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- A TAPESTRY OF PLACE -

A PLACE-BASED CULTURAL TOURISM STRATEGY FOR THE COLUMBIA VALLEY

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Prepared for the Columbia Cultural Tourism Association by:

STEVEN THORNE

Place-Based Cultural Tourism Planning



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- Section 1: Project Background
- Section 2: Cultural Tourism in the Columbia Valley – A Vision
- Section 7: The Columbia Valley’s Cultural Tourism Product
- Section 8: SWOT Analysis
- Section 9: Recommendations & Appendices

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- Section 3: Understanding Cultural Tourism
- Section 4: Understanding Place-Based Cultural Tourism
- Section 5: Planning a Place-Based Cultural Destination
- Section 6: Marketing a Place-Based Cultural Destination

Cultural Tourism embraces the full range of experiences visitors can undertake to learn what makes a destination distinctive – its lifestyle, its heritage, its arts, its people – and the business of providing and interpreting that culture to visitors.

Commonwealth of Australia
Creative Nation

From Paris to Prague, from Santa Fe to San Francisco, from L'Anse-aux-Meadows to Haida Gwaii, sense of place is fundamental to cultural tourism.

This is where place-based cultural tourism parts company with attractions-based cultural tourism: In place-based cultural tourism, the heart of the visitor experience is encountering the destination *as a whole* – its history and heritage, its narratives and stories, its landscape, its townscape, its people. It is discovering what makes the destination distinctive, authentic, and memorable. It is the experience of “place”.

In a single phrase, *the place is the product*.

Steven Thorne

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HOW THIS REPORT IS STRUCTURED

This report, *A Tapestry of Place: A Place-Based Cultural Tourism Strategy for the Columbia Valley*, is structured in two halves.

The first half, Section 1 through Section 6, offers a vision for the future of cultural tourism in the Columbia Valley. The origin of this Strategy is outlined, and the work stages involved in the Strategy's development are reviewed. Next, an introduction to cultural tourism shows the size of the cultural tourism market and the demographics and motivations of cultural travelers. Because place-based cultural tourism is an emerging field of practice, its theory and practice are discussed, as are the advantages of place-based cultural tourism versus attraction-based cultural tourism. Finally, principles and practices of place-based marketing are reviewed.

In essence, Section 1 through Section 6 is a primer on cultural tourism and a guide to place-based cultural tourism. Its function is to provide an overview of the field, such that Part Two can be more easily digested.

The second half of this Strategy, Section 7 through Section 9, is a guide for how the Columbia Valley can capitalize on place-based cultural tourism. It enumerates the region's cultural tourism experiences, and recommends how these experiences can be woven into a "tapestry of place" – the product that the Valley will take to market. Next, a SWOT analysis examines the strengths, weaknesses, opportunities, and threats to developing the Valley as a place-based cultural destination. Finally, recommendations propose the next steps to realizing the Columbia Valley's cultural tourism potential.

In addition to the main body of this Strategy, an appendix contains the five Product Positioning Matrices and identifies stakeholders from tourism, business, culture, and local government who were interviewed during the Strategy's development or who took part in discussions.

A final note: Although an attempt was made to identify all the cultural tourism experiences in the Columbia Valley, the experiences itemized in this Strategy do not constitute an exhaustive inventory. It is the consultant's intent that, should the client wish to amend the inventory, the Strategy provides the conceptual framework to enable the client to do.

CULTURAL TOURISM IN THE COLUMBIA VALLEY – A VISION

The year is 2025. For more than a decade, in an effort to diversify its tourism offering beyond skiing, golfing, water-based recreation and back-country exploration, the Columbia Valley has engaged intensively in developing and marketing place-based cultural tourism. During this time, the Valley's reputation as a cultural destination has grown in its traditional Albertan market. Cultural tourism has generated increased visitor volume and revenue, while room night occupancy and yield have incrementally increased.

Profiled in travel media for its growing cultural tourism offerings, the Columbia Valley features multiple visual arts, performing arts, and heritage experiences that showcase its unique sense of place. In addition, the Valley's interpreted natural history – most notably, its many self-guided nature trails – have been developed to complement the natural history offerings of Kootenay National Park. In addition, capitalizing on its proximity to The Banff Centre, artists of international calibre visit the Valley for concerts and master classes, made possible by an infrastructure of cultural facilities that has been developed to serve local artists, guest artists, and audiences alike.

Throughout the Valley, artisanal food products and works of art and craft are showcased at visitor centres and in the retail operations of major resorts, which, in turn, has spurred growth in the local artisan economy. To meet the demand of travelers for a culturally authentic experience, the visibility of images and stories that celebrate the history and heritage of the Columbia Valley has also been enhanced. Locally sourced ingredients have also become a staple of the Valley's culinary offering, which has grown in stature and reputation.

For residents, the impacts of cultural tourism – both social and economic – have boosted civic identity and pride through the community's heightened engagement with arts and culture. Local government, business, and its many partners in the cultural sector are dedicated to growing cultural tourism, and to investing in product development.

For its part, the Government of BC views the Valley as a model for cultural tourism as a best practice to be emulated by other communities and regions. Along with its traditional outdoor recreation product, culture is at the heart of the Columbia Valley's visitor experience and brand.

2.1 Columbia Valley tourism: A snapshot

The Upper Columbia Valley, the focus of this Strategy, is located in the East Kootenay region of British Columbia. Politically, it is part of the Regional District of East Kootenay. Embracing the municipalities of Invermere, Radium Hot Springs, Canal Flats and Regional District Areas F and G, the Valley is also home to two First Nations: the Akisq'nuk First Nation and the Shuswap First Nation

Geographically, the Valley extends some 102 kilometers from the community of Spillimacheen in the north to Canal Flats in the south. Nestled between the Purcell Mountain Range to the west and the Rockies Mountains to the east, the Valley is home to the headwaters of the Columbia River.

Apart from its surrounding mountain ranges, the Valley's central geographic features are Columbia Lake and Windermere Lake, the Columbia Wetlands, and the Columbia River that flow northward from the Valley. Beyond the Valley lies the community of Golden, 64 kilometers north of Spillamacheen along Highway 95. To the south, Cranbrook is located some 82 kilometers south of Canal Flats. Radium Hot Springs, between Spillamacheen and Canal Flats, is the gateway for travelers who have driven to the Valley through Kootenay National Park via Banff, 134 kilometers to the north on Highway 93. Another 130 kilometers east of Banff lies the city of Calgary.

The Valley's relative geographic isolation has resulted in a small population of about 8,500 permanent residents. Several thousand individuals are seasonal residents, with second homes in the Valley.

Historically, forestry, mining and agriculture have been the mainstays of the Valley's economy. The emergence of tourism as an economic force is a relatively recent phenomena, anchored by skiing at Panorama Resort; golfing at numerous nine and 18-hole golf courses; water-based recreation on Windermere and Columbia Lake; and back-country exploration in the Rockies and Purcells.

As reported to Steven Thorne by various tourism industry leaders in the Valley, the Valley's tourism industry is currently underperforming. Visitation has been in decline – although there are signs it has stabilized. As a result, the economic health of both tourism and the larger economy has suffered.

Destination BC's Research Department, in its report, *Kootenay Rockies Regional Profile*, provides data on visitation and spending to the entire Kootenay Rockies Region. However, data on visitation and spending in the Columbia Valley is not collected.

Public data sources that track the decline in Valley tourism include inquires at the Radium Hot Springs Visitor Centre – the most frequented visitor centre in the Valley. According to data from Destination BC's Visitor Centre Network Statistics Program:

- Total visitors to the Radium Hot Springs Visitor Centre declined by 2.8 percent in 2012 compared with 2011. As of the third quarter of 2013, total visitors declined by 14.1 percent compared with 2012.
- Total phone calls to the Centre declined by 12 percent in 2012 compared with 2011. As of the third quarter of 2013, total phone calls declined by 26.6 percent compared with 2012.
- Total fax, mail, and e-mail inquiries to the Centre declined by 49.9 percent in 2012 compared with 2011. As of the third quarter of 2013, total fax, mail, and e-mail inquiries declined by 39.1 percent compared with 2012.

For its part, Kootenay National Park reports that visitation has not recovered to levels near its 2007-2008 volume of 454,500 visitors. In 2011-2012, the Park reported just over 427,000 visitors. Karin Smith, Promotions Officer for Kootenay and Yoho National Parks, anticipates a visitor volume for 2012-2013 that will be no greater than 2011-2012, owing to the Alberta floods.

2.2 Cultural tourism in the Valley

Until recently, cultural tourism has not been "on the radar" of Valley tourism. However, in 2011, the formation of the Columbia Cultural Tourism Association (CCTA) signaled the intent of a group of local arts-and-culture supporters to steward the strategic development of cultural tourism as an adjunct to the Valley's recreation-based tourism economy. According to *Columbia Cultural Tourism, Building Art and Culture to Grow the New Economy within A Beautiful Place*, a CCTA publication, the CCTA's Mission is:

- “Acknowledging and enhancing the quality and economic importance of arts and culture to the Columbia Valley.”

