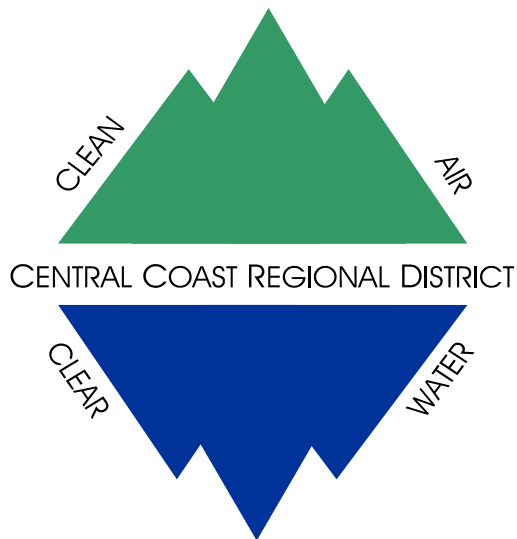


**CENTRAL COAST REGIONAL DISTRICT  
UNION OF B.C. MUNICIPALITIES  
2007 COMMUNITY EXCELLENCE  
AWARDS**



**PARTNERSHIP AWARD NOMINATION**

***PROJECT: BELLA COOLA VALLEY – TOURISM CAPACITY DEVELOPMENT***

**Central Coast Regional District  
P.O. Box 186  
Bella Coola, B.C.  
V0T 1C0**

**JULY 2007**

# CENTRAL COAST REGIONAL DISTRICT

## UNION OF B.C. MUNICIPALITIES

### COMMUNITY EXCELLENCE PARTNERSHIP AWARD NOMINATION

#### *“CENTRAL COAST REGIONAL DISTRICT & BELLA COOLA VALLEY TOURISM*

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# UBCM COMMUNITY EXCELLENCE AWARDS

## 2007 APPLICATION BOOKLET

NAME OF LOCAL GOVERNMENT:

CENTRAL COAST REGIONAL DISTRICT

PROJECT OR PROGRAM TITLE:

TOURISM CAPACITY DEVELOPMENT

SELECT YOUR CATEGORY: (CHOOSE ONE ONLY)

- BEST PRACTICES
- BEST PRACTICES, WEBSITE
- BEST PRACTICES, ANNUAL REPORTING
- LEADERSHIP & INNOVATION, SMALL COMMUNITY
- LEADERSHIP & INNOVATION, MID-SIZE COMMUNITY
- LEADERSHIP & INNOVATION, LARGE COMMUNITY
- LEADERSHIP & INNOVATION, REGIONAL DISTRICT
- PARTNERSHIPS: EXCELLENCE IN INNOVATION IN TOURISM PARTNERSHIPS

CONTACT PERSON:

Joy McKay

CONTACT TITLE:

CAO

EMAIL:

ccrd.admin@belco.bc.ca

PHONE:

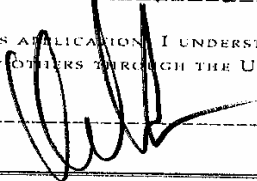
250.799.5291

FAX:

250.799.5750

BY MAKING THIS APPLICATION, I UNDERSTAND THAT ALL MATERIALS WILL BE KEPT BY UBCM AND ARE AVAILABLE FOR VIEWING BY OTHERS THROUGH THE UBCM COMMUNITY EXCELLENCE AWARDS LIBRARY.

SIGNATURE:



NAME (PRINT):

D. ANDERSON

DATE:

07.07.26

### APPLICATION CHECKLIST:

Remember to send 8 copies of your entire application package for distribution to the Selection Committee. **EACH** copy should contain:

- |   |  |
|---|--|
| <input type="checkbox"/> A completed application form                                   | IF APPLYING TO ANNUAL REPORTING:                     |
| <input type="checkbox"/> A one-paragraph summary of the project/program being submitted | <input type="checkbox"/> A copy of the Annual Report |
| <input type="checkbox"/> A five-page summary report (max. 5 pgs)                        | IF APPLYING TO PARTNERSHIPS:                         |
| <input type="checkbox"/> A letter from the Mayor supporting the application             | <input type="checkbox"/> A copy of the partners list |

