



"A WORLD OF OPPORTUNITIES WITHIN OUR REGION"

REQUEST FOR PROPOSAL – REGIONAL TOURISM STRATEGY 2026

Solicitation # RDBN-TOUR-26-01

Regional District of Bulkley-Nechako

Request Issued: Monday, April 13, 2026

**Closing Date: Thursday, May 28, 2026
4:00 pm (Pacific Standard Time)**

Contact: Nellie Davis,
Manager of Strategic Initiatives and Rural Services
bid@rdbn.bc.ca

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1 PROJECT SUMMARY

The Regional District of Bulkley-Nechako (the Regional District) is seeking proposals from qualified consulting firms with demonstrated knowledge and experience to develop a new Regional Tourism Strategy. The current RDBN Tourism Plan was completed in 2010 and has been fully implemented.

The RDBN Tourism Strategy will be an iterative, strategic document designed to establish a shared vision for tourism across the region. It will outline clear goals, objectives, and actions to support that vision and will be developed collaboratively with tourism operators, Indigenous communities, the public, and local government. Once finalized, the strategy will be endorsed by the Regional District Board of Directors and will guide future tourism-related initiatives and the allocation of RDBN resources.

The Regional District would like to achieve the following goals through this project:

1. Update high-level, baseline data and information on the tourism sector in the RDBN.
2. Engage stakeholders to renew a shared vision for tourism in the RDBN and build on the work completed under the 2010 Tourism Plan.
3. Recommend priorities and actions that reflect current trends, opportunities, and stakeholder perspectives.
4. Develop a detailed five-year action and implementation plan to support identified priorities.

The RDBN intends this project to be delivered through a collaborative partnership between the Consultant and staff. Staff will play an active and hands-on role throughout the project, including contributing to research, coordinating logistics, supporting data collection, and co-developing engagement activities and strategy content.

Proponents should structure their proposed approach to reflect a highly collaborative working relationship, with regular working sessions and shared responsibilities between the Consultant and staff.

The Regional District is posting this Request for Proposal (RFP) concurrently with an RFP for the RDBN Economic Development Plan Update. The Regional District encourages proponents to submit proposals to complete the Economic Development Plan Update and the Regional Tourism Strategy simultaneously in a manner that maximizes opportunities for project efficiency and cost savings.

2 BACKGROUND

The Regional District is comprised of seven (7) Electoral Areas: Electoral Areas A (Smithers/Telkwa Rural), B (Burns lake Rural), C (Fort St. James Rural), D (Fraser Lake Rural), E (Francois/Ootsa Lake Rural), F (Vanderhoof Rural), and G (Houston/Granisle Rural), and eight (8) municipalities (Town of Smithers, Village of Telkwa, District of Houston, Village of Granisle, Village of Burns Lake, Village of Fraser Lake, District of Fort St. James, and the District of Vanderhoof), with a population of nearly 38,000 residents, including 14 Indigenous Communities. The three (3) subregions are generally known as: Bulkley Valley, Lakes District, and Nechako Valley.

Tourism contributes to the economic development, livability, and identity of communities across the region. The Regional District is recognized for its natural landscapes, outdoor recreation opportunities, cultural experiences, and rural character.

The previous Tourism Plan, completed in 2010, was developed through a collaborative process involving local governments and regional stakeholders and was intended to guide the Regional District's role in

supporting tourism development across the region.

Since that time, tourism has evolved significantly, and many of the actions identified in the 2010 plan have been completed. The Regional District is now seeking to develop an updated Tourism Strategy that reflects current conditions, opportunities, and priorities, and provides clear direction for future work.

The Regional District Economic Development team, along with other staff as required, will support this project.

3 TERMS AND CONDITIONS

The terms and conditions applicable to this Request for Proposals are contained within this document. Submission of a proposal in response to this RFP indicates acceptance of all terms and conditions contained herein or in any addenda issued by the Regional District.

4 CANCELLATION OF RFP

The Regional District reserves the right to cancel this Request for Proposals at any time and for any reason and will not be responsible for any direct or indirect loss, damage, cost, or expense incurred or suffered by any Proponent because of such cancellation. The acceptance of any proposal and the subsequent execution of a contract may be subject to funding and approval by the Board of the Regional District of Bulkley-Nechako.

5 SUBMISSION GUIDELINES

The Regional District invites the submission of proposals from qualified and experienced consultants as outlined in this document.

The Regional District will accept Proposals submitted by email or by direct delivery (in person or by courier/mail) to the Regional District main office at 37 3rd Avenue Burns Lake.

All proposals must be submitted to the Regional District by 4:00 pm (local time) on Thursday, May 28, 2026.

Proposals submitted by fax will **NOT** be accepted. Any Proposals received after the closing time will be considered disqualified.

By Email

One (1) single PDF file containing your submission must be delivered to the Regional District by email at bid@rdbn.bc.ca. The Regional District will confirm receipt of emails.

By Direct Delivery (Hand Delivered, Mail or Courier)

One (1) complete copy of your submission must be submitted in a sealed envelope with the following information written on the outside of the envelope containing the proposal, as well as on the outside of the courier envelope/box (if sending by courier):

Attention: Asset Management and Procurement Clerk
Regional District of Bulkley-Nechako
37 3rd Avenue Burns Lake, BC V0J 1E0

Regional District of Bulkley-Nechako –
Regional Tourism Strategy 2026

Request for Proposal
Responding Organization's name and address.

Inquiries regarding the RFP may be directed by email to bid@rdbn.bc.ca.

Please note that questions related to this Request for Proposals will be accepted up to 4:00 pm on Tuesday May 19, 2026 This will allow the answers to questions asked to be properly distributed to all interested parties via BC Bid.

Proponents shall be solely responsible for the delivery of their proposal in the manner and time prescribed. All submissions must be delivered according to the instructions provided herein and the Regional District will accept no responsibility for documents delivered to any other location.

To ensure your receipt of any answers to questions asked or addendums issued, you must fill out and return the attached reply form to bid@rdbn.bc.ca.

Failure to submit a properly filled out reply form absolves the Regional District of any obligation to provide addendums to Proponents wishing to submit a proposal.

See Appendix A for the Proposal Reply Form

6 ADDENDA

Addenda to this RFP may be issued prior to closing in response to queries received or at the initiative of the Regional District. Addenda will be in written form posted on BC Bid and the Regional District website. Information contained within RFP addenda is considered an integral part of the RFP and should be considered by Proponents when responding to this RFP.

All final Addenda will be issued and posted on BC Bid and the Regional District website by 4:00 pm on Friday May 22, 2026.

Verbal communications will not be binding unless confirmed by written addenda.

It is the sole responsibility of the Proponent to check for addendums.

7 ALTERNATIVE SOLUTIONS

If alternative solutions are offered, the information should be submitted in the same format as a standard proposed response but should be clearly marked as an "Alternative Proposal." If a Proponent submits more than one proposal each must be separately and uniquely identified.

8 ARTIFICIAL INTELLIGENCE

Proponents must note in their bid documents if they have used any artificial intelligence in the development of their submission, and if so, confirm they have verified and validated the information received through artificial intelligence prior to including it in their submission.

9 CHANGES TO PROPOSALS

By written notice submitted prior to the closing date, a Proponent may amend or withdraw its proposal. Upon closing, all proposals become irrevocable and may not be amended or withdrawn except where the Proponent and the Regional District have mutually agreed to a change for the purpose of entering

into a contract.

Information obtained from any other source is not official and should not be relied upon.

10 PROPONENT'S EXPENSES

The Regional District will not be responsible for any costs incurred by the Proponents as a result of the preparation or submission of a Proposal pertaining to this RFP. The accuracy and completeness of the Proposal is the Proponent's responsibility. If errors are discovered, they will be corrected by the Proponent at their expense.

Proponents acknowledge that the Regional District, in preparation for the RFP supply of oral or written information to Proponents, review Proposals or the carrying out the Regional District's responsibilities under this RFP, does not owe a duty of care to the Proponents.

11 CONFIDENTIALITY OF INFORMATION

In accordance with the Freedom of Information and Protection of Privacy Act, the Proponents will treat as confidential and will not, without prior written consent of the Regional District, publish, release, or disclose, or permit to be published, released, or disclosed, any information supplied to, obtained by, or which comes to knowledge of the Proponents as a result of this RFP except insofar as such publication, release or disclosure is required by the laws of British Columbia.

12 OWNERSHIP OF PROPOSALS AND FREEDOM OF INFORMATION

All Proposals submitted under this RFP become the property of the Regional District and will not be returned to the Proponent. The Regional District advises Proponents that parts or all their Proposals may be subject to the provisions of British Columbia's Freedom of Information and Protection of Privacy Act (FIPPA) and the Community Charter. Proponents who wish to ensure parts of their Proposals are protected from disclosure under the FIPPA Act should specifically identify any information or records provided with their Proposals that constitute a) trade secrets, and b) that are supplied in confidence, and c) the release of which could significantly harm their competitive position. Information that does not meet all three of the foregoing categories may be subject to disclosure to third parties. Please refer to the Freedom of Information and Protection of Privacy Act for further information. The Regional District cannot guarantee that any information contained within a proposal will remain confidential if a request for access is made.

13 ACCEPTANCE OF PROPOSALS

This RFP should not be construed as an agreement to purchase goods or services nor as an invitation to perform any service for the Regional District except as specifically outlined herein. Proposals shall remain open for acceptance by the Regional District for a minimum of 90 days after the RFP closing date.

The Regional District's intent is to enter into a contract with the Proponent who has submitted the best value proposal. The Regional District reserves the right to accept any or none of the Proposals submitted and will evaluate Proposals based on the best value offered to the Regional District and not necessarily the lowest price, using the criteria specified in this RFP.

The Regional District reserves the right in its sole unrestricted discretion to:

- a) Reject any and/or all irregularities in a proposal submitted.
- b) Waive any defect or deficiency in a proposal whether that defect or deficiency materially affects

the proposal and accept that proposal.

- c) Reject any and/or all Proposals for any reason, without discussion with the Proponent(s); and
- d) Accept a proposal which is not the lowest price proposal.

In addition to any other provision of this RFP, the Regional District may, at its absolute discretion, choose not to consider a Proposal if the Proponent, or any officer or director of the Proponent, is or has been engaged directly or indirectly in a legal action against the Regional District in relation to any matter.

Proponents should not attempt to solicit any members of the elected Board of Directors or employees of the Regional District. Any solicitation may result in the Proponent being removed from consideration.

14 EVALUATION CRITERIA

Proposals will be ranked on a points basis with criteria including cost, qualifications (personnel), availability, experience, and quality of proposal. The Proposal Evaluation Form is a tool to assist in the evaluation process; however, it is not the sole determining factor in the evaluation process.

See Appendix B for the Proposal Evaluation Form

15 CONFLICT OF INTEREST

When submitting a Proposal, the Proponent must complete, sign, and include with their Proposal a Conflict-of-Interest Disclosure Statement (Appendix "C").

The Regional District may reject a Proposal based on an actual, potential, or perceived conflict of interest.

