



Initial Draft Work Plan - Nakusp

Last Update: August 15, 2008

Work Plan Objective:

To provide a working document that serves as a guide to identify objectives, methodology, activities, timelines and responsibilities as it relates to the production of a **Tourism Plan** produced by Tourism BC in partnership with the Nakusp and Area Development Board.

Program information and current status can be viewed online at:

<http://nadb.kics.bc.ca/index.php?page=ctfhome>

Program Process

The table below is a general synopsis of the various steps involved in completing the Community Tourism Foundations program for Nakusp & Arrow Lakes.

1.	Expression of Interest to Tourism BC
2.	Invitation to participate in the Community Tourism Foundations program
3.	Tourism BC facilitator assigned and preliminary research conducted
4.	Community familiarization by facilitator and Tourism BC representative
5.	Initial exploratory meeting with community tourism stakeholders
6.	Establishment of a working committee of tourism stakeholders to work with Tourism BC
7.	Memorandum of Understanding between Tourism BC and lead tourism organization and/or tourism stakeholder
8.	Press Release issued by Tourism BC with lead tourism organization
9.	Initial meeting report
10.	Work plan outlining key activities and outcomes to be completed by the community group and Tourism BC
11.	Inventory project
12.	Research needs identified
13.	Draft Situation Analysis
14.	Planning Session - <i>Tourism BC Facilitator to conduct session with tourism stakeholders to review situation analysis, conduct SWOT, set goals and objectives for tourism plan</i>
15.	Final Situation Analysis
16.	Tourism Plan - <i>draft high-level document - Tourism BC Facilitator</i>
17.	Presentation and feedback session of Tourism Plan with community stakeholders in person or via conference call by Tourism BC Facilitator - <i>Tourism BC and Facilitator</i>
18.	Work plan template supplied based on goals and objectives of the Tourism Plan
19.	Presentation of the tourism plan to the broader stakeholder group and residents
20.	Presentation of the final Tourism Plan by lead tourism organization to local government (s) for adoption by council
21.	Copy and distribution of Tourism Plan
22.	Community Tourism Opportunities program discussion with the tourism region
23.	Implementation assistance throughout the process and after plan completion by region, Tourism BC and facilitator.

Due Dates: Meetings, Planning, Reports

The following table expands on the planning process above and includes a description of the task, who is responsible and the anticipated due date. It is acknowledged that timelines and due dates will shift during the planning process, however it must be recognized that a delay in one section, will translate into a delay of the entire process.

Activity	Description	Responsibility		Anticipated Due Date
		Tourism BC	Working Committee	
Exploratory Meeting	Program orientation, initial discussion, issues facing the community for tourism development.	Tourism BC facilitated session	Open invitation to tourism stakeholders 10-20 participants required	July 7, 2008
Establish Working Committee	A cross-section of community tourism stakeholders who will represent the interests of the tourism industry to work with the Tourism BC facilitator throughout the process.	Supply recommendations for sector representation and Excel template for contact information.	Key contact to coordinate working committee and conduct initial meeting to review MOU, Work Plan, Initial Report, Web page resource	August 22, 2008
Memorandum of Understanding	MOU defines the participation requirements of the working committee and the program framework for deliverables.	Supplied by Tourism BC	Working committee members sign one master copy to agree to all terms	August 22, 2008
Communications	Establish a communication system with local industry, community and government during program process.	-	Set up web page for program status.	August 11, 2008
		-	Set up broadcast email communication system and industry newsletter	September 5, 2008
		Create & distribute press release to media	-	July 10, 2008
		Tourism BC supplies communications guidelines handout	-	July 10, 2008
		Tourism BC facilitator supplies content for industry web page for program information, reports and progress	-	On-going