The same publication cites the CCTA’s Vision:

- “Bring our regional resorts, municipalities, community associations, businesses, non-profit organizations and artists together for creative and fiscal well-being.”

The focus of the CCTA’s Mission on “economic importance of arts and culture to the Columbia Valley”, which is repeated in the CCTA’s Vision with the phrase “creative and fiscal well-being”, demonstrates the CCTA’s understanding of cultural tourism as an economic driver.

This understanding is critical for the growth of cultural tourism in the Valley. In terms of economic impact, cultural tourism’s effects do not accrue solely to culture, or even mostly to culture.

In 2009, Industry Canada’s report entitled, *The Economic Impacts of Culture and Sport Tourism, 2007*, revealed that BC’s tourism economy accrued the following economic impacts from trips that included cultural tourism activities:

- Tourism salaries and wages: \$626.5 million
- Government taxes generated: \$72.9 million
- Tourism employment: 20,069

However, according to the report, most spending on trips that include cultural tourism activities is *not* generated by visits to the five types of cultural tourism activities that Statistics Canada tracks: (1) historic sites, (2) museums and art galleries, (3) performances such as plays or concerts, (4) festivals or fairs, (5) aboriginal cultural events. Most spending is generated by:

- Transportation: 40.4 percent
- Accommodation: 20.4 percent
- Food and beverage: 20.2 percent
- Other expenditures: 10.0 percent

In short, the economic dividends from cultural tourism do not flow primarily to operators of cultural tourism experiences. Cultural tourism is a wealth generator. It generates wealth for other sectors within the tourism economy, and, through subsequent rounds of spending, for the community or region as a whole. This understanding is critical to building support for cultural tourism in the Valley.

2.3 Origins of this Strategy

In February of 2009, the Columbia Valley Arts Council commissioned a report entitled, *Columbia Valley Cultural Scan and Community Consultation*, developed by Brightwell Consulting.

One of several “common themes” uncovered in the community consultation was that:

- “The Columbia Valley’s arts and cultural sector would benefit from a more regional approach, in terms of both community involvement and cultural tourism marketing... The concept of promoting the region as an ‘arts destination’ was a popular idea among local businesses and also during the artist focus group.”

At the time of the Brightwell report, the concept of cultural tourism was not new to British Columbia. From 2000 to 2002, the Okanagan Cultural Corridor was a designated provincial demonstration project in cultural tourism, funded by Tourism BC and the Province. Later, in 2008, the Ministry of Culture launched an initiative entitled BC’s Community Cultural Tourism Development Strategy. Underfunded, the initiative was short-lived and did not lead to initiatives on the ground.

Elsewhere, cultural tourism strategies have been developed for Nelson (2010) and Whistler (2011), while the *Van Dop Arts & Cultural Guide to British Columbia* has been published by Vancouver-based Trudy Van Dop for 12 years. *The Columbia Basin Cultural Tour Directory* – which includes galleries and artists’ studios in the Columbia Valley – has been published since 2009, with funding support from Columbia Basin Trust.

The observation in the Brightwell Report that “promoting the region as an ‘arts destination’ was a popular idea among local businesses and also during the artist focus group”, gave rise, in part, to the formation of the Columbia Cultural Tourism Association. As such, this Strategy is an extension of an idea that resonated with those local businesses and artists who formed the CCTA.

2.4 Development of this Strategy

In the spring of 2013, Steven Thorne was contacted by the CCTA concerning the prospect of developing a cultural tourism strategy for the Columbia Valley. Discussions led to a contractual agreement, with the first deliverable being a community forum on cultural tourism held at Copper Point Resort, on May 23rd, 2013. An application to Columbia Basin Trust by the CCTA proved successful in securing funding for this Strategy.

The following is a brief outline of the work plan for this Strategy, which uses Steven Thorne's place-based planning methodology:

- More than 120 potential cultural tourism experiences were identified by the CCTA and assembled as an asset inventory.
- Of these 120-plus cultural tourism experiences, 50 experiences that received incognito site visits by Steven Thorne were designated as "lead, supporting, or sustaining" experiences (see Section 5.1.1 for criteria).
- Another 50-plus experiences – festivals and events scheduled outside the two weeks in August/September when Steven Thorne toured the Valley – were assessed through discussions with the CCTA and reviewing the festival or event's print collateral and website (where available). Locally produced artisanal food products were also identified.
- In addition, members of the CCTA were enlisted to help identify the "heritage intangibles" and "place attributes" of the Columbia Valley (see Section 7.2).
- Based on the research outlined above, those cultural experiences meeting the criteria to be designated as lead, supporting, or sustaining experiences were categorized by product type and positioned within one of five Product Positioning Matrices: (1) Human heritage, (2) Agricultural and industrial heritage, (3) The arts, (4) Cuisine, and (5) Natural history.
- Through examining the Product Positioning Matrices, through considering the Valley's heritage intangibles and place attributes, and through observing the Valley's cultural life, a series of "cultural themes" emerged. These themes then formed the basis for the conceptualized cultural tourism product: the Columbia Valley's "tapestry of place" (see Section 7.5).
- Finally, the Strategy, with a SWOT analysis and recommendations to develop cultural tourism in the Columbia Valley, was presented to the client in November of 2013.

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THE COLUMBIA VALLEY'S CULTURAL TOURISM PRODUCT

7.1 The experiences

The Columbia Valley's cultural tourism product is composed of more than 100 cultural experiences. This figure does not include restaurants, bistros, pubs, and coffee shops which have yet to be assessed from a cultural tourism perspective. This figure also does not include community festivals and events which do not meet lead, supporting, or sustaining criteria, but which the CCTA may choose to list in the campaign marketing collateral.

Of these 100-plus cultural experiences, 50 experiences received site visits. These experiences have been sorted by cultural cluster and designated as lead, supporting, or sustaining. The remaining experiences that did not receive site visits – multiple arts events and festivals – have also been sorted and designated as lead, supporting, or sustaining through discussions with the CCTA and through reviewing the festival or event's print collateral and website (where available).

Exhibit 18 illustrates the distribution of the 100-plus cultural experiences among the five cultural tourism clusters and three PPM categories.

EXHIBIT 18

Distribution of the Columbia Valley's Cultural Tourism Experiences

PPM CATEGORY	CULTURAL TOURISM CLUSTER					TOTAL
	Human Heritage	Ag & Industrial Heritage	The Arts	Cuisine	Natural History	
Lead	2	1	8	3	2	16
Supporting	6	6	10		6	28
Sustaining	13	3	20	13	8	56
TOTAL	21	10	38	16	16+	101+

Note: Spas have been designated as a *collective sustaining experience*.

Dining experiences are to be identified and assessed by a culinary writer. Note: Dining experiences featuring locally sourced ingredients have been designated as a *collective lead experience*.

"Plus" totals indicate experiences with multiple individual components (e.g., Kootenay National Park's many interpreted natural history experiences). Note: Interpreted nature trails have been designated as a *collective supporting experience*.

7.2 Heritage intangibles and place attributes

Along with the Columbia Valley's cultural tourism experiences, the Valley offers visitors two other points of encounter with the destination's culture: *heritage intangibles* and *place attributes* (see Section 5.1.2). Each plays a central role in place interpretation. Each contributes to the Columbia Valley's *tapestry of place* (see Section 6.1).

In support of this Strategy, a working group of the CCTA was charged to: (a) compile a short list of the Valley's heritage intangibles, and (b) compile a short list of the Valley's place attributes. Selected items identified by the working group are listed below.

7.2.1 The Columbia Valley's heritage intangibles

CUSTOMS, TRADITIONS, VALUES, IDIOMS

- A love of the outdoors and outdoor living
- A commitment to environmental stewardship and sustainability
- A prevailing attitude that "We aren't here for the money, we're doing what we love"
- An ethos of "working on 'Valley time', not the clock"
- A fondness for partying and playing: "We're too busy playing to find time to work"
- A desire for the mountains to "bring peace to the people"
- A Christian faith tradition: "Jesus Christ is Lord of the Valley"
- Knowing the time to plant the garden: "When Pinto or Steamboat Mountain are snow-free"
- "Soak your aches" (i.e., visit the hot springs for relief from physical or emotional stress)
- A devotion to skiing that rivals friendships: "We have no friends on a 'powder day'"
- "Death cookies": icy snow chunks that are hazard for skiers
- "Elephant snot": a type of heavy, wet snow
- An easy-going attitude to daily life: "go with the flow"
- The Valley is "Alberta's playground" beyond the national parks

7.2.2 The Columbia Valley's place attributes

DISTINCTIVE FLORA AND FAUNA

- Big Horn Sheep
- Grizzly Bear / Black Bear
- Elk, Moose, Cariboo
- Eagles, Osprey, Herons, Loons
- River Otters
- Kokanee Salmon
- Wolverine, Badgers
- Painted Turtles
- Interior Douglas Fir

LANDSCAPE FEATURES

- Headwaters of the Columbia River / Columbia Wetlands
- Hot springs
- The Purcells / The Rockies
- Mount Swansea
- Mount Nelson
- Chisel Peak
- Famham Glacier and Commander Glacier
- Hoodoos / Red rock
- Sinclair Canyon
- Lake Windermere
- Alpine landscapes

OTHER PLACE ATTRIBUTES

- Backcountry cabins / Backcountry access
- Hiking trails / Sanctioned biking trails
- Kokanee Salmon Run
- A lake culture during the winter: pond hockey / fish shacks / bonspiel on the lake
- Thunderbird mine
- The Bugaboos
- The warm side of the Rockies
- Chinook winds
- Golden Larch of the autumn

NOTABLE PERSONALITIES, PAST & PRESENT

- Robert Randolph Bruce
- Ray Crook
- Hans Gmoser
- Leo Grillmar
- Conrad Kain
- Pat Morrow
- Charlotte Small
- Elana Rosenfeld
- David Thompson
- Winn Weir
- The Wilder Family
- The Zehnder Family

7.3 Narratives and stories

Narratives and stories are heritage intangibles. However, because of their strategic role in place interpretation, narrative and stories warrant special attention.

