



COMMUNITY  
TOURISM  
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Community Tourism Foundations® Program

# Mackenzie Tourism Plan FINAL

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## **OUR VISION**

To develop a quality visitor experience with direct access to Mackenzie's natural attractions and showcasing its history and culture.

Mackenzie's tourism industry will be built on strong stakeholder partnerships, a balanced land use plan, an integrated approach and community collaboration.

## **OUR GOALS**

- 1. Provide a Destination Approach to Management of Mackenzie's Tourism Industry**
- 2. Enhance the Range of Tourism Products Offered**
- 3. Develop Infrastructure to Support the Tourism Experience**
- 4. Create a Partnered Marketing Approach**

This tourism plan is centered on four main goals that aim to manage, develop and promote Mackenzie's tourism industry:

## **1. Provide a Destination Approach to Management of Mackenzie's Tourism Industry**

This goal is comprised of eight initiatives that should collectively lead to a more functional tourism structure within the District of Mackenzie. By establishing a representative tourism advisory committee and formalizing the roles of various organizations within the District, Mackenzie will be better prepared to address destination management initiatives such as visitor services delivery, tourism awareness, customer service training, partnerships and research.

This goal is the foundation of the plan and provides the structure for the other three goals mentioned below. A destination management approach will ensure that the District effectively engages and communicates with stakeholders and moves forward in a coordinated and strategic manner.

## **2. Enhance the Range of Tourism Products Offered**

The second goal is made up of thirteen product development initiatives that will help to strengthen the tourism experience in the District of Mackenzie. Product development and the organizational initiatives mentioned above are key to the long term success of the industry. Mackenzie's tourism industry is in its infancy and requires a focus on developing new and enhancing existing products to improve the overall visitor experience and give travellers a reason to drive the 29km from the highway to the community.

The product development initiatives identified under this goal are centred around creating educational and experiential products that deliver a more personal and memorable tourism experience to visitors and connect them with the local culture and landscape.

## **3. Develop Infrastructure to Support the Tourism Experience**

Infrastructure is critical to the overall tourism experience within a destination. The initiatives identified as part of this goal will help to ensure that Mackenzie provides good access, signage and a well maintained road network to the key attractions within the community.

#### **4. Create a Partnered Marketing Approach**

The District of Mackenzie will coordinate the development and implementation of marketing initiatives that promote the region's natural and cultural experiences and are consistent with the vision identified within this plan. Working in partnership with the tourism industry, First Nations, other stakeholders and Regional Destination Marketing Organizations in the North will be essential to maximize return on investment.

Initially efforts will be directed towards developing marketing collateral and establishing a strong tourism web presence. Mackenzie's marketing campaigns will build on both established and new product sectors and focus on year round "Stay and Play" activity packages that highlight the region's key tourism products.

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# 1. Introduction and Background

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## 1.1 Background

The District of Mackenzie applied to Tourism BC for assistance under the *Community Tourism Foundations* development program to prepare this tourism plan.

The program provides the services of a professional facilitator to assist in the planning process. Jimmy Young a principal with the Tourism Planning Group was given the assignment to prepare a tourism plan for Mackenzie that addresses destination development, marketing initiatives and the desired outcomes outlined by the community in their original Expression of Interest.

Key milestones and meetings in the planning process to date are:

- Initial Stakeholder Meeting, October 5, 2007
- Strategic and action planning session, November 23, 2007
- Tourism Advisory Committee review of Strategic Directions, December 2007
- Draft Tourism Plan review session, March 5, 2008
- Marketing tactics and budget conference calls, March 19-20, 2008

This tourism plan has been created through the *Community Tourism Foundations* development program with guidance and assistance from a local Tourism Working Committee comprised of stakeholders from the local community, the municipality, McLeod Lake Indian Band (MLIB) and Northern BC Tourism Association (NBCTA)<sup>1</sup>.

The participation and guidance provided by the Tourism Working Committee in developing this tourism plan will be key to its ultimate success. The insight and knowledge that the Tourism Working Committee brought to the process ensures that this tourism plan truly reflects the communities' aspirations, goals and objectives for developing a sustainable tourism industry in Mackenzie.

While the tourism plan articulates a clear vision and objectives for tourism, it should also remain flexible enough to take new, unexpected opportunities and challenges into consideration during implementation.

## 1.2 District of Mackenzie

The region for the purposes of this tourism plan is defined as the District of Mackenzie, but also includes the First Nations community of McLeod Lake and the Pine Pass area (e.g. Powder King Resort) to the east.

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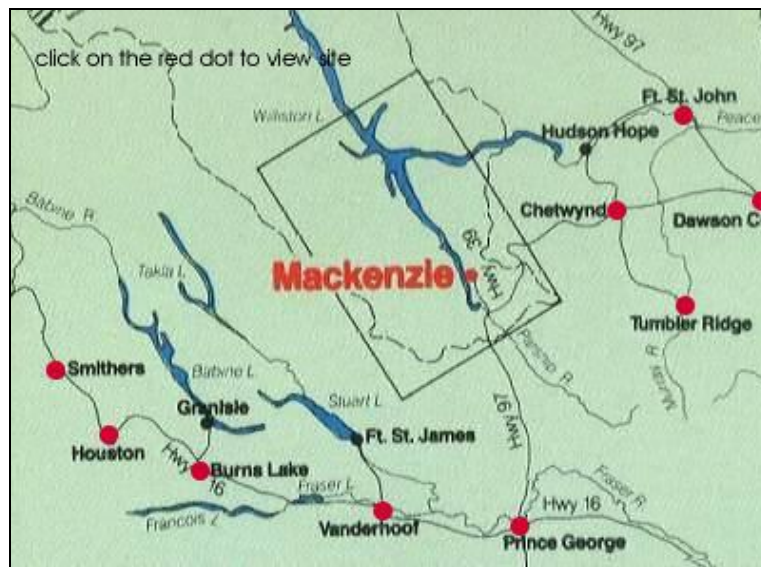
<sup>1</sup> See the Appendix for a list of the stakeholders that participated in the process

Located at the southern end of Williston Lake within the Rocky Mountain Trench, Mackenzie is surrounded by the Omineca Mountains to the west and the Rocky Mountains in the east.

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### The Mackenzie Area - Map

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Mackenzie is located on Highway 39, 29 km from the junction with the John Hart Highway (Highway 97). Mackenzie is 185km north of Prince George, approximately a 2 hour drive.

The District of Mackenzie had a population of 4,539 in 2006 at the time of the last census. The community has experienced a significant decline in population since 1996 (5,997), with it dropping by 26% over the last ten years.

Resource based industry in the region has been in decline for several years. The latest announcement of a mill closure at AbitibiBowater on November 29, 2007, in addition to Canfor's downsizing in July 2007 has heavily impacted the community.

Mining presents an opportunity with the potential for a copper/gold mining operation at Mount Milligan and there are several known metallic ore deposits in the Mackenzie area and prospecting for new finds continues.

However, 2007 also produced some positives, one of the most significant being the Mackenzie Green Energy Limited Partnership receiving its environmental assessment certificate on November 6, 2007<sup>2</sup>. This will allow for the construction and operation of a new biomass cogeneration facility to be built within the District of Mackenzie. The project will burn wood

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<sup>2</sup> Prince George Citizen – Article November 7, 2007

residue from sawmills to create power that will be sold to BC Hydro and steam for use by the adjacent pulp mill. This new project will create 260 jobs during construction and 26 permanent positions during its operational life of 30 years.

### **1.3 Tourism Plan Structure**

Section 2 sets the context for the tourism plan and provides an overview on the current status of tourism, a summary of market potential and tourism opportunities, and Section 3 presents the issues and challenges facing the tourism sector in Mackenzie. A more in-depth presentation of the material found in Sections 2 and 3 is contained in the Situation Analysis Report (November 2007) that supports this document. Mackenzie's tourism vision and guiding principles followed by the strategies are then presented in Sections 4 through 5 of this document. The final Section 6 details the overall objectives and indicators for tracking tourism and an action plan for implementation.

## 1. The Current Situation

This section provides some highlights from the Situation Analysis Report<sup>3</sup> dated November 19, 2007.

### 2.1 Key British Columbia Tourism Data

#### *BC Tourism Forecasts*

The government of British Columbia has set a target of doubling tourism revenues by 2015. This is an aggressive goal that is not without risk as all market conditions need to be positive to achieve it.

Between 2006 and 2009 tourism revenues are estimated to **increase by 10.9%**. Growth by market segment will vary significantly with Asia/Pacific expected to grow 19.2% over that time, while the North American (US, Canada and Mexico) market revenues will increase by 9.5%, with the US market actually declining by (1.7%)<sup>4</sup>.

#### *BC Visitor characteristics*

The table below shows visitor characteristics by geographic market and illustrates that there are a number of differences between the markets in terms of when they visit and what they do.

#### Characteristics of Major Geographic Visitor Markets for British Columbia

Visitor Market	BC Volume	3 Year Revenue Forecast 2006-2009	Seasonality*	Activities	Key Sub-Market
BC	11,418,000	13.7%	Year Round	<ul style="list-style-type: none"> <li>• Shopping</li> <li>• Visiting national and provincial parks</li> <li>• Wildlife viewing</li> <li>• Visiting attractions.</li> </ul>	Greater Vancouver
Other Canada	4,863,000	14.7% (Regional) 12.6% (Long haul)	June-September	<ul style="list-style-type: none"> <li>• City or town, shopping</li> <li>• Visiting national and provincial parks</li> <li>• Photography, wildlife viewing</li> <li>• Visiting attractions</li> </ul>	Alberta
US	4,828,000	(1.7%)	June-September	<ul style="list-style-type: none"> <li>• City stays / shopping</li> <li>• Attractions and theme parks</li> <li>• Events and festivals</li> </ul>	Washington – soft adventure, city stays and touring

<sup>3</sup> Please refer to the Mackenzie CTF Situation Analysis Report November 19, 2007 for more detail on the information presented in this section.

<sup>4</sup> Tourism BC Service Plan 2007/08 to 2009/10

Visitor Market	BC Volume	3 Year Revenue Forecast 2006-2009	Seasonality*	Activities	Key Sub-Market
				<ul style="list-style-type: none"> <li>• Museums and cultural attractions</li> <li>• Wildlife viewing, Parks</li> <li>• Meetings, incentive, conference</li> </ul>	popular
Germany	100,000	14.3%	July & August	<ul style="list-style-type: none"> <li>• Nature activities, cultural activities, and sporting activities</li> </ul>	n/a

Source: Tourism BC

\* Over 50% of BC's non-resident visitors arrive between June and September

## 2.2 Key Tourism Trends

Visitors to a destination are increasingly seeking to be an active participant in the experience. They are looking to be emotionally involved, educated, challenged, entertained or surprised.

Decisions to travel now owe less to the geographic location of the destination and its physical attributes, and more to the delivery of "experiences"<sup>5</sup>.

**Understanding this fundamental change** in the dynamics of much of today's demand also helps to explain the rapid growth that has been taking place in a wide range of product sectors. Whether it is culture and heritage tourism, ecotourism or culinary tourism, visitors are looking for that engaging experience that goes beyond the traditional goods and services offered in the travel industry.

The wide variety of tourism products that have emerged demonstrate this increasing demand for creative and compelling experiences. The growing interest in these various sectors has been furthered by internet technology which is enabling the tourism industry and destinations to provide differentiated product to specific market segments in ways that was never before possible. It is also important to point out that there is significant overlap between many of these niche activities, for example visitors interested in heritage tourism will likely also enjoy ecotourism activities.

## 2.3 Regional and Mackenzie Tourism Data

Regional tourism indicators illustrated mixed growth in 2006. The following table presents some of the key indicators of relevance to Mackenzie. Highlights include continued double digit growth in room revenues in the North and at Fort St. John Airport. However, customs entries and visitors to information centres were down significantly.

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<sup>5</sup> This is often referred to as "experiential tourism"

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**Regional Indicators for 2006 (percentage change from 2005)**

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Indicators	2006 Actual	Northern BC	BC	Notes
Northern BC Room Revenue	\$135,303	10.7%	7.8%	Northern BC had the <u>highest</u> growth rate of the six tourism regions in the province.
Hotel Occupancy Prince George	67.5%	(3.7%)	1.8%	Prince George remains above the provincial average of 65.7%
Prince George Airport	394,407	4.8%	n/a	Several months experienced strong growth in excess of 9%.
Fort St. John Airport	116,267	10.5%	n/a	Abbotsford was BC's fastest growing airport at 27.9%
Northern Visitor Centres	114,493	(12.3%)	(2.7%)	Only the Caribou and Kootenay Visitor Centres experienced positive visitor growth in 2006
Northern Customs Entries	115,750	(26.3%)	(1.5%)	Customs entries can be misleading, as many international visitors enter through border crossings in other regions.

Source: Tourism BC – 2006 In Review

**Northern Rockies-Alaska Highway Visitor Research Project (2003)**

Based on traffic counts an estimated 120,600 traveller (non-commercial) vehicles drove the highway between mid May to mid September. That equates to a total of **320,400 travellers**, using the average party size estimates from the interviews.

