	OBAC function
a) Identify the features and other attractions in the OBAC region which differentiate what it has to offer relative to other areas in western North America. (Note that Recommendations 1a, 2a, 2e, and 4a should be implemented in a coordinated fashion.)	<ul style="list-style-type: none"> <li>Recommendations 1a, 2a, and 2e are focused on specific infrastructure elements, whereas this recommendation is about identification of broader overarching “themes” or features that can provide an “anchor” or destination recognized from outside the region.</li> <li>Work will be required to objectively identify the potential and what is needed to take advantage of it. The first step may be an “inventory” and a series of concept proposals. This could be followed by a more detailed feasibility analysis.</li> <li>Promotion of these opportunities is not included in the recommendation, but would naturally follow.</li> </ul>	This could be industry led, possibly by NBCTA, however there is a logical role for the province through MTCA with the participation of BC Parks, local governments and First Nations.	<p>The initial identification and concept development will likely require a staff person or contractor for about six months. Cost \$60k - \$75k.</p> <p>This may be funded in whole or in part through a grant from NDIT. There may be cost sharing opportunities with Western Diversification of MTCA.</p> <p>The cost of carrying out the feasibility analyses will be driven by the number of concepts warranting more detailed work, however it is a reasonable assumption that 3 features warrant follow-up at an average cost of \$100k. Funding for this activity may be similar to that above.</p>	<ul style="list-style-type: none"> <li>Communicate the need to implement this recommendation to senior governments and the industry.</li> <li>Work with the industry to get the initial work underway.</li> <li>Participate as a partner on behalf of local governments in the region as work progresses.</li> </ul>
b) Support the Northern BC Tourism Association and other partner organizations in their efforts to work collaboratively to develop and implement a	<ul style="list-style-type: none"> <li>In the short term this might best be done through recommendation 3(a) - establishment of a regional working group. The group may</li> </ul>	<p>NBCTA should clearly identify what support is needed and from whom.</p> <p>All levels of government as well</p>	<p>The initial support likely involves in-kind effort by various organizations.</p> <p>Development of an actual regional marketing strategy will</p>	<ul style="list-style-type: none"> <li>Be on record as supporting the activity under this recommended action.</li> <li>Participate at an appropriate level in development of a</li> </ul>

TOURISM STRATEGY				
<b>Recommendation 4: Increase tourism in the region by using its features and attractions to full advantage</b>				
Specific action (from Strategy)	Comments and/or tactics	Contacts and/or responsibilities	Cost considerations	OBAC function
marketing strategy and, to support the development of the region as an attractive destination, and to better position the region to attract visitors who come to BC as a result of the profile generated by the Olympics.	<p>have two complementary functions or sub-groups: tourism development; and tourism marketing.</p> <ul style="list-style-type: none"> <li>• There appear to be three sequential steps to this recommended action: <ul style="list-style-type: none"> <li>– Support the efforts that are already occurring (short-term)</li> <li>– Develop a collaborative strategy, including identification of implementation requirements (1-3 years)</li> <li>– Implement the strategy (3 years + ongoing)</li> </ul> </li> </ul>	as other industry associations (other sectors), community and economic development groups can be called upon to provide support.	require some resources, (e.g., \$50k - \$75k) and implementation will require considerably more.	regional marketing strategy.
c) In support of Recommendation 3(e), prepare information packages that can be used to attract tourism investment (e.g., in hotels, resorts, RV parks, attractions, services)	<ul style="list-style-type: none"> <li>• There may be an early opportunity to do this based on existing information, however it may be more effective if it follows previous work (e.g., Recommendations 4(a) and (b))</li> </ul>	<p>Community Economic Development Initiatives</p> <p>Local Governments</p> <p>Support from MTCA</p>	<p>Modest individual initiatives (e.g., \$10k - 15k) may be eligible for grant funding through NDIT and/or Western Diversification.</p> <p>A large coordinated effort would likely be part of recommendation 4(b) above.</p>	<ul style="list-style-type: none"> <li>• Encourage local governments to participate.</li> </ul>
d) Support the development and/or enhancement of interpretive and education services throughout the region that add to the visitor	<ul style="list-style-type: none"> <li>• This can be incorporated into all aspects of the marketing strategy (4b), and can be an aspect of the infrastructure enhancements (2a). Language</li> </ul>	NBCTA, local business and local governments can encourage non-profit and for-profit organizations to undertake projects.	Often these initiatives require infrastructure - interpretive centers, boardwalks, trails, signs etc. all of which require a capital investment and on-going	<ul style="list-style-type: none"> <li>• Encourage local governments to participate.</li> <li>• Bring forward to tourism development and strategy work for more in-depth planning.</li> </ul>