What role do narratives and stories play in place interpretation? Narratives and stories are the “connective tissue” that links a community’s past and present, its achievers and achievements, its visions and visionaries. They are woven into the marketing campaign’s print and web-based collateral. They communicate the community’s sense of itself, helping visitors to understand and appreciate the destination.

Narratives and stories fall into two categories: historical narratives, and current stories. Their use in place interpretation is outlined below.

7.3.1 Historical narratives

For the purposes of place interpretation, a modest number of historical narratives are needed. The intent here is not to chronicle the history of the Columbia Valley, but to identify the narratives that represent key chapters in the Valley’s development.

Based on a review of the Valley’s history, the following narratives are suggested:

- The Valley’s First Peoples / The Ktunaxa Creation Story
- David Thompson and the Era of Discovery
- Steamships, Prospectors, Trappers, and Ranchers
- The Story of Kootenay National Park
- Panorama and the Coming of Tourism
- The Columbia Valley Today

In common with the heritage intangibles and place attributes identified by the CCTA, the historical narratives suggested above can be revised or refined through community consultation.

7.3.2 Current stories

Current stories are not “news stories”. They are vignettes which, along with historical narratives, are woven into the marketing campaign’s print and web-based collateral. Each story sheds light on the Columbia Valley’s heritage, arts, agritourism, cuisine, or natural history. Ideally, each story also captures one or more of the Valley’s heritage intangibles.

An example of a current story is the development of the Community Greenhouse adjacent to David Thompson Secondary School – an initiative of the Groundswell Society made possible with funding support from the Panorama Foundation and Columbia Basin Trust. A logical extension of Groundswell’s mission to advance the community’s long-term sustainability, the Community Greenhouse has provided, in Groundswell’s own words, “programs, events, and workshops offered to all ages and interests ... local organic food production, food security, personal and community health, renewable energy, green building and transportation, water conservation, horticulture, community gardens, native plant conservation ... community planning, economic development and youth training, social enterprise development, art, music and culture.”

Now engaged in developing a Community Garden that will complement the Community Greenhouse, the Groundswell Society and its work provides an ongoing source of current stories that illustrate the values of Valley residents vis-à-vis sustainable agriculture and other sustainability practices.

A second example of a current story is the work of the Columbia Valley Greenways Alliance to advance the Upper Columbia Trail Network. Two notable initiatives involve an extension beyond the terminus of the Old Coach Trail: a 10-kilometer project that will complete the link between Invermere and Radium Hot Springs; and the development of the Copper Point Trail: a four-kilometer loop around the Copper Point Golf Course, with an interpretative concept that will highlight the historical value of copper to the Valley. Both trails – along with the existing Upper Columbia Trail Network – have significant implications for cultural tourism.

Identifying and developing current stories is an ongoing process to ensure that the stories remain fresh and relevant to visitors. Periodically, new current stories can be added to the campaign website, while old stories can be updated or archived.

7.4 Cultural themes

In a weaver’s tapestry, threads weave their way through the tapestry’s foreground, midground, and background, connecting its compositional elements. In a *tapestry of place*, cultural themes weave their way through the destination’s foreground, midground, and background, connecting its lead, supporting, and sustaining experiences (see Section 5.1.3).

The Valley’s 100-plus cultural tourism experiences suggest six cultural themes. These six cultural themes have been given the following working titles:

- Art of the Columbia
- Nature is our Passion
- For Inquiring Minds
- Celebrations and Surprises
- Rejuvenate!ⁱ
- Savour the Valley

The following pages provide an overview of each cultural theme, including the individual cultural experiences that belong to each theme, the types of experiences that belong to each theme, and the cultural tourism cohort that each theme targets.

Note: A small number of selected cultural experiences have been assigned to more than one cultural theme. This “re-shuffling the deck” allows the same experience, where appropriate, to strengthen different cultural themes while targeting more than one cultural tourism cohort.

ⁱ “Rejuvenate!” is a theme that appeared in *A Tapestry of Place: Whistler’s Cultural Tourism Development Strategy*. It was recommended for Whistler’s spas. Whistler did not implement the strategy or make use of the theme. Accordingly, it is recommended here for the CCTA.

7.4.1 Art of the Columbia

Art of the Columbia is a visual and media-arts based theme featuring 27 experiences. It showcases commercial art galleries, artist studios, and artist studio tours. It also features public art, arts instruction classes and retreats (including offerings for children), and visual art festivals. Along with Nature is our Passion, Art of the Columbia is the strongest thematic offering for cultural tourism in the Valley.

Art of the Columbia

Among the 27 experiences in Art of the Columbia, there are five lead experiences: Artym Gallery, Bavin Glassworks, Cross Roads Collective, Effusion Glass Studio, and Pynelogs Cultural Centre. Another nine experiences are supporting experiences, while the remainder are sustaining experiences. The high number of lead and supporting experiences in this theme – 14 in total, more than one-half of all the experiences – attests to the strength of this theme.

Art of the Columbia targets visual art enthusiasts. Its 27 experiences are divided among seven experience types:

ART INSTRUCTION CLASSES AND RETREATS

- Art Attack (at Panorama)
- Art Programs (at Bugaboo Lodge)
- Artist Run Workshops (CV Arts)
- Blackstar Kids Programs
- Drop in Art (at Panorama)
- Fairmont Hot Springs Resort Children’s Programs
- Saffire Bead and Flamework Classes

COMMERCIAL ART AND CRAFT STUDIOS & GALLERIESⁱⁱ

- Artym Gallery
- Bavin Glassworks
- Blackstar Gallery
- Cross Roads Collective
- Deanna Gauthier Designs †

ⁱⁱ Several of the Valley’s artist studios that are open “by chance or by appointment” are not included in the inventory. “By chance” requires phoning ahead or driving to discover if a studio is open – a disincentive to visiting. “By appointment” also requires phoning ahead and carries with it an unspoken expectation that, if the studio has been opened expressly for the visitor, a transaction will occur. Neither “by chance”, nor “by appointment”, are effective strategies for growing cultural tourism. They act as barriers to visitation.

- Effusion Studio Glass
- La Galleria II
- Saffire Bead and Flameworks
- Sandpiper Studio
- Village Arts

ARTIST STUDIO TOURS & EXHIBITIONS

- Breaking Borders
- Kootenay Perfection

MEDIA ARTS EVENTS AND FESTIVALS

- Cinefest Film Series

PUBLIC ART

- "Heading for Radium" (at Radium Hot Springs Visitor Centre)
- "Rusty the Moose" (at Artym Gallery)
- "The Lost Salmon" (at James Chabot Park)

PUBLIC ART GALLERIES

- Pynelogs Cultural Centre

VISUAL ARTS EVENTS & FESTIVALS

- Art from the Heart
- Bavin Glass Demo Nights
- Wings Over the Rockies – Art Show

‡ See Product Positioning Matrices in Appendix "A" for caveats concerning these assets.

7.4.2 Nature is our Passion

Nature is our Passion showcases 20 natural history and nature-related experiences located in the Valley. It features two lead experiences of stature: the Wings Over the Rockies Festival, and the guided natural history tours offered by Bugaboo Lodge. In addition, seven other experiences are designated as supporting experiences. One of these supporting experiences is designated as a *collective supporting experience*. It consists of 10 interpreted nature trails, including two nature trails which are currently being developed by the Greenways Alliance. One hot spring is also included in this theme – Lussier Hot Springs – because it remains undeveloped and is not commercialized. The remaining 11 experiences are sustaining experiences – including multiple Parks Canada offerings in Kootenay National Park that occur at four separate Park locations.