Activity	Description	Responsibility		Anticipated Due Date
		Tourism BC	Working Committee	
Initial Report	Initial assessment of the current situation as it relates to the work plan and tourism plan direction.	Tourism BC facilitator	Review and comments to facilitator	August 20, 2008
	One of three reports to be supplied by the Tourism BC facilitator.	Tourism BC to distribute to working group.	Post to community website	September 5, 2008
Tourism Inventory	Tourism BC supplies inventory templates in Excel format and guidelines for completion of the inventory by the working committee.	Provide templates and existing data and guidelines.	Determine study area for inventory inclusions	July 10, 2008
	Complete inventory for draft situation analysis and communication strategy. <ul style="list-style-type: none"> • List all tourism businesses, contact information and brief description by type. • Summarize products and area features by cluster, compile existing SWOT analysis and itemize unique features and selling points in both quick facts format and product summaries • List all existing groups, organizations and local government that have a stake in tourism to identify potential partnerships and communications protocols. 	-	Complete inventory using Tourism BC templates	September 26, 2008
Destination Development / Infrastructure & Policy Issues	List of issues and initiatives from previous tourism plans, reports and stakeholder interviews.	-	Supply existing reports and updates	September 26, 2008
Industry and Professional development programs	List and describe all existing industry development programs that include training, certification, labour skill and shortage programs, business development programs, industry networking events, local FAM tours, etc.	-	Supply information	September 26, 2008
Market Profiles / Visitor statistics	Gather all existing internal reports and statistics and summarize, conduct trend analysis if data available. Gather external reports and statistics and	External reports supplied by Tourism BC	Supply information	September 26, 2008

Activity	Description	Responsibility		Anticipated Due Date
		Tourism BC	Working Committee	
	summarize by market relevance to Nakusp's market-ready product mix.			
Current Plans	Gather all existing plans and summarize sections for incorporation into tourism plan	-	Supply plans in electronic format if available	September 26, 2008
Current marketing activities and materials	Supply a summary marketing plan outline that lists all activities for the past two-three years and samples of artwork and promotional materials for review and analysis.	Supply template	Complete template or supply information.	September 26, 2008
Primary Research	Identify research needs and summarize any existing primary research available for the local area.	Tourism BC research department and facilitator	Supply information	September 26, 2008
Draft Situation Analysis	Working committee to contribute existing information to situation analysis, Tourism BC facilitator to fill gaps and provide external situation information.	Tourism BC facilitator to draft report.	Contribute information and review draft for input.	Week of October 10-15, 2008. Date to be confirmed.
Research Requirements	Determine primary research needs for the community.	Facilitator to draft requirements for Tourism BC research department.	-	Week of October 10-15, 2008. Date to be confirmed.
Strategic Planning Session	Five-hour session. <ul style="list-style-type: none"> • Community Tourism Foundations Development program overview • Set a context for community development • Input session: review the current situation and conduct SWOT exercise, compose vision and mission, review goals/objectives/priorities/partnerships from input for draft tourism plan. 	TBC facilitated session co-hosted by Community.	Participate in planning session, co-host (venue and refreshments, promotion of event)	The week of October 20 – 30, 2008. Date to be confirmed.
Final Situation Analysis	Inclusion of SWOT, conclusions and implications from strategic planning session. Final version report released by Tourism BC for distribution to the broader tourism business community via posting on the community website.	Tourism BC to release final report Post planning session	Review final draft for input Post on website and distribute	Week of November 17-21, 2008. Date to be confirmed.
Draft Tourism	Draft Tourism Plan completed with	Tourism BC	Review report and	Week of

