



COLUMBIA SHUSWAP REGIONAL DISTRICT Shuswap Tourism Advisory Committee Meeting AGENDA

Date: Wednesday, October 3, 2018
Time: 9:00 AM
Location: Quaaout Lodge and Spa & Tsútswe cw Provincial Park (Roderick Haig-Brown)
1663 Little Shuswap Lake Rd, Chase, BC
2300 Squilax-Anglemont Rd, Chase, BC

Pages

1. Call to Order

9:00 AM – 11:30 AM

Meeting at Quaaout Lodge and Spa
1663 Little Shuswap Lake Rd, Chase, BC

12:45 PM

Interpretive Tour at Tsútswe cw Provincial Park
2300 Squilax-Anglemont Rd, Chase, BC

1.1 Guest(s) in Attendance

1.2 Approval of Agenda

Motion

THAT: the agenda of the October 3, 2018 Shuswap Tourism Advisory Committee meeting be approved.

1.3 Adoption of Minutes

Motion

THAT: the minutes of the May 3, 2018 Shuswap Tourism Advisory Committee meeting be adopted as circulated.

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2. Video – Quaaout Lodge

<https://www.facebook.com/ThompsonOkanagan/videos/1647940401958795>

3. Discussion Items

3.1 Shuswap Tourism Activities Update

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Report from Robyn Cyr, Manager, Shuswap Tourism. Topics:

- Indigenous Tourism Coordinator Project Coordinator
- Secwepemc Landmark Project
- Launch of the BC Ale Trail - https://www.youtube.com/watch?time_continue=6&v8t5Rzbim-p4
- Salute to the Sockeye
- Experience workshop report – available by request – hard copies available at the meeting – File is 16 MB
- Digital Marketing – Spring 2018 report
- Digital Assessment Project – Request for Proposals sent – end date Oct. 5th
- Festival Seekers – Partnership with Roots and Blues, Waterway Houseboats, Shuswap Tourism Article in the Winnipeg Free Press Article in the Okanagan Weekend Article in the Lethbridge Herald
- Contest – Partnership with Waterway Houseboats, Roots and Blues, Quaaout Lodge, and Shuswap Tourism – Roots and Blues weekend
- “Travelling Mom” Media Tour - <https://thetravellingmom.ca/shuswap-houseboat-rentals/>
- Cultural Tourism
- Shuswap Culture – Update
- Destination Think FAM (familiarization) Tour – May 22-24
- Thompson Okanagan Tourism Association (TOTA) Travel Trade and Media meetings
- Grand Forks Recovery Team – Tourism Lead Rep - BC Economic Development Association (BCEDA) and the Ministry of Forests, Lands, Natural Resource Operations and Rural Development

3.2 Event Attendance

- Aboriginal Day Celebrations – Quaaout Lodge – June 21
- Mission Folk Music Festival
- Caravan Farm Theatre – Opening Night
- Sicamous Music in the Park
- Music in the Bay – Blind Bay
- Scotch Creek Canada Celebrations
- RJ Haney Pioneer Days
- Shuswap Marina Open House
- North American Firefighters Tour – Dreamscycle
- Roots and Blues
- Moccasin Trails – FAM (familiarization) Tour – Quaaout

3.3 Media Tours Update

Verbal report from David Barritt, Columbia Shuswap Film Commissioner.

3.4 Social Media Update

Verbal report from Kyle Dearing, Kyle Dearing Consulting.

3.5 Shuswap Trails Update

Verbal report from Phil McIntyre-Paul.

3.6 Information presented by the BC Hotels Association and the BC Tourism Industry Association

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For information only.

4. Community Roundtable

Time Permitting

5. Next Meeting

Thursday, November 22, 2018 **OR** Thursday, December 13, 2018 at 1:00 PM, CSRD Boardroom: 555 Harbourfront Drive NE, Salmon Arm.

6. Adjournment

Motion

THAT: the October 3, 2018 Shuswap Tourism Advisory Committee meeting be adjourned.

7. 12:45 - Interpretive Tour at Tsutswecw Provincial Park

2300 Squilax-Anglemont Rd, Chase, BC



SHUSWAP TOURISM ADVISORY COMMITTEE MEETING MINUTES

Note: The following minutes are subject to correction when endorsed by the Committee at its next meeting.

Date: May 3, 2018
 Time: 1:00 PM
 Location: Salmon Arm Golf Club
 97B SE 3641, Salmon Arm, BC

Committee Members Present	D. Lepsoe (Chair)	Councillor, Village of Chase
	P. Demenok	Director, Electoral Area C
	R. Talbot	Director, Electoral Area D
	R. Martin	Director, Electoral Area E
	R. Missegheers	Alternate Director, Electoral Area F
	K. Flynn	Councillor, City of Salmon Arm
	T. Rysz	Mayor, District of Sicamous
	K. Brown	Arts Council for the South Shuswap
	G. Bushell	The Eagle Valley Snowmobile Club
	S. Hofstetter	Prestige Hotels
	A. Maki	Chase & District Chamber of Commerce
	P. McIntyre-Paul	Shuswap Trail Alliance
	J. Ziercke	Quaaout Lodge Resort & Spa/Talking Rock Golf
Committee Members Absent	L. Morgan	Director, Electoral Area F
	M. Lane	Dreamcycle Motorcycle Museum
Staff Present	R. Cyr	Economic Development Officer
	E. Johnson	Electronic Records Management Facilitator

1. Call to Order

The Chair called the meeting to order at 1:00 PM. The Chair took a moment to recognize that the meeting is taking place in Secwépemc'ulecw territory.

1.1 Guest(s) in Attendance

The Chair acknowledged the guests in attendance:

- David Barrett - Columbia Shuswap Film Commissioner
- Terri Hadwin - Intrinsic Destinations, Tourism Marketing Coordinator
- Mark Greenhalgh - Misty Mountain Initiatives
- Jay Simpson - North Shuswap Chamber of Commerce

1.2 Approval of Agenda

Moved By P. Demenok

Seconded By R. Talbot

THAT: the agenda of the May 3, 2018 Shuswap Tourism Advisory Committee meeting be approved with the following additions:

- 4.7 Shuswap Tourism Networking Evening
- 4.8 Community Presentations

CARRIED

1.3 Adoption of Minutes

Moved By R. Martin

Seconded By A. Maki

THAT: the minutes of the February 8, 2018 Shuswap Tourism Advisory Committee meeting be adopted as circulated.

CARRIED

2. 1:15 PM Presentation: Shuswap Culture

Mark Greenhalgh and Karen Brown to present to the committee.

R. Cyr introduced the presenters and thanked them for coming to present this item to the committee. The Shuswap Culture project was initiated by the Arts Council for the South Shuswap. R. Cyr turned the meeting over to the presenters.

The Arts Council for the South Shuswap was looking to create a community calendar to help prevent overlap with other events when they were looking to plan a new event. The South Shuswap Chamber of Commerce was responsible for printing 15,000 calendars.

The Shuswap Culture idea was brought forward at the granting workshops that the South Shuswap Electoral Area Director and Community Futures have been hosting, which was helpful to talk about it as a community, and the organizations and non-profit organizations wanted a way to collaborate, have a central hub, and help put the calendar online.

The result has been a website for the calendar which actually has more functionality. The website is a hub for community events which not only hosts a calendar but will allow for ticket sales and registration for events. The registrations will provide patrons with an e-ticket for the event.

The website is still under construction but is about 70% complete. M. Greenhalgh walked the committee through the website. The content is generated by community halls and will be one hub for everything. The view is that this can expand to the wider Shuswap region and be a resource that can link to other community pages.

The initial fees for the development of the website have been funded by a Rural Dividend grant. The committee had questions about the funding model going forward. There are options to have a revenue model with the ticket sales, potential to have a banner sponsor for revenue by advertising, service to purchase model, etc. Looking to get initial value and determine the cost structure after, that way there can be more information before making a decision, i.e. determine the number of impressions, etc. Looking to get it going first and look at adding the monetization value issues a little later.

This is a potential hub for registrations. Showcases events like Music in the Bay, Wednesdays on the Wharf, Music in Chase, etc. Helpful to allow event organizers to know what they might be competing with and reschedule events accordingly. Helpful tool to market the Shuswap.

3. Mountain Bike Tourism Association (MBTA) Video 2018

Sustainable Mountain Biking Tourism - <https://vimeo.com/238499036>

R. Cyr gave an introduction to this topic for the committee and then showed the video. Also showed a two-minute video of the Shuswap.

Videos showcase sustainable tourism and look at bio-diversity. The Thompson Okanagan Tourism Association has done it but lots of places haven't had the conversation yet. Need to look at tourism sustainably so that our communities can continue to benefit from tourism without losing the natural resources and environmental assets in the area.

4. Discussion Items

4.1 Update on 2017 Statistics for Shuswap Tourism

Item tabled for the next meeting.

4.2 Change to the Terms of Reference for the Shuswap Tourism Committee to Include One Indigenous Representative

R. Cyr introduced this item. Shuswap Tourism and Community Futures are working with four bands (Adams Lake Indian Band, Little Shuswap Lake Indian Band, Neskonlith Indian Band, Splatshin First Nation) to develop an aboriginal tourism strategy. There are grants from the Rural Dividend Fund to hire an Indigenous Tourism Coordinator. The Coordinator will work with the four bands, Community Futures and Shuswap Tourism. R. Cyr is looking for direction from the committee on how to appoint an aboriginal tourism representative to this committee. Thinking of appointing a representative from the community; Shelly Whitsky is interested. R. Cyr would like to change the Terms of Reference for the committee and bring it back to the next meeting. R. Cyr opened the topic up to the committee.