Nature is our Passion

Nature is our Passion targets heritage enthusiasts with a particular interest in natural history.¹ Its 20 experiences are divided among eight experience types:

BOTANICAL GARDENS

- Columbia Valley Botanical Garden †

GUIDED NATURAL HISTORY TOUR OPERATORS

- A/Z Outfitters
- BC Rockies Adventures (at Fairmont Hot Springs Resort)
- Bugaboo Lodge
- Columbia River Kayak and Canoe
- Rocky Mountain Safaris
- Wild Nature Tours

HOT SPRINGS

- Lussier Hot Springs

NATURAL HISTORY FESTIVALS

- Wings Over the Rockies

NATURE INTERPRETATION CENTRES

- Many Eyes, Many Voices (at Radium Hot Springs Visitor Centre)

NATURE INTERPRETATION PROGRAMS

- Parks Canada “Discover the Park” programs at:
 - McLeod Meadows Campground Theatre (multiple experiences)
 - Kootenay National Park Visitor Centre (multiple experiences)
 - Radium Hot Springs Pools (multiple experiences)
- Parks Canada Redstreak Campground Theatre programs (multiple experiences)

NATURE TRAILS WITH INTERPRETATION (A COLLECTIVE SUPPORTING EXPERIENCE)

- Botanical Gardens Trail
- Copper Point Trail
- Dry Gulch to Crossroads Link
(Old Coach Trail Extension)
- Dragonfly Boardwalk
- Old Coach Trail
- Olive Lake Trail
- Redstreak Restoration Trail
- Sinclair Creek Trail
- Source of the Columbia Boardwalk
- Valley View Trail

SCENIC LANDSCAPES & VISTAS WITH INTERPRETATION

- Briscoe Pull-off
- Columbia Lake Viewpoint
- Radium Pull-offs (x 3)

‡ See Product Positioning Matrices in Appendix “A” for caveats concerning these assets.

7.4.3 For Inquiring Minds

For Inquiring Minds is an eclectic theme that combines a variety of experiences which appeal to the curiosity of inquiring minds, and the impulse to learn – a strong motivation for many cultural travelers. Its 27 experiences encompass interests ranging from art, to nature, to history. It features three lead experiences: the CV Tour of the Arts, Pynelogs Cultural Centre, and Wings Over the Rockies. In addition, there are three supporting experiences: the David Thompson Monument, the Kootenae House Historic Site, and The Book Bar.

For Inquiring Minds

For Inquiring Minds is designed to target all four cultural tourism cohorts. Its 27 experiences are divided among 16 experience types.

ARCHIVES

- Archive at Windermere Valley Museum

ART INSTRUCTION CLASSES AND RETREATS

- Art Programs (at Bugaboo Lodge)
- Artist Run Workshops (CV Arts)
- Saffire Bead and Flamework classes

BOOKSTORES FEATURING LOCAL/REGIONAL AUTHORS

- The Book Bar

BOTANICAL GARDENS

- Columbia Valley Botanical Garden †

COMMUNITY WALKING & DRIVING TOURS

- Invermere Historic Walking Tour †
- On the Trail of David Thompson †

CULINARY/COOKING CLASSES & RETREATS

- From Scratch classes

HUMAN HERITAGE / NATURE INTERPRETATION CENTRES

- Many Eyes, Many Voices (at Radium Hot Springs Visitor Centre)

HUMAN HERITAGE MONUMENTS, STRUCTURES & SITES

- Conrad Kain Cairn ‡
- David Thompson Monument
- Kootenae House Historic Site ‡
- St. Mark's Church ‡
- Stolen Church ‡

HUMAN HISTORY MUSEUMS

- Windermere Valley Museum

LITERARY ARTS EVENTS & FESTIVALS

- Author Readings – Invermere Public Library
- Author Readings – Radium Hot Springs Public Library

MEDIA ARTS EVENTS & FESTIVALS

- CV Arts Cinefest Film Series

MULTI-DISCIPLINARY ARTS EVENTS & FESTIVALS

- CV Tour of the Arts

NATURE INTERPRETATION FESTIVALS

- Wings Over the Rockies

PUBLIC ART GALLERIES

- Pynelogs Cultural Centre

TOURS OF ARTISINAL FOOD OR BEVERAGE PRODUCTION FACILITIES

- Arrowhead Brewery tours ‡
- Beeland tours
- Groundswell Community Greenhouse & Gardens ‡
- Kicking Horse Coffee tours ‡

VISUAL ART EVENTS & FESTIVALS

- Bavin Glass Demo Nights

‡ See Product Positioning Matrices in Appendix "A" for caveats concerning these assets.

7.4.4 Celebrations and Surprises

Celebrations and Surprises is a theme that showcases the Valley’s many festivals and events – especially its performing-art related events, but also including several events selected from other cultural clusters. This theme features six lead experiences: Autumn Show and Shine, CV Tour of the Arts, Mountain Mosaic Festival, the Invermere Waterfront Music Festival, the East Kootenay Beer Festival, and the East Kootenay Wine Festival. One supporting experiences is featured – the Columbia Salmon Festival – while the remaining assets are sustaining experiences.

Celebrations & Surprises

In total, Celebrations and Surprises features 18 experiences. In common with For Inquiring Minds, this theme targets all four cultural tourism cohorts. The 18 experiences of Celebrations & Surprises are divided among 5 experience types:

CULINARY & BEVERAGE EVENTS & FESTIVALS

- East Kootenay Beer Festival
- East Kootenay Wine Festival
- Guest Chef Events (at Beeland)
- Spilli Chilli Cookoff

HUMAN HERITAGE EVENTS AND FESTIVALS

- Autumn Show & Shine
- Brits Best Car Show
- Canada Day at Fairmont Hot Springs Resort
- Columbia Salmon Festival

MULTI-DISCIPLINARY ARTS EVENTS AND FESTIVALS

- CV Tour of the Arts
- Mountain Mosaic Festival

PERFORMNG ARTS EVENTS AND FESTIVALS

- Hoodstock
- Invermere Downtown Summer Music
- Invermere Waterfront Music Festival
- Radium Music on Main
- Radium Rockin’ on Main
- Steamboat Mountain Music Festival

VISUAL ARTS EVENTS AND FESTIVALS

- Art from the Heart

7.4.5 Rejuvenate!

Rejuvenate! is a theme that focuses exclusively on the Valley’s hot springs and spas. It features the iconic Radium Hot Springs Pools at Kootenay National Park – a lead experience. It also includes the hot springs pools and the Historic Baths at Fairmont Hot Springs Resort, and Lussier Hot Springs, each being designated as supporting experiences. The Valley’s seven spas, which are a natural complement to the Valley’s hot springs, are designated as a *collective sustaining experience*.

Rejuvenate!

In total, Rejuvenate is composed of 13 individual experiences: three hot springs and seven spas, including the two locations for Fusion Spa (in downtown Invermere and at Copper Point Resort), plus one locally produced artisanal product: Glacier Soap.

Rejuvenate! targets spa travelers, who demonstrate cross-over participation in cultural experiences that are consumed by the four cultural tourism cohorts.² The experiences of Rejuvenate! are divided into 2 experience types:

HOT SPRINGS

- Historic Baths at Fairmont Hot Springs Resort
- Hot Spring Pools at Fairmont Hot Springs Resort
- Lussier Hot Springs
- Radium Hot Springs Pools

LOCALLY PRODUCED ARTISANAL PRODUCTS AVAILABLE AT RETAIL *

- Glacier Soap

SPAS

(A COLLECTIVE SUSTAINING EXPERIENCE)

- Bare Hands Day Spa
- Fusion Spa (two locations: downtown Invermere, and Copper Point Resort)
- Natural Spring Spa
- Pleiades Spa
- Rising Sun Massage and Spa
- Sensations Day Spa

* Locally sourced artisanal products available at retail are intended to be showcased in sidebars in the campaign’s website and print collateral.

7.4.6 Savour the Valley

Savour the Valley is a theme designed to showcase restaurants, bistros, pubs, and coffee shops that feature locally sourced ingredients. It is also designed to highlight the Valley's various food and beverage festivals, farmers' markets, tours of food or beverage production facilities, locally produced artisanal food products, and culinary classes and retreats.

Savour the Valley

At the time of the development of this Strategy, there is no chef's association in the Columbia Valley that acts as an advocate for local food and that can provide a listing of restaurants, bistros, pubs, and coffee shops that feature locally sourced ingredients. Neither is there is an existing inventory of eateries that are favoured by Valley locals.

Identifying both categories of experience is critical for the development of cultural tourism in the Valley. Wine and culinary enthusiasts – commonly known as "foodies" – are a fast-growing cultural tourism cohort, and food culture has become a social phenomenon across North America.

As a theme, Savour the Columbia targets wine and culinary enthusiasts. It consists of 24 experiences, and 5 experience types – excluding dining experiences that cannot be itemized for the reasons cited above. Three of these experiences are lead experiences: The East Kootenay Beer Festival, the East Kootenay Wine Festival, and the Invermere Farmers' Market. Six other experiences are supporting experiences, and the remaining are sustaining experiences.