Activity	Description	Responsibility		Anticipated Due Date
		Tourism BC	Working Committee	
Plan	vision, mission, goals, objectives, strategies, budget, timeline based on situation analysis, planning session input and industry best practices.	facilitator to draft.	provide input	December 15-19, 2008. Date to be confirmed.
Tourism Plan presentation to tourism industry and government	Tourism BC presentation with community working group.	TBC facilitated session co-hosted with working group.	Co-host (venue and refreshments, promotion of event) and champion tourism plan.	Week of January 26-30, 2009. Date to be confirmed.
Final Tourism Plan	Edits, timeline and action plan finalized with input from working committee. Final version distributed by Tourism BC. Community distribution to the broader tourism business community via posting on the community website and the communication strategy. Templates supplied for annual planning process, budgeting, work plans, etc.	Tourism BC to release final report to working group.	Champions for plan implementation	Week of 16-20, February 2009. Date to be confirmed.
Presentation to broad stakeholder group and community	Open house or public meeting for presentation and feedback from broader groups and residents	-	Working Group to present	Week of March 9-13, 2009. Date to be confirmed.
Implementation	Community Tourism Opportunities program supports community tourism projects to implement the plan.	Kootenay Rockies Tourism	Discuss with regional representative	On-going

Tourism Plan – Tourism BC

Who is Involved in the Development of the Tourism Plan

To ensure your tourism plan is embraced by your community, it is important that key stakeholders are involved in its development. These stakeholders might include local government, First Nations, chamber of commerce, those involved in the tourism industry, and even residents. To assist in the development of the tourism plan, Tourism British Columbia is providing staff resources and professional facilitators.

Tourism British Columbia and the professional facilitators will provide the functional and process expertise to gather and analyze information, facilitate workshops and planning sessions, and help prepare the plan. The community will need to:

- Organize community participation in workshops and planning sessions
- Provide in-kind contributions such as venue and catering for meetings, accommodation, etc.
- Fill in prepared formats to complete the tourism product inventory
- Gather information on visitation to the community (with guidance from Tourism British Columbia and the professional facilitators)
- Provide information on previous tourism marketing activities, if available (with guidance from Tourism British Columbia and the professional facilitators)
- Participate fully in meetings, planning sessions, and the development of the tourism plan.

With this participation, the community should be able to prepare or update its tourism plan on its own in future years, with minimal assistance.

Your Tourism Plan

Your tourism plan serves as the embodiment of the overall vision, economic goals, and serves as a roadmap for the years ahead to achieve your community's vision with regard to tourism. Your tourism plan should ideally encompass three to five years and while it serves as a roadmap, it should also be flexible enough to take new, unexpected opportunities into consideration during implementation.

The Planning Process

Through the planning process, your community will think about what it wants to achieve from tourism development and prioritize planned actions in a way that achieves clarity, generates discussion, and achieves buy-in.

Ideally, your tourism plan accomplishes the following¹:

1. Defines the business situation – past, present and future.
2. Defines the tourism-related opportunities and problems facing the community.
3. Establishes specific and realistic business objectives.
4. Defines strategies and tactics required to accomplish the objectives.
5. Establishes a timetable and pinpoints responsibility for execution of programs.
6. Establishes control and review procedures to monitor effectiveness of programs and performance against the defined objectives.

¹ Based on the American Marketing Association definition.

Think about the planning process as a cycle that is iterative and builds over time such that as your community gains more experience in how successful different activities are, this learning can be applied to the next plan. This means that the plan becomes better each time.

Principles of successful tourism development include:

- Visitor Needs. BC communities must be responsive to the needs of its visitors. Communities need to understand visitor needs first, develop tourism experiences to meet those needs, and then market the appropriate tourism experience to the appropriate type of visitor.
- Inclusiveness. To address the issues and opportunities facing the tourism industry, consultation and collaboration across all areas of the province and all levels of the tourism industry need to form the basis of plan development.
- Effective Partnerships. Tourism is a fragmented industry and effective partnerships among tourism operators, communities, destination marketing organizations, and all levels of government are essential to building a cohesive, strong and sustainable tourism industry in British Columbia.
- Sustainability. Tourism in British Columbia will be developed in a sustainable manner, recognizing the need for economic, social, and environmental sustainability.
- Community Support. To be successful, tourism development in communities needs to be supported by all areas of a community, including businesses, local government, and residents.