- Potential to appoint someone from the Lakes Division.
 - Shuswap Watershed Council has had this same issue, tried to appoint from Lakes Division but haven't had consistency.
- Suggestion to appoint the Indigenous Tourism Coordinator.
 - The Coordinator doesn't have decision making authority.
- Suggestion to ask the First Nations Bands what they want. May mean adding four representatives.

R. Cyr will invite one representative from each band and ask how they see their role.

4.3 Shuswap Trails Update

Verbal report from Phil McIntyre-Paul.

- Shuswap Trail Alliance Annual General Meeting will be on May 15 at 7PM at Okanagan College, Salmon Arm Campus. Guest speakers, Ceren Caner and Geoff Stiles, from the Shuswap Outdoor Learning Foundation, will share a special presentation on the growing Outdoor Learning initiatives throughout the region. The AGM meeting package,

including new constitution & bylaws, and the 2017 Year End Financial Statement are up on the Shuswap Trail Alliance website.

- The round table working group is moving forward. The four-year strategy is done and some funding is available; also going to local governments for funding – Fraser Basin Council will be facilitating. Shuswap Trail Alliance's grant application to the Rural Dividend Fund was declined but the Trail Alliance has been asked to apply in the next round so there may still be options in the future. Some planning funding is available but project funding is lacking so some projects won't happen this year.
- Rail Trail: The inter-jurisdictional committee is coming together in a couple of weeks.
- Shuswap Tourism has applied for \$750,000 from Bike BC and set aside \$300,000 to add to it for a Gardom Lake Parallel trail – looking at 8km of trails from Silver Creek Store to Salmon Arm.
- Trail Guides – Maps auto-populate, they are georeferenced. This information is the next big step for trail based tourism.

4.4 Shuswap Tourism Activities Update

Report from Robyn Cyr, Manager, Shuswap Tourism. Topics:

- Trail Guide Update
- Municipal and Regional District Tax (MRDT)
- Meeting Attendance
- Destination Think
- Creative Proposal
- Regional Chambers Meeting
- Tourism Sector Meetings
- Experience Guides
- Marketing Coordinator
- Consumer Show Attendance
- Crowdriff
- Indigenous Tourism Project
- Adam River Salmon Society
- Wild Salmon Caravan

Destination Think - R. Cyr provided an update to the committee about Shuswap Tourism's continued consulting contract with Destination Think. The relationship is going well. Destination Think is looking at a digital assessment and looking at the Shuswap Tourism, Shuswap Economic

Development and Columbia Shuswap Film Commission website. Looking at re-doing the websites and can do it under budget. Destination Think is good at providing affordable solutions.

CrowdRiff is the most cost effective solution to manage photo databases. Shuswap Tourism is working towards getting CrowdRiff ready to use.

Creative Proposal - Shuswap Tourism has just finished a photo shoot. The photos are exclusively for the use of Shuswap Tourism and its partners.

Indigenous Tourism Project - Shuswap Tourism is looking forward to this opportunity.

For more details, R. Cyr's report is attached to the HTML version of these minutes.

4.5 Update on Current Marketing Activities

Verbal report from Terri Hadwin (Intrinsic Destinations).

T. Hadwin gave a brief background on her experience. She has started to pick up some of the projects that the previous Tourism Marketing Coordinator had been working on. T. Hadwin is an instructor of the Super Host program put on by Go2HR which is the standard for customer service excellence in the tourism industry in BC. T. Hadwin answered questions about the Super Host program. The committee welcomed T. Hadwin to the team.

4.6 Columbia Shuswap Film Commission Update

Verbal report from David Barritt.

- Worked with a company looking to film avalanches in Revelstoke. Too difficult to meet requirements of the Province.
- Fox Features wanted to shoot some highways in Malakwa.
- Producer from Paramount in Sicamous and Revelstoke scouting for two days. He couldn't share the script – Non-disclosure agreements.
- Filming took place in Malakwa, happened to film in R. Martin's café. R. Martin spoke about the experience.
- Working with Revelstoke, Sicamous and Salmon Arm, they don't currently have permitting applications, policies, etc. related to filming.

- Attended meeting with Creative BC; opening up opportunities to market directly to producers, channels, etc.
- The Film Commission is now on social media: @filmcolumbiashuswap
- Partnering up with Shuswap Tourism to help draw marketing crews, talent, producers, etc. to try and get them here for long weekend getaways. If they come to the region, they can see its assets and are more likely to want to film here.
- Working on creating program/courses to offer film industry education, having talent in the area makes it more attractive. Trying to also meet industry professionals (talent) in the area.

For more details, D. Barritt's report is attached to the HTML version of these minutes.

4.7 Shuswap Tourism Networking Evening

Shuswap Tourism hosted a networking evening at The Prestige on May 1, 2018. Approximately 70 attendees. There was a speaker who presented about emergency preparedness for tourism operators. The workshop was well received. There were also topics on the importance of an online presence, the use of TripAdvisor, Google by Business, etc. Approximately three-quarters of the attendees were tourism businesses. D. Lepsoe had attended the event and spoke highly of the evening.

4.8 Community Presentations

R. Cyr presented on this topic. Shuswap Tourism is getting out to all of the municipalities and chambers in the area to present about what it does.

5. Community Roundtable

J. Ziercke - Quaaout Lodge has an exciting summer planned. Solid June and July on the books. There's the Squilax pow-wow August 10th, 11th and 12th. The golf course is open and it's getting busy.

P. Demenok - Son-in-law is doing an improv comedy pub night on June 9 at the Sunnybrae Community Hall. Everyone is welcome.

A. Maki - Events are all ramping up. There is a tradeshow on Saturday. Arena from 10am - 3pm. There is a historical tour of Chase at 4pm.

G. Bushell - There is a lot going on – Community clean up this weekend. May Long weekend: Trouper is playing on the lake.

R. Misseghers - North Shuswap is picking up speed for the summer. Restaurants are opening and provincial park upgrades are going on. The park store is changing ownership, should be open year round.

R. Talbot - May long weekend: Falkland Stampede. Everyone is welcome.

T. Rysz - New marina. Sled numbers have increased over the last several years. Looking forward to a great summer. Wrote a letter to the Premier as the houseboat bookings in Sicamous are down this year; concerns about Kinder Morgan Pipeline.

K. Brown - Music in the Bay - all artists have been solidified. K. Brown listed a number of the artists. Decided to get rid of opening acts as people were just coming for the headliners. Still providing more options for local entertainment: Community BBQ – Shuswap Showcase – open coffee house. Live date for Shuswap Culture website: May long weekend.

S. Hofstetter - Canada 150 was a great year, everything should go well this year and in future. Highways will improve access. Should be another good summer.

T. Hadwin - Calendar filling up quickly; looking to get out into the community.

R. Martin - KOA campground is under new ownership, open earlier than usual. Cedars RV Resort: sales keep on going. Three Valley Gap, anticipating another good season. R. Martin noted that Three Valley recently lost a long term employee. Condolences to their family and friends. She'll be hard to replace.

R. Cyr - Extremely busy, not slowing up. Good things coming, new marketing campaigns coming out soon. Winter visitation marketing campaign coming out this year, hoping to keep up the four-season tourism. Snowmobiling is high on Shuswap Tourism's priority.

K. Flynn - Roots and Blues looks like it's going to have a great line up this year. Legalization of Cannabis is coming up. K. Flynn put out an invitation to come to The Prestige for an open house at 7pm, May 3rd, about an underpass in Salmon Arm. Salmon Arm Silverbacks are having a community appreciation night May 3rd at 5pm at Shuswap National Golf Course. K. Flynn noted appreciation for attending the Southern Interior Local Government Association's annual conference in Revelstoke. He got to meet Fred Brusky who was a councillor for six years, sat as the president of the hotel association for Canada, has been in tourism for 50 years; K. Flynn suggested that F. Brusky present at a future committee meeting.

P. Demenok and R. Talbot left the meeting.

P. McIntyre-Paul - Trail based destination events: Salty Street Fest (May 12, 10AM-3PM) – Downtown Salmon Arm; Salty Dog Enduro (May 13, 9:30AM) – South Canoe; Provincial High school Mountain Bike Championships (May 26); National Indigenous Day (June 21) – Pierre's Point, also Quaaout; BC Swing Camp Workshop (Aug 12-18); Lewiston Ultra Marathon (September 29) – Sold out, 500 participants; Salmon Symposium (September 30); Wild Salmon Caravan leading up to Salute to the Sockeye (September through October).

Guest: Jay Simpson - Canada Day celebrations in Scotch Creek.

D. Lepsoe - Indigenous events going on June 15th, 16th and 17th. KJ's ball tournament in Squilax. 3 events in Chase on May 5th.

6. Next Meeting

September 6, 2018 at 1:00 PM, location to be determined.

7. Adjournment

Moved By T. Rysz

Seconded By J. Ziercke

THAT: the May 3, 2018 Shuswap Tourism Advisory Committee meeting be adjourned.

CARRIED

Chair

Secwepemc Landmarks | Project

Prepared By: Shelley Witzky, Phil McIntyre Paul and Jacob 'Sutra' Brett

Updated: July 29, 2018

Purpose: To create awareness of Secwepemc traditional territory through a series of iconic Landmarks (sculptures) situated at key, highly visited areas, which portray Secwepemc location names, culture and stories throughout the Shuswap lakes region. Within the Landmark designs would be a series of viewing portals (essentially a tube) that when viewed through, point to the different locations and physical landmarks (peaks, geological areas and historical interest) within line of site. They would include the Secwepemc and English names of the features and some details (ie elevations, key stories etc.)