CULINARY & BEVERAGE EVENTS & FESTIVALS

- East Kootenay Beer Festival
- East Kootenay Wine Festival
- Guest Chef Events (at Beeland)
- Spilli Chilli Cookoff

CULINARY/COOKING CLASSES & RETREATS

- From Scratch classes

RESTAURANTS, BISTROS, PUBS & COFFEE SHOPS FEATURING LOCALLY SOURCED INGREDIENTS

- To be determined

FARMERS' MARKETS & VENDORS OF LOCAL FOOD PRODUCTS

- Barn Market at Elk Park Ranch
- Fairmont Farmers' Market
- Hopkins Harvest
- Invermere Farmers' Market
- Radium Hot Springs Farmers' Market

LOCALLY PRODUCED ARTISANAL FOODS AND BEVERAGES AVAILABLE AT RETAIL *

- Arrowhead Brewery products
- Beeland products
- Dave's Hot Pepper Jelly
- From Scratch products
- Kootenay Bayou Hot Sauce
- Quality Bakery
- Saunders Family Farm products
- Schöni Artisan Breads
- Wicked Witch Onions
- Your Bread Bakery

TOURS OF FOOD OR BEVERAGE PRODUCTION FACILITIES

- Arrowhead Brewery tours †
- Beeland tours
- Groundswell Community Greenhouse & Gardens †
- Kicking Horse Coffee tours †

* Locally sourced artisanal foods and beverages available at retail are intended to be showcased in sidebars in the campaign's website and print collateral.

† See Product Positioning Matrices in Appendix "A" for caveats concerning these assets.

7.5 THE COLUMBIA VALLEY'S TAPESTRY OF PLACE

To create the Columbia Valley's tapestry of place, its lead, supporting, and sustaining experiences are positioned in the tapestry's foreground, midground, or background. Its six cultural themes then weave their way through the tapestry, connecting the experiences that belong to each theme. Exhibit 19 (below) illustrates the distribution of lead, supporting and sustaining cultural experiences among the Valley's six cultural themes.

EXHIBIT 19

Distribution of Lead, Supporting and Sustaining Cultural Experiences Among the Valley's Six Cultural Themes

THE COLUMBIA VALLEY'S CULTURAL THEMES	CULTURAL TOURISM EXPERIENCES			
	Lead	Supporting	Sustaining	TOTAL
Art of the Columbia	5	9	13	27
Nature is our Passion	2	7	11	20
For Inquiring Minds	3	3	21	27
Celebrations and Surprises	6	1	11	18
Rejuvenate!	1	3	9	13
Savour the Valley	3	6	14	23

Positioning and themeing cultural experiences is a key to visitor wayfinding. At the same time, positioning and themeing cultural experiences serves a more strategic purpose: to communicate the Valley's sense of place. The Valley's cultural experiences are *unique to it*. No other destination offers these experiences. The Valley's heritage intangibles and place attributes are also unique to it.

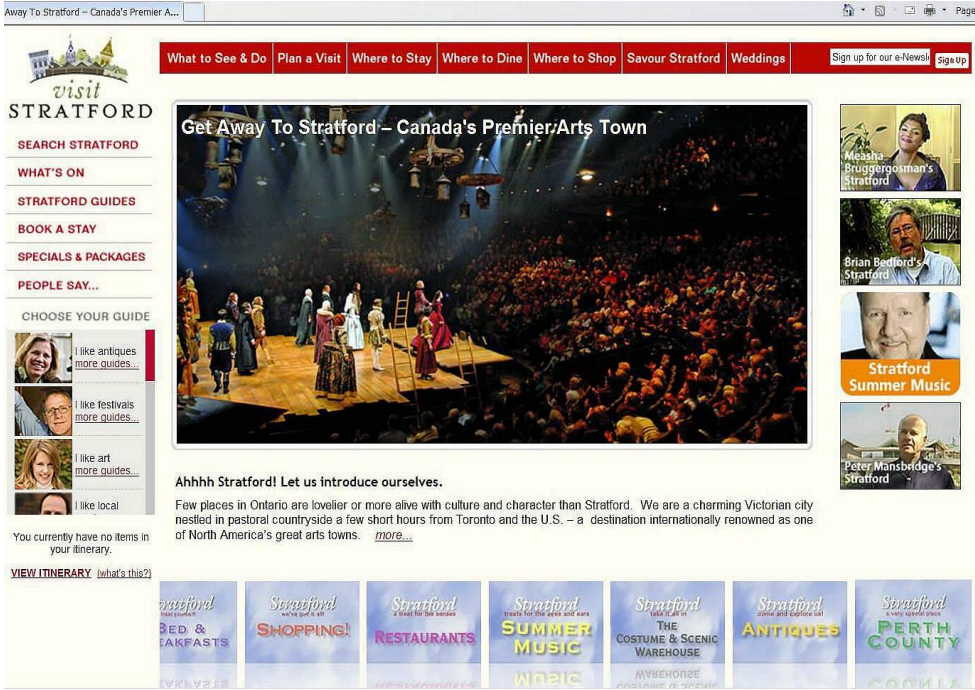
Collectively, the Columbia Valley's cultural experiences, its cultural themes, its heritage intangibles and place attributes, create its tapestry of place. Place interpretation then animates the tapestry by: (1) highlighting the cultural themes; (2) connecting the Valley's past and present, its achievers and achievements, its visions and visionaries using narratives and stories; and (3) revealing the Valley's heritage intangibles and place attributes.

As described above, the Columbia Valley’s tapestry of place is a conceptual product. To function in the marketplace, a creative agency must realize the conceptual design. Much as a weaver arranges the compositional elements of a fabric tapestry, a creative agency will arrange the Valley’s cultural experiences. The agency will connect the cultural experiences and their corresponding themes, position the heritage intangibles and place attributes in the border that surrounds the tapestry, and animate the Valley’s tapestry of place with place interpretation, with generous use of narratives and stories.

Because place-based cultural tourism is an emerging field of practice, the marketplace offers few best practices for how best to realize a concept design for a tapestry of place. In Canada, the leading example of a tapestry of place is the cultural tourism offering of the Stratford Tourism Alliance, the destination marketing organization for the town of Stratford, Ontario – home of the internationally renowned Stratford Festival and a variety of other arts, heritage, culinary, and natural history experiences. The landing page for the Alliance’s webpage is shown below.

EXHIBIT 20

Stratford Tourism Alliance, Website Landing Page



The Alliance's website positions the Stratford Shakespeare Festival in the foreground. The Festival is Stratford's cultural flagship, and its sole *individual* lead experience. However, because Stratford possesses a strong culinary offering, the Alliance positions Stratford's restaurants as a *collective* lead, themed as "Savour Stratford". Navigating the Alliance's website (www.visitstratford.com) also reveals multiple supporting and sustaining experiences, including Stratford's "tiny jewels".

The Alliance's website makes exemplary use of place interpretation, with generous editorial content, including multiple video tours that highlight Stratford's cultural tourism experiences and place attributes. A cluster of video tours feature Stratford as seen through the eyes of prominent residents, among them, broadcaster Peter Mansbridge, actor Brian Bedford, and author Jane Urquhart. Apart from Savour Stratford, the Alliance has not branded Stratford's cultural themes. However, time spent on the Alliance website reveals that Stratford's dominant themes apart from Savour Stratford are theatre, music, visual art, parks and gardens, and heritage and antiques.

In realizing a conceptual design for a tapestry of place, the example of the Stratford Tourism Alliance is instructive. However, there is no creative template for a tapestry of a place. Different creative agencies will propose different ideas for positioning a destination's cultural experiences and themes, and animating the tapestry with place interpretation.

7.6 Targeting the cultural tourism cohorts

Each of the Columbia Valley’s cultural themes targets at least one cultural tourism cohort. One cultural theme – Nature is our Passion – targets heritage enthusiasts exclusively. Two other cultural themes - For Inquiring Minds, and Celebrations and Surprises – target heritage enthusiasts in part.

Among Canadian domestic travelers, the cohort of heritage enthusiasts is twice the size of the cohort of performing arts enthusiasts, 50 percent larger than the cohort of wine and culinary enthusiasts, and 25 percent larger than the cohort of visual arts enthusiasts.³ Among U.S. travelers to Canada, the cohort of heritage enthusiasts is even larger than its Canadian counterpart (see Section 3.10). The Valley’s three heritage-linked cultural themes, each targeting heritage enthusiasts, strengthens its tapestry of place.

Exhibit 21 illustrates the Columbia Valley’s cultural themes and their targeted cultural tourism cohorts. Double check marks indicate which themes are primary targets for which cohorts.