What is Included in a Tourism Plan?

What is a tourism plan and what does it do? Any community that is taking a proactive approach to tourism needs to have a tourism plan. Depending on the size and sophistication of your community, the tourism plan may be just a few pages or, with supporting material, run into the hundreds of pages. 2

However, even in the largest and most sophisticated communities, the core plan should be clear, concise, and state the few key strategies that the community will be undertaking.

What a Tourism Plan Does

A written tourism plan is one part of the planning process. A formal planning process provides structure and rigour to decision-making. It culminates in the written plan that is typically prepared or updated once a year.

The tourism plan gathers and distils the learning of the community in one document and charts a path to achieve business objectives. Specifically, the tourism plan answers the following questions:

- What economic and tourism environment are you experiencing?
- What opportunities and problems are you facing?
- What business objectives related to tourism do you expect to achieve?
- What tourism products do you have that are of interest to visitors?
- What do you need to do to make your tourism products of greater interest to visitors?
- Who are your visitors?
- Why should they visit your community rather than another community?
- How will you communicate your tourism products to potential visitors?
- Who will do what, when?
- How are you going to measure your progress so you can learn from the experience?

Structure of Tourism Plan

Prior to preparing the tourism plan, a thorough situation analysis should be completed. The two main stages include:

- The situation analysis
- The tourism plan

The situation analysis is a factual document and analyzes the information you have gathered in preparation for writing the tourism plan. The situation analysis answers two key questions:

- What economic and tourism environments are you experiencing?
- What opportunities and problems are you facing?

² This section is adapted from American Marketing Association Best Practices tutorial, *Creating a Marketing Plan*, 2001.
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Step 1 – Situation Analysis

The situation analysis is a factual document that analyzes the information you have gathered in preparation for writing the tourism plan. The situation analysis answers two key questions:

- What economic and tourism environments are you experiencing?
- What opportunities and problems are you facing?

The situation analysis is an integral part of the tourism planning process as it lays the foundation and analyzes the available information to make informed decisions that are described in the tourism plan. The sections in the situation analysis may include but are not limited to the following:

Heading	Description
Introduction and methodology	<ul style="list-style-type: none"> • Background on your community and its intent regarding tourism development and the process being followed to develop the tourism plan.
Macro environment	<ul style="list-style-type: none"> • Global tourism and economic trends.
BC tourism trends	<ul style="list-style-type: none"> • Market size in number of visitors and visitor revenue, growth, visitor origin, relevant tourism product sector trends, and forecasts of tourism to BC and to the community, if available.
Destination and product analysis	<ul style="list-style-type: none"> • Analysis of current and planned community tourism products, based on completed inventory. • Identification of any infrastructure and policy issues.
Visitor characteristics	<ul style="list-style-type: none"> • Relevant visitor demographics, attitudes and behaviour, and spending patterns of visitors to the community or region, compared to visitors to the region or British Columbia, based on available information. • If appropriate, characteristics of visitors by tourism product sector could be included.
Evaluation of current tourism marketing activities	<ul style="list-style-type: none"> • Summary of current tourism marketing activities for the community and their results, if available.
Evaluation of current industry development programs	<ul style="list-style-type: none"> • Summary of current industry development, human resource and professional development programs.
Community tourism organization structures	<ul style="list-style-type: none"> • Summary of current structure and any plans for the future.
Strengths, weaknesses, opportunities, and threats	<ul style="list-style-type: none"> • A summary of the strengths, weaknesses, opportunities, and threats resulting from a facilitated planning session.
Conclusions and implications	<ul style="list-style-type: none"> • The few key insights from the situation analysis and planning session that distil the learning from the situation analysis and identify the key areas that the tourism development plan must address.

Potential inputs to the situation analysis could include any tourism-related research or reports that your community already might have (including statistics from local government, chamber of commerce, or visitor information centre), an inventory of tourism products, the Initial Community Assessment, or results from previous tourism marketing initiatives.