"This initiative is another way for Secwepemc to create more awareness of our presence within our traditional territory. The sculptures can be a collaboration between Secwepemc and settler artists and the mountain names in both Secwepemc and English will showcase Secwepemc language to the visiting tourists and locals alike. Storyboards, sculptures/landmarks placed on trailheads and other key areas will showcase Secwepemc culture and settler history." Shelley Witzky

The Idea is based off of a 'mountain finder device' found in Switzerland shown below

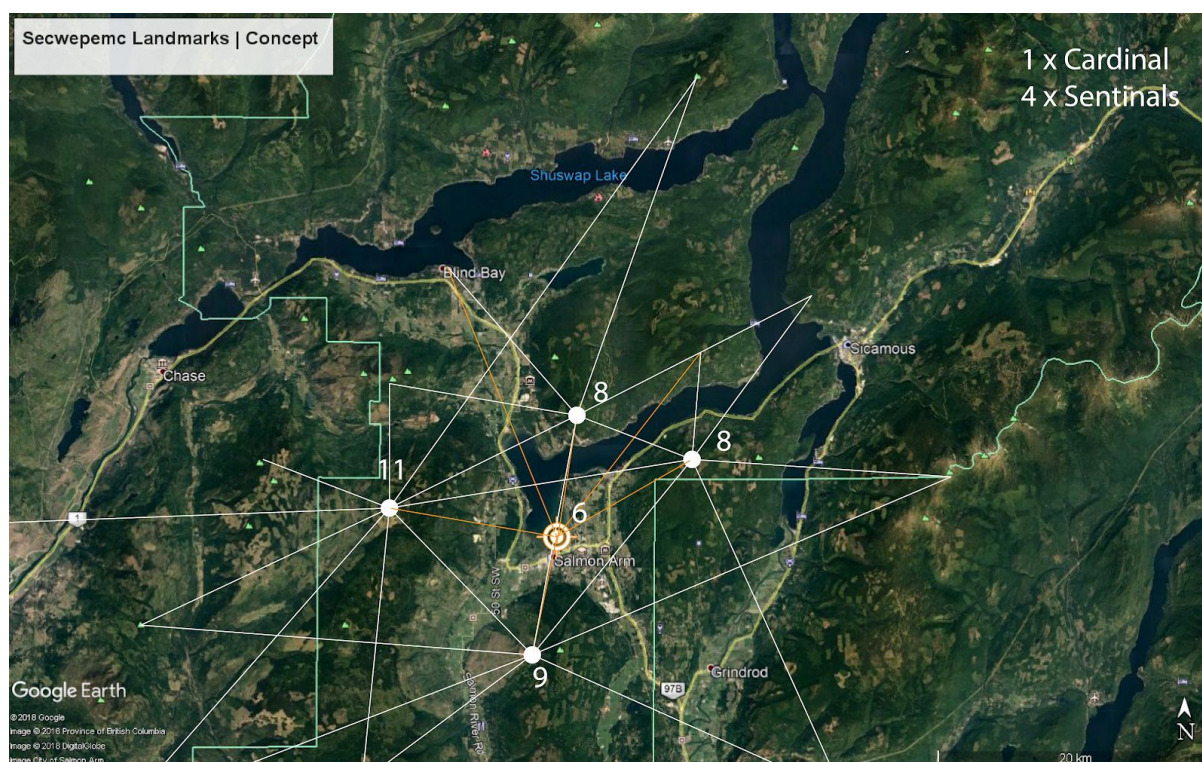


Although rudimentary and not very attractive, these pictures show the basic functionality of the Landmarks concept.

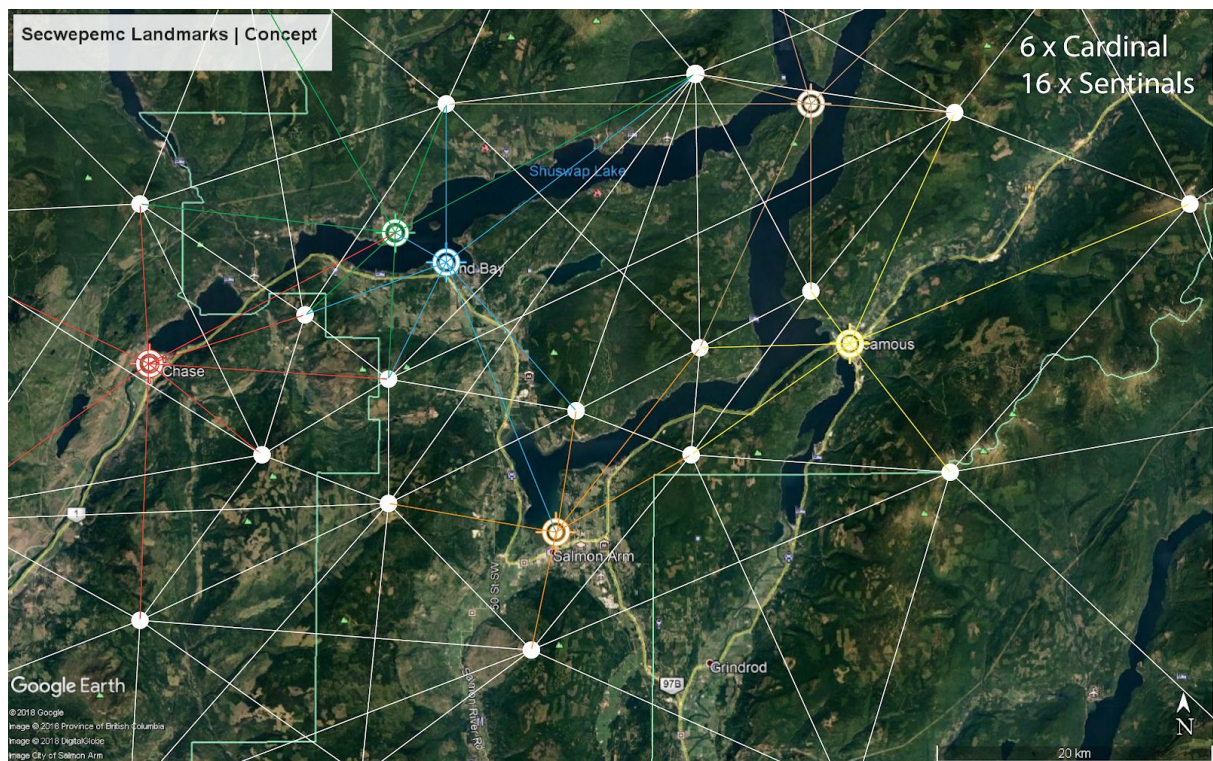
Phase One

Details:

- There would be one 'Cardinal' Landmark, situated in a very central and accessible location within an area
- There would be multiple outlying smaller 'Sentinel' Landmarks located at some of the key locations, revealed by the Cardinal landmark. These would generally be high up with great views of the area.
- The Sentinel landmarks would then reveal other historic locations, peaks, places of significance
- The portals would be a varying heights from the ground to cater for different age groups
- The nature of the sculpture would encourage people to touch, feel and engage the Landmarks while orienting themselves visually within the physical and historical landscape of the Shuswap.
- The Names used would be primarily Secwepemc followed by English.
- Multiple artists would be recruited, potentially a pairing of a representative of both first nations and settler culture, inviting an exploration of reconciliation.
- Different construction mediums might be employed by the different artists. Care would need to be made to choose mediums that would withstand the elements most commonly found in each landmark's location.
- Designs would be chosen that represent and blend with the landscapes they sit within, becoming an extension of the nature, culture and values of the people who reside here.
- Care would be taken to make all landmarks and sculpting inclusive of the area and people within and not individual to the artist or location.
- Potentially the Process could be templated to include Cardinal and Sentinel landmarks in other key locations within the Shuswap whose web join with the original.
- Can we connect this to existing First Nations landmarks?



Example of Portal view web from one Cardinal and 4 sentinels



Example of Portal view web from Six Cardinals and 16 sentinals

Examples: Below are examples of existing sculpture installments



Sts'xum Monument



Monument @ Chase Museum



Table top examples of Secwepemc Landmarks displaying the functionality on the concept. Left, an example of what is used in Switzerland, Right, an example of a stylized version which enhances available space for pictograms and storytelling.

Groups and people to contact:

- Secwepemc Nations - Adams Lake Indian Band, Neskonlith Indian band and Splotsin Chiefs and Council have all supplied letters of support for this project. We will lean on them for locations, names and histories of importance to be embraced by the Landmarks.
- The City of Salmon Arm - We have presented to the CSA Mayor and Council who Unanimously voted to support this project, providing a letter of support, A \$1500 contribution toward the BCRDF Application and committed a location at the 'Peace/Marine Park' for the first cardinal landmark installation.

- Shuswap Tourism - Has shown enthusiastic support for the project, committing staff time to the writing and submission of the BCRDF application.
- Regional Manager Economic Development, South Okanagan and Boundary - Ministry of Jobs, Tourism and Skills Training - has encouraged the project submission to BCRDP
- Shuswap Art Gallery - Has shown enthusiastic support, committing technical consultation and coordination time and a letter of support toward the development and execution of the project.
- Shuswap Regional Trails Roundtable has shown Initial verbal support of the concept and its development. Many members have gone on to show support through their various organisations. And it is based on a core priority of the Shuswap Regional Trails Strategy.
- Rec Sites and Trails BC - Initial verbal support of the concept along with valuable guidance in moving this project forwards on a governmental level.
- BC Parks - Initial verbal support of the project along with valuable guidance in moving this project forwards.
- CSRD Parks - Initial verbal support of the project, committed to exploring how this can be actuated within their landscape.
- Shuswap Trail Alliance - Enthusiastic support of the project and its actuation, committed staff time towards it.
- STS - Financial commitment of \$30,000 to complete Phase one of this project.