The Regional District may reject any Proposal where:

- a) One or more of the directors, officers, principles, partners, senior management employees, shareholders, or owners of the Proponent, is an officer, employee, or director of the Regional District or a consultant involved in the procurement process, or is a member of the immediate family of an officer, employee or director of the Regional District or a consultant involved in the procurement process; or
- b) In the case of a Proposal submitted by a Proponent who is an individual person, where that individual is an officer, employee, or director of the Regional District or a consultant involved in the procurement process or is a member of the immediate family of officer, employee, or director of the Regional District or a consultant involved in the procurement process.

(collectively, "Restricted Parties")

A Proponent who has any concerns regarding whether a current or prospective employee, advisor, or member of that Proponent is, or may be, a Restricted Party, should request an advance decision by submitting to the Chief Administrative Officer (CAO), not less than ten working days (**May 13, 2026**) prior to the Closing Time, by email, the following information:

- a) Names and contact information of the Proponent and the person which the advance opinion is requested.
- b) A description of the relationship that raises the possibility or perception of a conflict of interest or unfair advantage; and
- c) Copies of any relevant documentation

The Regional District may make an advance decision regarding whether the person is a Restricted Party, and whether the Regional District will reject a Proposal based on the information provided. If Proponent has identified an actual, perceived, or potential conflict of interest regarding this RFP process or project, the Proponent must submit a Conflict-of-Interest Disclosure Statement (Appendix "A") to the CAO by **Thursday, May 21, 2026.**

16 SUBCONTRACTORS

All subcontractors, including affiliates of the Proponent, should be clearly identified in the Proposal as per the form attached as Appendix "D."

A Proponent may not subcontract to a firm or individual whose current or past corporate or other interests, may, in the Regional District's opinion, give rise to an actual, perceived, or potential conflict of interest in connection with the services described in the RFP. This includes, but not limited to, involvement by the firm or individual in the preparation of the RFP, or a relationship with any employee, consultant representative of the Regional District involved in preparation of the RFP, participating on the evaluation committee or in the administration of the Contract. If a proponent is in doubt as to whether a proposed subcontractor might be in conflict of interest, the Proponent should consult with the CAO prior to submitting a Proposal. By submitting a Proposal, the Proponent represents that it is not aware of any circumstances that would give rise to a conflict of interest, actual, perceived or potential, in respect of the RFP.

17 EXECUTION OF CONTRACT

Following acceptance by the Regional District, the successful Proponent will be provided with written confirmation. A contract will be signed by both parties subject to negotiation between the Regional District and the Proponent.

18 INTENT OF CONTRACT DOCUMENTS

The intent of the Contract Documents is that the consultant will provide all permits, materials, supervision, labour, equipment and all else necessary for, or incidental to, the proper execution of the Work described in the RFP documents or as directed by the Regional District and all incidental Work to complete the project.

19 LOCAL CONDITIONS

The consultant will, by personal inspection, examination, calculations, or tests, or by any other means, satisfy themselves with respect to the local conditions to be encountered and the quantities, quality, and practicability of the Work and of their methods of procedure. No verbal agreements or conversation with any officer, agent, or employee of the Regional District, either before or after the execution of the Contract, will affect or modify any of the terms or obligations herein contained.

20 MANAGER'S STATUS

The Manager will be the Regional District's representative during the period of operation and will observe the Work in progress on behalf of the Regional District for the purpose of ensuring that the Consultant maintains the site in a satisfactory condition, and for ensuring that the Work has been satisfactorily carried out. The Manager will have the authority to stop the Work whenever such stoppage may be necessary, in their opinion, to ensure the proper execution of the Work in accordance with the provisions of the Contract.

The Consultant will comply with such an order immediately. Neither the giving nor the carrying out of such orders thereby entitle the Consultant to any extra payment and the Regional District will not be held liable for any damages or any breach of laws, bylaws or regulations that may result.

21 CONSULTANT'S PERSONNEL

The Consultant will always keep sufficient personnel to carry out the Work required by the Contract. The Consultant must demonstrate that their organization is adequately staffed and trained to perform the requirements.

All workers must have sufficient knowledge, skill, and experience to perform properly the Work assigned to them and to be tactful and courteous in dealing with the Regional District's staff. Any supervisor or worker employed by the Consultant or Sub-Consultant who, in the opinion of the Manager, does not perform their Work in a competent manner, appears to act in a disorderly or intemperate manner, or is intoxicated or willfully negligent will at the written request of the Manager, be removed from the site of the Work immediately and will not be employed again in any portion of the Work without the approval of the Manager.

The Consultant will comply with all federal and provincial legislation regarding wages and labour regulations including payment of all dues, levies, or charges made under or in relation to the Contract. The Consultant will make proof of payment available to the Manager when requested.

22 ASSIGNMENT OF CONTRACT

The Consultant will not sublet, sell, transfer, assign, or otherwise dispose of the Contract or any portions thereof, or their right, title, or interest therein, or their obligations thereunder without written consent of the Regional District, except for assignment to a bank of the payments to be received hereunder.

23 RIGHT TO TERMINATE SERVICES

The Regional District may terminate any or all services upon 30 days' written notice. If such notice is given, the Regional District will pay only for time and expenses incurred by the Consultant up to the termination date and for any reasonable time and expenses incurred to bring the services to a close in a prompt and orderly manner.

24 REGIONAL DISTRICT'S RIGHT TO CORRECT DEFICIENCIES

Upon failure of the Consultant to perform the Work in accordance with the Contract Documents, and after written notice to the Consultant, or without notice if any emergency or danger to the Work or public exists, the Regional District may, without prejudice to any other remedy they may have, correct such deficiencies. The cost of Work performed by the Regional District in correcting deficiencies will be paid by the Consultant or may be deducted from monies payable to the Consultant.

25 INDEMNITY

Notwithstanding the provision of insurance coverage by the Consultant, the Consultant hereby agrees to indemnify and save harmless the Regional District, its officers, agents and employees from and against all claims, demands, losses, costs, damages, actions, suits or proceedings by whomever made, brought or prosecuted and in any manner based upon, arising out of, related to, occasioned by or attributable to the activities of the Consultant, its servants, agents, sub-contractors and sub-operators, in providing the services and performing the Work of the Contract, excepting always liability arising solely out of the negligent act or omission of the Regional District.

26 INSURANCE

The Consultant, without limiting its obligations or liabilities, and at its own expense, must provide and maintain throughout the Contract term, the following insurances with insurers licensed in the Province of British Columbia in forms acceptable to the Regional District. All required insurance (except Professional Liability Insurance and automobile insurance on vehicles owned by the Consultant) shall be endorsed to show the Regional District as additional insured and provide the Regional District with thirty (30) days' advance written notice of cancellation or material change.

The Consultant's insurance policies shall include a deductible no greater than \$25,000 for each claim. The Consultant must provide the Regional District with evidence of the required insurance, in a form acceptable to the Regional District, upon notification of award and prior to the execution and delivery of the contract:

- a) Commercial General Liability (CGL), written on an occurrence-based form, in an amount not less than \$3,000,000 inclusive per occurrence insuring against bodily injury and property damage and including liability assumed under the contract. The Regional District is to be added as additional insureds. Such CGL coverage shall include the following liability extensions: Contingent Employers Liability, Broad Form Products & Completed Obligations, Personal Injury, Blanket Contractual, and Cross Liability.
- b) Professional Liability in an amount not less than \$2,000,000 inclusive per occurrence.
- c) Where the Consultant requires the use of automobiles to undertake the Work of the Contract, the Consultant will have the following:
 - a. Automobile Liability on all vehicles owned, operated, or licensed in the name of the Consultant in an amount not less than \$2,000,000 per occurrence.
 - b. Non-owned Automobile Liability insurance in an amount not less than \$2,000,000 per occurrence.

The Consultant shall ensure that all sub-contractors forming from this Contract meet the insurance requirements outlined above. It is the sole responsibility of the Consultant to determine if additional limits of liability insurance coverage are required to protect them from risk.

27 OCCUPATIONAL HEALTH AND SAFETY

The Consultant will use due care and take all necessary precautions to ensure the protection of persons and property at the Facility and will comply with the Workers' Compensation Act of the Province of British Columbia.

The Consultant must prepare a Health and Safety plan in accordance with the provincial WorkSafe BC. A copy will be submitted to the Regional District prior to commencing the Work.

28 CHANGES IN THE WORK

The Regional District, without invalidating the Contract, may make changes by altering, adding to, or deducting from the Work. The Consultant will proceed with the Work as changed and the Work will be executed under the provisions of the Contract. No changes will be undertaken by the Consultant without a written order from the Regional District, except in an emergency endangering life or property, and no claims for additional compensation will be valid unless the change was so ordered. The Regional District will entertain no payment for extra work or changes in any Contract unless a "Change Order" form is completed and signed by the Regional District and the Consultant.

If, in the opinion of the Regional District, such changes affect the Contract amount, these will be adjusted at the time of ordering the changes. The value of the addition or deduction from the Contract amount, and the method of determining such value, will be decided by the Regional District. The Regional District will use one or more of the following methods in deciding such value:

- a) by lump sum submitted by the Consultant and accepted by the Regional District.
- b) on a force account basis as specified in these General Conditions.

31 COMPLIANCE WITH LAWS

The consultant will give all the notices and obtain all the licenses and permits required to perform the Work and provide written confirmation that the Consultant (and Sub- contractor's) personnel are fully certified to perform the Work. The Consultant will comply with all laws, regulations and requirements of authorities having jurisdiction applicable to the Work or performance of the contract.

32 LAWS OF BRITISH COLUMBIA

Any Contract resulting from this RFP will be governed by and will be construed and interpreted in accordance with all laws in effect in the Province of British Columbia.

33 PROPOSAL FORMAT AND CONTENT

The proponent shall provide one (1) bound copy of its proposal to the Regional District. The content of the proposal should include (but is not limited to) the following.

- a) A description of the proponent's understanding of the Services.
- b) A description of the proponent's corporate structure and history.
- c) A list of the personnel to be involved in providing the Services, their roles, and the per diem rate for each person or category of personnel.
- d) Staff resumes and relevant experience (including references) of key staff, with details of staff time allocation for each component of the work.
- e) A list of all sub-contractors that will be used to provide the Services along with their costs, company resumes, and administration fees (if applicable).
- f) A detailed work program and timeline for providing the Services, including a description of the following:
 - a. the scope of the background review.
 - b. the stakeholder and community consultation process.
 - c. the factors to be considered in developing the service delivery models proposed; and,
 - d. A list of at least three (3) references, which may be contacted by the Regional District.

34 SCOPE OF WORK

The Regional District of Bulkley-Nechako is seeking to develop a new Tourism Strategy to replace the current plan completed in 2010.

The Regional District Board's current Strategic Plan includes two related priorities, the first of which is Relationships with First Nations: To enhance relationships with First Nations in the region and explore opportunities to collaborate and work in partnership for the benefit of our communities. The other priority is Community and Economic Stability, which includes an objective to '...better understand the needs of the tourism sector and explore how the regional district can support and advance tourism in

the region.”