In addition to the eight complete application packages, please include:

- One CD/electronic copy of the entire submission

DEADLINE: FRIDAY, JULY 27, 2007

**UNION OF B.C. MUNICIPALITIES**  
2007 COMMUNITY EXCELLENCE AWARD NOMINATION - PARTNERSHIPS  
*PROJECT: BELLA COOLA VALLEY – TOURISM CAPACITY DEVELOPMENT*

**SUMMARY**

The nomination of the Central Coast Regional District (CCRD) and Bella Coola Valley Tourism (BCVT) for UBCM's Community Excellence Partnership Award will chronicle local government and the community's outstanding dedication and contribution to local, regional and provincial tourism development. Supported by quantifiable and qualitative accomplishments, the nomination will describe how a dedicated group of "Local Yocal" volunteers, elected regional district directors, staff and community residents achieved extraordinary accomplishments throughout 2005 and 2006. *"Our nomination is a narrative of "The Little Engine That Could."*

**(1.0) PARTNERS**

- Joy MacKay, Chief Administrative Officer, Central Coast Regional District (CCRD)  
P.O. Box 186, Bella Coola, B.C. V0T 1C0 250.799.5291 [ccrd.admin@belco.bc.ca](mailto:ccrd.admin@belco.bc.ca) [www.centralcoastbc.com](http://www.centralcoastbc.com)
- Rosemary Smart, President, Bella Coola Valley Tourism (BCVT)  
P.O. Box 670, Bella Coola, B.C. V0T 1C0 (Bus) 250.799.5587 [eaglelodge@belco.bc.ca](mailto:eaglelodge@belco.bc.ca) [www.bellacoola.ca](http://www.bellacoola.ca)

**(2.0) BACKGROUND**

The Bella Coola Valley's economic identity was previously resource based and regrettably, a recent victim of the traditional "boom/bust" cycle. Residents witnessed the commercial extraction of formerly abundant natural resources (forests and fisheries); to a level of depletion that no longer sustained the local economy or culture. An area previously rich in regional trade and cultural exchange through the historical "Nuxalk/Carrier Grease Trail," (Alexander Mackenzie Voyageur Route) encountered economic devastation.

The economic downturn involved the departure of the major forest licensee (a consequence of prolonged confrontation with environmentalists and the proposed Central Coast Land and Resource Management Planning process), contraction of the commercial fishing sector (total licenses reduced by half), and the relocation of Provincial Government regional offices to Northern Vancouver Island. This resulted in significant employment losses (direct, indirect and induced), declining school enrollments, teacher lay offs, and loss of human and financial capital, along with all the accompanying health and social ills.

Once the community became cognizant they couldn't depend upon the two senior levels of government to "bail out the tanked economy," a series of public meetings were convened to identify solutions and courses of action. The Central Coast Regional District (CCRD) and Bella Coola Valley Tourism (BCVT) volunteers were the driving forces supporting the "Town Hall Meetings," where Visions and Principles were agreed upon to guide the community towards sustainable, values-based economic development. In February 2005 the CCRD delivered a comprehensive Economic Development Operating Plan. The economic development strategy focuses on diversification, with tourism as a primary growth sector. Following the presentation of the strategy, a small group of like-minded Valley residents and the CCRD's Economic Development Officer gathered and decided to develop capacity in the tourism sector. The rationale as to why the community development stakeholders forged the partnership is rather fundamental – *economic survival*.

**(3.0) PROJECT DESCRIPTION**

The overarching goal of the project is defined as, "Bella Coola Valley - Tourism Capacity Development." Three of its primary objectives were to, (1) prepare a Tourism Marketing Strategy and Development Plan, (2) Community Branding Exercise, and (3) initiate implementation of same.

**Primary Objectives 1 & 2**, the Tourism Marketing Strategy, Tourism Development Plan and Community Branding were completed on time and within budget during 2006.

**Primary Objective 3**, Implementation of the Tourism Marketing Strategy Development Plan, 2006 selected activities are presented in the following schedule, which is intended to demonstrate a few of the accomplishments BCVT and the CCRD made throughout 2006. It's hoped this remarkable list will be reviewed in the context of "seven volunteer directors (on a limited budget with no remunerated full-time staff), elected local government representatives and one EDO, who possessed internal confidence, dreamt more, hustled the fastest and remained focused in order to achieve success."