Possible for locations for Primary Cardinal Landmark (The Matriarch):

- Salmon Arm Wharf - *Approved by the City of Salmon Arm Mayor and Council*
- Salmon Arm Wharf Park
- McGuire Lake

Possible locations for Sentry Landmarks

- Mt Ida peak
- Bastion Mountain lookout
- Tappen Mountain peak
- Switzmaulph Center
- Tappen Bluffs
- Knight Creek Bluffs (Name as yet unknown)

Future possibilities

- Educational, Partnering with Shuswap Tourism to make accompanying App or website that provides more information based on Landmark locations, more geological information to do with land features and geological history that is visually based, First nations stories, settlers history. Work with RJ Haney and Enderby museum for more history and Photos etc.
- Are there historical societies that would help fund this
- Can we link in old cassette recording of first nation stories
- First nation pronunciations and meanings/stories behind names
- Use geolocation chips or proximity geolocation at/of Landmarks that enable to app to recognize Landmark location to select appropriate data/page
- Could app data be tied to device compass in order to select relevant information on portal views?
- Geo reference augmented reality visual displays using pictograms of secwepemc artwork overlayed with realtime landscapes acting out the different stories and histories of the secwepemc nation within the landscape. This could be tied to tablets preloaded with the app of VR headsets. (Think Pokemon Go with Secwepemc stories and characters).

Projected Budget: Phase 1

Secwepemc Landmarks Concept 2018 BUDGET Projection
Project Costing Updated: May 23, 2018
Budget Summary

STA Technical Support	\$1,500
Landmark Foundation	\$5,000
Materials	\$2,500
First Nations Artist	\$5,000
Settler Artist	\$5,000
Research (Storytelling, Locations, Names)	Tourism Coordinator
Transportation & Installation	\$1,000
Unveiling Ceremony	In-Kind
2x Sentinel Design, Construction, & Install	\$10,000
Sub-Total	\$30,000
Contingency	in-kind
Project Total	\$30,000

Successfully Acquired!!

Phase Two

Dependant on successful BC Rural Dividend Funding Application

A successful application will enable us to expand the project and shorten the timeline for addition Landmarks and Secwepemc Nation presence within the Shuswap landscape. This would include:

Details:

- Additional Sentinels to increase the number accompanying the Original Cardinal Location
- Would give us the resources to 'template' and begin the process of creating additional Cardinal locations within other communities around the shuswap. **Phase 2 Target: additional locations within the West Shuswap Lakes region (Adams Lake, Little Shuswap, Neskonlith, South & North Shuswap (CSRD Areas C, D, F) and Village of Chase**
- Enable us to take this 'template' to other communities within the 'Secwepemc Nation' facilitating the creation of sister Cardinals in other communities outside of the Shuswap.
- Explore the development of trails to other geographical locations within the shuswap that embody the characteristics to locate new Sentinel Landmarks that as of yet lack access.
- Create new trailhead posts for Shuswap Trails, that show off the Secwepemc presence within the landscape through, pictographs, design and carvings. Approx 100 to start.
 - Explore the possibility of creating secwepemc youth summer workshops working alongside secwepemc artists to create each post. This would include the learning of different techniques, stories and the meaning of the pictographs themselves.
 - Family and Band members would be engaged in the installation of these post to help draw people out and create a sense of pride and connection within the landscape and community.
 - The Idea would be to continue and build upon this seasonally.

Additional Sentinels | Per

STA Technical Support	\$250
Landmark Foundations	\$1,000
Materials	\$500
First Nations Artist	\$1500
Settler Artist	\$1500
Research (Storytelling, Locations, Names)	Tourism Coordinator
Transportation & Installation	\$500
Unveiling Ceremony	In-Kind
Sub-Total	\$5,250
Contingency	in-kind
Project Total	\$5,250

6x6 Posts | **Per 10/1day**

STA Technical Support	\$125
Materials	\$350
First Nations Artist/Instructor	\$400
Settler Artist/Instructor	\$400
Research (Storytelling, Locations, Names)	Tourism Coordinator
Transportation & Installation	\$250
Unveiling Ceremony	In-Kind
Sub-Total	\$1,525
Contingency	in-kind
Project Total Per 10 Posts	\$1,525

(Numbers based on youth camp @ 10 posts per day)

Project Total Per 100 Posts	\$15,250
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See combined budget following for additional Project Coordination, Storyboard Facilitation, and Elder consultation expense projections.

Phase 1 & 2 Combined Targets:

1. X 2 Cardinal Landmark Locations (Salmon Arm Marine Park + 2nd Shuswap Location TBD)
2. X 12 Sentinel Landmark Locations (x 6 for each Cardinal)
3. X 100 Secwepemc Trailhead Posts - designed/built by youth through artist led workshops
4. X 5 Secwepemc Elder Storyboard Meetings - to guide Landmark stories, protocol, names
5. X 1 Storyboard Assistant - to help coordinate the elder storyboarding and landmark research
6. X 1 Technical Assistant - to coordinate technical design, logistics, and reporting
7. X 14 two-person Secwepemc/Settler artist teams to design/create the Landmarks
8. X 2 Artist/Instructors to lead youth trailhead post design/construction workshops

Combined Total Budget: Phase 1 & 2:

#1846 - Secwepemc Landmarks Concept - Expanded Budget							
Project Costing Updated: July 27, 2018							
Item	Qty	Rate	per	Budget	used for grant In-House Budget	In-House Rate	Notes
Project Management & Technical							
Project Coordination	40	\$48.00	hr	\$1,840.00	\$1,493.48	\$37.34	In-kind (Secwepemc, STA, STourism)
Technical Support	220	\$48.00	hr	\$10,120.00	\$8,711.24	\$30.51	Technical Coordination
Planning Documents & Approvals	20	\$48.00	hr	\$920.00	\$610.11	\$30.51	Plans, reports, design drawings
Storyboard Facilitation	40	\$48.00	hr	\$1,840.00	\$1,493.48	\$37.34	SecwepemcTourism Coordinator
Storyboard Assistant - New Hire	330	\$48.00	hr	\$15,180.00	\$10,088.88	\$30.51	Research, storytelling, locations, names
Consultation & Meetings	20	\$48.00	hr	\$920.00	\$610.11	\$30.51	Reporting and Presentations
Tracking & Financial	40	\$48.00	hr	\$1,840.00	\$1,220.23	\$30.51	In-kind (Secwepemc, STA, STourism)
Travel - On Road	1500	\$0.52	km	\$780.00	\$675.00	\$0.45	
Project Management Total	22%			\$33,440.00	\$22,880.48		
Materials							
Materials: Cardinal Landmark	2	\$2,500.00	each	\$5,000.00	\$5,000.00		quarried stone, iron, hardware
Materials: Sentinel Landmark	12	\$500.00	each	\$6,000.00	\$6,000.00		quarried stone, iron, hardware
Materials: Trailhead Sign Posts	100	\$35.00	each	\$3,500.00	\$3,500.00		6x6 treated posts, rebar, rocks, glue
Materials Total	10%			\$14,500.00	\$14,500.00		
Additional Contracts							
Artists Fee (Landmarks - Cardinal)	2	\$10,000.00	each	\$20,000.00	\$20,000.00		team of 2 artists per Cardinal
Artists Fee (Landmarks - Sentinel)	12	\$3,000.00	each	\$36,000.00	\$36,000.00		team of 2 artists per Sentinel
Artist/Instructors Fee (Sign Posts)	10	\$800.00	day	\$8,000.00	\$8,000.00		team of 2 per youth workshop day
Elder Consultation - Honorariums	30	\$150.00	elder	\$4,500.00	\$4,500.00		meeting per diem & tobacco pouch
Cardinal Foundations	2	\$5,000.00	each	\$10,000.00	\$10,000.00		design/build Landmark bases
Transportation & Installation - Cardinal	2	\$1,000.00	each	\$2,000.00	\$2,000.00		foundation & sculpture
Sentinel Foundations	12	\$1,000.00	each	\$12,000.00	\$12,000.00		manufacture
Transportation & Installation - Sentinel	12	\$500.00	each	\$6,000.00	\$6,000.00		foundation & sculpture
Unveiling Ceremony	2	\$3,000.00	event	\$6,000.00	\$6,000.00		In-kind - includes venue rental, food
Additional Contracts Total	69%			\$104,500.00	\$104,500.00		
Project Total				\$152,440.00	\$141,880.48		

Revenue Strategy:

Revenue Summary			STA Subsidy	Grant Budget	%
STA Partner Contribution (In-Kind)			\$10,559.52	\$10,380.48	7%
Sexqéltkemc te Secwepemc Contribution (Funded)				\$30,000.00	22%
City of Salmon Arm Contribution (Funded)				\$1,500.00	
BC Rural Dividend Program Grant Application				\$100,000.00	70%
			\$10,559.52	\$141,880.48	
Combined Full Charge Out Value			\$152,440.00		
Note: an additional in-kind contribution is recognized in the subsidized full charge out value					

DESTINATION

Think!

Shuswap Tourism: 2018 Spring Campaign Report

Executive Summary

Shuswap Tourism has been working towards developing year round experiences to drive visitors to the region during low-season periods.

Based on the experiences we identified in the Experience Workshop, we are able to prioritize the seasonal experiences for development and promotion.

The Spring digital marketing campaign was designed to highlight key Spring experiences in the Shuswap that are ready for promotion in order to drive visitation to the region.



Business problem

The Shuswap's summer season still dominates in both visitation and the mind of the visitor as summer house boating is what the region is best known for.

In order to create awareness of experiences and activities within the Shuswap region during shoulder months, Destination Think! launched a digital marketing campaign with focus on the spring product experiences.