The Tourism Strategy is a strategic planning document that will outline a shared vision for tourism across the region, including tourism operators, Indigenous communities, the public, and local government, as well as goals, objectives, and actions for achieving that vision. Upon completion, the strategy will be approved by the Regional District Board of Directors and used to guide future RDBN tourism initiatives and related workplan activities.

The Regional District intends to use the Tourism Strategy to:

- a) guide both leading and supporting activities that address identified tourism priorities,
- b) support coordinated regional approaches to tourism development and promotion, and
- c) ensure that decisions regarding the use of RDBN resources are informed by the recommendations of the strategy.

Project Activities

- a) Work alongside the Regional District Economic Development team to develop a workplan for the activities associated with the Tourism Strategy.
- b) Develop a workplan that includes collaborative engagement strategies incorporating continuous feedback and active listening.
- c) Engagement strategies should be comprehensive and tailored to different stakeholder groups.
- d) Engagement should include both virtual tools and in-person opportunities.
- e) Review existing plans, data, and tourism-related materials to establish a current understanding of tourism in the region.
- f) Collaborate with the Regional District to promote the Tourism Strategy development process and implement engagement activities as outlined in the workplan.
- g) Summarize data and information gathered through engagement activities.
- h) Develop the Tourism Strategy using research and engagement findings.
- i) Utilize a clear and consistent format to identify priorities, action areas, and implementation considerations.
- j) Take part in a presentation to the Regional District Board of Directors to highlight the vision and key priorities of the Tourism Strategy.
- k) Develop a communications approach for the Tourism Strategy and support implementation with the Regional District.

APPENDIX A - PROPOSAL REPLY FORM

PROPOSAL REPLY FORM	
Project Title: RDBN Regional Tourism Strategy 2026	
Company Name: _____	
Contact Person: _____	
Contact Information	
Phone	
e-mail	
Mailing Address	

APPENDIX B - PROPOSAL EVALUATION FORM

PROPOSAL EVALUATION FORM			
Proponent's Name: _____			
Project Title: RDBN Regional Tourism Strategy 2026			
Evaluation Date: _____			
Evaluator: _____			
Criteria			
Step 1:		YES	NO
Mandatory Criteria	Proposal received prior to closing		
	List of Key Personnel and References		
	Reply Form		
	Proposed Schedule		
	Detailed All-Inclusive Price Quote		
Step 2:		Max Points	Points Awarded
	1.0 Proponent Qualifications & Experience: Demonstrated relevant experience and qualifications of the firm and key personnel. Knowledge of and connection to the region. Quality of references and past performance	30	
	2.0 Price: Clarity, Completeness, and competitiveness of proposed fees. Alignment of scope, deliverables, and cost estimate	30	
	3.0 Methodology & Project Approach: Understanding of project objective and the current RDBN Tourism Plan. Quality and clarity of proposed approach, design methodology, and engagement process.	40	
Total Score		100	

APPENDIX C - CONFLICT OF INTEREST DISCLOSURE STATEMENT

Proponent Name: _____

The Proponent, including its officers, employees, and any person or other entity working on behalf of or in conjunction with (including subcontractors), the Proponent on this procurement process:

- is free of any conflict of interest that could be perceived to improperly influence the outcome of this procurement process.
- has not, and will not, participate in any improper procurement practices that can provide the Proponent with an unfair competitive advantage including obtaining and using insider type information to prepare a solicitation offer or participating in bid rigging.
- has an actual, perceived, or potential conflict of interest regarding this procurement process as a result of:

State reason(s) for conflict of interest:

If an actual, perceived, or potential conflict of interest regarding this procurement process has been identified, the Proponent must submit this document to the CAO by Thursday May 21, 2026.

By signing below, I certify that all statements made on this form are true and correct to the best of my knowledge.

Print Name of Person Signing Disclosure

Authorized Representative of:

Signature of Person Making Disclosure

Date Signed

APPENDIX D – LIST OF SUBCONTRACTORS

The Proponent advises that they will be subcontracting the following parts of the work to the Subcontractor(s) listed below. In the Proponent's opinion, the Subcontractor(s) named are reliable and competent to perform that part of the work for which each is listed. Please indicate "not applicable" on this page if Subcontractors are not required and include it with your Proposal. Following acceptance of the Proposal, the Subcontractors named in the List of Sub-Contractors must not be changed nor will additional subcontractors be employed except with the written approval of the Regional District.

Subcontractor's Legal Name	Work to be Performed by Subcontractor

APPENDIX E – 2010 REGIONAL DISTRICT OF BULKLEY-NECHAKO TOURISM PLAN

Regional District of Bulkley - Nechako

TOURISM PLAN

Prepared by:

Sue Clark
S Clark and Associates
250-640-2696

John Bass
Intrinsic Tourism Solutions
250-263-5643

Regional District of Bulkley-Nechako - Project Lead

Corrine Swenson
250-692-3195

Northern BC Tourism Association representative

April Moi
1-800-663-8843

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Executive Summary

In 2009, the Regional District of Bulkley - Nechako (RDBN) expressed an interest in participating in tourism development and marketing activities in the area. As communities within the region were actively engaged in tourism marketing, and the larger area is promoted by the Northern BC Tourism Association (NBCTA) the Board recognized the need to determine where its efforts would be most effective. As a result, the RDBN developed a consultation process with its member municipalities and embarked on the development of a plan to guide its decision making process on potential tourism activities.

Plan development was a multi-step process. A Regional Advisory Committee (RAC) was formed with representation from member municipalities and a Situation Analysis was developed. The analysis was based on literary review including web based publications, and informed by "Tourism Trends and Marketing Research" documents provided by Tourism BC.

The RAC was invited to provide local knowledge to the Situation Analysis before it was finalized, and to review the completed document for accuracy. Then, a workshop with RAC members was held to identify ways that the RDBN could best support tourism development in the region. Workshop participants included the RAC, RDBN staff, and representation from the NBCTA.

The resulting plan is intended to focus RDBN activities on the target market identified in the Situation Analysis. It highlights projects that fill a niche which is complimentary to local tourism activities and those of the NBCTA. As RDBN staff move into the plan implementation process, potential projects will be prioritized for implementation using the following criteria.

- Overall benefit of the project to the region.

- Availability of human resources.

- Financial resources required.

The plan is intended to be implemented over three years, include a yearly evaluation process to determine the success of each project, and identify enhancements that could be employed to maximize effectiveness. Although specific projects have been identified through this planning process, there will be a need for greater stakeholder input in order to provide a fulfilling visitor experience and maximize the potential for tourism business growth.

Projects identified during the planning process were reviewed by priority, effectiveness, and cost implications and an implementation strategy was created. An overview of these projects is provided here.

Proposed research projects include completion of:

- Value of Tourism Study.
- A cultural scan or strategy to identify regional cultural and heritage assets and how they might be promoted.
- Improvements to the RDBN Website 'Visitors Page' and links

Marketing initiatives that should be reviewed include:

- Optimizing regional participation in Ministry of Tourism and Culture and Arts (MTCA) programs coordinated by Northern BC Tourism Association.
- Developing a cooperative advertising strategy utilizing the NBCTA Tourism Partners program.
- Promoting sport and recreational opportunities such as hiking trails, and cross country ski trails.
- Enhancing tradeshow presence regionally and beyond.

Potential projects include the development of:

- An Image Bank
- A Signage program
- Circle Tours or Travel Itineraries
- A Coordinated program of WorldHost® training across the region

The Tourism Plan Development Process

Background

This document was developed for the Regional District of Bulkley-Nechako (RDBN) with input from a Regional Advisory Committee (RAC). This committee included representatives from The Town of Smithers, Village of Telkwa, Village of Granisle, District of Houston, Village of Burns Lake, Village of Fraser Lake, District of Fort St James and the District of Vanderhoof. Expertise was provided by the Northern BC Tourism Association. A Situation Analysis was developed to assist in setting strategic direction for the plan.

The intent of the plan is to define a role for the RDBN in supporting and improving the tourism economy regionally, as well as identifying ways to enhance community level initiatives. The RDBN does not wish to take a lead role in tourism; rather, it recognizes that there are some advantages to regional tourism initiatives and is willing to take a lead role on a project specific basis.

Objectives

Generally, the objectives of the RDBN Tourism Plan are to:

- Increase the length-of-stay of visitors to the region.
- Improve the quality of the visitor experience.
- Encourage visitors to promote the region through “word of mouth”.
- Encourage repeat visitors to explore other areas of the region.
- Encourage residents to host family, friends and relatives for visits.
- Increase visitor volumes and revenues.

These objectives can be accomplished by encouraging tourism stakeholders and area residents to be more knowledgeable of local tourism products and attractions. Through a positive message, a welcoming environment and a greater effort to link and package operators’ product, guests will enjoy an enhanced tourism experience. The industry can grow when there is increased awareness about the tourism attractions, services and events currently available in the region.

Tourism activities initiated by the RDBN are intended to fill a niche that is not currently covered by local tourism initiatives. The intent is to look at what is currently being done at the local level, and identify ways to enhance these efforts regionally. As well, the RDBN will look at current initiatives available through the Ministry of Tourism Culture and the Arts (MTCA) and the Northern BC Tourism Association and encourage operators to take full advantage of existing programs.

Enhanced tourism will diversify the regional economy, increasing jobs and income available to the residents. It is important to note that the attractions and activities created for the benefit of the tourist will ultimately benefit residents, improve quality of life, and lead to more liveable communities.

Goals will be achieved by:

- Encouraging regional marketing in a consistent and strategic manner.
- Maximizing use of existing NBCTA and MTCA marketing material and partner programs.
- Promoting existing tourism assets by developing promotional materials targeting key markets.
- Fostering business development and industry growth to complement existing and future tourism assets.

Recommended marketing activities are primarily focussed on the Free Independent Touring Traveller (FIT) arriving by recreational vehicle or car. They will generally be seeking an outdoor experience and may be travelling through to Alaska and the Yukon. Short haul tourists from Northwest BC are key markets to target.

Plan Development/Methodology

Plan development was a multi-step process.

- A Regional Advisory Committee (RAC) was formed with representation from each of the RDBN communities.
- A conference call was convened to initiate the project and get everyone to the same level of understanding.
- A draft Situation Analysis was developed based on literary review and Tourism BC Research.
- RAC members were asked to enhance the draft Situation Analysis with local tourism information and commit to participation in a consultative process.
- Local tourism information provided by the RAC was reviewed and incorporated into the final Situation Analysis document.

Once complete the Situation Analysis was reviewed by each member of the RAC, and a workshop held to help identify ways that the RDBN could best support tourism development in the region. The workshop included the RAC, RDBN staff, and representation from the NBCTA.

The resulting plan is intended to focus RDBN activities on the target market identified in the Situation Analysis and ensure that the list of potential activities will fill a niche that compliments local tourism activities and those of the NBCTA.

Purpose of Regional Advisory Committee

The RAC was developed to inform the RDBN about local level tourism initiatives and provide input as to what activities would be enhanced by a regional approach. The RAC also assisted in identifying key tourism assets within their communities, and ensured the regional tourism asset inventory was current.