### **Tourism Research & Planning**

- Collaborated with the University of Northern British Columbia and BC Ferries to undertake "Assessing Drive Tourists' Preferences & Motivations: A Case Study of Bella Coola, B.C."
- Secured financial assistance from BC Ferries and the Coast Sustainability Trust to initiate the UNBC study
- Successfully completed a Community Branding Exercise (logo and word mark found on nomination title page)
- Secured funding assistance from the Coast Sustainability Trust, Western Economic Diversification, Community Futures Development Corporation of the Cariboo Chilcotin and the BC Ministries of Tourism, Sport and the Arts, and Economic Development, to commission the Community Branding Exercise, Tourism Marketing Strategy and Development Plan

### **Tourism Organizational Capacity Development**

- Secured multiple-year funding commitments from the Coast Sustainability Trust and Northern Development Initiative Trust to implement the Tourism Marketing Strategy
- Successful applicant for Tourism BC's Community Foundation Program
- Successfully nominated a BCVT Director to the board of the Cariboo Chilcotin Coast Tourism Association (CCCTA) as Coastal Representative and official liaison between the two marketing organizations
- Secured multiple-year funding assistance from CCCTA to assist with staffing
- Actively participated on CCCTA's Ferry Sinking Mitigation Fund Steering Committee
- Secured office equipment for the Visitor Information Booth
- Secured funding for a portable booth for travel shows
- Actively participated on BC Ferries' Northern Ferry Advisory Committee
- Strengthened strategic alliances with the Central Coast Regional District, Cariboo Chilcotin Coast Tourism Association, Williams Lake Chamber of Commerce, Port Hardy Chamber of Commerce and West Chilcotin Tourism Association
- Restructured Bella Coola Valley Tourism into a portfolio system
- Increased society membership by 18%
- Provided UBCM Community Tourism funding to support the Discovery Coast Music Festival
- Provided UBCM funding for the construction of Lobelco Community Club's Fairgrounds Improvement Project

### **Tourism Marketing & Promotional Initiatives**

- Secured financial assistance from Human Resource and Social Development Canada to staff BCVT's Bella Coola Visitor Information Booth
- Delivered a Tourist Counselor Program onboard B.C. Ferries Discovery Coast Passage, Route 40 – Bella Coola/Port Hardy
- Secured funding assistance from BC Ferries to deliver the counseling program
- Hosted a booth at Vancouver's Outdoor Adventure Show
- Hosted a retirement celebration for the Captain of the MV Queen of Chilliwack (BC Ferries, Route 40, Discovery Coast)

- Initiated the first ever merchandising program
- Donated merchandise to the Valley's Coho Festival
- Sponsored two regional Familiarization Tours
- Initiated the development of a professional Media Kit for travel writers and journalists
- Participated in media created contests
- Designed and produced the first ever Bella Coola Valley tourist map-pad
- Produced the first edition of Bella Coola Valley Visitor Guide
- Produced the "100 Things To Do Along Highway 20" booklet
- Participated in numerous print marketing programs, including Pacific Coastal Airline's In-flight magazine, the Mile Post, Cariboo Country and CCCTA's Travel Guide
- Began work on a web portal to meet industry standards as a tourism destination consumer website, media centre and industry resource centre (it will utilize the new brand and include consumer targeted information, a detailed online business/community inventory, natural resource attraction areas and a broadcast email communication system)
- Secured external funding to build a web portal
- Commissioned an Image Bank for inclusion into the new web portal
- Initiated and maintained an active internal and external communications program