Objectives and KPIs

Objective:

With a focus on awareness and visitation the campaign was designed to:

- Create awareness about the spring experiences the Shuswap offers to motivate them to visit
- Inspire people to read more about the events and activities promoted through curated content

KPIs:

- Click through to blogs on website;
- Time on site;
- Average Facebook and Instagram engagement %;
- Cost per engagement for social and digital;
- Cost per action for secondary site actions;



Campaign Details

KPI	Goal	Actual
Total reach		317,853
Total impressions	1,800,000	2,337,778
Number of post engagements		44,166
Engagement rate (%)	8%	13.9%
Facebook cost per engagement	\$0.09	\$0.13
Instagram cost per engagement	\$0.07	\$0.05
Page likes (social)		283
Cost per Click (social)	\$0.55	\$0.57
Time on Site (digital)	0:30+ sec	1:05 sec
Cost per Engagement (digital)	\$5.00	\$4.35
Cost per Action (digital: secondary site actions)	\$3.50	\$1.19

Campaign Tactics

Blogs: Destination Think! wrote three (3) blogs which highlighted the product experiences in Shuswap during the spring season. The blogs were hosted on the Shuswap Tourism website and shared through social media and advertised via digital display platforms during the campaign.

Promoted Social Content: Think! wrote a series of Facebook and Instagram posts that highlighted the three spring experiences we promoted for the campaign. We utilized user-generated imagery with messaging focused on motivating people to plan a trip to the Shuswap during the spring time frame.

Digital Display Advertising: We created a one (1) digital display ad and one (1) Click-to-Web social ad for each blog to promote and drive traffic to the website. These formats helped to support the content and increase awareness of the highlighted spring experiences.

Media Plan: Destination Think! provided a media plan that outlined the campaign goals, KPIs, timing and budget allocations.

Results

Promoted Posts Results

Promoted Posts ran on Facebook and Instagram from March 19th - May 13th. These posts showcased tourism stakeholders and user-generated content.

OVERALL AD RESULTS

Total spent	\$3,174.99
Page Likes (from ads)	283
Engagements	44,166
Engagement rate	13.9%
Average Cost per engagement	\$0.09
Reach	317,853



Shuswap Tourism

Sponsored · 🌐



Everyone knows it's now fishing season. 📷:
@darrienkellock



Ben Vadasz and 1.6K others

21 comments 215 shares


CTW Ad Results

Click-to-Web Ads ran consecutively alongside Promoted Posts, driving traffic to the blogs. Showcasing each of the 3 unique blogs, these ads targeted the identified markets to increase traffic to the website.


OVERALL AD RESULTS

Total spent	\$460.64
Page Likes (from ads)	43
Link Clicks	858
Reach	44,076

The Click to web social ads performed relatively well understanding the spend and targets set-out. With close to 1,000 clicks to the blogs over the 3-month campaign period, we were able to motivate the audience to engage with the content and encourage them to plan a trip to the Shuswap.


Shuswap Tourism
Sponsored · 🌐
...

With lakes full of massive rainbow trout and rivers packed with salmon, it's time you visited these fishing havens.



shuswaptourism.ca

8 Places In The Shuswap To Begin The Fishing Season [LEARN MORE](#)

👍❤️😮 27
16 comments 8 shares

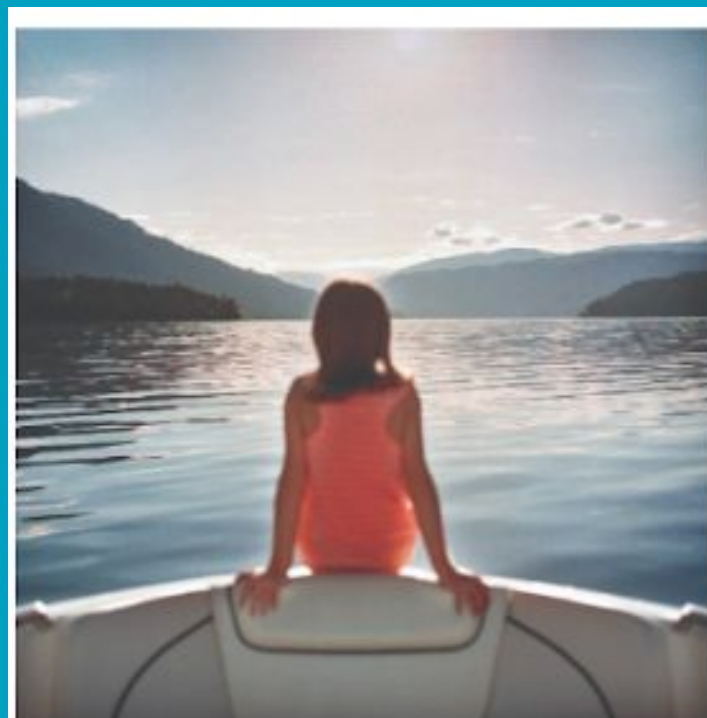
Digital Display Ad Results

Native display ads ran consecutively with Promoted Posts from March 19 to May 13 that highlighted the blogs which drove traffic to the website.

OVERALL AD RESULTS

Total spent	\$9,000
Impressions	2,337,778
Clicks	5,365
Time on Site	1m 5s
Cost per Action	\$1.19

The digital display component of the campaign helped support the overall goal of motivating our audience to engage with the blog content. We combined interest-based targeting and geo-market targeting to reach close to 2.5 million people across various sites that would be relevant to vacation-planning, the Spring experiences highlighted and also retargeting messaging to those who had already been to the Shuswap Tourism website. This resulted in over 5,000 clicks to the blogs over the campaign period and an average of over 1 min time on site to review the blogs and gain further information on planning a trip to the Shuswap.



PAID CONTENT BY SHUSWAP TOURISM

The Most Necessary Spring Spots in the Shuswap

Spring has arrived in the Shuswap. From boats to brew pubs, these are the best places to enjoy this glorious season!

SEE MORE >

Facebook Highlight

With nearly 2,300 engagements and a reach of almost 20,000 this promoted content was the top performing post of the campaign.

Dramatic photos draw engagement. Blue skies and sunny shots aren't always going to drive the most engagement.

Through our experience managing dozens of destination pages, the photos that feature a weather element; fog, thunderstorms, sunsets, interesting clouds, snow and more, actually drive more engagement than your typical sunny-skies photo.



Shuswap Tourism

Sponsored · 🌐



Early spring paddles. Is there any better way to soothe the soul?

📷: @bulletheadbearz



Ben Vadasz and 1.8K others

22 comments 223 shares

Facebook Opportunity

This content didn't perform well on Facebook, reaching approximately 4,000 people with just over 250 engagements.

With such immense natural beauty shared on the Shuswap social accounts, it's hard to expect a shot of something man-made to succeed in terms of engagement.

While most people like gorgeous scenery, opinions towards attractions and products vary. In this case, the Brew Pub was highlighted since it is important to show local scenes in the Shuswap.

However, expectations must be managed when posting about local attractions as the engagement rate will almost always be lower than glorious outdoors shots.



Instagram Highlights

Vista shots are always a strong performer on social media and this shot is no different.

The children in the photo offer a sense of scale, making the overlook even more impressive.

A short caption helped draw more attention to the image, therefore increasing engagement.



Instagram Opportunity

With a reach of just over 2,400 and 500 engagements, this content was the lowest performing post for Instagram.

It is hard to generate engagement on any photo that incorporates people in it. This photo still succeeded (a bit less than other fishing posts) because the people were not the subjects of the photo.

The nature scene and the vastness of the river, along with the caption about fishing, helped draw attention away from the people and into the scene.



Digital Display Highlights: Performance by Geo Market

Blog Ad Creative	Impressions	Clicks	CPE	CPA	Engagements	Conversions
Alberta	904,890	2,243	\$3.82	\$1.11	885	3,044
BC	682,114	1,571	\$4.58	\$1.25	574	2,106
Pacific Northwest US	750,744	1,551	\$4.92	\$1.24	608	2,410
Total	2,337,778	5,365	\$4.35	\$1.19	2,067	7,560

When comparing creative, Blog #1 (Fishing) the best overall in the campaign in terms of CPA and CPE and also drove the highest engagements and conversions.



Digital Display Highlights: Performance by Creative

Market	Impressions	Clicks	Engagements	Conversions	CPE	CPA	Avg Time on Site
Alberta	616,535	1,287	505	1,867	\$4.45	\$1.20	1:03
British Columbia	609,442	1,271	522	2,045	\$4.31	\$1.10	1:14
Pacific Northwest US	1,111,801	2,807	1,040	3,648	\$4.33	\$1.23	0:59
TOTAL	2,337,778	5,365	2,067	7,560	\$4.35	\$1.19	1:05

When comparing different markets, BC performed the best with the most cost effective CPE and CPA and drove the longest time spent on site. However, the PNW US drove the highest amount of conversions and impressions despite the lowest time on site.

This tells us that the US market looks to gain the information they need to help potentially plan a trip as quick as possible so it's important to feed them the key details so we do not lose their attention. Canadians on the other hand look to spend a bit of extra time reviewing the content on the site to educate them on trip itinerary ideas, etc.



Sponsored by Shuswap Tourism

8 Places In The Shuswap To Begin The Fishing Season

Sponsored – With lakes full of massive rainbow trout and rivers packed with salmon, it's time you visited these fishing havens.