The RAC is not intended to have a long term role in plan implementation; however, it may be re-convened during the implementation phase when broader stakeholder consultation is required. Recognizing that the reach of the RAC is limited, it will be necessary to solicit broader stakeholder input prior to implementation of proposed action items.

Situation Analysis Overview

Market and visitor trends in the local, regional, provincial, and national economies were analyzed in the Situation Analysis, which also included research provided through the Tourism BC Community Tourism Foundations program. Readers should refer to the Situation Analysis document for further information. A summary of conclusions and implications from the Situation Analysis can be found in the appendices.

Study Area and Setting

The Regional District of Bulkley-Nechako is located in the geographical centre of British Columbia and covers over 73,000 km² of mountains, valleys, lakes, rivers and streams. Wildlife abounds across the landscape. Much of the RDBN is considered remote, with the majority of the population living along the highway 16 corridor that intersects the land base. The total population of the area is about 38,000¹ or about 1% of the provincial population. The regional district includes seven electoral areas as well as the incorporated communities of Fort St James, Vanderhoof, Fraser Lake, Burns Lake, Houston, Granisle, Telkwa and Smithers. Residents enjoy the relaxed lifestyle offered by vast areas, smaller populations and four seasons climate, as well as the outdoor experiences available in this remarkable region. Historic and cultural offerings as well as local festivals and sporting events round out opportunities for the visitor.

Climate

The RDBN is included in the area of the Northern and Central Plateau and Mountains region. This region of north western BC has colder winters and cooler summers than other areas of the province. Winters are colder and drier further north; summers are short with moderate daytime temperatures of about 22°C. Long daylight hours compensate for the shorter summer season. Precipitation though quite light, is distributed evenly throughout the year. For a summary table of climate statistics, please refer to the Situation Analysis document.

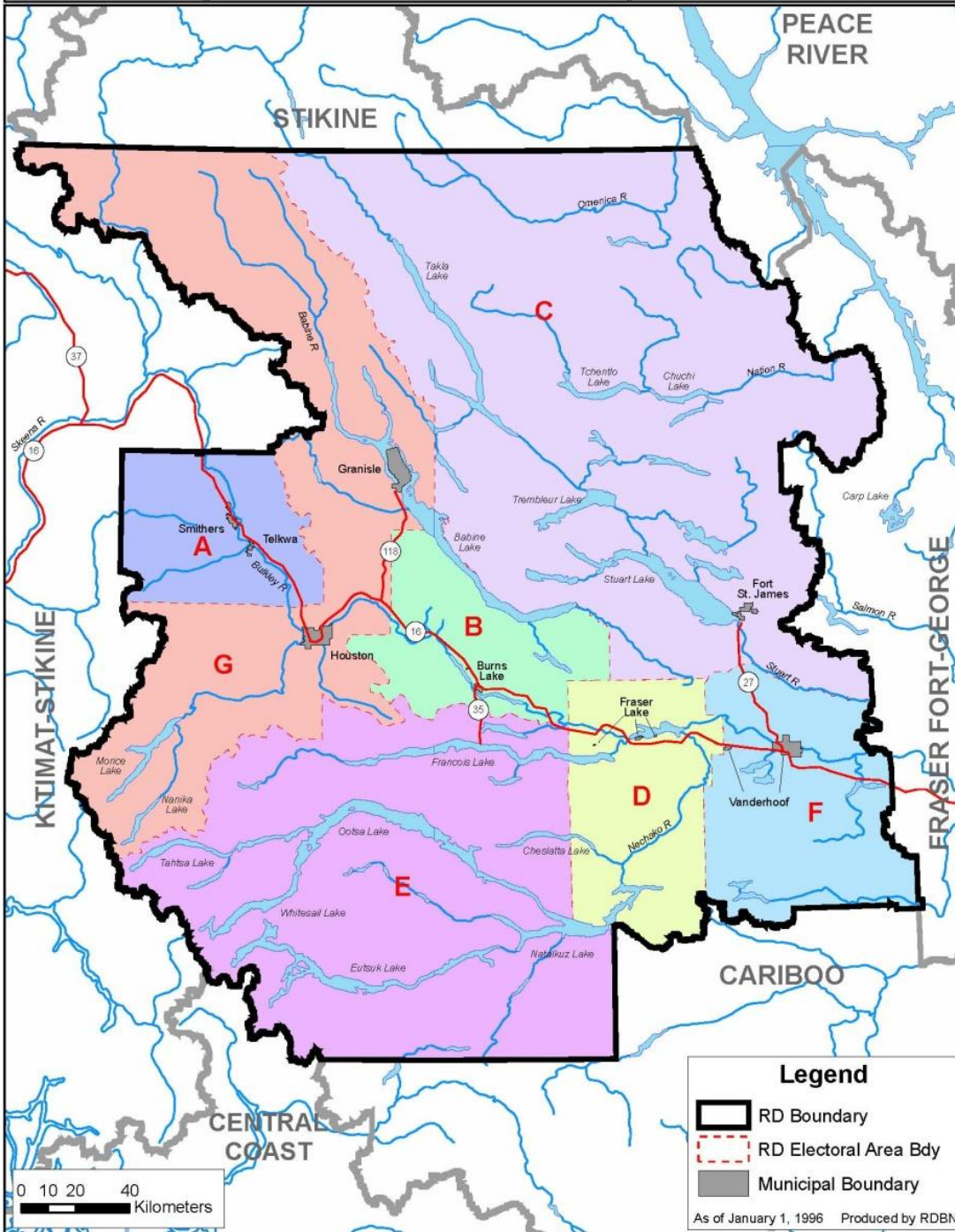
¹ RDBN Website

Location

The Regional District is located in the geographic centre of BC, and the following maps illustrate its location within the province as well as the scope of the area and the location of its communities.



Regional District of Bulkley-Nechako



Access

The RDBN is serviced by the Smithers Regional Airport in the west. The closest international airport is in Prince George, 98 km east of the RDBN boundary. As well, Highway 16 provides a natural corridor of roughly 273 km. The following distance chart illustrates the driving distance from major centres. Please note that distances have been calculated with Vanderhoof as the eastern edge of the region.

Calgary	RD Bulkley - Nechako	886 km
Edmonton	RD Bulkley - Nechako	837 km
Vancouver	RD Bulkley - Nechako	853 km

It is also important to consider the distances between communities within the RDBN, particularly when considering itinerary based promotion of product. Prince George, Prince Rupert and Terrace have been included in the table below in acknowledgement of those areas as a target market.

Prince George	Vanderhoof	98 km
Vanderhoof	Fort St James	60 km
Vanderhoof	Fraser Lake	58 km
Fraser Lake	Burns Lake	71 km
Burns Lake	Houston	79 km
Burns Lake	Granisle	98 km
Houston	Telkwa	50 km
Telkwa	Smithers	15 km
Houston	Granisle	79 km
Smithers	Terrace	206 km
Smithers	Prince Rupert	353 km

Population

According to the 2006 census, the population of the RDBN is 38,243 including the 8 municipal and 13 First Nations communities, and overall municipal populations are quite small. The primary economic driver is manufacturing, followed by forestry, agriculture, fishing, and hunting. The demographic is younger than in other areas of BC.

The ability to provide services and potential for built attractions is limited to some extent by the relatively low population in the area. However, with effective planning the RDBN can capitalize on its natural features, as well as assist communities in the promotion of existing services and attractions. Once the economic benefits of tourism have been demonstrated it will be possible to attract new investment to the industry.

Community	Population (2006 census)
RDBN of Bulkley - Nechako (rural/electoral areas)	16,448
Burns Lake	2,107
Fort St James	1,355
Fraser Lake	1,113
Granisle	364
Houston	3,163
Smithers	5,217
Telkwa	1,295
Vanderhoof	4,064
Total Population:	38,243

Destination Assessment

The RDBN is known for its natural features and possibilities for outdoor adventures. Its communities are clean, safe and affordable and the people are friendly and accommodating. Tourism infrastructure is limited, but by combining community assets it is possible to emphasize the availability of accommodation, services and recreational possibilities.

The attraction base is primarily the natural environment with an abundance of lakes, pristine rivers, and mountains. Because of these natural attractions the RDBN is already recognized as a world class destination for hunting and fishing. When looking at the demographic of the recreational traveller there is a compelling case for promoting these natural features for more leisurely activities as they travel through the region. Activities such as hiking, biking, bird watching, kayaking and photography are examples of pastimes that will engage the visitor and encourage longer stays.

Tourism Markets

The major market segment visiting the RDBN is the “Free Independent Traveller” or FIT primary arriving by recreational vehicle or car. (The FIT designation is an industry term that differentiates this market segment from the Coach/Bus Tour traveller). The majority of FIT visitors are seeking an outdoor experience and/or travelling through to Alaska and the Yukon. The important hunting and fishing markets are an exception as visitors in this market tend to arrive by air.

The prime geographic market for the RDBN continues to be BC short haul from the key regional markets of Prince George and Prince Rupert. Travellers also come from the rest of British Columbia, Alberta, and the US, both close-in (Washington) and long-haul (California, Florida, Arizona). As with other alpine, nature based and wildlife viewing destinations, some European and international visitors also travel to the region.

Visitor Characteristics

Tourism trends indicate that the industry continues to change.²

- Visitors to the north central area of BC tend to plan their trips at least 13 weeks in advance. Trip planning is based on advice from friends, relatives, visitor guides, brochures and past experiences. Local and regional websites are also important resources, as are visitor centres.
- Visitors to our region tend to be older and financially secure, so promotion of amenities and available soft outdoor experiences will be critical to attracting additional visitors.
- Motives for travel have a tendency to be more attraction oriented than in the past, and visitors are seeking convenience, learning and cultural experiences, as well as safer outdoor recreational activities.
- The most popular time for the FIT market to travel remains the June through September season with some growth in September.
- The RDBN is still thought of as being part of a Yukon or Alaska trip of a life-time and visitors are interested in seeing places they've never been to before.

Strengths

RDBN communities are actively working on tourism initiatives as a part of their economic development strategies, and there is an expressed desire to market the area on a regional basis where appropriate. Burns Lake and Vanderhoof have participated in the MTCA Community Foundations Tourism 1 Day Assessment Program, and Smithers has completed a tourism plan.

- The natural features such as lakes, rivers, mountains and wilderness areas have the strongest appeal for visitors.
- When considered as a whole, the RDBN can provide the requisite services for the FIT traveller.
- When working together, the communities have the capacity to provide accommodation and restaurants to service the FIT market.
- The attractions and natural features of the RDBN are within short driving distances, allowing visitors to choose a base and explore on day trips (hub and spoke travel).
- The rural nature of the RDBN is appealing to travellers who seek escape from bigger cities and the big-box store "indistinctiveness".

Weaknesses

The global downturn has negatively affected tourism travel, resulting in a decrease in occupancy rates across the RDBN.

- There is still some resistance to tourism as a viable economic driver.
- Activity measures such as room revenues, road traffic and Visitor Centre visits show regional tourism to be below the provincial average.
- Other regions share similar natural characteristics to the RDBN, necessitating active promotion to attract visitors with many destinations options.