### **Tourism Infrastructure Development**

- Initiated the Bella Coola Valley Entrances Project in partnership with the University of British Columbia's School of Architecture
- Secured partial project funding from the Union of BC Municipalities' Community Tourism Program for the Entrances Project
- Formed a strategic alliance with the BC Ministries of Tourism, Sport and the Arts, and Transportation to pursue a trailhead signage program
- Secured funding assistance from the CCCTA to undertake a comprehensive destination, directional and trailhead signage program
- Successfully lobbied government and BC Transit to provide a local bus service
- Developed a plan to maintain Bella Coola Valley trails and recreation sites
- Initiated Trail & Rec Sites Partnership Agreement negotiations with the BC Ministry of Tourism, Sport and the Arts
- Successfully lobbied BC Ferries and the British Columbia government to extend the Route 40 season beyond the first week of September
- Designed and installed two large Bella signs on Highway 20 promoting the Bella Coola Valley
- Successfully lobbied the Ministry of Forests and Range to re-open two strategic forest service roads, which provide tourists access to side valleys and the backcountry
- Formed an association with the Bella Coola Trail Network Committee to produce a multi-hiking trail and recreational site brochure

### **Tourism Training & Education**

- Hosted Tourism BC's Travel Media Relations workshop

### **Awards & Recognition**

- Received the Cariboo Chilcotin Coast Tourism Association's prestigious "*Outside the Box Award*"
- Received CCCTA's 2006 "*Caribooster Award*" for the association that did the most to selflessly promote and grow the tourism industry in the Cariboo Chilcotin Coast region

#### (4.0) Innovative Initiatives & Activities

**University of Northern British Columbia's Case Study** - Prior to the formulation of the current tourism marketing strategy and development plan, BCVT and the CCRD were cognizant of the existing stale-dated (1995-96) market research, as well as gaps pertaining to market heterogeneity, including motivation, behaviour and decision-making processes. In 2006 BCVT and the CCRD, in association with the University of Northern British Columbia (UNBC), completed their primary research entitled, *"Assessing Drive Tourists' Preferences and Motivations: A Case Study of Bella Coola, British Columbia."* This was the first instance in Canada where a study of this level of complexity and magnitude was undertaken. (Dr. Anne Hardy, the Principal Researcher, was a visiting professor from Australia, where she had completed similar assignments.)

The research involved, (a) gaining an understanding of the drive tourism market, particularly visitors' characteristics, length of stay and behaviour. This was achieved through implementing a quantitative survey, and (b) delivering a qualitative research tool to explore psychographic profiles. This research component consisted of in-depth, open-ended interviews and focus groups. The research findings and results formed the foundation on which the marketing strategy and development plan were built.

**Financial Leveraging** - In 2004, the CCRD and twenty like-minded Valley residents each *"tossed \$50.00 into the hat"* – the annual budget of a mere \$1,000 was expended on postage, telephone and a Cariboo Chilcotin Coast Tourism Association membership. Three years later (2006), 64 individuals, businesses and the CCRD *"bucked up,"* and were successful in leveraging \$4,000 of membership dues into \$367,000 of financial contributions – an absolutely phenomenal ratio of 1:92. It is our firm belief and contention – ***no other Regional Destination Marketing Organization (RDMO), Destination Marketing Organization (DMO) or local tourism group in the entire province was as financially successful (from a comparative perspective) as the Central Coast Regional District and Bella Coola Valley Tourism.***

#### (5.0) Measurable Outcomes

Appendix C is intended to address the quantifiable outcomes and benefits of BCVT and CCRD endeavours. Four economic measures, which are indicative of the success in the pursuit of the project's goal of developing tourism capacity and implementation thereof, were selected.

#### (6.0) Nomination Summary

While this chronicle may have focused on the extraordinary partnership accomplishments of the Central Coast Regional District and Bella Coola Valley Tourism, perhaps it may be construed as a narrative of how two organizations' sheer determination inspired and motivated an entire community *"to pull together in the face of economic adversity."* For example, the following activities may be directly attributed to the CCRD's and BCVT's commitment and level of enthusiasm:

- *Retailers who continuously donated gifts to tourism related promotions,*
- *Local business people who offered services gratis (e.g. trucking company transporting pallet loads of literature, the airline providing tickets to BCVT representatives to attend travel shows),*
- *Youth/students who were employed at the Visitor Information Booth,*
- *The tourism consultants who clearly exceeded the scope of their assignment,*
- *Friends, family and colleagues, while on annual vacation, who graciously offered to distribute boxes of brochures/pamphlets to various VICs, VIBs and travel agencies throughout the province,*
- *Community residents who tirelessly contributed countless hours of volunteer time,*
- *The UNBC tourism academics who slept in tents while conducting primary research in the Valley,*
- *BC Ferries' management who cooperated at all levels,*
- *The innumerable volunteers who participated in the primary market research and strategy focus groups,*
- *Committee volunteers who worked tirelessly on the branding exercises and development plan,*