Digital Display Highlights: Performance by Strategy

Blog Post	Impressions	Clicks	Engagements	Conversions	CPE	CPA
Photographer	420,359	954	327	1,393	\$4.90	\$1.15
Fishing	351,046	800	315	1,094	\$4.32	\$1.24
Hiking	309,794	798	291	1,049	\$4.35	\$1.21
Natural Enthusiast Ecotourism	267,978	663	257	965	\$4.42	\$1.18
Travel Blogs	507,914	790	342	1,081	\$5.09	\$1.61
Vacation Home Rentals/Cottage Rentals	325,963	729	301	1,167	\$4.16	\$1.07
Nature Enthusiast/Ecotourism	97,243	232	82	314	\$4.74	\$1.24
Retargeting	57,482	399	152	497	\$1.65	\$0.50
TOTAL	2,337,778	5,365	2,067	7,560	\$4.35	\$1.19

Digital Display Highlights

When comparing the strategies for this campaign, the best performing was the Retargeting segment in which we re-messaged users who had previously visited the Shuswap website. This strategy performed with an efficient CPE of \$1.65 and a CPA of \$0.50. That being said, since the audience pool was not very large, it didn't scale as well.

In terms of the native display placements, the 'Vacation Home Rentals/Cottage Rentals' performed the best with an overall CPE performance of \$4.06 and CPA of \$1.07. This was expected understanding many who were researching a getaway for the weekend would be motivated to click on the digital ads since the content was relevant to their search.



An aerial photograph of a lush, green landscape. A river winds through a dense forest in the foreground, curving around a small island. In the middle ground, a small town or village is visible, nestled in a valley. The background features rolling hills and mountains under a blue sky with scattered white clouds. A semi-transparent dark blue rectangle is overlaid on the center of the image, containing the text "Learnings and Recommendations" in white.

Learnings and Recommendations

Learnings & Observations

Social Content

- Fortunately, Shuswap has lots of still water that is perfect for reflections! Look to incorporate images that have this glossy effect, as they will generate more engagement than other photos of water.
- On Facebook and Instagram, the Shuswap social accounts thrive when sharing shots of wildlife and nature. However, it is still important to share photos of local attractions. The DeMille's Farm Market has a good amount of quality images taken by visitors and social post for DeMille's chosen because it featured an animal. Reaction was mixed, perhaps because much of the audience had not previously visited the Farm Market and did not interact because they were unfamiliar with the attraction. However, now they are aware of the attraction and their likelihood of visiting it will increase.
- Just like on Facebook, shots of man-made attractions are not primed for success in the Shuswap's social efforts. This post wasn't a failure by any means, but compared to other photos posted that include more social-friendly images like lakes, mountains and wildlife, the image of the Brew Pub is bound to underperform.

Blogs/Website:

- Some of our audience left the Shuswap website shortly after visiting the blog landing pages. This is likely due to the various click-throughs the user needs to complete to get to the content they need to help them plan their trip. The learnings we gather from the digital assessment will provide a roadmap on how we can look to improve the overall website experience to encourage our audience to stay on the site longer.

Recommendations

Social Content:

- When searching for photos of the Shuswap to share, look for ones that feature interesting weather. Clouds and fog help add content to a photo and stop people from scrolling through their newsfeed.
- When posting photos with people, try and find pictures that position the subjects away from the camera, looking off into the distance. Otherwise, a photo with a person's face in it will simply be a photo of a stranger to the vast majority of the audience.
- Do not just settle for a shot of a person doing an activity in the Shuswap. Attempt to find and share photos that are stunning and involve an attention-grabbing feature. Some suggestions include sunrises and sunsets, fog, snow, reflecting water or vanishing points (seen most frequently in your region's rivers and trails).
- Do not abandon posting photos of local attractions just because engagement is low. However, focus on searching the specific hashtags and geo-tags of the attraction on Instagram and only choose the absolute best photo to share. Anything less will result in severe engagement decreases.
- When posting about hiking in Shuswap, try and find photos with people in them. Those photos offer scale and show off the impressive size of Shuswap's landscapes.
- Understanding the social campaign was supported purely by all user-generated content, it would be highly recommended that Shuswap Tourism invests in a crowd-sourcing content tool such as Crowdriff to help with image sourcing.

Recommendations

Social Content:

- When searching for photos of the Shuswap to share, look for ones that feature interesting weather. Clouds and fog help add content to a photo and stop people from scrolling through their newsfeed.
- When posting photos with people, try and find pictures that position the subjects away from the camera, looking off into the distance. Otherwise, a photo with a person's face in it will simply be a photo of a stranger to the vast majority of the audience.
- Do not just settle for a shot of a person doing an activity in the Shuswap. Attempt to find and share photos that are stunning and involve an attention-grabbing feature. Some suggestions include sunrises and sunsets, fog, snow, reflecting water or vanishing points (seen most frequently in your region's rivers and trails).
- Do not abandon posting photos of local attractions just because engagement is low. However, focus on searching the specific hashtags and geo-tags of the attraction on Instagram and only choose the absolute best photo to share. Anything less will result in severe engagement decreases.
- When posting about hiking in Shuswap, try and find photos with people in them. Those photos offer scale and show off the impressive size of Shuswap's landscapes.

Blogs/Website:

- Ensure the content on the website is clear and simple to allow users to easily find the information they are looking for to help inform their trip planning. Currently the Shuswap Tourism website is a bit too congested but based on the digital assessment, we will have recommendations on how to simplify the layout of the content the audience requires.
- Consider using influencers who are specialized in a niche such as hiking, fishing, and biking and look to them to host a blog and social content for Shuswap Tourism's channels. Credible and authentic storytelling from a traveller's or expert's point of view always captivates an audience.

Thank you!

For any questions regarding the report, please
contact:

Shannon Landreth
Client Strategist
Destination Think!
shannon@destinationthink.com
(226) 234-4233

William Bakker
Chief Strategist & Partner
Destination Think!
william@destinationthink.com
(778) 837-9992

DESTINATION

Think!



**COLUMBIA SHUSWAP
REGIONAL DISTRICT**
Shuswap Economic Development

REQUEST FOR PROPOSALS

***New Website Development (Including Content Development) -
Amalgamation of the Shuswap Economic Development, Shuswap
Tourism, and the Columbia Shuswap Film Commission websites.***

SEPTEMBER 2018

Columbia Shuswap Regional District – Shuswap Economic Development
555 Harbourfront Drive NE
Box 978 SALMON ARM BC, V1E 4P1
Telephone (250) 832-8194 – Toll Free 1-888-248-2773
www.csr.bc.ca

General Scope of Services

The Shuswap Economic Development department of the CSRD is issuing this Request for Proposals (RFP) to invite qualified consulting firms with at least 3 years' experience in website creation and content development. This consultant also is required to have experience in working with economic development and destination marketing/management organizations.

1. INTRODUCTION

1.1 Form of Contract

The successful Proponent will enter into a form of contract for the delivery of the services based on the Proponent's proposal, the terms within this RFP and negotiations with the Preferred Proponent and the Regional District.

1.2 Definitions

In this RFP the following definitions shall apply:

“Closing Time” has the meaning set out in Section 2.1;

“Contract” means a formal written contract between the Regional District and a Preferred Proponent to undertake the Services;

“Office” means the office of the Columbia Shuswap Regional District located at 555 Harbourfront Drive NE, Box 978, Salmon Arm, BC V1E 4P1

“Preferred Proponent(s)” means the Proponent(s) selected by the Regional District to enter into negotiations for a Contract;

“Proponent” means an entity that submits a Proposal;

“Proposal” means a proposal submitted in response to this RFP;

“RFP” means this Request for Proposal.

2. INSTRUCTIONS TO PROPONENTS

2.1 Closing Time and Address for Proposal Delivery

Proposals must be marked **“Proposal – New Website Development (Including Content Development) - Amalgamation of the Shuswap Economic Development, Shuswap Tourism, and the Columbia Shuswap Film Commission websites”** for the work contained herein and addressed to:

- (a) Columbia Shuswap Regional District – Shuswap Economic Development
Attention: Robyn Cyr, Economic Development Officer

555 Harbourfront Drive NE
PO Box 978
Salmon Arm, BC V1E 4P1

- (b) or by electronic submission via email in PDF format to: rcyr@csrd.bc.ca
- (c) on or before the following date and time (the “Closing Time”)

Time: 4:00 PM local time
Date: Friday, October 5, 2018

It is the Proponent’s sole responsibility to ensure its Proposal is received at the address set out above by the Closing Time.

Faxed submissions will not be accepted.

2.2 Number of Copies

Proposals submitted by mail should include the original plus two hard copies (three in total).

2.3 Late Proposals

Proposals received after the Closing Time will not be accepted or considered.

2.4 Amendments to Proposals

Proposals may be revised by written amendment, delivered to the location set out above, or submitted electronically via email in PDF format, at any time before the Closing Time but not after. Amendments received by fax will not be accepted.

2.5 Inquiries

All inquiries related to this RFP should be directed in writing to the person named below **(the “Regional District Representative”)**:

Robyn Cyr,
Economic Development Officer, CSRD –Shuswap Economic Development
555 Harbourfront Drive NE
PO Box 978
Salmon Arm BC V1E 4P1
Phone: (250) 832-8194 / Toll Free: 1 (888) 248-2773
Fax: (250) 832-3375
Email: rcyr@csrd.bc.ca

Information obtained from any person or source other than the Regional District Representative may not be relied upon.

Inquiries should be made no later than three days before Closing Time. The Regional District reserves the right not to respond to inquiries made within three days of the Closing Time. Inquiries and responses will be recorded and may be distributed to all Proponents at the discretion of the Regional District.

Proponents finding discrepancies or omissions in the RFP, or having doubts as to the meaning or intent of any provision, should immediately notify the Regional District Representative. If the Regional District determines that an amendment is required to this RFP, the Regional District Representative will issue an addendum in accordance with Section 2.6. **No oral conversation will affect or modify the terms of this RFP or may be relied upon by any Proponent.**

2.6 Addenda

If the Regional District determines that an amendment is required to this RFP, the Regional District will post a written addendum on the Regional District's website www.csr.bc.ca that will form part of this RFP. No amendment of any kind to this RFP is effective unless it is posted in a formal written addendum on the Regional District's website. Upon submitting a Proposal, Proponents will be deemed to have received notice of all addenda that are posted on the Regional District's website.