² Prince Rupert Visitor Study Summer 2007 and Northern Rockies- Alaska Highway Visitor Research Project

- There is a lack of high quality accommodation and built attractions as the volume of tourists has not been high enough to ensure that a large scale investment would be financially viable.
- As a whole the industry struggles with service levels, labour force issues, and the ability to respond to visitors needs.

Opportunities

The RAC reviewed the strengths and weaknesses identified in the Situation Analysis and were able to identify opportunities for further tourism development on a regional level, and to explore opportunities to leverage local tourism initiatives and enhance tourism across the region. A regional plan will allow smaller communities to promote their tourism assets as a part of the larger tourism experience and at the same time encourage increased use of the amenities available in the larger communities. By employing an integrated approach and packaging product across the region an opportunity is created for all communities within the RDBN to increase tourism activity locally. Additionally, there are a number of First Nations communities that could develop tourism product that would appeal to the RDBN visitor.

Growing the Free Independent Travel (FIT) market

Major highways leading through the RDBN and north to the Yukon and Alaska suggest that RV'ers and other rubber tire traffic constitute the major market which has room for growth. While many of the communities within the area do not have the infrastructure to be considered a vacation destination, by packaging existing products across the region it is possible to provide a vacation experience and draw the FIT off the main highway.

Understanding and Capitalizing on the Value of Tourism

Once visitor numbers improve and an opportunity for economic success in tourism becomes recognized, a business case can be built for other stakeholders considering participating in the industry. By investing in development programs such as circle tours or signage plans; and/or marketing strategies such as print and web based promotional programs the RDBN can ensure that travellers are aware of what the region has to offer and encourage the vacationer to schedule an extra day when building a travel itinerary.

Finding Partners in Tourism Development

The Omenica Beetle Action Coalition (OBAC) encourages tourism development and its tourism strategy includes a strong lobby for improved highway infrastructure, improved clarity around land tenures and funding for tourism related projects. Funding sources are constantly changing, so it is important to research potential partnership opportunities on a regular basis.

The Travel Northwest BC www.travelnorthwestbc.com is a partnership of the communities in north western BC and includes Smithers. The RDBN should communicate with Tourism Smithers and find out what opportunities exist to join the group, see if there are lessons they can learn from the group or if there are cost efficiencies they can benefit from by working with the group.

Taking Advantage of Existing Assets

Communities within the RDBN are recognizing that tourism has value in a local economic development portfolio and are interested in exploring the potential of region wide marketing activities. There is also potential to build on cultural and heritage attractions and sport tourism activities such as hiking, mountain biking, snowmobiling, and cross country skiing.

Industry Structure

The operator base is concentrated in hospitality services including food and beverage, accommodation, and guiding. There are a number of accommodation facilities and serviced campgrounds spread over a large geographic area³. In Smithers infrastructure is more developed due to Hudson Bay Mountain. In other communities however, many businesses are seasonal and hospitality businesses cater more to residents rather than the visiting public.

There is little product that MTCA describes as export ready. "Export ready is an industry standard for product that is developed and able to be sold through the travel trade". RDBN tourism operators who believe their businesses could meet the criteria can consult directly with NBCTA or can review a link such as this to gain their own understanding of the process <http://www.tourismvi.ca/pdf/stakeholder/TBCExport-Ready-Criteria.pdf>.

Planning for Implementation

Each action item identified in this plan will require an implementation strategy and should be weighed against the findings of the Situation Analysis. Effort should be taken to ensure that the affected stakeholder group for each project is invited to provide input prior to implementation. The group may differ depending on the project being contemplated - however, at a minimum, the regional advisory committee, Visitor Centres, and economic development organizations within the area should be involved in the development stages of each project.

Information management is critical in planning

The tourism asset inventory developed through the Situation Analysis should be kept current to accurately reflect the existing situation; and to reflect potential development opportunities for tourism operators. This can be done in conjunction with the annual updating of the RDBN asset mapping database. This inventory will be a valuable tool when developing an implementation strategy for each project.

Using the Situation Analysis as a Planning Tool

By referring back to our Situation Analysis, we ensure that continual promotion to our target market.

Remember your market positions and targets

Overall tourism performance can be improved by increasing awareness, length of stays, overnight stays, visitor spending and overall market share of leisure free independent travellers (FIT) from across the region.

Marketing Partnerships and Programs can maximize impact

By using existing marketing opportunities available through MTCA and NBCTA, as well as leveraging funds through regional partnerships and other funding sources, the region can make a greater impact with their marketing activities.

³ Refer to Appendix E - tourism asset inventory

Branding can enhance product recognition

The region would benefit from utilizing a recognizable image under which to market regional initiatives. This can be accomplished by consistent use of an existing banner or brand, or by developing a new image that reflects tourism across the region.

Promotional tools and materials for trip planning and "on the road"

Regional initiatives will need to be supported by appropriate promotional tools and materials. Recognizing that visitors tend to research their vacation on-line prior to embarking on their trip, a web presence should be explored. The web experience will need to be backed up with relevant print materials for use when travelling within the region.

Visitor services provide the "face of tourism" in the region

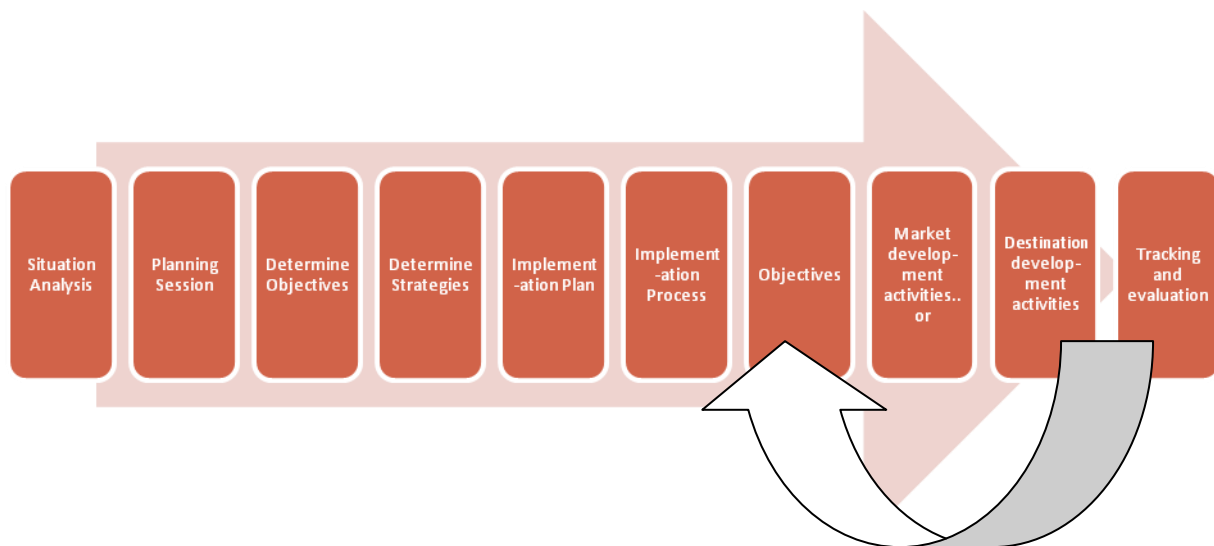
While visitor services are provided by local communities through Visitor Centres and Chambers of Commerce, it is important to work with these agencies to ensure a seamless experience for the visitor as they travel within the region.

Communications are critical

A communications strategy is critical to a regional plan. Communities must be kept apprised of regional activities, so that they in turn can keep local stakeholders informed and result in a better tourism development climate. The Community Tourism Foundation Local Communications Guide is a good resource. <http://gateway.cotr.bc.ca/TourismCluster/docs/CTFLocalCommunicationsHow-to%20G%202.pdf>

Monitoring and evaluation will ensure continuous improvement

It is important to establish a tracking and evaluation process that is associated with the goals and objectives of the tourism plan. As the plan is regional in nature, tourism outlets such as Visitor Centres and other stakeholders must be involved in the monitoring process in order to gain a true assessment of the success of the program. As demonstrated in the diagram below, tracking and evaluation should always measure success against the plan objectives and strategies developed for continuous improvement.



Stakeholder Consultation

The RDBN has not previously played a significant role in tourism promotion and this plan is a first step in a larger process. In order to determine the role in which the RDBN can be the most valuable, the RAC was established to bring community feedback to the process. As action items are reviewed and reach the implementation stage, it is recognized that a larger stakeholder group must be given opportunities for input prior to implementation. It is anticipated that stakeholder involvement would vary depending on the project being considered.

When beginning stakeholder consultation the RDBN must remember that tourism is an integrated industry, and the scope of interested parties is wide. The following chart provides an overview of potential stakeholders that could provide valuable insight into the planning process for each project.

Accommodation	<ul style="list-style-type: none"> Bed and breakfasts Campgrounds Hostels and Inns Hotel/Motels Resorts and Lodges
Food and Beverage Services	<ul style="list-style-type: none"> Pubs/taverns Restaurants Catering operations Nightclubs
Recreation and Entertainment	<ul style="list-style-type: none"> Galleries and Museums Historic Sites Parks and Gardens Theatres and family entertainment centres Cultural Tourism providers Local First Nations Guide outfitters Bird Watching Golfing Hunting/Fishing Skiing Water activities
Transportation	<ul style="list-style-type: none"> Airlines Car Rentals and Taxis Motor coaches Ferries Railways

Visitor Centres play a key role in tourism marketing across the region and their representatives should be included in any consultation process. Some are Tourism BC (TBC) approved; others are locally run and operated.

Community	Visitor Centre
Grassy Plains (RDBN)	At Southside of Francois Lake
Burns Lake	TBC approved Visitor Centre and museum
Fort St James	TBC approved Visitor Centre
Fraser Lake	Community run visitor information centre and museum
Granisle	TBC approved Visitor Centre and Museum
Houston	TBC approved Visitor Centre
Smithers	TBC approved Visitor Centre
Telkwa	Information available at Museum and Village Office
Vanderhoof	TBC approved Visitor Centre

Potential Tourism Initiatives for Regional District of Bulkley - Nechako to Consider

The project ideas presented in the following overview table were produced in consultation with the RAC. They have been assessed against the criteria that the RDBN only get involved in tourism projects that do not duplicate existing functions of other agencies at a community, regional (destination marketing organization) or provincial level.

Suitable projects have been prioritized for the RDBN in Table 1. Tables on pages 20 - 30 offer a detailed project plan.