EXHIBIT 21

Columbia Valley’s Cultural Themes and Targeted Cultural Tourism Cohorts

THE COLUMBIA VALLEY’S CULTURAL THEMES	CULTURAL TOURISM COHORTS			
	Heritage Enthusiasts	Visual Arts Enthusiasts	Wine & Culinary Enthusiasts	Performing Arts Enthusiasts
Art of the Columbia		√√		
Nature is our Passion	√√			
For Inquiring Minds	√	√	√	√
Celebrations and Surprises	√	√	√	√√
Rejuvenate!	Spa travelers + other cultural tourism cohorts			
Savour the Valley			√√	

This SWOT analysis identifies the internal strengths, weaknesses, opportunities, and threats to developing the Valley as a place-based cultural tourism destination. For the most part, the SWOT focuses on strategic issues, although the “opportunities” section (8.3) reviews selected tactical options related to product development.

The SWOT is informed by the on-site inventory of the Valley’s cultural tourism experiences, by 27 stakeholder interviews or discussions (see Appendix B), by informal conversations held with a variety of individuals, and by Steven Thorne’s own reflection and analysis.

8.1 STRENGTHS

1. Visual arts offering

The visual arts are the backbone of the Valley’s cultural tourism offering. Accordingly, the theme “Art of the Columbia” has been developed to showcase the Valley’s visual arts.

Art of the Columbia features 27 individual visual arts experiences ranging from commercial galleries to artist studios, from visual arts events to instructional workshops, from public art to a cinema series. The high number of lead and supporting experiences in Art of the Columbia – 14 in total, more than one-half of all the experiences that compose the theme – further attests to the strength of the Valley’s visual arts offering. In addition to the 27 experiences that compose Art of the Columbia, several artist studios do not keep fixed operating hours for the public, and, for this reason, are not included in the visual art inventory (see Section 7.4.1). If these studios kept fixed operating hours and were added to the inventory, the asset base of visual arts experiences would be stronger still.

2. Culture in a nature-based setting

Few cultural tourism destinations feature the scenic splendor of the Columbia Valley, and fewer still feature close proximity to a wilderness asset such as Kootenay National Park – and to a growing number of interpreted natural history experiences located throughout the Valley. For cultural tourists – most

of whom originate in urban destinations – the mix of arts and nature-based experiences set against the scenic backdrop of the Purcells, the Rockies, and the headwaters of the Columbia River will have significant appeal.

3. Kootenay National Park

Amplifying on the observation above, Kootenay National Park is a key natural history asset for the Valley, anchored by the Radium Hot Springs Pools, and by a variety of other interpreted natural history experiences located within the Park’s jurisdiction.

Kootenay National Park welcomes 400,000-plus visitors each year. The percentage of these 400,000-plus visitors who subsequently enter and explore the Valley is unknown. However, each of the 400,000-plus visitors to Kootenay National Park is a *potential* Valley visitor – provided these visitors can be enticed to explore the Valley with a product offering which they find appealing. As such, the sheer volume of visitors to Kootenay National Park is a significant strength for developing cultural tourism in the Valley. (Note: The theme “Nature is our Passion”, which includes the Park’s interpreted natural history experiences along with the Valley’s other interpreted natural history experiences, is designed to lure Park visitors to explore the Valley.)

4. Trail development

The work of the Greenways Alliance to advance the Upper Columbia Trail Network is notable strength for the development of cultural tourism in the Valley. Greenways is committed to *interpreted* natural history trails – a key differentiator between what cultural tourists seek, and other nature-based enthusiasts for whom interpretation is not a priority. The work of Greenways promises, over time, to enhance the allure of the Valley significantly for culturally oriented travelers.

5. Invermere

For a community of its size, the main street of downtown Invermere is a unexpected cultural surprise. Between 9th Street and 13th Street, 7th Avenue possesses a pleasing colour palate, attractive and dramatic flower planters (the corner of 7th Avenue and 10th Street is a notable example), and blocks which feature art galleries, specialty retail, and coffee shops, bistros, and restaurants. Its overall aesthetic will appeal to cultural travelers. While there are enhancements to the downtown that would further add to its appeal (see

“Opportunities”, page 65), the main street of downtown Invermere is a strength for cultural tourism in the Valley. When Pynelogs Cultural Centre is added to the equation, the corridor from 9th Street to Pynelogs serves as the Valley’s cultural tourism hub. With the addition of the Windermere Valley Museum and the David Thompson Monument plus the cluster of cultural experiences at the intersection of Athalmer Road and Highway 95 (Bavin Glassworks, Cross Roads Collective, Arrowhead Brewery, Kicking Horse Coffee), a linear route of cultural exploration stretches from the Highway to Kinsmen Beach.

6. A genuine interest in cultural tourism

During the research phase that informed the development of this Strategy, the community forum held at Copper Point Resort, along with stakeholder interviews and other soundings in the Valley, revealed a genuine interest in place-based cultural tourism as a vehicle for economic and cultural development. Further, the Vision Statement of the Columbia Cultural Tourism Association - “Bring our regional resorts, municipalities, community associations, businesses, non-profit organizations and artists together for creative and fiscal well-being” – attests to an understanding that cultural tourism is an all-round “win” for the Valley’s tourism operators, its cultural community, local government, business, and the Valley as a whole.

Support for cultural tourism development which appears evident in the Valley cannot be underestimated as a prerequisite to success.

8.2 WEAKNESSES

7. No purpose-built indoor performing arts venue

The Valley is without an indoor, purpose-built performing arts venue – a facility to host theatre, music, dance, and other live performances, enabling professional performing artists and ensembles to visit the Valley while providing a home for local community groups. Conceivably, a professional summer theatre or music festival could be established in the Valley if a purpose-built venue existed.

Such a venue would require a feasibility study to determine the ideal seating capacity and anticipated earned revenue, the local government investment in capital and ongoing operational costs, the programming mission and vision, and a variety of other related issues.

This consultant cautions that a multi-purpose *auditorium* is not a purpose-built performing arts venue. The latter would be designed by a firm that specializes in theatre venues whose primary function is to serve performing artists and their audiences. In the absence of such a venue, the development of cultural tourism in the Valley will be significantly compromised vis-à-vis the performing arts.

8. No outdoor amphitheatre

Along with the absence of an indoor performing arts venue, the Valley lacks an outdoor amphitheatre, equipped with sound and electrics, designed to host theatre, music and dance performances, and other festivals, events and celebrations. For arts groups wanting to stage outdoor performances, the only viable option is the rental of a portable stage. In the past, the Invermere Waterfront Music Festival has rented a stage from a Cranbrook-based firm. However, its cost is considerable – and prohibitive for smaller organizations with modest budgets. The absence of an outdoor amphitheatre – which could host a variety of events and increase the availability of outdoor entertainment for Valley visitors – does not support the growth of cultural tourism.

9. No signature performing arts festival

Currently, the Columbia Valley is without a signature performing arts festival: a major music, theatre, dance, or multi-disciplinary festival or series of events that has gained critical recognition, ideally with a duration ranging from of a minimum of two weeks to (conceivably) as much as two months. Theatre and music festivals are the most common signature arts festivals, although multi-disciplinary festivals that weave together theatrical performances, concerts featuring different musical genres, and contemporary dance or other performance disciplines are not uncommon.

Lacking either a purpose-built performing arts venue or an outdoor amphitheatre, a signature performing arts festival cannot be established in the Valley. Without a signature performing arts festival, the Valley will be challenged to establish a reputation vis-à-vis the performing arts, which drives a significant volume of cultural travelers.

10. Heritage institutionalized

The story of the development of the Columbia Valley is largely confined to the Windermere Valley Museum, the “Many Eyes, Many Voices” exhibit at the Hot Springs Visitors Centre, Kootenae House Historic Site, and the David

Thompson Monument. Elsewhere in the Valley – apart from isolated windows on the Valley’s past such as the heritage photographs that hang throughout Fairmont Hot Springs Resort – little is revealed in public spaces (e.g., downtown Invermere, downtown Radium Hot Springs, the Valley’s parks) using plaques, reader boards, and QR codes that sheds light on the Valley’s settlement and history. As a result, fundamental questions of culture, place, and identity remain unanswered: How did this place come into being? Who are its inhabitants? What makes this place unique? Where is this Valley heading?

11. Windermere Valley Museum undercapitalized

Most of the Columbia Valley’s publically accessible collection of heritage artifacts is housed within the main building and series of out-buildings that, together, comprise the Windermere Valley Museum. The Windermere District Historical Society is responsible for the Museum and its collections.

The Museum’s collections include a variety of valuable artifacts. Within the Museum’s main building, the iron box that David Thompson used to transport his maps and papers can be found, along with a variety of First Nation artifacts. Elsewhere, seven heritage out-buildings feature chapters of early settlement in the Valley. However, no first-person interpretation animates the out-buildings.

The Windermere Valley Museum is a labour of love that has been largely developed and maintained by volunteers. However, it is visibly undercapitalized. It lacks an interpretive master plan, professional curation, and interactive exhibits. At the same time, while the main museum building has fire and security protection, the museum’s out-buildings do not. The buildings and the artifacts which they possess are vulnerable to fire, vandalism, and theft.

The Windermere Valley Museum is the repository for the collective history, stories and memories of much of the Columbia Valley, and a key resource for place-based cultural tourism. In its present condition, the Museum is not realizing its rightful opportunity as a “lead” cultural experience for the Valley.