2.7 Examination of Documents

Proponents will be deemed to have carefully examined the RFP, including all attached Schedules and all relevant documents, prior to preparing and submitting a Proposal with respect to any and all facts which may influence a Proposal.

2.8 Budget and Project Time Frame

The budget for this project needs to include all aspects relating to the completion of the project – **New Website Development (Including Content Development) - Amalgamation of the Shuswap Economic Development, Shuswap Tourism, and the Columbia Shuswap Film Commission websites.**

The target completion of the website is **March 31, 2019.**

3. PROPOSAL SUBMISSION FORM AND CONTENTS

3.1 Package

Proposals should be submitted in a sealed package, marked on the outside with the Proponent's name and title of the project, or sent via email, as detailed in Section 2.1.

3.2 Form of Proposal

The Regional District reserves the right to waive informalities in proposals, reject any or all proposals or accept the proposal deemed most favorable in the interests of the Regional District. Furthermore, the Regional District reserves the right to negotiate with any proponent at its discretion. The Proponents will be competent and capable of performing the work. The proponent may be required to provide evidence of previous experience and financial responsibility before a contract is awarded.

3.3 Signature

The proposal should be signed by a person authorized to sign on behalf of the Proponent and include the following:

- (a) If the Proponent is a corporation then the full name of the corporation should be included, together with the names of authorized signatories. The Proposal should be executed by all of the authorized signatories or by one or more of them provided that a copy of the corporate resolution authorizing those persons to execute the Proposal on behalf of the corporation is submitted;
- (b) If the Proponent is a partnership or joint venture then the name of the partnership or joint venture and the name of each partner or joint venture should sign personally (or, if one or more person(s) have signing authority for the partnership or joint venture, the partnership or joint venture should provide evidence to the satisfaction of the Regional District that the person(s) signing have signing authority for the partnership or joint venture). If a partner or joint venture is a corporation then such corporation should sign as indicated in subsection (a) above; or
- (c) If the Proponent is an individual, including a sole proprietorship, the name of the individual should be included.

4. EVALUATION AND SELECTION

4.1 Evaluation

The Regional District will evaluate the Proposals by applying the evaluation criteria as described in Section 4.2 to identify the Proponent that the Regional District determines is the most advantageous to the Regional District.

The criteria will be applied without priority or weighting established in advance of the evaluation, and in particular, the Proponent whose Proposal has the lowest price will not necessarily be selected as the Preferred Proponent. The Regional District will apply the criteria evenly and fairly to all Proposals.

4.2 Evaluation Criteria

The Regional District will compare and evaluate all Proposals to determine the Proponent's strength and ability to provide the Services in order to determine the Proposal which is most advantageous to the Regional District, using the following criteria:

(a) Experience

The Proponent will demonstrate a project understanding, including familiarity with the development of agriculture strategies for rural communities, and experience working with local governments, committees and the public.

(b) Reputation and Resources

Proponents will provide complete information on experience of key personnel, if applicable, to be involved in the project and references from work on similar projects. The Proponent must include a minimum of three references complete with contact information in the proposal for projects similar to the project described herein. Proponents will submit evidence of previous successful performance in comparable work. A brief description of the projects completed with each reference should be provided.

(c) Work Plan, Methodology and Schedule

The Regional District will consider the Proponent's proposed work plan, methodology and schedule as indicated in the Proposal. Proponents are encouraged to identify innovations that would maximize the efficiency and economics of the proposed work.

(d) Financial

The Regional District will consider the Proponent's prices as indicated in the Proposal.

4.3 Additional Information

The Regional District may, at its discretion, request clarifications or additional information from a Proponent with respect to any Proposal, and the Regional District may make such requests only to selected Proponents. The Regional District may consider such clarifications or additional information in evaluating a Proposal.

4.4 Waiver of Deficiencies

If a Proposal does not satisfy every Regional District request or requirement as described in this RFP, the Regional District may, in its sole discretion, waive such deficiency and consider such Proposal in the evaluation of Proposals.

4.5 Selection of Proponent

The Regional District will select the Proponent which it determines is the most advantageous to the Regional District based on the Evaluation Criteria set out in Section 4.2 above. The Regional District is not bound to accept the lowest priced Proposal. The Regional District reserves the right to accept or reject any Proposal in whole or in part.

4.6 Good Faith Negotiations

By submission of its Proposal the Proponent agrees that if at any time in the 60 days from the Closing Time it is selected by the Regional District to enter into negotiations for a Contract, the Proponent will, in good faith, participate in negotiations with the Regional District and use reasonable commercial efforts to reach agreement and finalize a Contract with the Regional District based on the Proponent's Proposal.

5. GENERAL CONDITIONS

5.1 No Regional District Obligation

This RFP is not a tender and does not commit the Regional District in any way to select a Preferred Proponent, or to proceed to negotiations for a Contract, or to award any Contract, and the Regional District reserves the right in its sole discretion to at any time reject all Proposals, and to terminate this RFP process.

5.2 Proponent's Expenses

Proponents are solely responsible for their own expenses in preparing, and submitting Proposals, and for any meetings, negotiations or discussions with the Regional District relating to or arising from this RFP. The Regional District and its representatives, agents, consultants and advisors will not be liable to any Proponent for any claims, whether for costs, expenses, losses or damages, or loss of anticipated profits, or for any matter whatsoever, incurred by the Proponent in preparing and submitting a Proposal, or participating in negotiations for a Contract, or other activity related to or arising out of this RFP.

5.3 No Contract

By submitting a Proposal and participating in the process as outlined in this RFP, Proponents expressly agree that no contract of any kind is formed under, or arises from, this RFP, prior to the signing of a formal written Contract.

5.4 Conflict of interest

A Proponent shall disclose in its Proposal any actual or potential conflicts of interest and existing business relationships it may have with the Regional District, its elected or appointed officials or employees. The Regional District may rely on such disclosure.

5.5 Confidentiality

All submissions become the property of the Regional District and will not be returned to the Proponent. All submissions will be held in confidence by the Regional District unless otherwise required by law. Proponents should be aware the Regional District is a "public body" defined by and subject to the Freedom of Information and Protection of Privacy Act of British Columbia.

5.6 Insurance

The successful Proponent will, in the event of award, be required to provide to the Regional District, within ten (10) days of award:

- (a) Proof of public liability insurance for injury, property damage or death arising from the Proponent's operations under the agreement in an amount not less than **THREE MILLION (\$3,000,000) DOLLARS** naming the Columbia Shuswap Regional District as additional named insured;
- (b) Proof of professional liability insurance in an amount of not less than **FIVE HUNDRED THOUSAND (\$500,000) DOLLARS**; and
- (c) Proof of registration with WorkSafe BC.

5.6 Acceptance

The Regional District reserves the right to accept or reject any or all Proposals and to accept the Proposal it considers most advantageous to the Regional District.

5.7 Notice of Award

The successful Proponent will be notified of acceptance of its Proposal by notification in writing delivered to the address contained within the Proposal. No other communication will constitute acceptance of any Proposal.

5.8 Invoicing

The successful Proponent will submit invoices to the Regional District following the commencement of works and each shall be accompanied by a work report.

5.9 Background Information and Services

The Regional District will make available all relevant studies and reports and will provide digital mapping as necessary.

SCHEDULE 'A'

CSRD – SHUSWAP ECONOMIC DEVELOPMENT – New Website Development
(Including Content Development) - Amalgamation of the Shuswap Economic Development, Shuswap Tourism, and the Columbia Shuswap Film Commission websites.

TERMS OF REFERENCE

BACKGROUND

Shuswap Economic Development (SED) is the regional economic development organization for Electoral Areas C, D, E, and F of the Columbia Shuswap Regional District (CSRD). SED currently engages in various business development activities throughout its region; maintains a website; maintains relationships with a variety of community, regional, and other industry stakeholders; and also manages Shuswap Tourism, the Destination Marketing/Management Organization (DMO) for the Shuswap Region, and the Columbia Shuswap Film Commission, the regional film commission.

- **Shuswap Tourism** is the DMO for the City of Salmon Arm, the District of Sicamous, and Electoral Areas C, D, E, and F of the CSRD. Shuswap Tourism currently maintains a website, produces a variety of tourism sector promotional material, maintains a relationship with the Thompson Okanagan Tourism Association (TOTA), Destination British Columbia (DBC), and other industry organizations, attends tourism related promotional trade shows, and participates in other promotional tourism activities as required.
- **The Columbia Shuswap Film Commission** is a full-service film commission that represents the City of Salmon Arm, District of Sicamous, and all electoral areas within the CSRD. The Film Commission currently maintains a website, and offers a variety of other film-based services including scouting, accompanied surveys, script breakdown, and community liaison services. The Film Commission also maintains a comprehensive locations database in conjunction with Creative BC.

Historically, each of the three above-noted organizations has maintained its own, separate website. This has worked well from a user perspective, but has led to additional organizational resources needing to be devoted to appropriately update and maintain three separate websites. The objective of this Website Creation and Content Development Project is to combine all three web properties (economic development, tourism, and film) into one new mobile responsive website, as well as to create a new landing/gateway page.

The separate and established URLs for the three organizations will still direct to the relevant section of the new website, while a new URL will also be established that will direct users to the new landing/gateway page. In this new format, the uniqueness of each organization will be maintained in their relevant section, but they will be related together under through a newly developed landing page/gateway that will reference the previously-developed Shuswap Brand Book. (***Note that the City of Revelstoke is included in the service region of the Columbia Shuswap Film Commission, so Revelstoke brand elements must also be included in areas of the website that feature the Film Commission*).