After the situation analysis has been completed (with the exception of the strengths, weaknesses, opportunities, and threats and conclusions and implications sections), a planning session is typically facilitated to identify strengths, weaknesses, opportunities, threats, conclusions and implications, vision, objectives, and strategies. Following this session, the tourism plan can be written.

Step 2 – Tourism Plan

The tourism plan identifies the areas in which the community will focus to build its tourism business and the steps it needs to take to achieve the desired results. The tourism plan answers the key questions:

- What business objectives related to tourism does your community expect to achieve?
- What type of tourism does your community want to achieve? In the short term? Over the longer term?
- How will your community achieve these objectives? Through what tourism products? Through what types of visitors?

The sections in the tourism plan may include but are not limited to the following:

Heading	Description
Introduction	<ul style="list-style-type: none"> • Includes the background, description of the Community Tourism Foundations program and methodology.
Situation Analysis Overview	<ul style="list-style-type: none"> • Includes a summary of the key findings from the Situation Analysis.
Plan Direction	<ul style="list-style-type: none"> • Includes the vision, mission, goals and objectives and key assumptions. <ul style="list-style-type: none"> ○ Vision is future focused, something to be pursued, a destination, aspirational, and verifiable. ○ Mission is present focused, reason for being, a roadmap, concrete, and measurable.³ ○ General goals as it relates to the development of community tourism are presented. ○ Quantifiable objectives that are realistic, achievable, yet challenging, with a timeframe and should be something you can measure. <ul style="list-style-type: none"> ○ Typically, objectives are stated as number of visitors, or visitor revenue by a certain date. If absolute numbers of visitors are difficult to obtain, indicators can be used, including increases in numbers of visitors to a selected sample of tourist sites in your community, number of enquiries, etc.
Planning for Implementation	<ul style="list-style-type: none"> • Includes organizational requirements, funding, budgeting and partnerships.
Strategies by Category	<ul style="list-style-type: none"> • Each objective is supported by rationale and strategies and tactics are listed. • Strategies describe the broad direction the community will take to

³ Definitions from American Marketing Association.

Heading	Description
	<p>achieve the stated objectives.</p> <ul style="list-style-type: none"> • Strategies look longer term and may not change from year to year while tactics are short-term actions to achieve the implementation of a strategy.
Destination Development	<ul style="list-style-type: none"> • Includes infrastructure development and product development (the types of products that your community has decided will be the focus for its tourism development activities), • Industry and professional development, human resource development, • Community-development (signage and beautification).
Marketing Development	<ul style="list-style-type: none"> • Includes market position and targets (the types of visitors that are priorities for your community, stating primary and secondary target markets including geographic target markets, demographic, and activity-based target groups.) • Integrated promotional mix (the types of promotional activities that your community has decided will be priorities, including media relations, advertising, joint or levered promotions, travel and trade shows, etc.); marketing partnerships and programs. • Brand positioning (a statement that clearly states how the community as a tourism destination will be positioned and the rationale for the positioning statement. This positioning statement would be used to provide direction for product development and promotional activities, including logo and tagline development) • Promotional tools and materials (website, travel guides, image bank, etc.) • Visitor services (responding to visitor enquiries, visitor information centre).
Plan Tracking and Communications	<ul style="list-style-type: none"> • Includes monitoring and evaluation and communications to the community, government and the industry. <ul style="list-style-type: none"> ○ The research tools that will be used to measure the stated objectives. ○ Any research initiatives to measure visitation and better understand visitors to the community, including participation in Tourism BC research activities. ○ This section could also summarize all the evaluation tools that will be needed to measure the tactics. ○ Communications with industry, community and government such as website, newsletter, open houses, FAM tours.
Action Plan	<p>Includes a summary of goals and objectives identifying who will lead the implementation process with a timeline and next steps. This section will form the basis for annual planning.</p>