TOURISM STRATEGY				
<b>Recommendation 4: Increase tourism in the region by using its features and attractions to full advantage</b>				
Specific action (from Strategy)	Comments and/or tactics	Contacts and/or responsibilities	Cost considerations	OBAC function
<p>experience and encourage visitors to stay longer in the region (or return). Interpretive services should include:</p> <ul style="list-style-type: none"> <li>• Focus on the region's strengths (e.g., key wildlife viewing areas; front country walking trails in unique settings).</li> <li>• Have a consistent look and feel (to the extent this makes sense).</li> <li>• Be used to overcome negative perceptions of MPB affected areas.</li> </ul>	<p>should be a consideration - for example if a significant portion of the target tourism audience are not English speaking, this should be accommodated.</p> <ul style="list-style-type: none"> <li>• First Nations and early settlement history can be linked to this.</li> <li>• Focus first on areas of potentially high traffic and convenience.</li> </ul>	<p>First Nations may be a key player.</p>	<p>maintenance.</p>	
<p>e) Increase investment in the maintenance and marketing of forest recreation sites and trails.</p>	<ul style="list-style-type: none"> <li>• Closely linked to 2(e).</li> <li>• In the past when MFR reduced the number of managed recreation sites and trails there was an effort to turn them over to local organizations. This worked in some cases and not in others.</li> <li>• The feasibility of having sites maintained and marketed to a common regional standard but actually managed by local governments, First Nations, non-profit organizations, etc. should be examined.</li> </ul>	<p>MTCA has lead responsibility for the sites.</p> <p>NBCTA could coordinate a program in partnership with the province.</p> <p>Local governments, First Nations and volunteer organizations could be "contracted" (not necessarily for financial compensation) for maintenance.</p>	<p>There is a significant cost to maintaining and marketing sites properly. Funding options include:</p> <ul style="list-style-type: none"> <li>• Use fees</li> <li>• Sponsorships</li> <li>• Volunteerism</li> <li>• Government program funding</li> <li>• Targeted tax schemes</li> <li>• Commercial licensing (e.g., a company is given exclusive rights to operate a rafting, hiking or guiding operation, sell firewood, etc. on the site in return for maintaining it.)</li> </ul>	<ul style="list-style-type: none"> <li>• Bring the recommendation to the attention of MCTA, NBCTA, local governments and First Nations.</li> <li>• Encourage addressing this through the Regional Tourism Advisory Group.</li> </ul>

TOURISM STRATEGY				
<b>Recommendation 4: Increase tourism in the region by using its features and attractions to full advantage</b>				
Specific action (from Strategy)	Comments and/or tactics	Contacts and/or responsibilities	Cost considerations	OBAC function
	<ul style="list-style-type: none"> <li>An updated inventory and priority list may be required.</li> </ul>			
f) Actively encourage tourism operators and workers to participate in the customer service training provided through Tourism BC's World-Host® program (previously called Superhost).	<ul style="list-style-type: none"> <li>This is important to the quality of service provided and can enhance competitiveness.</li> </ul>	NBCTA Tourism operators	Direct costs will be borne by the operators.	<ul style="list-style-type: none"> <li>Communicate the recommendation.</li> </ul>
g) Assess the need to develop a regional scale fisheries strategy which provides a framework for collaboration on the region's fisheries.	<ul style="list-style-type: none"> <li>Need to be clear on whether this includes commercial, recreational and sustenance fisheries.</li> <li>First Nations will have a high interest in this.</li> <li>Both levels of senior government have a role.</li> <li>May best be developed on a watershed basis first.</li> <li>Will need to look at existing strategies and initiatives.</li> </ul>	Any of the stakeholder groups could take the lead on a needs assessment however it will only be seen as credible if the other stakeholders are involved.	<p>The needs assessment itself may be done at a modest cost (e.g., \$30k - 50k).</p> <p>If an actual strategy is to be developed, it will likely involve a significant amount of process and time, with the cost easily being in the \$1 million range.</p>	<ul style="list-style-type: none"> <li>Communicate the recommendation to assess the need in greater depth.</li> </ul>