Some of the **key findings** from this study of traveller on the Alaska Highway include:

- Overall, half of all travellers were Canadians and 45% were Americans.
- Over half were over 55 years of age; a quarter were 65 years and older.
- Most people were travelling for leisure (83%); nearly 10% were visiting friends and relatives, and 5% were travelling for business purposes.
- Three-quarters (76%) of Americans primary destination was Alaska, compared to 20% of Canadians.

**Alaska Highway – Main Destination by Origin, age and Trip Purpose (Summer 2003)**

	Main destination						
	Alaska	Northeast BC	The Yukon	Circle tour	Other BC	Alberta	Other
<b>Overall</b>	46%	15%	13%	13%	3%	2%	8%
<b>Origin</b>							
Canada	20%	27%	24%	17%	5%	3%	4%
United States	76%	2%	1%	6%	0%	1%	14%
Overseas	40%	8%	11%	31%	6%	1%	3%
<b>Age</b>							
Under 35 yrs	40%	18%	13%	14%	3%	2%	9%
35 to 54 yrs	39%	18%	14%	13%	4%	3%	10%
55 to 64 yrs	51%	12%	14%	12%	2%	2%	7%
65 yrs and older	53%	11%	11%	14%	3%	1%	7%
<b>Trip purpose</b>							
Leisure	49%	11%	13%	14%	3%	2%	7%
Visit friends & rel	21%	34%	15%	8%	6%	4%	11%
Business	35%	30%	9%	8%	1%	2%	15%

Source: Northern Rockies-Alaska Highway Visitor Research Project (2005)

- Over three quarters of travellers visited a provincial, state or national park, visited a museum, heritage or historic site or walked, hiked or cycled during their trip.
- Regional travellers (from BC, Alberta, the Yukon and Alaska) spent about 20 nights away from home, whereas long-haul travellers were away for 50 nights or more.
- During their trip, two-thirds of travellers in the North said they had some degree of flexibility in their return dates and 40% said they could change their return date by a week or more.
- On average, travel parties spent CDN\$150 per day during their trip and a total of \$6,000.

## 2.4 Current Tourism Situation

### 2.4.1 The Context

The District of Mackenzie is located at the southern end of Williston Lake, the largest constructed reservoir in North America, formed by the W.A.C. Bennett Dam on the Peace River. Mackenzie is located within the Rocky Mountain Trench surrounded by the Omineca Mountains to the west and the Rocky Mountains in the east.

Mackenzie is located on Highway 39, 29 km from the junction with the John Hart Highway (Highway 97). Mackenzie is 185km north of Prince George approximately a 2 hour drive.

#### Demographics

The District of Mackenzie had a population of 4,539 in 2006 at the time of the last census. The community has experienced a significant decline in population since 1996 (5,997), with it

dropping by 26% over the last ten years.

### **Industry**

The majority of Mackenzie's labour force is employed in the forest industry including manufacturing of forest products and logging/forestry. Mill closures and operations down sizing in the last 12 months have had a huge effect on the workforce and local community.

Terrane Metals will be applying for their Environmental Assessment Certificate early in 2008 for a copper/gold mining operation at Mount Milligan midway between Mackenzie and Fort St. James. There are several known metallic ore deposits in the Mackenzie area and prospecting for new finds continues.

The Mackenzie Green Energy Limited Partnership received its environmental assessment certificate on November 6, 2007<sup>6</sup>. This will allow for the possible construction and operation of a new biomass cogeneration facility to be built within the District of Mackenzie.

### **Local & Regional Planning**

The District of Mackenzie has just completed an Economic Development Strategy for the municipality that identifies key initiatives for the community. This process was undertaken in parallel with the development of this tourism plan and therefore the Economic Development Strategy does not address tourism specifically.

The Mackenzie Official Community Plan (OCP) was produced by the District of Mackenzie in 1996 and revised in 2004, however it is in need of a significant update to better incorporate a vision for land use and objectives for the type of recreational and tourism experiences the community wishes to see on their land base and on the surrounding crown lands. This would serve as a strong indicator to central government as they address land use issues and uses on the crown land surrounding the municipality.

The Cultural Plan for the Regional District of Fraser Fort George (RDFFG) outlines a five year vision that encourages participation, moves towards a financially sustainable structure, provides some funding certainty and develops cultural resources to attract visitors and increase the quality of life of residents. The Mackenzie Museum is one of several cultural attractions in the region currently funded under the RDFFG Cultural Plan. The plan has led to the development of a brand for marketing, the "Golden Raven". The Golden Raven Brand is designed to build and promote an identity for the premier cultural and heritage experiences available in the RDFFG. The recent announcement by the RDFFG to spend \$40,000 to market the Golden Raven brand will assist in creating the initial visibility to establish the brand.

## **2.4.2 The Tourism Industry**

Mackenzie's tourism products and experiences are based around the regions outstanding natural resources. With a multitude of lakes, rivers, mountains and parks Mackenzie is well

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<sup>6</sup> Prince George Citizen – Article November 7, 2007

positioned as a hub for outdoor activities and exploring the region. Activities such as snowmobiling and alpine skiing are already established and can be enhanced with the development of paddling, birding, hiking and other activities.

The District of Mackenzie also has a strong range of recreational amenities that are designed for and used primarily by residents, but also offer potential for sport tourism and complementary activities.

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**A Selection of Key Tourism Attractions and Activities**

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Sectors	Some of the Key Attractions and Activities
Natural	Williston Lake, Heather-Dina Lakes Provincial Park, Mount Morfee, Morfee Lake, Mugaha Marsh, John Dahl Park, Tudyah Lake Provincial Park
Culture/Heritage	Tree Crusher, Alexander Mackenzie Landing, Mackenzie & District Museum, McLeod Lake Indian Band and Historical Post
Activities	Snowmobiling, Nordic skiing, alpine skiing, camping, hiking, wildlife viewing, golfing, boating, fishing
Festivals and Events	Morfee Mountain Music Festival, Cabin Fever Carnival, Sport tourism (tournaments)

The District also has a rich history and is building a strong partnership with the nearby McLeod Lake Indian Band that could lead to the development of cultural tourism experiences to support the outdoor products already offered in the region.

### 3. Issues and Challenges

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The items presented in this section are a combination of the Situation Analysis Report prepared by the facilitator and subsequent observations. The key issues and challenges will be addressed where possible by the strategies and initiatives presented in Section 5.

#### ***Organizational Structure***

The lead organization within the community of Mackenzie for tourism is the District of Mackenzie. The District has a dedicated Tourism Marketing Coordinator responsible for tourism and an Economic Development Officer that works closely with the tourism marketing Coordinator.

For a community of its size Mackenzie has placed a strong emphasis on economic development and tourism by staffing these two functions. Many comparable communities have neither an economic development officer or a tourism officer, and Mackenzie maybe the only community of this size in BC that has both. This places Mackenzie in a strong position to capitalize on the opportunities that these sectors present. It also gives the tourism industry and potential investors the confidence that both tourism and economic development are more likely to be integrated into municipal planning and be a key component of a new/revised OCP.

The recently established (first meeting November 7, 2007) 13 seat Tourism Advisory Committee (TAC) will also enable the tourism industry and key stakeholders to provide input into the District's tourism initiatives.

However, there is a need to formalize the roles, responsibilities and reporting between the Mackenzie Chamber of Commerce and the District to ensure tourism functions seamlessly in the community and there is no duplication of effort.

#### ***Managing Recreation and Tourism on the Land Base***

Managing tenures, recreation and other industries in the backcountry is critical to ensuring that all uses are complementary and that Mackenzie is able to protect the natural resources upon which the tourism industry relies. Land use planning is key to this and the lack of any specific initiatives to address this could compromise the future development of the tourism industry.

Likely the best mechanism for addressing this in the short term would be a new Official Community Plan (OCP) and the Regional District OCP. Mackenzie's current OCP (1996), was revised in 2004, however it is long overdue for updating. The new OCP should incorporate a vision for land use and objectives for the type of recreational and tourism experiences the community wishes to see on their land base and on the surrounding crown lands. This would serve as a strong indicator to central government as they address land use issues and uses on the crown land surrounding the municipality.

### ***Enhancing Summer Activities and Attractions***

Mackenzie's winter products (i.e. snowmobiling and skiing) currently serve as a key travel motivator and have put Mackenzie on the map to date. But, to create a more sustainable industry and attract visitors year round Mackenzie needs more products, particularly in the summer.

There has been some packaging and leisure business emerging in the winter, the Alexander Mackenzie Hotel, for example sold over 250 Stay & Ski packages last winter (2006/07). However, the summer business is more limited with currently only one established operator offering guided experiences (jet boating, fishing and wildlife viewing) and the golf course.

The 2006 Cultural Plan for the Regional District of Fraser Fort George (RDFFG) led to the development of a regional cultural brand, the "Golden Raven". This initiative presents a huge opportunity for Mackenzie as the museum has been included as one of the brands regional attractions.

### ***Drawing visitors into the Community and the Creation of a Circular Touring Route***

Mackenzie because of its location on a dead end highway has no drive through traffic to target. Mackenzie has to make its impression on motorists and those touring North to Alaska at the caboose visitor centre and give them a good reason to drive 29km to the town and then return 29km back to highway 97.

The development of a new road from Mackenzie to highway 97 or linking into the community Fort St James on highway 16 would not only give drivers the option of a scenic detour, but also create the opportunity for Mackenzie to develop a circular touring product and itineraries.

### **Low Annual Occupancy Rates**

Occupancy for fixed roof accommodation within Mackenzie is well below capacity and generally below 50% for most of the year. The high occupancy dates/months are linked to industry related events like the annual mill maintenance shut downs (up to 77% occupancy). The majority of fixed roof accommodation occupancy is business related, with leisure/tourism only comprising a small portion, likely only 20%<sup>7</sup>.

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<sup>7</sup> Alexander Mackenzie Hotel Statistics and Estimates 2007

## 4. Tourism Vision and Key Experiences

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### 4.1 Our Vision

A key component in developing this Tourism Plan was the visioning exercise conducted with the Mackenzie Tourism Working Group. The 5 year vision has helped to establish a direction and focus for the process and the development of this plan. Some of the key themes/concepts emphasised by stakeholders in the visioning exercise have been underlined.

***Mackenzie Tourism Vision:***

*To develop a quality visitor experience with direct access to Mackenzie's natural attractions and showcasing its history and culture.*

*Mackenzie's tourism industry will be built on strong stakeholder partnerships, a balanced land use plan, an integrated approach and community collaboration.*

Several guiding principles have also been developed based on the situation analysis and feedback obtained in the planning workshops to guide how tourism is developed and managed.

### 4.2 Our Guiding Principals

The following guiding principles have been integral to the process and are consistent with the goals outlined in the plan and the other planning documents reviewed as part of this process.

1. The community will pursue sustainable tourism that provides for meaningful destination experiences while respecting the region's natural heritage, cultural resources and social character; improving the **quality of life** enjoyed by citizens; and, enhancing the economic health of the community.
2. The tourism plan will be **yield driven** and emphasize the need to concentrate on increasing visitor spending, as opposed to focusing solely on increasing visitor numbers.
3. The destination marketing and management function of tourism within Mackenzie will be driven by a **business perspective** that treats tourism as a major business within the region. Adopting a business model also includes ensuring an **inclusive approach** to tourism planning with community and industry partners.
4. The destination must be responsive to visitor needs and ensure that the plan is **consumer focused**. The tourism industry needs to understand the visitor first, develop tourism experiences to meet those needs, and then market the appropriate tourism experience to the appropriate type of visitor.

5. Local government will **foster a positive environment** for the tourism sector and recognize the significance of tourism to the local economy.

### 4.3 Defining the Key Experiences

During the first meeting the facilitator presented an initial profile of the Mackenzie tourism industry and consumer and product trends from the tourism industry. The group discussed some of the core experiences that Mackenzie has to offer visitors as well as others it would ultimately like to enhance or develop.

The key product sectors identified were:

- **Snowmobiling** Guided and non-guided
- **Cross Country and Alpine Skiing** Alpine skiing/boardings, Nordic, snowshoeing
- **Nature-based and Adventure tourism -** Wildlife viewing/birding, canoeing, camping, fishing, hiking, biking
- **Culture and Heritage** First Nations/European and industry/community

## 5. Development and Marketing Goals

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The **four** key goals for tourism in Mackenzie are:

- 1 Provide a Destination Approach to Management of Mackenzie's Tourism Industry
- 2 Enhance the Range of Tourism Products Offered
- 3 Develop Infrastructure to Support the Tourism Experience
- 4 Create a Partnered Marketing Approach

The following four sections highlight the key initiatives under each of the four core goals. Each initiative is then broken down in several objectives and a rationale is provided. The implementation plan and key organizations to be involved are contained within Section 6.

### 5.1 Provide a Destination Approach to the Management of Mackenzie's Tourism Industry

A destination approach to managing the local tourism industry will ensure that tourism is developed in a proactive manner that complements marketing activities and ensures product quality.