- *Community residents who awoke before dawn to greet embarking and disembarking BC Ferry passengers, and*
- **The five local politicians who continually stood behind and fully supported BCVT's dreams and vision because they believed in "their" tourism sector leaders and the cause.**

While previous award winners may have led medium-to-large governments and organizations with access to capital, a skilled professional workforce, markets, continuity/longevity and clientele – the CCRD and BCVT began the year with extremely limited human and financial resources, but made astronomical accomplishments nevertheless. (The CCRD's economic development core budget, inclusive of labour, is a mere \$39,000.)

CCRD and BCVT were the first organizations in Canada to use psychographic research as a foundation to develop a comprehensive tourism marketing strategy and development plan. They were exceedingly innovative and creative in leveraging a paltry \$4,000 into \$367,000. The capacity developed, capital raised, and research and planning completed will have positive, long-term benefits and greatly assist diversification of our economy.

Following delivery and acceptance of the tourism marketing strategy and development plan, CCRD staff, BCVT directors, acquaintances and community volunteers began implementation thereof. The partnership has initiated numerous projects, such as the Entrances Signage (targeted for UBCM Phase 2, Community Tourism Program funding) and opening trail access to the Bella Coola River.

We firmly believe the CCRD/BCVT synergy established an innovative and productive partnership to develop and enhance tourism in the Bella Coola Valley. Appendix C easily demonstrates impressive double-digit economic increments over the preceding year.

The value added components of the partnership are exponential, from environmental (e.g. CCRD and BCVT Directors organizing community clean up campaigns and developing a watershed fish sustainability plan), to social (e.g. staff and Directors taking leading roles with hosting the Bella Coola Valley Rodeo, Discovery Coast Music Festival [UBCM funded] and the Fairgrounds Improvement Project [UBCM funded]).

The CCRD/BCVT relationship is a partnership in its truest sense. The CCRD contributed technical human resources (e.g. Chief Administrative Officer, Economic Development Officer, Administrative Assistant [BCVT Director] and a volunteer CCRD Director) and financial resources, as "*gatekeepers*" to funding sources, such as the Coast Sustainability Trust, Northern Development Initiative Trust and UBCM's Community Tourism Program. BCVT provided the "*people*" mechanism in the equation – the volunteers to ensure effective and efficient pursuit and implementation. The partnership is stable, unyielding and sustainable. The CCRD is in the process of exploring a hotel tax in order to provide funds for continuous tourism funding.

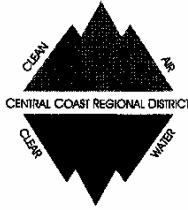
BCVT and CCRD directors were the "*Captains at the ship's helm*" of a rural-based group of champions, "**who cared and then went out and did what had to be done.**" It was they who mobilized Bella Coola Valley residents when they faced severe economic and social challenges.

Without BCVT/CCRD's perseverance, commitment, tenacity, unquestionable dedication and hyper-productivity, the Bella Coola Valley would not have achieved the level of success in initiating development and implementation of the tourism marketing strategy, development plan and community branding. The most significant contribution to tourism development and marketing is the demonstrated ability to survive economic adversity and achieve monumental objectives in a professional and methodical manner.

The strategic alliance of BCVT and the CCRD is an ideal partnership example of the "**The Little Engine That Could and Did**" – true tourism development and marketing heroes and as such, warrant to be recognized with UBCM's Community Excellence Partnership Award.