Initiative	Suitable?	Priority	Rationale
Value of Tourism	Yes	High	The project can be completed in a short span of time and provide valuable economic data through a proven and accepted model.
Encourage stakeholder participation in existing MTCA programs coordinated by NBCTA	Yes	High	The RDBN can achieve success by developing a working relationship with MTCA/NBCTA staff and as appropriate be able to direct inquiries to the agency.
Encouraging Participation in the MTCA/NBCTA Cooperative Advertising program	Yes	High	The RDBN can achieve an success by developing a working relationship with MTCA/NBCTA staff and as appropriate be able to direct inquiries to the agency.
Developing a Tourism Web Portal	Yes	High	A Portal or Links Page can promote the region better using many existing resources such as www.HelloBC.com
Develop an Image Bank	Yes	Medium	Build an effective digital media resource will be valuable for promoting the RDBN
WorldHost® Training	Yes	Medium	To develop or improve customer service excellence in the front-line staff of service industry employers in the RDBN
Signage Program	Yes	Medium	Assess opportunity as part of a bigger project to gather and assess data and develop smaller projects as funding is available.
Developing Circle Tours or Travel Itinerary	Yes	Medium	Gather data in conjunction with Signage Plan. Then develop as a phase of the project or separate project.
Promotion of Sport and Recreational Opportunities (Includes Hiking Trails)	Yes	Medium	Gather data in conjunction with Signage Plan. Then develop as a phase of the project or separate project.
Promote Heritage and Cultural Tourism	Yes	Medium	Complete a Cultural Scan. Work with MTCA on cultural and heritage mapping.
HostingBC & Sports Tournaments Promotion	Yes	Medium	Getting a listing on HostingBC is an easy accomplishment. Recognizes that even small or local tournaments are tourism
Tradeshow Presence	To be determined	N/A	RDBN attends shows i.e. the Vancouver Outdoor Adventure Show; and can decide internally on "return on investment"
Forest Recreation Sites	No	N/A	Do not generate revenue, have no facilities and are hard to access, preferred by local citizens

The Value of Tourism Study

Recommendation: As a high priority project for the RDBN.

Rationale: The project can be completed in a short span of time and provide valuable economic data through a proven and accepted model.

Results: The results are valuable for tourism planning and decision making at a regional and community level for governments, existing operators and entrepreneurs.

Tactic	Value of Tourism Study
Brief Description	<p>Value of Tourism is a MTCA Initiative in which communities and/or regions have the value of tourism within a specified area measured using a MTCA Model.</p> <ul style="list-style-type: none"> The project gathers Fixed Roof and RV/Campground accommodation data from a 12 month period MTCA Research Services calculate the “Value of Tourism” using the model
Priority Level	High
Intended Output (How)	<ul style="list-style-type: none"> The study measures the economic contribution of tourism to the specified region
Intended Outcomes (What)	<ul style="list-style-type: none"> A quantified set of data that is useful for economic development decision making and tourism planning for the entire tourism industry. <i>Cautionary note:</i> Gathering 2009 information may not provide best data set
Quantifiable Measures (if applicable)	<ul style="list-style-type: none"> A quantifiable set of statistics that identifies the value of tourism to a community and or regional economy
Relation to Objectives	<ul style="list-style-type: none"> Completion of a Value of Tourism study demonstrates industry collaboration Knowing an accurate Value of Tourism benefits planning and development
Action Steps	<ul style="list-style-type: none"> The RBDN would seek funding opportunities or partners to finance the project RBDN and MTCA determine size and scope of project. Is it probable that the RBDN would be divided into more than one project Meet with stakeholders in the accommodation sector to discuss project and seek support to participate in the project The community or region funds and manages the project which is usually contracted out A Regional District staff person contacts MCTA Research Services to explain project scope and methodology Seek and obtain funding for the potential project Contract out project through bid process Hire contractor(s) Manage project by the monitoring the Contractor’s progress on project
Lead	RDBN
Potential Partners	<ul style="list-style-type: none"> Northern BC Tourism Association Community Futures Nadina and Stuart Nechako Service Canada
Timeframe	Fall 2010
Budget	Estimated \$25,000- \$30,000
Implementation	<p>Meeting with Communities and Stakeholders discuss</p> <ul style="list-style-type: none"> Level of Support Project Timeframe Ways to Fund the Project Ways to Carry-out the Project

Encouraging Stakeholder Participation in MTCA/NBCTA Partner Programs

Recommendation: That the RDBN help facilitate participation in the NBCTA Partner Programs

Rationale: The RDBN can identify human and financial resources for tourism development, marketing and promotion, to grow the tourism industry as an important aspect of the regional economy.

Results: The RDBN can achieve success by developing a working relationship with MTCA/NBCTA staff and as appropriate be able to direct inquiries to the agency.

Tactic	Encourage stakeholder participation in MTCA programs coordinated by NBCTA
Brief Description	Northern BC Tourism is the resource for tourism knowledge and programming in the area. <ul style="list-style-type: none"> • Utilizing the expertise of NBCTA the RDBN Staff can seek guidance to build capacity to address tourism growth and planning • Act as a “conduit” to connect for tourism operators with NBCTA /MTCA. • Sample programs that can be accessed through NBCTA include: <ol style="list-style-type: none"> 1. Hello BC Listings 2. BC Approved Accommodation Guide Listing 3. Listings for events and attractions
Priority Level	High
Intended Output (How)	<ul style="list-style-type: none"> • RDBN is able to encourage tourism business development inquiries as viable opportunities. • Direct operator inquiries to NBCTA/MTCA
Intended Outcomes (What)	<ul style="list-style-type: none"> • Improved Coordination of tourism inquiries to agencies able to assist operators
Quantifiable Measures (if applicable)	Could be hard to quantify as RDBN’s goal is to educate operators to contact NBCTA/MTCA directly.
Relation to Objectives	<ul style="list-style-type: none"> • Can increase length of visitor stay, volume of visitors and their expenditures
Action Steps	<ul style="list-style-type: none"> • Meet with NBCTA/MTCA representatives in Prince George to build working relationships. • Hold NBCTA/MCTA for annual seminar to brief local operators about stakeholder programs • RDBN representative attends NBCTA AGM in 2010
Lead	NBCTA/MTCA
Potential Partners	<ul style="list-style-type: none"> • RDBN • Tourism Businesses
Timeframe	Meet with NBCTA in May 2010
Budget	Under \$1000
Implementation	As per the Action Steps <ul style="list-style-type: none"> • Work with NBCTA • Be available to assist on tourism inquiries or refer to NBCTA/MCTA

Encouraging Participation in the MTCA/NBCTA Cooperative Advertising program

Recommendation: That the RDBN help facilitate participation in NBCTA’s cooperative advertising

Rationale: The RDBN can identify human and financial resources to help facilitate tourism development and promotion, which is an important aspect of the regional economy.

Results: The RDBN can achieve success by developing a working relationship with MTCA/NBCTA staff and as appropriate be able to direct inquiries to the agency.

Tactic	Encouraging participation in the MTCA/NBCTA Cooperative Advertising
Brief Description	<p>The MTCA/NBCTA cooperative advertising programs are developed internally and continue to evolve.</p> <ul style="list-style-type: none"> • The RDBN could identify human and financial resources to help facilitate awareness and operator buy-in to the programs. • Act as a “conduit” to connect for tourism operators with NBCTA /MTCA. • Sample Print Media Include <ol style="list-style-type: none"> 1. The Northern BC Travel Guide 2. The Milepost 3. Many other speciality campaigns are available
Priority Level	High
Intended Output (How)	<ul style="list-style-type: none"> • Interested stakeholders work with NBCTA to determine which publications are best suited to position a sub-regional campaign to reach ideal target market. • NBCTA could propose that RDBN buy page(s) in specific publications based on sufficient interest from area operators
Intended Outcomes (What)	<ul style="list-style-type: none"> • RDBN Banner pages are purchased and promote area destinations, operators • Use of a brand/banner creates recognition and strong messaging
Quantifiable Measures (if applicable)	<ul style="list-style-type: none"> • Buy-in from Tourism Destinations and Operators • Visitor inquiries to the area
Relation to Objectives	Can increase length of visitor stay, volume of visitors and their expenditures
Action Steps	<ul style="list-style-type: none"> • Meet with NBCTA/MTCA representatives in Prince George to build working relationships. • Hold NBCTA/MCTA for annual seminar to brief local operators about stakeholder programs • RDBN representative attends NBCTA AGM in 2010 • Based on MTCA/NBCTA initiative, proving there is sufficient operator buy-in • RBDN can purchase full page(s) of banner ads in suitable publications
Lead	MTCA/NBCTA
Potential Partners	RBDN
Timeframe	Coordinate with MTCA/NBCTA based on publication production deadlines
Budget	Cost recovery or small profit potential (as appropriate for an RD)
Implementation	<p>As per the Action Steps</p> <ul style="list-style-type: none"> • Work with NBCTA • Be available to assist on tourism inquiries or refer to NBCTA/MCTA

A RDBN Website Links Page

Recommendation: That the RDBN enhance the Visitor page on www.rdbn.bc.ca with regional stories and local images and offer community links to www.hellobc.com the MTCA consumer web site.

Rationale: It is more practical to provide consistent consumer information on www.hellobc.com community pages than to invest heavily in developing visitor information on the www.rdbn.bc.ca.

Results: All the communities can have their tourism information listed on Hello BC.

Tactic	Developing a tourism web portal
Brief Description	<p>The RDBN Website's Visitor page has links to each of the communities' tourism web pages to better promote regional tourism.</p> <ul style="list-style-type: none"> • The RDBN is recommended to improve the content of their Visitor page. • Speak with NBCTA about to confirm community content on HelloBC.com • Change the RDBN Visitor page external links to the communities to the HelloBC.com community pages
Priority Level	High
Intended Output (How)	<ul style="list-style-type: none"> • Improve visitor page on the rdbn.bc.ca website • Utilize the hellobc.com to better represent local communities
Intended Outcomes (What)	<ul style="list-style-type: none"> • A strong web presence for the area tourism on www.hellobc.com • More cost effective than developing and maintaining an independent visitor site on www.rdbn.bc.ca
Quantifiable Measures (if applicable)	<ul style="list-style-type: none"> • Track the visits to the RDBN visitor web page • Track the visits to www.hellobc.com community web pages
Relation to Objectives	<ul style="list-style-type: none"> • Can increase length of visitor stay, volume of visitors and their expenditures
Action Steps	<ul style="list-style-type: none"> • RDBN works with their web design staff or contractor to upgrade their site's Visitor Page with more narrative and better pictures • Contact MTCA/NBCTA about hiring a writer to do additional community profiles of Fraser Lake and Granisle • Determine cost • Determine requirements to update/maintain HelloBC.com community web pages (NBCTA/MTCA)
Lead	<ul style="list-style-type: none"> • RDBN
Potential Partners	<ul style="list-style-type: none"> • MTCA/NBCTA
Timeframe	<ul style="list-style-type: none"> • Complete by September 2010
Budget	<ul style="list-style-type: none"> • under \$5,000
Implementation	<ul style="list-style-type: none"> • Work with RDBN web design staff or contractor on RDBN Website • Determine if getting the additional information is an issue. If yes then work with MTCA and NBCTA re: obtaining and providing them the additional information for the communities.

The following issues were realized when researching this element of the RDBN action plan. The RDBN may wish to keep these in mind when making decisions about their website presence.

- RDBN Visitor page links take the viewer out of the RDBN page. There should be "within page" links so that the viewer can stay on the RDBN page and check pages for all communities
- It is important to prioritize the consumer's needs ahead of the community's needs. Because different agencies take responsibility for tourism at the community level, there is a lack of consistency on current links. For example, Fort St. James and Fraser Lake links open to a page with a Stuart Nechako banner, while the Vanderhoof page opens to a Chamber of Commerce site. This situation can cause "consumer confusion".