#### 5.1.1 Getting organized to manage the tourism experience

**Key objectives:**

- Clearly define the role of the Chamber of Commerce and the District of Mackenzie in delivering the tourism experience
- Establish regular and clear lines of communication and a reporting format between the Chamber of Commerce and the District of Mackenzie
- Ensure representative and regular input from local industry and key regional partners through the Tourism Advisory Committee

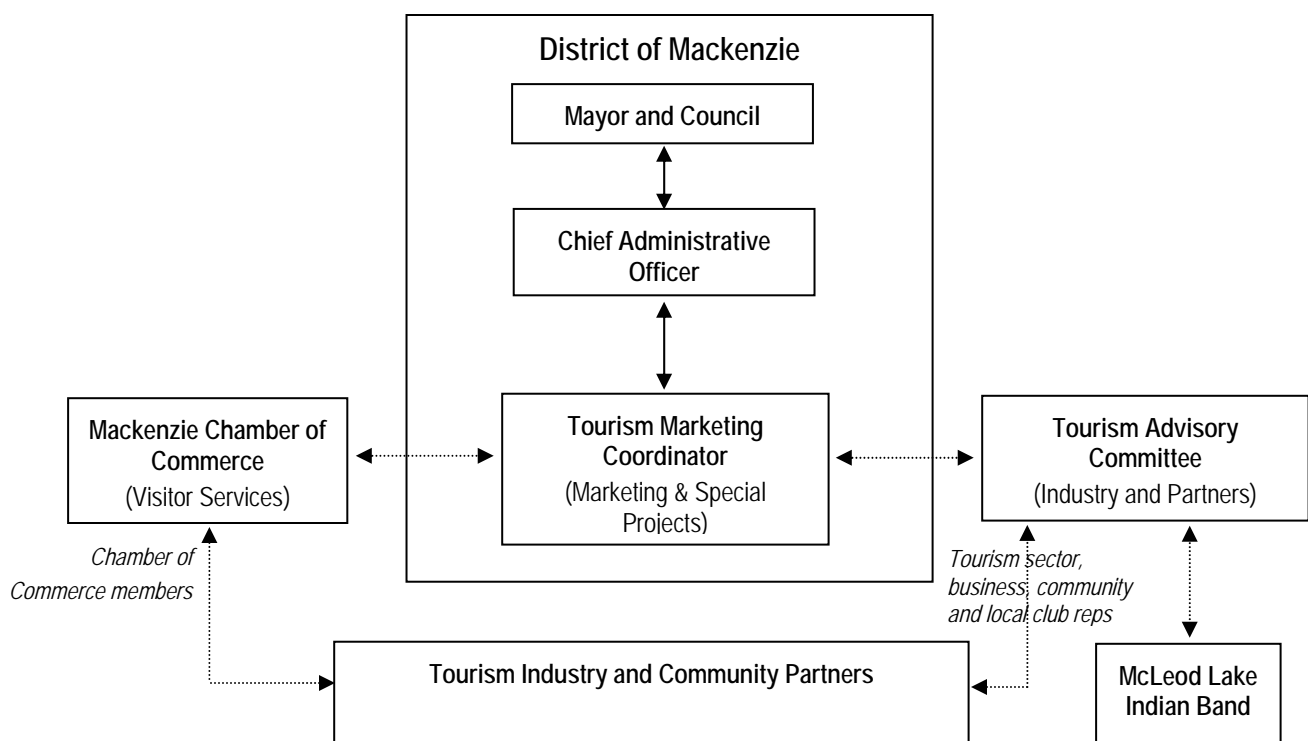
**Rationale:**

The District of Mackenzie created a new Tourism Marketing Coordinator position in spring 2007 and subsequently established a Tourism Advisory Committee late in 2007, hereby developing a strong base for moving the tourism industry forward.

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**Proposed Tourism Organizational Structure for Mackenzie**

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To complete this framework it is recommended that the Chamber of Commerce be aligned within this new structure and its role be more clearly defined to eliminate duplication and ensure a focused approach.

The best way of achieving this is to create a direct reporting role to the Mackenzie Tourism Marketing Coordinator, who will manage the visitor centre contract to ensure continuity with the District’s tourism initiatives.

In addition, an agreement/contract between the District and Chamber will be prepared by the Tourism BC facilitator as part of implementation outlining the roles, responsibilities and reporting requirements for the visitor centre contract. This document will also include references to new research and utilizing visitor centre staff to gather specific information from travellers to better understand the visitor.

**Tourism Advisory Committee (TAC)**

The purpose of the TAC is to:

- provide assistance in the development and implementation of a tourism plan;

- carry out the priorities noted in the plan;
- provide advisory assistance to the Tourism Marketing Coordinator; and
- provide issue related information pertinent to tourism development in the community of Mackenzie to the District and Council; and
- actively disseminate information to the tourism industry

The TAC meets every two months, unless a special meeting is called by the Chair. The Committee's first meeting was held on November 7<sup>th</sup>, 2007.

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**Mackenzie Tourism Advisory Committee (TAC)**

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Organization/tourism sector	Current Appointments
1. Accommodations	Alexander Mackenzie Hotel
2. Attractions	Mackenzie Golf & Country Club
3. Sport/Recreation	Mackenzie Nordiques
4. Tourism Operator	Powder King Mountain Resort
5. Tourism Operator	Rocky Mountain Trench Adventures
6. Arts, Culture and Heritage	Mackenzie & District Museum
7. McLeod Lake Indian Band	McLeod Lake Indian Band
8. Member of Council	Member of Council
9. Mackenzie Tourism Marketing Coordinator	Mackenzie Tourism Marketing Coordinator
10. Chamber of Commerce	Chamber of Commerce
11. Non-Profit	Mackenzie Rotary Club
12. Retail	Mackenzie Mall Merchants Association
13. Food and Beverage	Merabello Restaurant
14. Environmental	Mackenzie Nature Observatory

**5.1.2 Develop tourism land use priorities for inclusion in a new Official Community Plan (OCP)**

**Objectives:**

- Ensure tourism land use planning is incorporated in a new OCP
- Utilize the Trails Committee and Trail Management Plan as a basis for the tourism and

recreation land use input into the OCP (See Section 5.2.1 Create a Trails Committee to work on Formalizing the Trail Network)

**Rationale:**

The Mackenzie Official Community Plan (OCP) was produced by the District of Mackenzie in 1996. Since then there have been five bylaw amendments, but no update of the OCP. The Mackenzie OCP is now out of date, as these plans are typically revised every five years to reflect changes in the community, industry and other external influencing factors.

The OCP can also serve as an important document for land use planning in conjunction with the Mackenzie Land Resource Management Plan (LRMP, 2000). An OCP that indicates the types of tourism uses the community supports and contains a vision of how they see their land base developing, can support future land use decisions made by government and other stakeholders in the region and sends a clear message to potential developers and investors.

Tourism is an emerging economic sector for Mackenzie that needs to be embedded into all planning initiatives within the community, to ensure that growth is managed and ultimately that the experience Mackenzie offers visitors is consistent with the community's vision for tourism.

### 5.1.3 Ensure a sustainable funding source for tourism initiatives

**Key objectives:**

- To create a sustainable long term funding source for managing and promoting Mackenzie as a tourism destination
- Review the District's tourism budget together with this tourism plan and create a budget for destination management, product development as well as marketing
- Apply UBCM Phase 2 funding to the implementation of this tourism plan.
- Access and leverage \$50,000 in matching Tourism BC Community Tourism Foundations marketing dollars over the next three years
- Partner the District's funds with local industry to leverage Northern BC Tourism marketing opportunities
- Review potential options regarding the 2% additional hotel room tax with the District

**Rationale:**

The recommendations contained within this Tourism Plan focus on a holistic destination management approach that encompasses product development, quality assurance, training and education, management, research as well as marketing.

As identified in the Situation Analysis Report the following table illustrates the current and future funding for tourism in Mackenzie.

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**Mackenzie Tourism Funding**

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Mackenzie	Estimated Annual Tourism Funding 2008-2010
Tourism Marketing Coordinator and Marketing Budget (Includes: wages, benefits, travel, supplies, training, marketing, special projects)	168,000
Chamber of Commerce (District funding for operation of Caboose)	24,400
<i>UBCM Phase 2 Tourism Funding (available)</i>	42,653
<b>TOTAL</b>	<b>235,053</b>
<i>Tourism BC – Matching Marketing Total (2008-2010)</i>	50,000*

Source: District of Mackenzie

\* Tourism BC provides up to \$50,000 in matching marketing dollars over three years to communities that have completed the Community Tourism Foundation program.

**UBCM Tourism Funding** – prepare the Phase 2 UBCM application (due prior to Nov 2008) based on the recommendations contained within this plan. The detailed tourism budget in the appendix highlights the specific project allocations for the UBCM tourism funds in 2008 and 2009. It is recommended that a portion of the UBCM funding be allocated to 2009 initiatives<sup>8</sup>.

**2% Additional Hotel Room Tax** – municipalities and regional districts may arrange for the province to levy, on their behalf, an additional tax on accommodation sold within their jurisdiction, with the funds collected being committed to a specific purpose. The tax collected is then remitted by the province to the municipality or regional district on a monthly basis.<sup>9</sup> The additional tax is intended to assist municipalities and regional districts in financing and operating new tourist facilities and with tourism promotion.

The District will explore the 2% additional hotel room tax (AHRT) option within the municipality that could help provide further tourism funding for the community. The process involves obtaining the support of 51% of the rooms and 51% of the properties within the municipality with 4 or more units of accommodation. The District will also need to consult the Fraser Fort George Regional District and indicate whether they support or oppose the additional hotel room tax.

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<sup>8</sup> UBCM Phase 2 monies are to be spent by December 2009.

<sup>9</sup> Ministry of Small Business, Municipal and Regional District Tax: Information Municipalities and Regional Districts, October 1997.

#### 5.1.4 Enhance visitor services delivery

**Key objectives:**

- Create a contract between Chamber of Commerce and District to improve communication and clearly define each organization's roles and responsibilities with relation to tourism and visitor services (*also see Section 5.1.1*)
- Review delivery of winter visitor services to ensure that information is readily available to visitors during the winter months
- Review signage to and at the caboose visitor centre and the Chamber offices
- District to collaborate with MLIB to explore the concept of a new visitor centre with an interpretive component at the junction or other suitable sites
- Ensure consistency between the two visitor centre locations in terms of services, materials, signage and overall theming
- Upgrade the interior of the Caboose
- Enhance the technology at the caboose site to provide visitors with more timely and accurate information
- Explore the concept of a central downtown information kiosk
- Revisit the concept of a information centre cabin at the tree crusher site

**Rationale:**

Visitor services and the caboose visitor centre are currently managed by the Chamber of Commerce through a fee for service arrangement with the District. However, there are no clear guidelines, documentation or an agreement in place that outlines the roles and responsibilities for each party.

Both visitor centre sites are in need of upgrading and better signage and in the case of the Chamber offices, a more prominent and functional location. As part of an overall visitor centre review a number of other options for both sites should be considered along with the delivery of services.

#### 5.1.5 Create tourism awareness programs

**Key objectives:**

- Develop a regular tourism newsletter that can be used to communicate tourism stories and successes to the industry and community
- Devise a local program or event to educate residents about their own local attractions
- Utilize the Post Office as a medium to communicate tourism related news to the community
- Build a relationship with the local media to ensure regular coverage of tourism stories and events in the local media (*utilize Community Tourism Foundations Local Media Guide as a resource*)
- Provide information and support to businesses looking to develop 'greener' tourism products by conserving energy, using environmental friendly products/services and recycling
- Work with the Chamber to communicate tourism information through chamber channels

**Rationale:**

Community support for tourism is key to its long term sustainability as people and experiences are core to the visitor experience. Residents that are aware of the community's tourism products and acknowledge the industry's contribution to the local economy are more likely to interact favourably with visitors.

**Green Tourism** - Investigating the use of carbon offset programs to counter the affects of transportation and supporting municipal and business efforts to minimize waste, recycle and conserve energy (e.g. BC Hydro *Power Smart* program) will not only provide benefits for the residents and businesses but also appeals to consumers who value these initiatives.

Green initiatives are a way to differentiate products or services in a crowded marketplace and increase market share. These initiatives can also increase brand loyalty, and build goodwill with customers, suppliers, communities, and other stakeholders<sup>10</sup>.

**Local program or event to educate residents about local attractions** – the District and Chamber of Commerce to host a BBQ event for local residents. Include a tourism showcase of operators and make marketing materials available. Prepare takeaway packages for residents with a “Top 50 things to do in Mackenzie”. This event could also be linked to business opportunities in tourism (e.g. Canoe Rental Company) to see if any residents are interested in the idea.

Tourist-for-a-day programs are also a good means of educating residents about their own town. This should be partnered with existing Northern Rockies Alaska Highway Tourism Association (NRAHTA) tourist in your own town events.

### 5.1.6 Provide customer service training opportunities

**Key objectives:**

- District, Chamber and TAC to play a key role in motivating businesses to take part in customer service training
- Partner with the College of New Caledonia to increase awareness and delivery of SuperHost® training to businesses in the community
- Chamber to develop and circulate a regular newsletter highlighting training and educational opportunities for businesses and employees.
- Review Retail BC programs to determine relevance to Mackenzie merchants

**Rationale:**

Quality assurance is an increasingly important consideration for destinations, particularly given the growing competitiveness in the wider market. The growth in new internet tools (e.g. travel blogs and pod-casting) and travel related sites (e.g. Trip Advisor) has also made it easy for a wider audience to rate and read about destinations and products instantly, further emphasizing the need for the experience to meet the expectations.

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<sup>10</sup> David Suzuki Foundation – website “How Top Companies are Reducing and Offsetting their Emissions”

Products that are well-matched to market needs and expectations will prevail. The role at the destination level is to help the tourism industry adopt and maintain the necessary standards to ensure a competitive product market match.