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P.O. Box 186, Bella Coola, BC V0T 1C0  
Phone (250) 799-5291 Fax (250) 799-5750 Email: ccrd@belco.bc.ca

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*Encompassing the Coastal Communities of Ocean Falls, Bella Bella, Denny Island, Oweekeno and the Bella Coola Valley*

July 26, 2007

Union of BC Municipalities  
60-10551 Shellbridge Way  
Richmond, BC V6X 2W9

Attention: Selection Committee

Dear Committee Members,

***Re: UBCM Community Excellence Awards Nomination***

On behalf of the Central Coast Regional District (CCRD) Board of Directors, it is with great pleasure that I submit this letter in support of the nomination of Bella Coola Valley Tourism (BCVT) and the CCRD for the Union of BC Municipalities Community Excellence Awards in the category of *Partnerships*.

As is noted in the Project Summary, BCVT and CCRD staff and directors have worked tirelessly to develop capacity in the area of tourism in the Bella Coola Valley. The benefits of this extraordinary effort are now being evidenced in numerous ways as the community moves closer to achieving its full potential as one of British Columbia's most unique travel destinations.

On behalf of both the CCRD and BCVT, I wish to thank the Committee for its thoughtful consideration of the enclosed nomination.

Yours truly,  
CENTRAL COAST REGIONAL DISTRICT

Brian Lande, Chair

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## ***APPENDIX B***

# **Community Description**

The Bella Coola Valley stretches approximately 65 kilometres from the eastern shore of North Bentinck Arm on BC's Central Coast to Stuie, located in Tweedsmuir Park. Bella Coola is the terminus for BC Ferries' Discovery Coast Passage Route and the commencement of the "*Freedom Road*" (Highway 20) to the Chilcotin, Cariboo and beyond. The Valley is the only Central Coast community with a highway linkage to British Columbia.

The Central Coast Regional District is the only regional district in the province with no incorporated local governments within its boundaries. It also possesses the smallest population base and tax assessment base.

Nuxalk Nation members were the first occupants of this pseudo-remote and wilderness. Early historical accounts tell of their trade with other BC Interior First Nations. In 1793, Alexander Mackenzie was the first European to travel overland on the "[*Ooligan*] Grease Trail" from the Fraser River to the Bella Coola Valley. In 1894 a group of about 100 Norwegians from Minnesota, North and South Dakota, settled in the Valley and more followed soon thereafter to swell their numbers to 220. Many of their descendents still reside here.

The current population base of approximately 2,500 people is equally split between Nuxalk Nation members and the civic populace.

The Valley is well renowned for its Coast Mountain terrain, watershed, fisheries, forestry and wilderness abundance and offers most tourist amenities to those traveling by air, sea or land. A great many recreational adventures and sights are available to those who find their way to our exotic Valley. It is a sport fisherman's dream – the settlement is strategically located at the confluence of the Bella Coola River and the Pacific Ocean. During the summer the harbour hosts a variety of commercial fishing boats and pleasure craft traveling Central Coast waterways.

Tweedsmuir Provincial Park, BC's largest provincial park, is the eastern perimeter of the Valley, and provides a wilderness setting for the numerous outdoor adventures, including hiking the Alexander Mackenzie Heritage Trail, camping, kayaking, snowmobiling and wildlife viewing.

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# APPENDIX C

## BC Ferry Traffic

The Bella Coola Valley is serviced 13 weeks per annum by BC Ferries' Discovery Coast Passage – Route 40, from Port Hardy to Bella Coola aboard the MV Chilliwack.

**Chart 1**

### **B.C. Ferries Passenger & Vehicular Counts – Discovery Coast Passage, Route 40**

	<b>TYPE</b>	<b>2005</b>	<b>2006</b>	<b>INCREMENT</b>
<b>1</b>	Passengers	7,965	9,757	22 %
<b>2</b>	Automobile Equivalents	3,090	3,948	28 %

Source: BC Ferries

It may be worthy to note that while BC Ferries experienced only a .02% year-to-date (August 2006) passenger growth (source: TBC Tourism Indicators), Route 40 achieved a 28% growth rate.

## Bella Coola Airport

The Bella Coola Airport, owned by the Central Coast Regional District, is the only commercial airport in the Valley. Pacific Coastal Airlines, the only scheduled airline, services Bella Coola daily and twice per day during the summer peak season.