An online business database will also be included in the development of this website that can be integrated into each website Shuswap Economic Development, Shuswap Tourism, and the Columbia Shuswap Film Commission.

Proposals, clearly marked “**Proposal – New Website Development (Including Content Development) - Amalgamation of the Shuswap Economic Development, Shuswap Tourism, and the Columbia Shuswap Film Commission websites**”, will be accepted until **4 PM on Friday, October 5, 2018** at the offices of the CSRD – Shuswap Economic Development, PO Box 978, 555 Marine Park Drive N.E., Salmon Arm, BC V1E 4P1.

The Columbia Shuswap Regional District and its member municipalities, will, in no way, be responsible for the costs of preparing proposals.

The lowest or any proposal not necessarily accepted.

OBJECTIVES

A new landing page/gateway for the three organizations noted above will be developed, and must fit with the previously-developed Shuswap Brand. It must also must appropriately reflect the diversity of services offered by the three organizations. Finally, it should also have strong visual and marketing appeal, given that it will be the gateway to three websites that are each tasked with marketing and promoting different aspects of the Region.

The new combined website for Shuswap Economic Development, Shuswap Tourism, and the Columbia Shuswap Film Commission should be designed and developed in a way that follows the previously-developed Shuswap Brand, and with a final aesthetic that is unique to other surrounding regions (***Note that the City of Revelstoke is included in the service region of the Columbia Shuswap Film Commission, so Revelstoke brand elements must also be included in areas of the website that feature the Film Commission*). Written and visual content will need to reflect the mandate and core information base of each organization, as well as highlight the unique aspects, vision, and values of each community within the organization’s service area. Content should also be created keeping in mind the need for strong user engagement, given that marketing and promotion is one of the intrinsic elements of each organization.

The new website will also include a business database. It will be used by the public to locate businesses in the area both through direct searches as well as directories based on specific needs. The business database will also allow individual businesses to expand their web-presence.

The content/aesthetic objectives are as follows:

- To work collaboratively with organization representatives in all aspects of website development in order to ensure needs are met and the final product is optimally representative of the three organizations and the communities they represent.
- To maintain an overall brand (including imagery and text) that is unique to the Shuswap Region
- To follow all elements of the Shuswap Brand
- To create a landing page that will serve as a gateway to the three separate organization websites

- To work with representatives from the three organizations to establish a new domain/URL for the landing page that fits with the overall Shuswap brand. This new domain must also be chosen based on opportunities for use with marketing and engagement activities.
- To create written content and an overall sitemap, based on input from representatives from the three organizations, which accurately represents the Shuswap Region in an interesting and engaging manner, while also representing the previously-developed Shuswap Brand.
- To identify image needs (so organization representatives can source and provide)
- To ensure content reflects the ongoing collaboration that exists amongst related stakeholders throughout each organizations' defined region
- To create a central business database where businesses throughout the Shuswap Region can be entered and categorized based on industry classification.

The technical objectives are as follows:

- Establish a new domain for the landing page noted previously.
- The website must be designed using responsive web best practices. **Responsive Web Design** is the approach that suggests that **design** and development should respond to the user's behavior and environment based on screen size, platform and orientation. The practice consists of a mix of flexible grids and layouts, images and an intelligent use of CSS media queries.
- Ensure use of target keywords, and word count is sufficient to allow for greater search engine optimization.
- Use 301 redirects on all pages from previous organization websites to the new sites in order to maintain search engine optimization.
- Ensure sufficient page speed.
- Ensure headings, URLs, page titles, and Meta descriptions for every page on the website are optimized for search engine recognition.
- Incorporate other website elements that will allow for google and other search engine optimization, including adding a sitemap and language/location coding to headers and footers
- Ensure graphics, including photography, are all of the highest possible quality.
- Work with organization representatives to ensure all opportunities for link building are realized
- Improve overall information architecture and site design to ensure maximum efficiency and user ease-of-use.
- To ensure that all website aspects will expand easily throughout the growing variety of today's social media landscape, including Instagram, Facebook, Twitter, YouTube, and LinkedIn.
- To design and build the website so, once complete, organization representatives have the ability to edit content.
- Creation of an e-blast marketing system with templates that meet the Brand Book standards.
- Ensure website is optimized for Reel Scout integration.
- Ensure website is optimized for CrowdRiff integration.



Her Worship Mayor Nancy Cooper and Council
City of Salmon Arm
Box 40
500 2 Ave. NE
V1E 4N2, BC

Via email: ncooper@salmonarm.ca

Dear Mayor Cooper and Council,

With the fast-approaching Union of BC Municipalities (UBCM) conference and the workshop “Regulating and Enforcing Short-term Rentals,” the Tourism Industry Association of British Columbia (TIABC) and the British Columbia Hotel Association (BCHA) would like to take this opportunity to introduce you to a recently released paper, **Developing a Modern Approach to Short-Term Rentals in a Digital Economy**. We have attached a brief outline to this email, however the full report is available at bit.ly/BCHA_paper.

The proliferation of unregulated short-term rentals has contributed to the lack of available and affordable housing for workers and residents in the City of Salmon Arm. We hope that the recently released best-practices guidelines will assist your community in tackling this challenging issue.

James Chase, President & CEO of the British Columbia Hotel Association, will be at UBCM throughout the week of activities. If you wish to arrange a meeting with him or have any questions about the paper and the issue of short-term rentals, please contact James by phone, 604-809-5216 or by email, james@bchotelassociation.com.

We look forward to speaking with you soon,

Walt Judas, CEO
Tourism Industry Association of BC

James Chase, President & CEO
BC Hotel Association

CC: Salmon Arm & District Chamber of Commerce
Shuswap Tourism

DEVELOPING A MODERN APPROACH TO SHORT-TERM RENTALS IN A DIGITAL ECONOMY

A Framework for Canadian Regulators

Governments at all levels are grappling with the implications of the growing short-term rental industry. There is an acute need for federal, provincial, and municipal governments to put in place a modern regulatory framework to address the stresses and unintended consequences created by short-term accommodation rentals.

OBJECTIVES:

- Minimize the displacement of affordable and accessible housing
- Minimize community nuisance while protecting public safety and with adherence to municipal bylaws
- Ensure a level competitive playing field
- Collect appropriate taxes and tourism levies
- Enable voluntary compliance while minimizing the administrative burden for hosts, home-renting platforms and governments.

ROADMAP TO A MODERN FRAMEWORK FOR LOCAL GOVERNMENTS

Based on emerging best practices, municipal regulators should adopt these five steps when developing regulations.

1
RESEARCH:
Understand how short-term rentals and the commercialization of principal residences are impacting on communities and neighborhoods. Consider leading and best practices from other jurisdictions.

2
EXISTING REGULATION:
Review the policies and regulations that are in place today. Canadian municipalities should also review what is in place and being contemplated at the provincial level.

3
CONSULTATION:
Consult with the local tourism, hotel and housing sectors to assess the impact of short-term rentals on the community. Also consult with hosts who use the various platform companies.

4
APPLY REGULATORY TOOLS:
Review each of the eight key tools and how they can best be applied in response to local conditions. Engage stakeholders on proposals and pass regulations that are sustainable and effective over the long-term.

5
MONITOR AND ASSESS:
Actively monitor the reported results against expected outcomes. Pay close attention to resident complaints. Proactively investigate regulatory compliance and refine policy as circumstances and experience dictates.

8

REGULATORY TOOLS TO MODERNIZE SHORT-TERM RENTAL ACCOMMODATIONS

Following a scan of the regulatory approaches taken in communities and cities around the world, the following 8 elements have consistently been applied:



1. HOST REGISTRATION AND FEES

Requires that any property offered for home-renting be registered with the local government. For the benefit of hosts and municipalities, platform companies should facilitate the registration process. Along with the collection of an annual fee to recover costs, registration enables the monitoring and reporting of rental activity.

5. HEALTH AND SAFETY STANDARDS



Regulations that require certain standards for safety (e.g. smoke detectors, fire extinguishers, pest control). This provides some minimal level of protection for guests.



2. PLATFORM REGISTRATION AND FEES

Require registration of the rental platform companies along with a significant annual fee and an ongoing fee for each booking. Rental platform companies must be prohibited from listing any property that is not properly registered.

6. REPORTING



A requirement at the platform and host level to report to government on all home-renting activity. This includes mandating that platform companies issue annual information slips to hosts on rental income with a copy to government authorities.



3. PRINCIPAL RESIDENCE RESTRICTION

Limits home-renting to a principal residence only. This prohibits the operation of ghost hotels and/or large scale commercial enterprises operating under the veil of home sharing. A significant issue remains in that short-term rentals are permitted in areas without proper zoning but with some limitations.

7. TAXATION/LEVIES



Special provisions at the platform level to conveniently collect and remit various taxes and/or levies on behalf of hosts. This creates a more level playing field with commercial operators and provides revenue to government to cover the costs of managing home sharing activity.



4. CAP ON USAGE

Limits the number of days that a home can be rented through a home-renting platform. This helps to moderate the decline in available housing stock and the nuisance factors associated with the conversion of ordinary residences into commercial operations. Caps typically run from 30 to 180 days per year. Some condominium boards put the cap at zero days and some regulations require explicit approval from homeowner's associations before short-term rentals can be offered.

8. ENFORCEMENT/PENALTIES



Mechanisms to ensure regulations are applied and enforced (e.g. confirm principal residence with a driver's license). Effective enforcement can only be achieved with reliable and timely reporting of activity from the platform. Penalties help to ensure the system is operating as intended through voluntary compliance.