**SuperHost®** - developed and administered by Tourism BC is a series of eight interactive customer service based training workshops to support people working in service industries. Content ranges from enhancing core communication skills to dealing with irate customers, understanding and exceeding expectations across cultures, providing excellent service for customers with disabilities, empowering and coaching employees and being an effective problem solver. ([www.tourismbc.com/superhost](http://www.tourismbc.com/superhost))

**Retail BC** - Retail BC launched Canada's first comprehensive retail skills development program in March 2006 to train front-line retailers in British Columbia. The retail PEAK program was developed to help management and staff enhance retail 'performance, empowerment, attitude and knowledge' (PEAK). The program offers nine skills-training courses: three in customer service, three in sales and three focused on management and staff development.

The training programs are delivered by locally-based organizations throughout BC, including JobWave, BC Community Futures Development Corporations, Chambers of Commerce and other organizations interested in the delivery of quality retail training. The Retail BC PEAK website ([www.retailpeak.com](http://www.retailpeak.com)) lists courses available in communities or to invite a trainer.

### 5.1.7 Create strong partnerships outside the District

#### **Key objectives:**

- Work closely with the MLIB and support the development of First Nations tourism products that complement the Mackenzie industry.
- Support the Mackenzie & District Museum as a member of the Golden Raven regional cultural marketing program
- Continue to partner with nearby communities on tourism initiatives (touring routes)
- Continue to communicate with Northern BC Tourism and NRAHTA by providing regular updates on tourism initiatives, new products and stories

#### **Rationale:**

Building strong partnerships focuses on leveraging resources and funds to achieve the objectives outlined in this plan. Although the District is the lead organization within the community and provides the core funding for tourism it requires the support of other key agencies to be totally effective in implementing this tourism plan.

The Mackenzie Chamber of Commerce, FFGRD, MLIB, Mackenzie Golf Course, Mackenzie Nature Observatory and retail sector are critical to developing tourism particularly in relation to the destination management and product development initiatives identified in the plan.

## 5.1.8 Utilize research to inform decision making and improve management

### **Key Objectives:**

- Utilize existing Tourism BC and Northern BC Tourism research and other tourism publications to stay informed of new developments and current market information
- Create a research (tracking business) program in cooperation with the private sector to measure growth and the effectiveness of marketing and development initiatives
- Design and implement an ongoing customer satisfaction survey through local businesses with assistance from Tourism BC Research Services
- Obtain further information from Tourism BC Research Services on participation in the Accommodation Tracking Program
- Establish tourism indicator data collection processes with the tourism industry and Chamber as detailed in Section 6.1.2 Key Tourism Indicators

### **Rationale:**

Tourism and research related publications and newsletters provide a wealth of knowledge for local tourism agencies. These should be regularly reviewed to enable Mackenzie to respond to opportunities.

Research initiatives and performance monitoring are an essential part of managing the tourism sector. Effective implementation requires the cooperation of the private sector and awareness on the part of the private sector that the provision of confidential performance data will ultimately help the sector demonstrate the value of tourism and plan for its development.

The success of a tourism destination in the long term is based on visitor experiences. Gathering information from visitors about their stay in Mackenzie and using that information to refine and enhance the experience will ensure that Mackenzie remains customer focused and in tune with marketplace expectations. The concept of a self complete survey distributed at businesses and at the visitor centre would enable the community to get a good sense of how they are currently performing.

Sign up for Tourism BC research newsletters and review the website regularly to find out what reports (e.g. regional, sector, market, TAMS<sup>11</sup>) are available: [www.tourismbc.com/research](http://www.tourismbc.com/research).

## 5.2 Enhance the Range of Tourism Products Offered

There are a range of products that would strengthen Mackenzie's position as a tourism destination, fit well with its natural, physical and cultural resources and build on the regions existing tourism infrastructure. One of the key components identified by the community is the need to create educational and experiential products that add value to a visitors experience and

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<sup>11</sup> 2006 Travel Activities and Motivations Survey (TAMS), was a comprehensive survey of North American households designed to examine the travel habits, activities and behaviours of Canadians and Americans over the past two-year period.

provide insight into Mackenzie history, culture and community.

## 5.2.1 Create a Trails Committee to work on formalizing the trail network

### Key objectives:

- Form a Trails Committee with representatives from all trail user groups and the MLIB
- Develop Terms of Reference for the committee
- Develop a Trails Management Plan for the District
- Review and make recommendations for tourism and recreational use on crown lands surrounding the municipality that are integral to the tourism industry and community.

*(Also see Section 5.1.2 Develop tourism land use priorities for inclusion in a new Official Community Plan)*

### Rationale:

Mackenzie currently has a number of informal mountain biking and hiking trails that are in need of more maintenance, signage and management to ensure they are maintained for residents and visitors.

Plan for both motorized and non-motorized recreation and commercial tourism activities to minimize conflict and enhance the user experience. There is also a need to acknowledge the differences between motorized and non-motorized users and that shared use generally only compromises the non-motorized user experience.

Specific opportunities that could be encompassed within a trail management planning process included:

- Developing, signing and mapping mountain biking trails (e.g. Morfee Mountain area)
- Further development, signage and mapping of hiking trails (e.g. a Morfee Lake & Gantahaz Lake 3km perimeter trail)
- Further development of the existing snowmobiling network of trails (e.g. Trail to Powder King Resort)

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### DRAFT Mackenzie Trails Committee Structure

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Organization/tourism sector
1. Mackenzie Nordiques
2. District of Mackenzie
3. Rocky Mountain Riders Snowmobile Club
4. Rocky Mountain Trench Adventures
5. McLeod Lake Indian Band
6. Mackenzie Golf & Country Club
7. Powder King Mountain Resort

Organization/tourism sector
8. Mountain Biking Representative
9. Hiking Representative
10. Mackenzie Nature Observatory
11. BC Parks
12. Forestry Representative(s)
13. Local Fish & Game representative

The Trails Committee would also liaise with key organizations such as Ministry of Tourism, Sport and the Arts, Ministry of the Environment (BC Parks) and BC Hydro to discuss tourism and recreational activities on trails outside the municipal boundaries.

Information gathered through this process and the Trail Management Plan will form the basis of tourism and recreational land use statements in a new District of Mackenzie OCP.

## 5.2.2 Enhance the Mackenzie and District Museum experience

### Key objectives:

- Capitalize on the development and marketing support offered through the Golden Raven cultural brand to enhance the visitor experience at the museum

### Rationale:

The Golden Raven regional cultural branding initiative will serve as a catalyst for the Mackenzie cultural and heritage sector. Participation in the initiative will further develop the museum experience for visitors with assistance from other Golden Raven partners like Exploration Place in Prince George. It will also create increased exposure through being part of a regional brand. The marketing campaign for the brand is scheduled to start sometime in the spring of 2008.

## 5.2.3 Develop a new RV/camping site and enhance the existing RV experience

### Key objectives:

- Review site options for a new RV/campsite in the District of Mackenzie, preferably located on a lake, or with lake views.
- Examine funding and partnership models for developing a new RV/campsite
- Work with BC Hydro to enhance the existing Williston Lake site.
- In consultation with the Ministry of Tourism, Sport and the Arts (MTSA) determine the potential to further develop any of the existing ex-forestry recreation sites for camping
- Conduct research into developing a more “RV friendly” community and facilities and hosting an RV rally.
- Work in partnership with the NRAHTA to identify RV opportunities
- Expand wireless network to include other key sites in the community

**Rationale:**

The current municipal RV site caters well to contractors working in Mackenzie, but is not well located or serviced as a tourism product that can lure RV travellers off Highway 97 or be marketed as a destination site. Other campsites in the region operated by BC Parks, BC Hydro or MTSA have potential to be developed further, but generally lack good access and signage.

Research indicates that RV travellers favour destinations that cater to their needs and that RV friendliness means welcoming residents and businesses, high quality campgrounds with amenities that add to the convenience sought by RVers. A lot of trip planning occurs on route with things like where to stay and what to do left open. Wireless access is a key amenity that many RVer's are seeking, which is currently only available at the Chamber and should be expanded to other locations (e.g. RV Park, Visitor Centre, Golf Course). All RVers appear to be interested in attending rallies and stated that hosting a rally is an indication that a destination is RV Friendly.<sup>12</sup>

## 5.2.4 Upgrade existing accommodation properties

**Key objective:**

- Encourage the continual upgrading of existing fixed roof accommodation in Mackenzie

**Rationale:**

The range and variety of fixed roof accommodation within the District is limited to only one hotel and two motels. There is also a need to upgrade the existing product. The Alexander Mackenzie Hotel and its sister property the Timberman Inn are currently in the process of upgrading in stages, although funding for renovations is financed by revenues and due to the large size of the hotel the process may take some time.

## 5.2.5 Establish regular mill tours

**Key objectives:**

- Initiate talks with the mills through MEDSAC to discuss a plan for establishing scheduled mill tours that could be promoted to visitors
- Develop a business case that could provide some form of incentive for forestry companies to participate

**Rationale:**

Local mills have on an ad hoc basis provided tours in the past, which have been very successful. In fact some visitors have named the mill tour as the highlight of their visit to Mackenzie. However, in order to promote or develop this product there needs to be further discussions with the forestry companies to try and establish something that is more formal and regular, even if it is somewhat infrequent.

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<sup>12</sup> RV Travellers Study (October 2007)

## 5.2.6 Develop First Nations products

### Key objectives:

- Explore in partnership with MLIB the opportunity to more formally promote the MLIB Historical Post and Education Banquet as tourism attractions within the Mackenzie region.
- Work with the MLIB to incorporate more First Nations history into the Mackenzie story
- Collaborate with MLIB on the possible development of a new visitor/interpretive centre (also see Section 5.1.4)
- Explore opportunities to engage other nearby First Nations communities in the local tourism industry
- Encourage MLIB to connect with Aboriginal Tourism BC (AtBC) to determine what resources and programs are available to the MLIB

### Rationale:

The MLIB are actively engaged in the tourism planning process, have a seat on TAC and are working with the District on a concept/feasibility for a new visitor-interpretive centre. While the Band is not currently promoting any tourism products, they are very interested in developing tourism opportunities for their members and partnering with the District to promote the region.

## 5.2.7 Enhance paddling experiences in the region

### Key objectives:

- Promote the business opportunity for the private sector to rent canoes in the area
- Identify key partners (e.g. BC Parks, Forestry Companies) to initiate discussions on enhancing the visitor experience at Heather-Dina Lakes
- Prepare a plan and funding model for upgrading the road, signage and infrastructure at Heather-Dina Lakes
- Involve the Trails Committee as a key group for moving the Heather-Dina Lakes initiative forward (See Section 5.2.1)
- Undertake research into key locations for paddling within the region
- Develop a Mackenzie Paddling Guide

### Rationale:

Based on the success of other northern paddling destinations like Bowron Lake and emerging areas such as the Nation Lakes<sup>13</sup> opportunities to enhance the experience at Heather-Dina Lakes should be explored further.

Bowron Lakes has become a very popular destination that now has to limit the number of daily departures onto the Canoe Circuit, in order to protect the visitor's experience and reduce impacts on the park. As a result reservations are highly recommended, given that the canoe circuit receives up to 5,000<sup>14</sup> people per season.

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<sup>13</sup> Featured in the Fall 2007 edition of British Columbia Magazine as “the next big paddling mecca”

<sup>14</sup> BC Parks – website [www.env.gov.bc.ca/bcparks/explore/parkpgs/bowron.html](http://www.env.gov.bc.ca/bcparks/explore/parkpgs/bowron.html)

Current access to and infrastructure at Heather-Dina Lakes is limited, but with some small improvements to the road, signage, facilities and a good map it could become a key summer tourism product.

Morfee Lake is an excellent recreational amenity for the residents of Mackenzie and a great attraction for visitors for picnics and swimming. However, there is no canoe rental service in Mackenzie that gives visitors the opportunity to paddle on Morfee, Heather-Dina or other lakes in the region.

### 5.2.8 Enhance Fishing and Boating experiences in the region

**Key objectives:**

- Undertake research into key locations for fishing and boating within the region
- Identify key partners to develop the product
- Expand and develop the experience through the creation of a Mackenzie Fishing and Boating Guide

**Rationale:**

The boating and fishing around Mackenzie is excellent, with lakes located both directly in the municipality and surrounding it. Williston Lake, Carp Lake Park and McLeod Lake to the south and Morfee Lake just east of town offer Kokanee, Rainbow or Lake trout. Additionally, guided jet boat and heli-fishing operators provide access to many more remote rivers in the region that offer the opportunity to fish for elusive trophy size bull trout (Dolly Varden). Other species available to anglers in the region include: Arctic Grayling, Char, White Fish, Brook Trout, as well as Spring and Coho Salmon.

### 5.2.9 Develop birding experiences in partnership with the Nature Observatory

**Key objectives:**

- Develop the birding experience for visitors through the creation of programs, brochures, checklists and guided hikes
- Enhance connections to schools by developing field trips and programs
- Explore the potential to develop huts/cabins in the area that could be used year round

**Rationale:**

Mackenzie Nature Observatory is also located at Mugaha Marsh and is part of the Migration Monitoring Program, which is a joint project of Mackenzie Nature Observatory and the Canadian Wildlife Service. The station has been in operation since 1995 and operates daily from approx. July 22 - Sept. 24.