**Chart 2**

### **Bella Coola Airport Passenger Traffic**

	<b>TYPE</b>	<b>2005</b>	<b>2006</b>	<b>INCREMENT</b>
<b>1</b>	Passengers	3,315	3,706	18 %

Source: Pacific Coastal Airlines / Bella Coola Airport Commission

### **Visitor Information Booth**

The Visitor Information Booth is operated by Bella Coola Valley Tourism in space provided free of charge by the local retail grocery cooperative. During its 14-week opening it's staffed by students who were recruited with financial assistance from Human Resource and Social Development Canada.

**Chart 3**

#### **Bella Coola Valley Visitor Information Booth Seasonal Visitor Counts**

	<b>TYPE</b>	<b>2005</b>	<b>2006</b>	<b>INCREMENT</b>
<b>1</b>	Parties	1298	1719	32 %
<b>2</b>	Visitors	2759	3714	35 %

*Source: Bella Coola Valley Tourism*

*Note: the VIB season is a 14-week period beginning in June*

It may be worthy to note: the Visitor Information Booth captured 38% of all inward and outward bound BC Ferry traffic (Chart 2) in 2006 and while the Williams Lake Visitor Information Centre achieved 4.5% growth (YTD August 2006), Bella Coola's Visitor Information Booth achieved 32%.

### **Hospitality Occupancy Rate**

The Valley is serviced by seventeen hospitality providers, which consist of full-service hotels (2), motel (1), lodges (3), inn (1), B&Bs (7), and cabins/cottages (3).

**Chart 4**

#### **Bella Coola Valley Hospitality Occupancy Rate**

	<b>TYPE</b>	<b>2005</b>	<b>2006</b>	<b>INCREMENT</b>
<b>1</b>	Occupancy Rate	27 %	36 %	33 %

*Source: Bella Coola Valley Tourism*

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## **APPENDIX D**

### **CENTRAL COAST REGIONAL DISTRICT & BELLA COOLA VALLEY TOURISM**

#### **2006 Financial Leveraging Schedule**

1	<b>Revenue (\$000's)</b>		
2			
3	Membership dues		<b>\$ 4</b>
4			
5	<b>Funding Contributions (\$000's)</b>		
6			
7	Coast Sustainability Trust	Marketing strategy / development plan, branding	\$ 25
8	Community Future Development Corp – Cariboo Chilcotin	Marketing strategy / development plan, branding	20
9	Ministry of Tourism, Sport and the Arts and Ministry of Economic Development	Marketing strategy / development plan, branding	6
10	Coast Sustainability Trust	Implement marketing strategy	75
11	Northern Development Initiative Trust	Implement marketing strategy	75
12	UBCM	Entrances project	13
13	Cariboo Chilcotin Coast Tourism Association	Staffing assistance	20
14	BC Ferries	UNBC case study	4
15	Coast Sustainability Trust	UNBC case study	4
16	Western Economic Diversification	Assistance with publications	10
17	Human Resource & Social Development Canada	BC Ferry Counselor staffing assistance	12
18	BC Ferries	Ferry Counselor staffing assistance	8
19	Cariboo Chilcotin Coast Tourism Association	Signage program	35
20	Cariboo Chilcotin Coast Tourism Association	TBC's Community Foundation Program	<u>60</u>
<b>TOTAL FUNDS LEVERAGED</b>			<b>\$367</b>

*Source: CCRD and BCVT financial statements and contribution agreements*

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# ***APPENDIX E***

## ***Website Bibliography***

- The CCRD's Economic Development Operating Plan is available online at:

<http://www.centralcoastbc.com/ccrd/docs/Bella%20Coola%20Valley%20Economic%20Development%20Operating%20Plan.doc>

- The CCRD's and BCVT's Tourism Development Plan is available online at:

<http://www.centralcoastbc.com/ccrd/docs/Bella%20Coola%20Valley%20Tourism%20Development%20Strategy.pdf>.

- BCVT's Tourism Marketing Plan is available online at:

<http://www.centralcoastbc.com/ccrd/docs/Bella%20Coola%20Valley%20Tourism%20Marketing%20Strategy.pdf>

- The University of Northern B.C.'s case study is available online at:

<http://www.centralcoastbc.com/ccrd/docs/UNBC%20Study-%20Assessing%20Drive%20Tourists%20Preferences%20and%20Motivations.pdf>