Developing an Image (Digital Media) Bank

Recommendation: As a medium priority for the RDBN.

Rationale: This is an important and valuable resource, developing it will require planning and collaboration to determine the requirements and specifications.

Results: Once developed a digital media bank will be a regional asset. The resource will require management and maintenance as it is a “living resource” not a finished product.

Tactic	Develop an Image (Digital Media) Bank
Brief Description	<p>A photo/video (digital media) image bank is an important resource to develop and maintain. It contains still pictures and video footage that can be used to showcase the RDBN in any digital medium.</p> <ul style="list-style-type: none"> • The digital media can be used by the RDBN and all the participating communities, districts and villages. • The potential uses include website, collateral material, social media sites, MTCA/Tourism BC and in television and print • The project requires a collaborative approach to develop guidelines, determine needs and build up inventory of digital media. • Partnership and funding arrangements will be required and must be sustained <p>Note: Picture BC www.picturebc.ca is not a substitute for a digital media library; rather it is a photo sharing site where photos are free to use when credited responsibly. The RDBN communities need new photos of all communities, in all seasons showing people experiencing activities and enjoying the diverse environment.</p>
Priority	Medium
Intended Output (How)	RAC to meet and discuss
Intended Outcomes (What)	Strategic Plan to upgrade digital media library through photo-shoots and user generated content over 3 year period
Quantifiable Measures (if applicable)	New and improved digital media of all regions in all seasons
Relation to Objectives	Can encourage more awareness and recognition of features and facilities in RDBN increasing length of visitor stay, volume of visitors and their expenditures
Action Steps	<ul style="list-style-type: none"> • Work with NBCTA which has considerable expertise in planning and coordinating photo shoots. • Assess current image bank for quality, age and gaps in photo and video (digital media) inventory. • Determine requirements and timelines to acquire the digital media • Determine standards of quality for the digital media • Determine photo and video needs that are practical and affordable • Determine budget, partners and in-kind donation opportunities to complete photo-shoots • Determine how and where to store digital media • Determine who has access to and use of the digital media bank
Lead	RDBN
Potential Partners	<ul style="list-style-type: none"> • All RDBN communities, districts and villages • MTCA/NBCTA
Timeframe	2011-2013
Budget	To be determined
Implementation	<p>Meeting with Communities and Stakeholders discuss</p> <ul style="list-style-type: none"> • Level of Support • Project Timeframe • Ways to Fund the Project • Ways to Carry-out the Project

WorldHost® Training

Recommendation: As a medium priority for the RDBN.

Rationale: Awareness of the program and benefits is useful information. WorldHost® should be recognized by regional businesses as a High Priority.

Results: Excellence in local business' front-line staff delivering customer service benefits all business owners, residents and visitors.

Tactic	WorldHost® Training
Brief Description	WorldHost® Training is a workshop that teaches the essentials of customer service excellence to frontline staff. The program was introduced as SuperHost® in the lead up to Expo'86. The program has been a huge success and evolved over time with specialty programs and was re-branded as WorldHost® in preparation to the lead-up to the 2010 Winter Olympics in Vancouver. www.tca.gov.bc.ca/WorldHost/index.htm . Programs are historically delivered through MTCA by community host organizations that coordinate the delivery of the courses. <ul style="list-style-type: none"> • Encourages all front-line staff to excel at customer service. • Can help your business compete for residential and tourist business
Priority	Medium
Intended Output (How)	<ul style="list-style-type: none"> • RAC and WorldHost® contracted training agency to discuss the delivery of the program across the RDBN.
Intended Outcomes (What)	Overall improved attention to customer service at all front-line businesses
Quantifiable Measures (if applicable)	<ul style="list-style-type: none"> • Can identify the number of people who have successfully completed the course based on permission of contracted trainer. Hard to quantify the effect of training.
Relation to Objectives	<ul style="list-style-type: none"> • Can improve the visitor experience and in-turn positive word of mouth promotion of the "experience provider" and the RDBN in general
Action Steps	<ul style="list-style-type: none"> • RDBN staff can review the WorldHost® Northern BC Training Contacts in each community. • Currently delivered by the Chamber of Commerce in Smithers and Houston; by College of New Caledonia in Burns Lake, Fort St. James and Vanderhoof
Lead	RDBN SDA and staff
Potential Partners	Visitor Centre Managers
Timeframe	2010 and beyond
Budget	<ul style="list-style-type: none"> • Minimal, Trainer and Visitor Centre can share promotional and venue costs • RDBN could look at off-setting the costs for businesses
Implementation	By Contracted Agency

Signage Program

Recommendation: As a medium priority for the RDBN.

Rationale: A Signage Plan would provide the RDBN with an assessment of the existing signage, the gaps and the recommendations on what to do to improve signage in the RD.

Results: Although signage is not a RDBN function, by supporting the completion of a Signage Plan as a project the Regional District can help to increase visitation and length of stay.

Tactic	Signage Program
Brief Description	<p>A Regional Signage Program would assess the current inventory of signage to identify what exists, where there are gaps. The report can recommend what actions to take in the short, medium and long term.</p> <ul style="list-style-type: none"> • Signage is an essential part of tourism marketing as it is the final link to help the traveller locate the attraction easily. • There is much uncertainty about the regulation, installation and maintenance of signage.
Priority	Medium
Intended Output (How)	Contract out a Signage Inventory project
Intended Outcomes (What)	A Signage Inventory and Plan
Quantifiable Measures (if applicable)	A signage inventory that identifies signage, with photographs, GPS points. Identifies gaps in signage, opportunities for new signage
Relation to Objectives	<ul style="list-style-type: none"> • Improve visitor experience in the RDBN as visitors can be confident they will find off main highway attractions and begin to explore the “hidden gems”. • Will lead to increasing length of visitor stay, volume of visitors and their expenditures
Action Steps	<ul style="list-style-type: none"> • Consult with identified potential project partners who have experience in completing the projects and could be interested in assisting with this plan • Have RDBN Staff review a selection of signage plans • SDA and RAC meet to speak about the importance of signage in communities and the region for sites, facilities and operators • Realize that completing a full Signage Inventory will assist with Circle Tours and Promotion of Recreational Opportunities • Determine budget and resource requirements to complete the project • Seek partners and funding to complete the project • Determine how the project may be awarded • Determine who will carry-out the project • Manage the project as necessary
Lead	RDBN
Potential Partners	<ul style="list-style-type: none"> • MTCA/NBCTA • Seek out local partners
Timeframe	Spring-Summer 2011
Budget	Estimate \$20,000 (to be determined)
Implementation	<p>Meeting with Communities and Stakeholders discuss</p> <ul style="list-style-type: none"> • Level of Support • Project Timeframe • Ways to Fund the Project • Ways to Carry-out the Project

Developing Circle Tours and Travel Itineraries

Recommendation: As a high priority for the RDBN.

Rationale: By engaging stakeholders to working collaboratively and using existing information more than one tour could be developed. Tours can be beneficial as they encourage exploration beyond the main highway and encourage longer stays in the region.

Results: The tours can also create business and employment opportunities.

Tactic	Developing a Circle Tour or Travel Itineraries
Brief Description	Circle Tours and Travel Itineraries are developed to show that there are things to see and do in and around a region. The goal is to encourage the visitor to explore the regional roads and potentially increase their length of stay. Suggested tour topics might include, but are not limited to: <ul style="list-style-type: none"> • Industry tours • Agricultural Tours • Heritage & Cultural Tours • Mountain Pine Beetle Interpretive Tour
Priority	Medium
Intended Output (How)	<ul style="list-style-type: none"> • Community collaboration planning process • Tourism operators develop and package product to create interest in routes
Intended Outcomes (What)	Improved product and services
Quantifiable Measures (if applicable)	Increased traffic to sites, businesses and attractions along the route can be measured though private operators do not have to share business results.
Relation to Objectives	Can encourage more awareness and recognition of features and facilities in RDBN leading to increase length of visitor stay, volume of visitors and their expenditures
Action Steps	<ul style="list-style-type: none"> • Engage stakeholders and establish a planning group to develop driving routes • Stakeholders to review old NBCTA information on circle tours and itineraries • Inventory and complete a SWOT analysis of the known routes to determine resources, services and theme to support the visitor experience • Identify the target market and segmentation to determine which type of tourists are travelling circle tours • Determine a budget for the project to develop, map and market the route • Develop a strategy and marketing plan and a budget to carry out the project • Develop themed signage and identify existing visitor rest stops or pullouts along the circle tour/itinerary route • Stakeholders should determine and develop activities or business incentives to tie in to tour theme • Identify appropriate marketing opportunities • Be innovative provide Tour Information as MP3 or WMA file • Identify and implement appropriate measuring tactics to track increased traffic
Lead	RBDN
Potential Partners	<ul style="list-style-type: none"> • NBCTA • Communities, • Stakeholders on potential routes
Timeframe	2010 -11
Budget	To be determined
Implementation	Meeting with Communities and Stakeholders discuss <ul style="list-style-type: none"> • Level of Support • Project Timeframe • Ways to Fund the Project • Ways to Carry-out the Project

The Promotion of Sport and Recreational opportunities

Recommendation: As a medium priority for the RBDN.

Rationale: The potential is there to develop a great regional map or resource exists but the stakeholders must be able to have all the trails “authorized” through the MTCA at a minimum, and this will take time and be beyond the scope of the RBDN to do alone.

Results: Ultimately the development of the on the ground assets and the map or resource to promote them will be beneficial to encourage visitation, longer stays and greater expenditures.

Tactic	Promotion of Sport and Recreational Opportunities
Brief Description	Develop a flat sheet map of outdoor sporting and recreational opportunities in the RBDN. The project would encourage use of trails, lakes, rivers by a wide range of user groups and enthusiasts. <ul style="list-style-type: none"> • The map/brochure can also encourage longer stays and more spending by visitors. • All trail user groups should participate in the same project launch the program for motorized and non-motorized groups • Create in-house maps of marquee or easy and accessible trail
Priority	Medium
Intended Output (How)	<ul style="list-style-type: none"> • Consultation with Stakeholders such as non and motorized trail user groups • Collaboration with MTCA Recreation and Trails to authorize trails
Intended Outcomes (What)	Trail Maps, Fishing Guides and other outdoor recreational resources
Quantifiable Measures (if applicable)	<ul style="list-style-type: none"> • It would be hard to quantify the use of outdoor recreation or to specifically identify increases in hotel stays, retail expenditures to the promotional activity. • Increased visitation at visitor centres
Relation to Objectives	<ul style="list-style-type: none"> • Can increase length of visitor stay, volume of visitors and their expenditures
Action Steps	<ul style="list-style-type: none"> • Consult with MTCA District Forest Recreation Officer to determine tenured, authorized trails and coordinated stakeholder groups. • Engage stakeholders to determine which activities are best suited for promotion • Develop an inventory of locations that are most ready to promote • Encourage stakeholders to realize the overlaps of CT, Signage plan and this project • Develop a budget for the potential project to develop, create maps/trail brochures and market or distribute final product
Lead	RBDN
Potential Partners	<ul style="list-style-type: none"> • MCTA Recreation Sites and Trails • MTCA/NBCTA • Local Recreation Groups
Timeframe	2010-11
Budget	To be determined
Implementation	Meeting with Communities and Stakeholders discuss <ul style="list-style-type: none"> • Level of Support • Project Timeframe • Ways to Fund the Project • Ways to Carry-out the Project

Promote Heritage and Cultural Tourism

Recommendation: As a medium priority for the RDBN to study the value of developing a plan to promote the heritage and cultural tourism sector

Rationale: Cultural and Heritage tourism visitors are high yield travellers that traditionally spend more money while on vacation and are a desirable market niche.