The area attracts songbirds of international significance, as a large portion of their global population is in British Columbia and a further five species are provincially significant as they are limited to this portion of British Columbia. The station often gets both eastern and western species due to its location, which is of special interest to ornithologists and amateur birders. The easily accessible alpine area around Mackenzie is also a significant draw for birders.

There is potential to create more of a birding experience in Mackenzie by developing appropriate infrastructure and products (e.g. identifying trails, producing a brochure, developing viewing blinds and signage) that will appeal directly to the older RV travellers touring the region as well as other markets as a complementary activity to hiking, fishing and general wildlife viewing.

### 5.2.10 Enhance tree crusher interpretative experience

**Key objectives:**

- Enhance the interpretive experience at the tree crusher and improve linkages to other heritage sites/attractions in the community
- Explore the possibility of an information kiosk on site and review parking logistics

**Rationale:**

The tree crusher is an attraction due to its sheer size, uniqueness and its link to Mackenzie's industrial past. However, its current location is perhaps not ideal (poor access/parking) and the interpretive experience could be significantly enhanced. However, due to the cost of relocation the focus in the short term will be on enhancing the interpretive experience at existing site.

### 5.2.11 Encourage the development of educational and experiential products

**Key objectives:**

- Creating programs that help visitors and residents experience the natural environment
- Increase the profile of Alexander Mackenzie within tourism products and programs
- Incorporate First Nations culture and history into the stories
- Stay involved in the Community Forest initiative to ensure tourism is a component in the planning
- Explore opportunities to expand the College Story Book Project to tourism programs and products

Also see other educational and experiential product initiatives contained within this plan:

- 5.2.2 *Enhance the Mackenzie and District Museum experience*
- 5.2.5 *Initiate regular mill tours*
- 5.2.6 *Develop First Nations products*
- 5.2.8 *Develop birding experiences in partnership with the Nature Observatory*
- 5.2.9 *Enhance tree crusher interpretation experience*

**Rationale:**

Visitors to a destination are increasingly seeking to be an active participant in the experience. They are looking to be emotionally involved, educated, challenged, entertained or surprised.

### 5.2.12 Capitalize on Mackenzie's sporting venues and outdoors for tournaments and events.

**Key objectives:**

- Provide easily accessible information on sporting facilities and services within the community
- Use existing infrastructure to attract regional sporting groups to the area for tournaments and competitions, through BC Sport Tourism Events Marketplace
- Identify key people and organizations in the sport tourism sector and select 1-2 representatives to join the BC Sport Tourism Network which is an initiative of Tourism BC and 2010 Legacies Now
- Support and encourage local event organizers to develop an endurance race(s) and/or event(s) in the community
- Explore the possibility of staging an annual paddling event that retraced historic routes in the area

**Rationale:**

Sport tourism is an important secondary market for Mackenzie with growth potential, as the community has good recreational and leisure facilities that are already used for sporting events and tournaments. This market is primarily local/regional in nature, attracting groups from the Prince George and Northern BC region for sporting related events.

**Steps to Develop this Product Area:**

A Tourism BC Sport Tourism workshop can provide communities with some of the initial ideas and tools to develop their potential. Some of the steps towards organizing the region for sport tourism include:

1. Preparing an inventory of sporting facilities in the region and then making this readily available to prospective teams, clubs and associations that organize the competitions
2. Identify and participate in sport related networks to enhance the opportunity to learn more about sport tourism and get in touch with potential clients. e.g. the BC Sport Tourism Events Marketplace, an annual province-wide business-to-business conference that brings together community tourism industry representatives and Provincial Sport Organizations to network, make valuable contacts and talk about event hosting opportunities.
3. Creating an online resource for sport tourism – details and information on websites

### 5.2.13 Create a funding program for non-profits

**Key objectives:**

- District to develop a criteria and funding source for non-profits to develop community programs and activities that would also enhance the visitor experience (also see 5.2.10)

**Rationale:**

Based on the existing District of Mackenzie events funding model this initiative would allow non-profits to apply for small funding amounts to develop community based programs and activities that could be adapted or open to visitors.

## 5.3 Develop Infrastructure to Support the Tourism Experience

### 5.3.1 Revitalize the downtown's image

**Key objectives:**

- Review design guidelines contained within OCP and enforcement
- Form a design panel that includes local businesses owners to discuss a theme and style that is consistent with Mackenzie's heritage
- Obtain public input into the design panel themes
- Explore the concept of false fronts to create a themed look for the town
- Examine municipal tax as a means of providing incentives to property owners
- Review programs such as *Communities in Bloom* that can further enhance beautification and revitalization of the downtown

**Rationale:**

Revitalizing the town's appearance not only gives residents a renewed sense of pride in where they live but also creates an attractive setting for visitors.

### 5.3.2 Develop and maintain roads, trails and maps

**Key objectives:**

- Initiate meetings with forestry representatives to discuss road maintenance, usage and signage to key recreation sites and parks
- Expand singletrack trail network as identified in the proposed Trails Management Plan (See 5.2.1)
- Work with forestry industry and other stakeholders to upgrade the road and improve signage to Heather-Dina Lakes (See 5.2.7)

**Rationale:**

The backcountry and the number parks and recreation sites located around Mackenzie are a key component of the tourism experience. However, rough forestry roads and poor signage to these sites makes it challenging for visitors to easily access some of the regions best recreational experiences.

### 5.3.3 Create partnerships to build the Pine Pass connector

**Key objectives:**

- District to keep the Pine Pass connector on the agenda and look for partners and opportunities to move it forward over time
- Explore opportunities for an incremental approach that will also benefit other tourism initiatives identified in this plan (e.g. starting with the road to Heather-Dina Lakes – see 5.2.7 and 5.3.2)
- Identify a group or individual to tackle the pine pass parking and snow clearing issues

**Rationale:**

Mackenzie is currently located at the end of Highway 39 with only one way in and out. The merits of establishing a circular route that would enable visitors to drive out another way would enhance the town's appeal as a destination.

### 5.3.4 Improve directional and wayfinding signage in the District of Mackenzie

**Key objectives:**

- Document the existing inventory using the RRA Report<sup>15</sup> as a resource
- Review the inventory and prepare a plan with priorities and a phased budget for upgrading, replacing, removing and installing new signage of a consistent theme/type
- Rationalize signage at the caboose visitor centre site in partnership with MLIB
- Continue to work with Ministry of Transportation to ensure effective Highway 97 and Highway 39 signage for Mackenzie

**Rationale:**

Due to Mackenzie's location off a major highway signage plays an important role in both enticing travellers to visit the community and directing them safely to the destination. Overall, the signage for visitors travelling to and within Mackenzie is in need of improvement. The Tourism Research Innovation Project (TRIP) has a signage manual that may serve as a useful resource for this initiative.

## 5.4 Create a Partnered Marketing Approach

**Objectives**

- Centre marketing efforts around activity based "Stay & Play" packages that can be promoted through multiple media
- Develop a destination website for Mackenzie that caters to visitors
- Partner with operators to promote "Stay and Play" packages
- Develop an image bank that is consistent with the themes and key experiences identified in the tourism plan

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<sup>15</sup> Rapid Rural Assessment Project (May 2007)

- Revise the snowmobile brochure into a winter brochure and include a greater diversify of winter activities
- Maximize marketing opportunities associated with the Golden Raven cultural brand to promote the Mackenzie & District Museum in association with other arts and cultural activities in the community
- Partner with MLIB to promote the Education Banquet and McLeod Lake Historical Post as part of Mackenzie region's cultural and heritage attractions
- Work with Tourism BC to ensure Mackenzie's *Hellobc.com* pages reflect the products and experiences offered in the community
- Ensure all tourism operators, products, events and attractions are listed with Tourism BC's Product Listing Program.
- Ensure a coordinated approach and consistent message for media by working closely with key local operators and Northern BC Tourism
- Continue to work closely with Northern BC Tourism and NRAHTA to leverage media, marketing and development opportunities
- Explore partnership opportunities with regional communities on highway 97 and through NRAHTA

**Rationale:**

The key focus of Mackenzie's marketing initially is on enhancing their Internet presence and marketing collateral. In terms of specific promotional tactics for 2008 the initiatives have already been implemented by the District.

For 2009 and beyond the tactics will build on the goals identified in the Tourism Plan and begin to explore new and more cost effective media (e.g. Internet, media relations, radio, etc.), rather than relying solely on print advertising.

The new marketing tactics will centre around "Stay & Play" packages for the key activities that the District offers visitors such as: snowmobiling, downhill skiing, Nordic skiing, golf, fishing, paddling, birding and hiking. This type of packaging lends itself to radio, media relations and Internet marketing and also fits well with Northern BC Tourism partner programs format.

### 5.4.1 Improving Mackenzie's Internet Presence

**Improve the website experience for visitors** - both the District of Mackenzie and the Mackenzie Chamber of Commerce have websites that provide information for visitors. However, neither of these websites functions as a tourism destination website for marketing the community or providing visitors with all the information they need to make a travel based decision in an orderly and well organized manner.

Options for enhancing the web experience for visitors could be achieved through existing sites with new landing pages, images and newly designed sub-pages focusing on tourism content, or links to a completely new website. The District owns the domain name [www.tourismmackenzie.com](http://www.tourismmackenzie.com), which could be linked to the District's home page with a clear tab for visitors to click on. The Chamber site should also clearly direct visitors to the main community tourism site.

**Participate in shaping the Mackenzie community pages on the HelloBC.com site** – Tourism BC's consumer website attracts over 7 million consumers and has pages specific to Mackenzie that were discussed at the initial meeting.

Mackenzie has subsequently been selected as a pilot community by Tourism BC to assist in developing a process for working with content specialists to enhance overall content of HelloBC.com.

The Mackenzie “Things to do” page on HelloBC.com also contains links to further information on the community and should contain all operators in the region. Also under “Tips from Travellers” on the sidebar is a tool for submitting travel blogs<sup>16</sup>.

**Explore use of Viral/Peer-to-Peer Websites** – the popularity of the new generation of community websites like MySpace, YouTube and Facebook has created low cost opportunities for communities and destinations to connect with potential visitors through a different medium. Mackenzie has the ability to use Northern BC Tourism footage to provide video content for these sites.

## 5.4.2 Enhancing Marketing Collateral

**Develop a Winter Visitor Guide** - the District of Mackenzie in partnership with the Rocky Mountain Riders Snowmobile Club produces an excellent full colour glossy snowmobiling brochure for the community that details riding areas, amenities and services within the community. However:

- The brochure is limited to just snowmobiling and does not mention any of the other winter activities, most notably Mackenzie's cross country skiing trails (only a small icon on the town map) and nearby Powder King Mountain Resort (resort name mentioned in passing in the Pine Pass paragraph)
- Many of the images portrayed in the brochure are extreme, which may be appropriate for some snowmobiling markets and not others (e.g. guided tours)
- Porch to Powder is a very strong and unique selling feature that gives Mackenzie the edge of many similar destinations within northern BC and the interior, this really needs to be emphasized

Given that the latest Snowmobile Guide was produced in 2007 and copies are still available, the production of a new Winter Guide will be scheduled for 2009. This would be a full colour printed lure piece similar to the existing Snowmobile Guide.

**Summer Visitor Guide** – has been revised and will be available for summer 2008.

**Activity Guides** – both birding and paddling were identified (Section 5.2) by the stakeholders as two key activities that require further development in terms of product and also

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<sup>16</sup> Read Laura Plant's (Tourism BC) “Bear Clubs in Mackenzie” blog from our first visit October 4-5, 2007 <http://www.hellobc.com/en-CA/SightsActivitiesEvents/Mackenzie.htm>

materials/guides/maps to enhance the experience for visitors. They are intended to be information pieces that enhance the visitor experience by providing the information needed about where to go and what to do. They are not intended to serve as a lure brochure or promotional piece. The guides would be printed documents with a PDF version created for the website.

**Stay & Play Packages** – that partner activities with accommodations and other services are an excellent way of increasing length of stay and appealing to a broader market. Key activities to focus on would include but are not limited to: skiing, sledding, paddling, hiking, golf, birding, Nordic skiing, snowshoeing, fishing and hiking.

**Stay & Play Rackcards** - that have a professionally printed and consistent full colour Mackenzie “Stay and Play” theme on one side and on the reverse it can be left blank and subsequently printed in-house with the specifics of each of the various activity packages.

**Other visitor centre brochures, maps and information sheets** - much of the information provided on handouts at the visitor centre is very useful, but is produced in an array of different brochures and flatsheets (e.g. letter paper) that have been photocopied many times and are of poor quality. Consolidation of this material along with new more consistent theming will be undertaken. This also ties with the initiative below in 5.4.4 on Branding and Imagery.

### 5.4.3 Media Relations

Participating in a media relations program is one of the cheapest forms of advertising for tourism business, as stories are often featured in publications reaching thousands of readers. Northern BC Tourism works closely with Tourism BC to qualify writers and bring the best ones to the region on press trips, resulting in excellent coverage. Part of that process is introducing the travel media to the tourism product on the island.