12. Heritage lacking interpretation / technology underutilized

Throughout the Valley, with notable exceptions such as the “Many Eyes, Many Voices” exhibit at the Radium Hot Springs Visitor Centre and the trails developed by the Greenways Alliance, heritage is not strongly interpreted. Frequently, the value of heritage structures and historic sites is not acknowledged, while technology is underutilized.

By way of example, the Stolen Church and the David Thompson Monument are not equipped with QR codes to enrich the visitor experience by way of permitting access to images, information, and stories via smart phones or tablets. Many scenic vistas that afford an opportunity to interpret the natural history of the Valley (the Radium pull-offs are a prime example) lack interpretation of the vistas that lie before the visitor.

The interpretation of heritage is all its forms – reader boards, audio and video loops, QR codes, downloadable audio tours and first-person interpretation – is essential to engage today’s cultural tourist. The lack of technology in heritage interpretation in the Valley, along with undeveloped opportunities to interpret heritage structures, historic sites, and scenic vistas is a notable weakness for cultural tourism.

13. No chef’s collaborative

The Columbia Valley does not possess a chef’s collaborative or consortium that works together to encourage the restaurant sector to feature locally sourced ingredients on its menus, that certifies restaurants that do so, and which supports local food producers. As a result, a listing of designated restaurants, bistros, pubs, and coffee shops that feature locally sourced ingredients is not available to travelers. Many cultural tourists are also “foodies” who seek restaurants that feature locally sourced ingredients. As such, the absence of a chef’s collaborative spearheading a local food movement is a weakness for cultural tourism in the Valley.

14. Visitor service

Cultural tourists are savvy, sophisticated travelers. Generally, they have high expectations with respect to visitor service – whether at the cultural tourism experience itself, at the accommodation they have selected, or where they have chosen to dine.

In the Columbia Valley, service at some cultural experiences falls short of industry standards. Posted hours of operation are not always adhered to. On occasion, posted hours of operation are missing altogether. Not infrequently, websites are not up-to-date. With respect to accommodation and dining, service is also uneven. In some cases, front-line workers appear not to have undergone basic hospitality training.

15. Wide distribution of cultural experiences

Apart from a concentration of cultural experiences that stretches from Highway 95 to Kinsmen Beach in Invermere, the remaining cultural experiences in the Valley are widely distributed, with no other “hubs” or areas where assets are highly concentrated.

This wide distribution of cultural assets is challenging from a visitor perspective. “Hub and spoke touring” – with Invermere as the hub – is challenging as Highway 95 running north and south from Athalmer Road has significant gaps along its length that lack cultural experiences. This is even more the case when a traveler ventures beyond Radium Hot Springs toward Spillimacheen. At the same time, the linear settlement pattern and road network in the Valley does not accommodate circular “loop” touring.

Overall, the distribution of cultural experiences in the Valley resembles a random scatter plot, with a five-mile concentration of assets that lies along a corridor stretching from the intersection of Highway 95 and Athalmer Road to Kinsmen Beach. As such, travelers must be encouraged to explore cultural experiences that lie beyond Invermere without the advantages and incentive afforded by hub-and-spoke touring or a loop tour.

16. Directional signage

In much of the Valley, directional signage is challenging in the effort to locate cultural experiences. A notable example is the lack of directional signage when arriving at Kinsmen Beach and attempting to locate the Pynelogs Cultural Centre – a cultural icon for the Valley. At the opposite end of the spectrum is signage that promotes a non-existent attraction. On Highway 95 at Windermere, provincial highway signage directs travelers to turn onto the Bench Road to locate the “Creekside Flower Gardens”. However, an inquiry in Windermere reveals that the attraction has not operated for years.

For travelers – cultural and otherwise – clear and reliable directional signage is essential to navigate a destination. Currently, directional signage in the Valley often falls short of visitor expectations.

17. Highway 95 and Athalmer Road

Highway 95 and Athalmer Road, known locally as “the Cross Roads”, is the turnoff which leads travelers into the Town of Invermere. While not the entrance to the Town as such, the turnoff effectively functions as a gateway to the Town.

The aesthetics of the intersection have an industrial look and feel, are without landscaping or beautification, and do not suggest that a town as appealing as Invermere is a short drive away. As the hub community for cultural tourism in the Valley, Invermere (and the Valley as a whole) is not advantaged by the aesthetics of the Cross Roads.

8.3 OPPORTUNITIES

18. Downtown Invermere

Despite the appeal of downtown Invermere, the downtown can be further beautified and animated for cultural tourists. For example, bicycle racks, fire hydrants and waste receptacles can be colourfully painted; street benches and street banners can be designed by local artists (currently, street banners are designed by Victoria-based Artopia); and public art can be commissioned for selected locations along 7th Avenue. In addition, every effort should be made to discourage commercial back-lit signage, which detracts from the aesthetics of downtown.

While 7th Avenue already possesses an appealing ambience, the aforementioned enhancements would secure downtown Invermere as a must-visit destination for cultural tourists.

19. Highway 95 pull-offs and viewpoints

Along Highway 95, each of the pull-offs and viewpoints can be enhanced.

To begin, there are four pull-offs on Highway 95 immediately south of Radium Hot Springs. Three of the four pull-offs feature interpretive reader boards with content ranging from "The Alteration of the Fire Cycle: 1880s – 1980s", to "Rocky Mountain Big Horn Sheep at Radium Hot Springs", to a reader board entitled, "Friends of the Columbia Wetlands".

Each of these reader boards has merit. Each will intrigue cultural tourists with their content. What is remarkable is that none of the pull-offs provide an interpretation of the breathtaking vista of the Columbia Valley that is laid out before the viewer. Each pull-off offers an ideal opportunity to introduce the Columbia River and Wetlands to travelers. To the end, the placement of pay telescopes at each pull-off, featuring embedded QR codes, would help travelers to understand and appreciate each vista.

Elsewhere, the Brisco pull-off features the Mount Ethelbert reader board, erected by the Friends of the Conrad Kain Society. However, the reader board is weathered, is marked with graffiti, and is in need of refurbishment, ideally including the installation of a QR code.

Finally, the Columbia Lake Viewpoint, south of Canal Flats, features two reader boards: one on the Wetland, and one on forest fire restoration. Again, QR codes would enhance the interpretation of the materials on each reader board.

20. Artisanal food products / Visual art and craft

The Valley produces a surprising number of artisanal food products. All told, 11 food and beverage producers have been identified in the inventory. These include Beeland products, From Scratch products, Saunders Family Farm products, Dave's Hot Pepper Jelly, and others products as itemized in the Cuisine PPM (see Appendix "A"). In addition, Glacial Soap is manufactured in the Valley.

In addition to artisanal food products, the Valley is rich in visual artists and craftspersons who work in all media. However, as of August of 2013, the gift shop at Parks Canada's Radium Hot Spring Pools – which boasts 200,000 visits a year – was not showcasing these products. Neither was the gift shop at the Radium Hot Springs Visitor Centre. Similarly, locally produced artisanal food products and works of art could not be found at Brewer's Poolside Market, the Poolside Shop, or BC Rockies Nature Connection (each at Fairmont Hot Springs Resort); or the General Store or Final Gate at Panorama Resort. At the Invermere Visitor Centre, jars of Dave's Pepper Jelly are the only items available from a local artisanal food producer.

Locally produced artisanal food products and works by local artists are sought-after by cultural travelers. Showcasing these products in high-traffic visitor centres and in retail outlets at the Valley's resorts would cater to these travelers' purchasing habits and help communicate the Valley's sense of place.

21. Art gallery "Thursday nights"

In many cultural destinations, a tradition exists in which art galleries are open one evening a month during the tourism season (by tradition, a Thursday night) for a "gallery crawl" or "art walk" featuring one or more of each gallery's artists on site, along with the serving of wine and canapés, often accompanied by live music. Downtown Invermere, including the Pynelogs Cultural Centre, features a sufficient number of galleries for a successful "Thursday night" event.

22. Buskers' program

Downtown Invermere and Radium Hot Springs, both on Main Street West and adjacent the Visitor Centre, could benefit from a busking program, similar to those found in other North American communities. Busking programs feature the talents of local musicians, jugglers, mimes, caricature artists, etc. Their presence animates a downtown and serves as an incentive for visitors and residents to spend more time and money before departing.

In a busking program, all buskers are auditioned. Those who audition successfully are provided with a busker's license, permitting them to busk for a prescribed length of time during designated hours in designated locations. Only licensed buskers are permitted to busk. *Critically, each busker should, wherever possible, share or reveal knowledge about the Columbia Valley – including their personal stories or connection to specific Valley communities – thus helping to communicate the Valley's sense of place.*

Ordinarily, busking programs are administered by a BIA, a chamber of commerce, or a municipality. A leading example of busking program in a Canadian municipality is found in Victoria, BC, where the long-running program located on the walkway of Victoria's Inner Harbor is administered by the City.