Results: The recommendation is for a cultural scan to be completed by a contractor hired in an RFP process. The process should be undertaken as a longer-term project potentially a phased project.

Tactic	Promote Heritage and Cultural Tourism
Brief Description	An overarching plan to promote heritage and culture would depend on developing a regional program to highlight the regions' cultural and heritage assets
Priority	Medium
Intended Output (How)	RBDN and RAC meet to discuss value of having a regional cultural scan conducted If determined to be worthy develop RFP for a cultural scan or strategy
Intended Outcomes (What)	A cultural scan or strategy that identifies the regional cultural and heritage assets; the value of culture to the economy and examples of how other jurisdictions package and promote culture and heritage.
Quantifiable Measures (if applicable)	The value of culture and heritage to the region can be estimated based on research and projections if the project is contracted out.
Relation to Objectives	Would ultimately help to identify, package and promote the regions heritage and culture to attract an increasing the number of visitors to the region, increasing visitor length of stay and expenditures. Culture and heritage tourists are high yield, generally spending more on their vacations.
Action Steps	<ul style="list-style-type: none"> • RBDN and RAC meet to determine if there is potential for this project to be assessed internally or if the project is worth developing and put out as an RFP for bids • Develop a work plan and budget • Discuss the project with the MTCA's Cultural Tourism Advisor • RBDN and RAC develop terms of reference for the internal project or RFP • Heritage and Cultural work plan is undertaken • Heritage and Cultural plan is presented to RBDN, RAC and stakeholders • All Stakeholders determine if and how to move forward with the Heritage and Cultural plan
Lead	RDBN
Potential Partners	<ul style="list-style-type: none"> • NBCTA, MTCA • RAC
Timeframe	2011 -2013
Budget	To be determined
Implementation	To be determined

HostingBC® and Sports Tournaments Promotion

Recommendation: Medium

Rationale: This is an easy action to complete.

Results: Hosting these events and guest may not seem distinguishable as tourists, however the potential impact should not be underestimated.

Tactic	HostingBC & Sports Tournaments
Brief Description	Encourage Communities to take advantage of the opportunity to list their communities recreational infrastructure on www.hostingbc.ca <ul style="list-style-type: none"> Promote the opportunity to host sports teams and stage tournaments Create awareness that even small scale tournaments generate tourism revenues Understand the scale of events that can be managed at the community level
Priority	Medium
Intended Output (How)	RDBN personnel can learn about the program and pass the information on to the appropriate community personnel such as Facilities Managers and Economic Development personnel
Intended Outcomes (What)	<ul style="list-style-type: none"> The communities can benefit from sports tourism Increase capacity of use at facilities Generate revenue for hotel stays, food & beverage operators who are already in business in the RDBN communities
Quantifiable Measures (if applicable)	<ul style="list-style-type: none"> Difficult to quantify as small hockey, baseball tournaments are not identified as tourism Most beneficiaries of the business are privately and won't separate out the revenue of specific events and are not required to reveal financial information
Relation to Objectives	Can increase visitation and visitor spending
Action Steps	RDBN SDA and staff can connect with the communities personnel <ul style="list-style-type: none"> Facilities Managers Economic Development Personnel
Lead	RDBN
Potential Partners	Communities
Timeframe	2010
Budget	Minimal
Implementation	Contact www.hostingbc.ca <ul style="list-style-type: none"> Communities personnel can develop capacity to draw and host tournaments

Resource Implications

Although many of the projects contemplated under this plan do not have large financial implications, all of them require a significant amount of time to be dedicated to them. To achieve a high level of success in implementation of this plan, it will be necessary to dedicate staff resources to them. This can be achieved by assigning tasks to existing staff members where capacity exists; employing summer students where appropriate; as well as contracting services. By ensuring the project is not "off the corner of the desk" projects can be implemented in an efficient and timely manner.

Working with Other Agencies

There are projects identified within this plan that require collaboration with other agencies. The NBCTA will be able to assist the RDBN in developing an implementation plan for many of the projects outlined in this document, as well as provide advice on professional development opportunities for staff working on the tourism function.

Additionally, the Omenica Beetle Action Coalition (OBAC) Tourism plan includes dealing with planning and policy issues around land use, improved highway services and other issues that require discussions with the Provincial Government and its representatives. A copy of the OBAC plan is available on the Coalition website. The RDBN should consider collaborating with OBAC when dealing with some of these "larger issues" to ensure that their voice is heard as a part of the larger lobby effort.

The MTCA are currently involved in trail map projects in north-western BC, and will be able to provide the RDBN with advice and direction on how best to implement a trail map project.

Potential Funding Sources

At time of writing there are very few active grants geared to tourism activities. The Union of BC Municipalities grants are no longer active; and the Community Adjustment Fund administered by Western Economic Diversification is closed to new applications. However, the Omenica Beetle Action Coalition does still provide some seed funding, and Northern BC Tourism currently has a joint marketing program. Northern Development Initiative Trust funding programs are outlined on their website. Additionally, the Service Canada - Career Focus program offers financial support to employers wishing to hire students considering a career in tourism.

In order to maximize the impact of tourism related projects, the RDBN should recognize the value of collaboration and identify projects that complement existing tourism plans. The NBCTA is a valuable resource, and should be consulted when determining priorities, and when exploring the most current information on available programming.

Other agencies can provide advice, research facilitation and other valuable services. Please refer to appendix "C" where contact information for key agencies is provided.

Appendix "A" - The Situation Analysis Summary of Conclusions

The following has been extracted and summarized from the Situation Analysis as it should be considered when beginning each project implementation process. The Situation Analysis document is intended as a companion document to this plan and should be referred to for further detail on the research findings.

Over half of all travellers to the region are Canadians and a large percentage of those come from BC and Alberta. American visitors make up 45%. They tend to be of an older demographic and travelling without children. They will most likely be travelling through the area by vehicle and will stay in hotels, motels or in a recreational vehicle. They may also be visiting friends and family.

Those participating in a long-haul vacation will have planned their journey many months in advance. Most are leisure travellers, and while some are adhering to a strict travel schedule, many have some flexibility in their travel plans. Short haul visitors from along highway 16 form a prime market for the region. Some may have used alternative transportation such as air or ferry prior to beginning their road trip.

The most popular time for travel is June through September. Travellers are motivated by the idea of seeing wildlife and wild landscapes, visiting places that they have never been before, and/or taking a journey they heard about and always wanted to make. They are also looking for opportunities to enjoy outdoor activities and travel in places where they feel safe.

Travellers to northern BC tend to plan their trips at least 13 weeks in advance. Advice from friends and relatives, visitor guides and brochures and past experience are the most commonly used information sources before trips, followed by local and regional websites. During trips Visitor Centres were the most commonly used information source followed by visitor guides and brochures and advice from friends and relatives.

Many long haul visitors are following the circle route through the Yukon. These visitors appear to have the most flexibility in their itinerary, while those using the ferry system as a part of their itinerary are not able to vary their travel plans.

The following points have been extracted from the Situation Analysis and are as valid when contemplating project implementation as when determining the plan.

- Visitor Needs. Understand visitor needs - develop tourism experiences to meet those needs - then market the appropriate tourism experience to the appropriate type of visitor.
- Inclusiveness and Community Support. Consultation with all stakeholders in the tourism industry needs to form the basis of project implementation.
- Effective Partnerships. Effective partnerships among tourism operators, communities, destination marketing organizations, and all levels of government are essential to a cohesive, strong and sustainable tourism industry. .
- Sustainability. Tourism initiatives should be developed in a sustainable manner, recognizing the need for economic, social, and environmental sustainability.

Appendix "B"- Web - links

Ministry of Tourism, Culture & the Arts www.gov.bc.ca/tca/
Northern Development Initiative Trust northerndevelopment.bc.ca
Omenica Beetle Action Coalition www.omenicacoalition.ca
Consumer website www.hellobc.com

Appendix "C" - Other agency contacts

Northern BC Tourism Association
Anthony Everett, CEO
PO Box 2373
1274 – 5th Avenue
Prince George, BC V2N 2S6
Phone: 250-561-0432
E-mail: anthony@nbctourism.com

Ministry of Community and Rural Development
Rick Braam, Regional Manager, Northwest Region
3726 Alfred Avenue, Bag 5000, Smithers, BC V0J 2N0
Phone 250 847-7797, Mobile 250 847-0856
E-mail: Rick.Braam@gov.bc.ca

Leslie Lax, Regional Manager, Cariboo Region
200 – 1488 Fourth Avenue Prince George BC V2L 4Y2
Phone 250 565-6685, Mobile 250 612-8141
Email: Leslie.Lax@gov.bc.ca

Ministry of Tourism, Culture and the Arts - Recreation Sites and Trails Branch
Kevin Eskelin, District Recreation Officer
Nadina/Skeena-Stikine District
P.O. Bag 6000
3333 Tatlow Road
Smithers, BC V0J 2N0
Phone: 250-847-6337
E-mail: Kevin.Eskelin@gov.bc.ca

Northern Development Initiative Trust
Janine North, CEO
1268 5th Ave
Prince George, BC
Phone: 250 561-2525
E-mail: info@northerndevlopment.bc.ca

Omenica Beetle Action Coalition
Sharon Tower, Administrator
101 - 1968 Queensway Street
Prince George, BC V2L 1M2
Phone: 250-563-705

Service Canada - Career Focus Program
www.servicecanada.gc.ca/eng/epb/yi/yep/newprog/career.shtml

Appendix "D" - Community Advisory Committee

Input into this tourism plan was provided by:

Advisory Committee Members

Lana Fitt - RD of Bulkley - Nechako
Corinne Swenson - RD Bulkley - Nechako
Gladys Atrill - Town of Smithers
Kim Martensen - Village of Telkwa
Maureen Czirfusz - Houston and District Chamber of Commerce
Gerry van der Wolf - District of Houston
Cindy Shelford - Lakes Economic Development
Lianne Olsen - Village of Burns Lake
Janice House - Village of Granisle
Sylvia Legary - Village of Fraser Lake
Kathie Laforge - District of Vanderhoof
Deb Hadwen - District of Fort St James

Resource persons involved in the planning process:

April Moi - Northern BC Tourism
Sue Clark - S Clark and Associates

Appendix "E" - Tourism Asset inventory

* Please find Appendix E bound as a separate document for ease of duplication and handling.