The District of Mackenzie will work closely with key operators to suggest regular story starters to capitalize on media opportunities and ensure they are engaged on an on-going basis with the regional tourism associations (Northern BC Tourism and NRAHTA). The tourism industry, residents and visitors should also be encouraged to blog about their travel experiences in the region. One of the best venues for this is the HelloBC.com website that contains a blog section for travellers.

### 5.4.4 Refining Branding and Imagery

The current brand that is being used for the print material is Mackenzie British Columbia with the mountains along the top and the tree to either side, is consistent with the vision and key experiences identified as part of this process.



The tagline “*the sky’s the limit*” is also used within the new snowmobile brochure and other older print materials. It is somewhat generic and does not necessarily convey the essence of the Mackenzie experience.

### 5.4.5 Tourism BC's Product Listing Program

HelloBC® Listings Program is a new program that Tourism BC launched to better meet consumers' vacation planning needs by connecting them to the tourism products they want to experience while visiting British Columbia. BC tourism businesses, including Activities, Attractions, Events, Transportation and Accommodation are able to participate in this program and purchase listings.

The base listing fee of \$95 includes your contact details, a 40-word description of your business, website link photos, listing in your primary product category, your services, hours of operation, prices, directions and a map pinpointing your location (Enroll at [www.TourismBC.net](http://www.TourismBC.net)).

All tourism businesses should be encouraged to enroll in the HelloBC Listings Program to ensure consumers obtain an accurate picture of the products offered in the District. For \$95 businesses gain exposure to over 7 million consumers in the planning and purchasing stages of their trip through Tourism BC's distribution channels:

- HelloBC.com website (over 6.4 million visitors annually)
- 1-800 HELLO BC call centre (over 100,000 calls annually)
- Over 100 Visitor Centres throughout the province (3 million visitors annually)

### 5.4.6 Marketing Tactics

The **winter market** for Mackenzie is dominated by Albertans and the regional BC resident market. These visitors come to Mackenzie for snowmobiling and skiing at Powder King Mountain Resort, as well as winter sports tournaments and events.

The **summer market** includes more visitors from long haul markets with older/retired United States RVers travelling to Alaska (particularly in May-June) and European FITs (free independent travellers), as well as the regular regional markets of Northern BC and Alberta. There is also a significant Canadian visiting friends and relatives market to Northeast BC in the summer months.

Marketing tactics to reach the Alberta and regional BC markets can likely be conducted by Mackenzie. However efforts to reach the US and Canadian RVers and FIT European markets should only be undertaken in partnership with Northern BC Tourism and Tourism BC due to the cost of reaching these markets.

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**2008-2009 Marketing Tactics by Sector & Market**

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Sector Markets	2008 Marketing Activity	2009
All Markets	<ul style="list-style-type: none"> <li>▪ BC Outdoor Guide</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue with Guide</li> <li>▪ Viral/Peer-to-Peer Websites (NEW)</li> <li>▪ Media Relations in partnership with Northern BC Tourism (NEW)</li> </ul>
Snowmobiling	<ul style="list-style-type: none"> <li>▪ Mackenzie Snowmobile Guide</li> <li>▪ Edmonton Snowmobile Show</li> <li>▪ Snoriders Riders West</li> <li>▪ SnoWest Canada</li> <li>▪ Snowmobile BC</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review to broaden the winter promotional activities</li> <li>▪ Mackenzie Winter Guide 2009 (NEW)</li> </ul>
Alpine Skiing	<ul style="list-style-type: none"> <li>▪ Stay &amp; Ski Packages</li> </ul>	<ul style="list-style-type: none"> <li>▪ Expand Packaging</li> <li>▪ Mackenzie Winter Guide 2009 (NEW)</li> </ul>
Nordic Skiing	<ul style="list-style-type: none"> <li>▪ Not promoted</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mackenzie Winter Guide 2009 (NEW)</li> <li>▪ Stay &amp; Play Packages (NEW)</li> </ul>
Sector Markets	2008 Marketing Activity	2009
Arts, Culture & Heritage	<ul style="list-style-type: none"> <li>▪ Golden Raven Brand</li> </ul>	<ul style="list-style-type: none"> <li>▪ Expand</li> </ul>
Fishing and Boating	<ul style="list-style-type: none"> <li>▪ BC Freshwater Fishing Guide</li> <li>▪ RMTA Media Relations</li> <li>▪ Mackenzie Summer Guide</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mackenzie Summer Guide</li> <li>▪ Expand</li> </ul>
Birding	<ul style="list-style-type: none"> <li>▪ Mackenzie Summer Guide</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mackenzie Summer Guide</li> <li>▪ Mackenzie Birding Guide (NEW)</li> <li>▪ Stay &amp; Play Packages (NEW)</li> </ul>
Paddling	<ul style="list-style-type: none"> <li>▪ Mackenzie Summer Guide</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mackenzie Summer Guide</li> <li>▪ Mackenzie Paddling Guide (NEW)</li> <li>▪ Stay &amp; Play Packages (NEW)</li> </ul>
Golf	<ul style="list-style-type: none"> <li>▪ Mackenzie Summer Guide</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mackenzie Summer Guide</li> <li>▪ Stay &amp; Play Packages (NEW)</li> </ul>
RVers	<ul style="list-style-type: none"> <li>▪ Mackenzie Summer Guide</li> <li>▪ RV West</li> <li>▪ Super Camping Guide</li> <li>▪ Northern Explorer, Hello North</li> </ul>	<ul style="list-style-type: none"> <li>▪ Expand</li> <li>▪ Stay &amp; Play Packages (NEW)</li> </ul>

Geographic Markets	2008 Marketing Activity	2009
All markets	<ul style="list-style-type: none"> <li>▪ BC Travel Planner</li> <li>▪ Northern BC Guide</li> <li>▪ Northern Explorer</li> <li>▪ Super Camping Guide</li> <li>▪ Hello North</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue publications</li> <li>▪ Viral/Peer-to-Peer Websites (NEW)</li> <li>▪ Media Relations in partnership with Northern BC Tourism (NEW)</li> <li>▪ Mackenzie Summer Guide</li> </ul>
Edmonton	<ul style="list-style-type: none"> <li>▪ Edmonton Snowmobile Show</li> </ul>	<ul style="list-style-type: none"> <li>▪ Radio</li> <li>▪ Stay &amp; Play Packages (NEW)</li> <li>▪ Mackenzie Snowmobile Guide</li> </ul>
Northern BC	<ul style="list-style-type: none"> <li>▪ Mackenzie Summer Guide</li> <li>▪ Mackenzie Snowmobile Guide</li> </ul>	<ul style="list-style-type: none"> <li>▪ Black Press Community Newspapers (NEW)</li> <li>▪ Radio (NEW)</li> <li>▪ Stay &amp; Play Packages (NEW)</li> <li>▪ Mackenzie Snowmobile Guide</li> </ul>
Prince George	<ul style="list-style-type: none"> <li>▪ Mackenzie Summer Guide</li> <li>▪ Mackenzie Snowmobile Guide</li> </ul>	<ul style="list-style-type: none"> <li>▪ Stay &amp; Play Packages (NEW)</li> <li>▪ Black Press Community Newspapers (NEW)</li> <li>▪ Radio (NEW)</li> <li>▪ Mackenzie Snowmobile Guide</li> </ul>
Geographic Markets	2008 Marketing Activity	2009
Okanagan/Thompson	<ul style="list-style-type: none"> <li>▪ Stay &amp; Play Packages (NEW)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Stay &amp; Play Packages (NEW)</li> </ul>
Lower Mainland	<ul style="list-style-type: none"> <li>▪ Stay &amp; Play Packages (NEW)</li> <li>▪ North BC co-op ad in Sun and Province</li> </ul>	<ul style="list-style-type: none"> <li>▪ Stay &amp; Play Packages (NEW)</li> <li>▪ Black Press Community Newspapers</li> <li>▪ Radio</li> </ul>
Vancouver Island	<ul style="list-style-type: none"> <li>▪ Stay &amp; Play Packages (NEW)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Stay &amp; Play Packages (NEW)</li> </ul>
Washington	<ul style="list-style-type: none"> <li>▪ BC Travel Planner</li> <li>▪ Northern BC Guide</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue</li> </ul>
FIT Europe	<ul style="list-style-type: none"> <li>▪ BC Travel Planner</li> <li>▪ Northern BC Guide</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue</li> </ul>

*Note: the Mackenzie Guides identified in the above table are full colour printed lure brochures that would also be on the website as PDF's for downloading.*

### 5.4.7 Preparing the Community Tourism Foundations Marketing Application

As part of the *Community Tourism Foundations* program, communities that have completed a tourism plan are eligible to access **up to \$50,000** over three years in matching (50/50) dollars through Tourism BC.

Eligible incremental marketing activities from this plan may include the following:

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**2008 Tourism BC Community Tourism Foundations Marketing Application**

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#	Marketing Tactics 2008 for Partner Funding Application	Total Estimated budget	Community Tourism Foundations partner dollars 2008
1	Develop Birding Guide (design & print)	2,500	1,250
2	Develop Paddling Guide (design & print)	2,500	1,250
3	Build Image Bank	3,000	1,500
4	Develop "Stay & Play" activity rackcards (design & print)	5,000	2,500
5	Refining Branding and Imagery	2,000	1,000
6	Review & Consolidate Visitor Centre materials (design & print)	2,000	1,000
	<b>TOTAL</b>	<b>17,000</b>	<b>8,500</b>



## 6. Organizing for Implementation

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The implementation of the tourism plan will be coordinated by the District of Mackenzie Tourism Marketing Coordinator with support from the Tourism Advisory Committee. This section outlines the key tourism indicators that need to be established to create benchmarks for moving forward and to monitor progress towards achieving the growth objectives outlined below. This section also contains the Tourism Action Plan, which details the key actions and priorities for implementing the Tourism Plan.

### 6.1 Reviewing, Monitoring & Measuring Progress

Critical to reviewing and measuring the progress of the tourism plan is an established system of indicators and programs to gather the data necessary. These will assist in monitoring Mackenzie's progress toward the objectives for growth outlined below.

#### 6.1.1 Overall Objectives for Tourism

The success of this plan and the achievement of the objectives outlined here will require a coordinated effort led by the District of Mackenzie and the Tourism Advisory Committee with strong support from the local tourism industry. The objectives are as follows:

- Increase tourism **revenue** to the District by **4%** annually from 2009-2012
- Increase the **number of visitors** to the District by **2%** annually from 2009-2012

The objectives are conservative and reflect a preference towards growing revenues as opposed to just the number of visitors. This can only be achieved by initially strengthening the product and the management of tourism within the destination. Building on this the District will work more closely with industry to develop packages and campaigns that attract visitors to stay longer and do more within the region.

The growth objectives stated above have been developed using the Tourism BC provincial revenue growth projection of 9.5% for 2006

to 2009<sup>17</sup> as a benchmark. The growth rates for Mackenzie's key geographic markets are strong:

- British Columbia 13.7%
- Regional Canada 14.7%

Both the Asian and European markets are also forecast to experience growth in excess of 14% over this period; however the US market revenue has been forecast to decline by (1.7%) over this time.

### **6.1.2 Key Tourism Indicators**

To measure tourism growth in achieving the objectives outlined above the District of Mackenzie will establish systems to enable them to use a number of tourism indicators including:

#### **District of Mackenzie Customer Satisfaction Survey**

1. To be initiated in 2008, the initial survey results will serve as a benchmark for the industry

#### **Accommodations Data**

2. Fixed roof accommodations room revenue
3. Occupancy data will also be used to determine the success in expanding shoulder season visitation
4. Packages sold (e.g. Stay & Ski)
5. District of Mackenzie RV Park Statistics (e.g. visitor origin, length of stay)
6. Obtain further information from Tourism BC Research Services on participation in the Accommodation Tracking Program

#### **Visitor Centre & Chamber of Commerce Office**

7. Number of visitors to the visitor centres
8. Number of information requests for Mackenzie brochures (Summer and Winter)

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<sup>17</sup> 2007/08 to 2009/10 Service Plan, Tourism British Columbia, 2007.

**Operators - RMTA**

9. Number of client days

**Attractions**

10. Mackenzie Museum admissions

11. Mackenzie Golf Course - rounds played (differentiate visitors from residents)

12. Powder King Resort lift tickets sold and Stay & Ski Packages

13. Nature Observatory Banding Station – number and origin of visitors

**Sports Tourism – District of Mackenzie & Accommodations**

14. Number of events and tournaments hosted

15. Resulting number of room nights booked

**Website – District of Mackenzie**

The website will also be key to tracking and measuring the success of marketing initiatives and gathering consumer information that can be used to market and promote the destination.

16. Website stats include: unique visitors, page views, visitor origin, links

17. These statistics can be obtained both for the community's tourism destination website and the Mackenzie [Hellobc.com](http://Hellobc.com) pages

New organizational procedures (e.g. tracking requests, or collecting data differently) will need to be put in place to obtain the tourism statistics identified above. Critical to determining the success of marketing tactics is knowing how visitors hear about a destination, so it is important to always ask the question "*how did you hear about Mackenzie?*"

## 6.2 Implementation Budget

The following table provides a high level tourism budget that illustrates the 2008 funding sources and implementation expenditures. A more detailed five year budget is provided in the appendix.

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### 2008 Tourism Budget

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<b>Funding Sources</b>	<b>2008 \$</b>
District of Mackenzie	211,800
Tourism Industry (Private Sector)	3,000
McLeod Lake Indian Band	1,000
Tourism BC Marketing (50/50 funds)	8,500
UBCM Phase 2 <i>(76% of total)*</i>	32,501
<b>TOTAL</b>	<b>256,801</b>
<b>Expenditures</b>	
District of Mackenzie Tourism Function	94,700
Destination Management	21,000
Product Development	33,000
Visitor Centre	36,400
Marketing	71,700
<i>Collateral (38,500)</i>	
<i>Print Media (33,200)</i>	
<b>TOTAL</b>	<b>256,800</b>

*Note: \* The UBCM funding of \$42,653 has been allocated over two years with \$10,152 reserved for the 2009 budget. Please refer to the detailed budget in the Appendix.*

## 6.3 Action Plan

The following table outlines the key initiatives, identifies priorities and the organizations that will be involved in implementation.

#	Action Plan Tasks	Priority	Date	Lead & Support	Notes
<b>PROVIDE A DESTINATION APPROACH TO THE MANAGEMENT OF MACKENZIE'S TOURISM INDUSTRY</b>					
1	Getting organized to manage the tourism experience	HIGH	In progress	▪ District	▪ Draft District & Chamber agreement – Amber, Kerri and Jimmy
2	Review Tourism Indicators and establish processes to collect data	HIGH	April 08	▪ District	▪ District to work with industry and key organizational to ensure data collected
3	Develop tourism land use priorities for inclusion in a new Official Community Plan (OCP)	HIGH	TBD	▪ District	▪ Trails Committee work to feed through into new OCP.
4	Ensure a sustainable funding source for tourism initiatives	MED	Summer 08	▪ District	▪ Budget established for 2008 ▪ District to review 2% additional hotel room tax as a possible future funding source for tourism.
5	Enhance visitor services delivery at visitor centres	HIGH	In progress	▪ District & Chamber	▪ District and Chamber reviewing options for enhancing service delivery at centres
6	Create tourism awareness programs	HIGH	April 08	▪ Chamber & District	▪ This was identified as critical to getting buy-in ▪ Chamber BBQ/Social event for residents to learn about tourism and what their community has to offer
7	Provide customer service training opportunities	MED	Summer 08	▪ Chamber, College	▪ Chamber and College to review existing training and education opportunities within community and make recommendations to District
8	Create strong partnerships outside the District	MED	On-going	▪ District	▪ Continue to work with RDMOs and communities in the North
9	Utilize research to inform decision making and improve management	MED	On-going	▪ District	▪ Review Tourism BC research and communicate findings to the industry

#	Action Plan Tasks	Priority	Date	Lead & Support	Notes
<b>ENHANCE THE RANGE OF TOURISM PRODUCTS OFFERED</b>					
1	Create a Trails Committee to work on formalizing the trail network	HIGH	April 08	<ul style="list-style-type: none"> <li>District, MTSA, Trail User Groups</li> </ul>	<ul style="list-style-type: none"> <li>District develop terms of reference for committee coordinate and invite all trail users to participate</li> <li>Work towards establishing an overall plan and avoid ad hoc trail initiatives</li> </ul>
2	Enhance the Mackenzie and District Museum experience	HIGH	Summer 08	<ul style="list-style-type: none"> <li>FFGRD &amp; Museum</li> </ul>	<ul style="list-style-type: none"> <li>To be led by FFGRD and Mackenzie Museum through the Golden Raven program</li> </ul>
3	Develop a new RV/camping site and enhance the existing RV experience	HIGH	April 08	<ul style="list-style-type: none"> <li>District (lead)</li> <li>BC Parks, BC Hydro, MTSA</li> </ul>	<ul style="list-style-type: none"> <li>District to organize meeting(s) with BC Parks, BC Hydro, MTSA</li> <li>Focus on looking at opportunities to enhance existing sites initially</li> </ul>
4	Upgrade existing accommodation properties	HIGH	On-going	<ul style="list-style-type: none"> <li>Property owners</li> </ul>	<ul style="list-style-type: none"> <li>Currently underway at the AM Hotel</li> </ul>
5	Establish regular mill tours	LOW	2009	<ul style="list-style-type: none"> <li>MEDSAC</li> </ul>	<ul style="list-style-type: none"> <li>Currently on hold, will be initiated through MEDSAC, likely in 2009</li> <li>Look to include Community Forest in the experience</li> </ul>
6	Develop First Nations products	MED	Summer 08	<ul style="list-style-type: none"> <li>McLeod Lake Indian Band &amp; District</li> </ul>	<ul style="list-style-type: none"> <li>Partnership to assist MLIB with developing and promoting their tourism experiences with the District</li> </ul>
7	Enhance paddling experiences in the region	HIGH	Spring 08	<ul style="list-style-type: none"> <li>Chamber &amp; District</li> </ul>	<ul style="list-style-type: none"> <li>Research into routes, BC Parks inventory, initiate process to get local input</li> <li>Goal to develop a guide that outlines paddling experiences in the region</li> <li>Explore Community Futures and Small Business BC resources for promoting a Canoe Rental Company business opportunity</li> </ul>
8	Enhance Fishing and Boating experiences in the region	HIGH	Spring 08	<ul style="list-style-type: none"> <li>Chamber, District &amp; RMTA</li> </ul>	<ul style="list-style-type: none"> <li>Research into key spots and unique selling points</li> <li>Goal to develop a fishing and boating information piece for interested anglers and boaters</li> </ul>
9	Develop birding experiences in partnership with the Nature Observatory	HIGH	Spring 08	<ul style="list-style-type: none"> <li>Mackenzie Nature Observatory (MNO)</li> </ul>	<ul style="list-style-type: none"> <li>Resources and funding through District (NEW non-profit funding program)</li> <li>To assist the MNO in developing tourism products and programs</li> </ul>

#	Action Plan Tasks	Priority	Date	Lead & Support	Notes
					<ul style="list-style-type: none"> <li>Goal to develop a guide that outlines birding experiences in the region</li> </ul>
10	Enhance tree crusher interpretative experience	MED	Spring 08	<ul style="list-style-type: none"> <li>District</li> </ul>	<ul style="list-style-type: none"> <li>Due to the cost of relocation the focus in the short term will be on enhancing the interpretive experience at existing site</li> <li>Explore possibility of an information kiosk on site</li> <li>Review parking and pull outs at the site</li> </ul>
11	Encourage the development of educational and experiential products	HIGH	On-going	<ul style="list-style-type: none"> <li>District</li> </ul>	<ul style="list-style-type: none"> <li>This initiative is integrated into the product development projects above</li> </ul>
12	Capitalize on Mackenzie's sporting venues for tournaments and events.	HIGH	Spring 08	<ul style="list-style-type: none"> <li>District</li> </ul>	<ul style="list-style-type: none"> <li>District to coordinate lead on sport tourism and maximize opportunities through BC Sport Tourism Marketplace</li> <li>Kevin to look at endurance event opportunities</li> </ul>
13	Create a funding program for non-profits to develop programs and activities with tourism potential	HIGH	April 08	<ul style="list-style-type: none"> <li>District</li> </ul>	<ul style="list-style-type: none"> <li>This is key to assisting with product development initiatives like. #9 Birding</li> </ul>
<b>DEVELOP INFRASTRUCTURE TO SUPPORT THE TOURISM EXPERIENCE</b>					
1	Revitalize the downtown's image	MED	2008	<ul style="list-style-type: none"> <li>MEDSAC &amp; Chamber</li> </ul>	<ul style="list-style-type: none"> <li>While important to tourism this initiative has broader implications and should be led through MEDSAC and the Chamber</li> </ul>
2	Develop and maintain roads, trails and maps	HIGH	April 08	<ul style="list-style-type: none"> <li>District and Trails Committee</li> </ul>	<ul style="list-style-type: none"> <li>This should be included within the mandate of the Trails Committee and integrated into the planning process</li> </ul>
3	Create partnerships to build the Pine Pass connector	LOW	On-going	<ul style="list-style-type: none"> <li>District</li> </ul>	<ul style="list-style-type: none"> <li>District to keep this initiative on the radar and look for opportunities and partnership to move it forward</li> </ul>
4	Improve directional and wayfinding signage in the District of Mackenzie	HIGH	April 08	<ul style="list-style-type: none"> <li>District &amp; Chamber (VC)</li> </ul>	<ul style="list-style-type: none"> <li>Identified as a priority, particularly signage at the junction.</li> <li>Utilize the Malaspina research and signage guide as a resource to develop an implementation schedule focused on priority areas</li> <li>Integrate this process with existing Public Works program to highlight cost sharing opportunities</li> </ul>

#	Action Plan Tasks	Priority	Date	Lead & Support	Notes
<b>CREATE A PARTNERED MARKETING APPROACH</b>					
1	Improving Mackenzie's Internet Presence	HIGH	April 08	<ul style="list-style-type: none"> <li>District, Chamber, Tourism BC</li> </ul>	<ul style="list-style-type: none"> <li>District and Chamber to work together to determine key tourism landing site (e.g. tourismmackenzie.com)</li> <li>Revision of District website should be coordinated with tourism objectives</li> <li>District to work with Tourism BC to enhance Mackenzie's presence on Hellobc.com</li> <li>District to devote time to exploring promotional opportunities through viral/peer-to-peer sites like MySpace, Facebook and YouTube as well as blogging</li> </ul>
2	Enhancing Marketing Collateral	MED-HIGH	April 08	<ul style="list-style-type: none"> <li>District</li> </ul>	<ul style="list-style-type: none"> <li>Initial focus is on developing activities guides and better information for the visitor so they can see what Mackenzie has to offer and find it.</li> </ul>
3	Capitalizing on Media Relations	HIGH	Spring 08	<ul style="list-style-type: none"> <li>District, NBCTA, Tourism BC</li> </ul>	<ul style="list-style-type: none"> <li>District to work closely with NBCTA and local operators to capitalize on media relations</li> <li>Develop story ideas and highlight new products to RDMOs</li> </ul>
4	Participation in Tourism BC Listings Program	HIGH	Spring 08	<ul style="list-style-type: none"> <li>District, Tourism BC</li> </ul>	<ul style="list-style-type: none"> <li>Ensure all tourism operators are listed with Tourism BC Listings Program. This ensures the visitor sees all that Mackenzie has to offer on HelloBC.com</li> <li>These are the activities that a visitor sees when they click on "things to do" on the HelloBC.com website</li> </ul>
5	Refining Branding and Imagery	MED	Ongoing	<ul style="list-style-type: none"> <li>District</li> </ul>	<ul style="list-style-type: none"> <li>Creating a consistent look and theme to all information and promotional materials</li> </ul>
6	Determining Target Markets	HIGH	Ongoing	<ul style="list-style-type: none"> <li>District, NBCTA</li> </ul>	<ul style="list-style-type: none"> <li>2008 marketing tactics focus on regional markets and have been implemented for 2008.</li> <li>For 2009 and beyond the focus will be largely on the same regional markets, however there will be more emphasis on different mediums to reach the</li> </ul>

#	Action Plan Tasks	Priority	Date	Lead & Support	Notes
					potential visitor
7	Preparing the Community Tourism Foundations Marketing Application	HIGH	May 08	<ul style="list-style-type: none"> <li>▪ Facilitator, NBCTA and District</li> </ul>	<ul style="list-style-type: none"> <li>▪ Facilitator, NBCTA and District to jointly prepare the initial application in 2008 on completion of the tourism plan.</li> </ul>

## **Appendices**

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- List of the Community Tourism Foundation Working Group members
- Strategic Planning Workshop Summary Tables
- Mackenzie Tourism Budget and Notes

## **Mackenzie Tourism Working Group & Stakeholders**

Aaron Snively	Mountain biking trial users
Amber Hancock	Mackenzie Nordiques (cross country skiing)
Anthony Everett	Northern BC Tourism
Betty-Jo Weaver	Mackenzie Nature Observatory
Brian Coldwell	Golf Course
Carole L'Herault	College of New Caledonia
Cheryl Chingee	McLeod Lake Indian Band
Clint Desrosiers	Rocky Mountain Trench Adventures
Clint Fraser	Northern BC Tourism
Corrine Higgins	Alexander Mackenzie Hotel
Dale Desrosiers	Rocky Mountain Trench Adventures
Diane Smith	Mackenzie Performing Arts Society
Heidi Salisbury	Powder King Mountain Resort
Janice Pearson	Alexander Mackenzie Hotel
Jim Clefstad	Mackenzie Centre Mall Merchants Association
Jimmy Young	Tourism BC Facilitator
John Blake	Mackenzie Centre Mall and Rotary Club
Kandy Tylee	McLeod Lake Indian Band
Kerri Borne	District of Mackenzie
Kevin Neary	Spirit of BC
Laura Plant	Tourism British Columbia
Margaret Grant	Chamber of Commerce
Michele Gillespie	Arts Council
Micheline Snively	Biking and hiking trail users
Paul Froude	Paul's B&B
Rob Weaver	Mackenzie Nature Observatory
Stephanie Killam	Mayor, District of Mackenzie
Trish Jacques	Councillor, District of Mackenzie
Verne Solonas	McLeod Lake Indian Band
Warren Waycheshen	CAO, District of Mackenzie

The above attended all or a least one of the *Community Tourism Foundations* meetings held in Mackenzie.

## Strategic Directions Workshop (November 2007)

Revitalize town image	Improve visitor Info services	Creating educational/experiential products	Develop & maintain roads, trails and maps	Strengthening partnerships to improve experience	Developing partnerships to build connector	Developing and expanding quality camping facilities	Improve Signage
<ul style="list-style-type: none"> <li>• False fronts to highlight fiber/beetle</li> <li>• Downtown revitalization – theme</li> <li>• Upgrade accommodations (mid-high end)</li> </ul>	<ul style="list-style-type: none"> <li>• Small modern VIC at junction</li> <li>• Developing Mackenzie junction</li> <li>• Photographs commissioned</li> <li>• VIC in town</li> <li>• Graphic presentation (infomercial) at museum, caboose, chamber</li> <li>• Improved info for visitors in townsite</li> </ul>	<ul style="list-style-type: none"> <li>• Educational/experience (i.e. community forest, birding)</li> <li>• Develop projects in history &amp; culture (education)</li> <li>• Increase the profile of Alexander Mackenzie &amp; story</li> <li>• Re-establish Mill tours</li> <li>• Hosting conferences</li> <li>• Tell our story (Mackenzie and local First Nations)</li> <li>• Community history education</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain and develop roads to rec sites</li> <li>• Create trails management plan</li> <li>• Expanded single track trail network (hiking, biking)</li> <li>• Improved trail maps and documentation (hiking, biking, canoeing)</li> <li>• Integrated trail system (ski, sled, hike, bike)</li> <li>• Improved roads to parks and trails</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism awareness within the community</li> <li>• Make community aware of its own attractions</li> <li>• Friends of the chamber “businesses”</li> <li>• Create strong partnerships</li> <li>• Develop/promote working partnerships</li> <li>• Improved food quality/service</li> <li>• Food services coordination</li> <li>• Formal training in hospitality</li> <li>• Hospitality training for service providers</li> </ul>	<ul style="list-style-type: none"> <li>• Pine pass connector \$\$</li> <li>• Circle route Clearwater (partnership with industry)</li> <li>• Circle tours – develop trails, roads</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Morfee Lake camping</li> <li>• Relocate RV park to more suitable area</li> <li>• Campsites well maintained</li> <li>• Lakeside camping</li> <li>• Update existing campground</li> <li>• New municipal campsite</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinated signage</li> <li>• Improve overall signage</li> <li>• Hwy 97 vs. 39 signage (diff rules)</li> <li>• Visible maps and signs</li> </ul>

Organizations involved in Implementation

Revitalize town image	Improve visitor Info services	Creating educational/experiential products	Develop & maintain roads, trails and maps	Strengthening partnerships to improve experience	Developing partnerships to build connector	Developing and expanding quality camping facilities	Improve Signage
<ul style="list-style-type: none"> <li>• District</li> <li>• Chamber</li> <li>• Businesses</li> <li>• Property owners</li> </ul>	<ul style="list-style-type: none"> <li>• Chamber</li> <li>• MLIB</li> <li>• District</li> </ul>	<ul style="list-style-type: none"> <li>• District</li> <li>• MLIB</li> <li>• Museum</li> <li>• College</li> <li>• Schools</li> <li>• BC Hydro</li> <li>• MNO</li> </ul>	<ul style="list-style-type: none"> <li>• District</li> <li>• MTSA</li> <li>• Trail user groups</li> <li>• RDFFG</li> <li>• BC Parks</li> <li>• Federal Government</li> <li>• BC Hydro</li> <li>• Canfor and Abitibi (maps)</li> </ul>	Led by District & Chamber with <ul style="list-style-type: none"> <li>• College</li> <li>• TAC</li> <li>• Tourism BC</li> </ul>	<ul style="list-style-type: none"> <li>• YRB</li> <li>• CRS</li> <li>• MOH</li> <li>• MOF</li> <li>• MOE</li> <li>• BCTS</li> <li>• Resource explorers other partners in area</li> </ul>	<ul style="list-style-type: none"> <li>• District</li> <li>• BC Hydro</li> <li>• BC Parks</li> <li>• MTSA</li> <li>• Forestry companies (roads)</li> </ul>	<ul style="list-style-type: none"> <li>• MTSA</li> <li>• BC Hydro</li> <li>• BC Parks</li> <li>• MOH</li> <li>• RDFFG</li> </ul>

## Tourism Budget and Notes

<b>Mackenzie CTF Tourism Budget</b>		<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>UBCM</b>	<b>CTF</b>
<b>#</b>	<b>Funding</b>						<b>08-09</b>	<b>2008</b>
	<b>District of Mackenzie</b>							
1	Marketing Coordinator & Activities (existing)	167,400	167,400	167,400	167,400	167,400		
2	Chamber of Commerce - Caboose Operations (existing)	24,400	24,400	24,400	24,400	24,400		
3	Caboose Capital Improvements 2008	10,000	-	-	-	-		
4	Non-Profit Funding for Programs & Activities (NEW)	10,000	10,000	10,000	10,000	10,000		
5	<b>Private Sector</b> program buy-in	3,000	4,500	5,000	6,000	7,500		
6	<b>McLeod Lake Indian Band</b> Partnership	1,000	1,000	2,000	2,000	3,000		
7	Community Tourism Foundations Marketing (50/50)	8,500	21,000	20,000	-	-		
8	UBCM Phase 2 ( <i>apply by Nov 2008, use by Dec 2009</i> )	32,500	10,153					
9	Tourism BC – Visitor Centre Funding			5,000	5,000	5,000		
	<b>OTHER:</b>							
10	<i>2% Additional Hotel Room Tax (AHRT) to review</i>							
11	<i>Visitor Centre - Merchandizing to review</i>							
	<b>TOTAL Funding</b>	<b>256,800</b>	<b>238,453</b>	<b>233,800</b>	<b>214,800</b>	<b>217,300</b>		
	<b>Expenses</b>							
12	<b>District of Mackenzie Tourism Function</b>	<b>94,700</b>	<b>94,700</b>	<b>94,700</b>	<b>94,700</b>	<b>94,700</b>		
	<b>Destination Management</b>	<b>21,000</b>	<b>18,500</b>	<b>22,500</b>	<b>13,500</b>	<b>13,500</b>		
13	Enhance Visitor Centre Services Delivery	2,000	2,000	2,000	2,000	2,000		
14	Create tourism awareness programs	5,000	2,000	2,000	2,000	2,000	7,000	
15	Provide customer service training for industry	2,500	3,500	5,000	5,500	5,500	1,000	
16	Implement Customer Satisfaction Survey	1,500	1,000	1,000	1,000	1,000	2,500	
17	Developing trail & route maps (hike, bike, paddle)	-	-	5,000	-	-		
18	Improve directional and wayfinding signage in the District of Mackenzie	10,000	10,000	7,500	3,000	3,000	15,000	
	<b>Product Development</b>	<b>33,000</b>	<b>30,500</b>	<b>23,500</b>	<b>18,500</b>	<b>16,000</b>		
19	Create a Trails Committee to work on formalizing the trail network	10,000	7,500	3,000				
20	Enhance the Mackenzie and District Museum experience	-	-	-	-	-		
21	Enhance the existing RV experience	5,000	7,500	7,500	7,500	5,000		
22	Establish regular mill tours	-	2,500	2,000	2,000	2,000		
23	Develop First Nations products	2,000	3,000	3,000	3,000	3,000		
24	Enhance paddling experiences in the region	3,000	3,000	3,000	2,000	2,000		
25	Develop birding experiences - Nature Observatory	3,000	2,000	1,000			4,000	
26	Tree crusher - enhance interpretative component	5,000	1,000	-	-	-	5,000	
27	Develop and grow Sport Tourism	5,000	4,000	4,000	4,000	4,000	7,500	

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<b>Mackenzie CTF Tourism Budget</b>		<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>UBCM</b>	<b>CTF</b>
<b>Expenses Cont.</b>								
<b>Visitor Services/Centre</b>		<b>36,400</b>	<b>24,400</b>	<b>24,400</b>	<b>24,400</b>	<b>24,400</b>		
28	Visitor Centre Operations	24,400	24,400	24,400	24,400	24,400		
29	Caboose Capital Improvements 2008	10,000	-	-	-	-		
30	Visitor Centre Signage	2,000		-	-	-		
<b>Marketing (including print media)</b>		<b>71,700</b>	<b>64,000</b>	<b>52,000</b>	<b>52,000</b>	<b>52,000</b>		
31	Improving Mackenzie's Internet Presence	4,000	2,000	1,000	1,000	1,000		
32	Work with Tourism BC to enhance Hellobc.com pages	-	-	-	-	-		
33	Develop Winter Guide (design, print, distribution)	-	7,000	-	-	-		
34	Develop Birding Guide	2,500	-	-	-	-		1,250
35	Develop Paddling Guide	2,500	-	-	-	-		1,250
36	Build Image Bank	3,000	3,000	2,000	2,000	2,000		1,500
37	Develop Stay & Play activity rackcards (packages for ski, sled, fish...)	5,000	1,500	-	-	-		2,500
38	AGMs, Conferences & Consumer Shows	16,000	16,000	16,000	16,000	16,000		
39	<i>Edmonton Snowmobile Show</i>							
40	Refining Branding and Imagery	1,500	1,000					1,000
41	Review & Consolidate Visitor Centre materials	2,000	2,000	-	-	-		1,000
42	Media Relations	2,000	3,500	5,000	5,000	5,000		
<b>Print Media</b>		<b>33,200</b>	<b>28,000</b>	<b>28,000</b>	<b>28,000</b>	<b>28,000</b>		
43	Freshwater Fishing, Snoriders, Riders West, SnoWest Canada, Snowmobile BC, RV West, Northern Explorer, Super Camping Guide, Hello North, Northern BC Guide, BC Outdoor Guide and BC Travel Planner, North BC co-op ad in Sun and Province	33,200	28,000	28,000	28,000	28,000		
44	New marketing Initiatives	-	6,353	16,700	11,700	16,700		
<b>TOTAL Expenses</b>		<b>256,800</b>	<b>232,100</b>	<b>217,100</b>	<b>203,100</b>	<b>200,600</b>	<b>42,000</b>	<b>8,500</b>
<b>Surplus/Deficit</b>		<b>-</b>	<b>6,353</b>	<b>16,700</b>	<b>11,700</b>	<b>16,700</b>		

<b>Mackenzie Budget Notes:</b>					
<b>FUNDING</b>					
1	District tourism budget				
2	District funding to Chamber to operate visitor centre				
3	Council approved funding to upgrade Caboose				
4	New funding program to be established to support non-profits to develop program and activities with a tourism component				
5	Target established operators RMTA, AM Hotel, Powder King				
6	Partner/leverage existing and new MLIB dollars to promote products				
7	Tourism BC 50/50 partner funding available for marketing				
8	UBCM phase 2 funding allocated over two years				
9	Work towards Tourism BC designation in 2010				
10	District to explore 2% hotel tax implementation requirements for potential future tourism funding				
11	District and Chamber to look at opportunities to generate revenue through VC merchandizing				
<b>EXPENSES</b>					
<b>District of Mackenzie Tourism Function</b>					
12	Core District funding for administration and staff salaries				
<b>Destination Management</b>					
13	Chamber and District initiatives to improve service at VC				
14	Develop programs and host events to raise tourism awareness in community				
15	College and Chamber to review customer service training available and schedule additional program if necessary				
16	Tourism BC Assistance to develop survey then District and Chamber to implement				
17	To be developed once trail committee work completed and plan developed				
18	Integrate with Public Works program to share costs				
<b>Product Development</b>					
19	Funding to host meetings, prepare Terms of Reference and assist with planning document development				
20	To be funded through Museum & FFGRD Golden Raven budgets				
21	Focus on working with existing providers to enhance the experience and identify sites. Includes District funds to partner with other land managers				
22	Review options later in 2008/2009				
23	Look to partner these dollars- with MLIB				
24	To include research, meetings - developing guide under marketing budget				
25	To include signage, guided program - developing guide under marketing budget				
26	New interpretation plaque and Kiosk				
27	Develop Sport Tourism Document, attend BC Sport Tourism Marketplace				
<b>Visitor Centre</b>					
28	Core visitor centre funding including staff				
29	Council approved budget to upgrade interior and paint exterior				
30	New sign to replace the canoe sign				

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<b>Marketing</b>					
31	Integrate with existing project to update District website				
32	No funding required - time commitment				
33	Expand Winter product promoted through more comprehensive guide				
34	Develop birding guide - to be used as an information piece				
35	Develop paddling guide - to be used as an information piece				
36	Develop image bank - work with Picture BC, NBCTA image bank				
37	Design and print rackcard single sided - reverse side can be printed in-house with package details				
38	Budget for Tourism Coordinator to attend trade/consumer shows, conferences, AGMs, professional development				
39	Currently the only consumer show attend by District				
40	Rebranding materials with District logo and ensuring theming and imagery consistent with vision and plan				
41	Review and revise Visitor Centre materials into new consistent Mackenzie format on letter paper				
42	Budget to host media FAMs and travel trade in partnership with NBCTA				
43	Existing 2008 District print advertising budget, to be reviewed for 2009 and a portion diverted to other media channels				
44	Budget for new marketing initiatives - Internet, radio, newspaper				