Downtown Invermere and Radium Hot Springs could launch a pilot busking program, assessing its success during the course of a prescribed number of weeks that enjoy the greatest volume of visitor traffic. If successful, such a program could become a fixture of both communities' cultural tourism offering.

23. Radium Music on Main / Invermere Downtown Summer Music

As a corollary to a potential busking program, Radium Music on Main, and Invermere Downtown Summer Music, are programs that help to animate the downtown of each community. Every effort should be made not only to sustain these programs, but, where possible, increase the frequency of performances through private sector partnerships. At the same time, as with a busking program, musical acts that share or reveal knowledge about the Columbia Valley – whether through the songs that are performed, through anecdotes shared by the musicians, or both – should be encouraged to help communicate the Valley's sense of place.

24. Aboriginal tourism

An opportunity exists in the Valley for the Akisq'nuk First Nation, the Shuswap First Nation, or both, to develop aboriginal tourism experiences for cultural tourists. In August of 2013, the Lakeshore Resort and Campground, operated by the Akisq'nuk First Nation, featured a concert by the First Nations performer, George Leach. Conceivably, a summer-long concert series could be offered, along with other events that celebrate aboriginal heritage and identity.

For support in developing aboriginal tourism experiences, the Aboriginal Tourism Association of British Columbia (AtBC) is, in its own words, "a non-profit, membership-driven organization, that is committed to growing and promoting a sustainable, culturally rich Aboriginal tourism industry. Through training, information resources, networking opportunities and co-operative marketing programs, AtBC is a one-stop resource for Aboriginal entrepreneurs and communities in British Columbia who are operating or looking to start a tourism business".⁴

25. The Banff Centre

The Banff Centre is an internationally renowned institution, which, among its other offerings, features a wide array of arts events, training programs, workshops, exhibits, and lectures that bring many of the world's finest creators to within a two-hour drive of the Valley. The Centre's program offerings include the performing arts (theatre, dance, music and opera), film and media programs, indigenous arts, the visual arts, and the literary arts, among others.

The proximity of Banff to the Valley affords an opportunity to capitalize on the Centre's visiting faculty and guest artists. Conceivably, faculty and guest artists could be wooed to visit the Valley, offering lectures or short intensives at a venue such as the Copper Point Resort. If the Valley possessed a purpose-built performing arts facility (see "Weaknesses", page 60), it is also conceivable that selected performing artists could be brought to the Valley for engagements.

Nurturing a relationship between the Valley, The Banff Centre, and the Centre's visiting faculty and guest artists offers a means for cultural tourists to access artists of international stature, who would then enhance and strengthen the Valley's cultural tourism offering vis-à-vis the arts.

26. Fairmont Hot Springs Resort

As the oldest resort in the Valley – with a history dating back to the first decades of the 20th Century – Fairmont Hot Springs Resort has a variety of opportunities that it intends to pursue to capitalize on its heritage, and interpret its heritage to visitors. Notably, the Resort’s hot pools – including the Historic Baths – afford an excellent opportunity to interpret the phenomenon of geothermal hot springs.

27. Kicking Horse Coffee

Kicking Horse Coffee is an icon of the Valley. Its success as a roastery has established a market presence across Canada for quality, fair-trade coffee. Currently, Kicking Horse Coffee does not offer tours of its production facility, although such tours are being considered. At such time the Kicking Horse begins offering tours, the physically proximate tours of Arrowhead Brewery (Arrowhead Brewery’s tours are in development), will provide cultural tourists who are keen on industrial heritage with a strong incentive to spend time touring both facilities.

28. Hoodoos

A compelling geomorphic feature of the Valley is the hoodoos – perhaps the most striking of which is located on the west side of Highway 95 south of Fairmont. However, although the Hoodoo Trail is accessible to visitors, the highway turnoff to the trailhead location on Westside Road is not well marked and easy to miss. Further, apart from a trailhead reader board that focuses on a management plan and restoration efforts, the Hoodoo Trail is without any additional reader boards, a self-guided brochure, or post-embedded QR codes to interpret the hoodoos and the vistas which the Hoodoo Trail affords.

The hoodoos are a signature of the Columbia Valley. An opportunity exists to enhance their access and their interpretation for the Valley’s cultural tourists.

29. WorldHost Training

WorldHost Training is the successor program to the Province of BC’s SuperHost Program, which was launched in 1985 in preparation for Expo 86. It provides a variety of specialized training workshops for the hospitality and retail industries. Among its nine separate offerings is “Fundamentals”: a one-day course that provides front-line staff with “the skills and techniques needed for world-class

service professionalism.” Two other half-day workshops, “Sales Powered by Service”, and “Problem Solving through Service”, build on the principles of the Fundamentals course.⁵

These courses, which are offered at locations throughout BC, offer Valley tourism operators the opportunity to train employees who meet, and succeed, visitor service standards expected by cultural tourists.

30. Culinary writer to review Valley cuisine

Although no chef’s collaborative exists in the Valley (see “Challenges” No. 13), in the short term this situation can be addressed by contracting a culinary writer to review those restaurants, bistros, pubs, and coffee shops that feature locally sourced ingredients. Such a review would then be included in the campaign marketing collateral. In addition, quality food establishments that do not feature locally sourced ingredients could be identified through a “Readers’ Poll” conducted by The Columbia Valley Pioneer or The Valley Echo. Highlights of the poll could also be included in the marketing collateral.

8.5 THREATS

31. Culture as an economic driver not well understood / Few champions

In general terms, the Columbia Valley’s understanding of the creative economy and how culture functions as an economic driver is not well developed. This is not surprising. It is typical of communities in most of Canada as a whole.

This observation is not intended as a criticism. It is a reflection of the relative youth of Canada, in which, historically, culture has been marginalized from economic development while governments view culture as an expenditure not an investment.

Without a critical mass of influential leaders in local government, tourism, and the business sector, “champions” who understand culture and cultural tourism, become spokespersons for it, and who have a vision to drive economic development through cultural tourism, the implementation of cultural tourism strategies is often delayed, or simply does not proceed.

If such a critical mass of champions emerges and rallies around this Strategy, the opportunity exists for the Valley to capitalize on cultural tourism. However, at the present time, it is uncertain if the Valley is ready to embrace and actualize the opportunity.

32. Tourism industry slow to innovate

In Canada, tourism is an industry that is often slow to innovate through new product development. It tends not to pursue long-term strategic development initiatives. If the Columbia Valley's tourism industry believes that its existing tourism products are sufficient to compete in the tourism marketplace, and the industry does not embrace a strategic development initiative for cultural tourism, the development of cultural tourism in the Valley will be compromised.

33. Local government cautious to invest

Among all tourism segments, cultural tourism is the segment that, because many cultural tourism experiences are produced by non-profit organizations, is the most reliant on local government for funding support, in-kind services, and infrastructure investments in theatres, public art galleries, museums and the like.

Historically, the Valley's tourism industry has been built on skiing, golfing, water-based recreation and back-country exploration that do not require public investment. To the extent that local government views tourism as a private sector enterprise that also should not require public investment, the growth of cultural tourism in the Valley will be constrained.

34. Tapestry unravels

Over time, assuming a cultural tourism initiative moves forward and gains traction in the marketplace, pressures may arise to include tourism experiences that do not target cultural tourists. Some may argue that the Valley's recreational experiences should be integrated into the marketing campaign. ("Culture" is an elastic concept than can be stretched to encompass almost any tourism activity.) Others may argue that lead, supporting, and sustaining designations are unnecessary, and that each cultural experience should receive as much foreground positioning as its marketing budget will allow.

Without a clear understanding of the motivations and behaviours of cultural travelers and the advantages of place-based cultural tourism versus attractions-based cultural tourism, and without a set of guiding principles and policies to ensure that a place-based cultural tourism initiative remains intact, the Valley's tapestry of place could unravel over time.

The following recommendations focus on short and medium-term actions designed, over time, to develop the Columbia Valley as a cultural tourism destination.

Four recommendations are outlined below:

1. The first recommendation focuses on the need for an individual who is responsible for coordinating the Valley's efforts in support of cultural tourism.
2. The second recommendation focuses on the composition of the Board of the Columbia Cultural Tourism Association (CCTA).
3. The third recommendation focuses on product development.
4. The fourth recommendation focuses on the timing and nature of a cultural tourism marketing campaign.

9.1 RECOMMENDATION 1: CULTURAL TOURISM COORDINATOR

In most North American communities that engage in cultural tourism, a cultural tourism specialist is responsible for liaising with the cultural community, business, and local government; for facilitating product development opportunities; for working with the community's destination marketing organization; and for stewarding the growth of a cultural tourism industry.

The Columbia Valley would benefit from a salaried Cultural Tourism Coordinator, tasked with the responsibilities cited above. Structured as a half or three-quarter time position, the Coordinator would report to the Board of the CCTA. Both the CCTA and its Coordinator would ensure that, from the outset, this Strategy is widely circulated and that principles of place-based tourism inform discussions that affect the Valley's tourism planning and decision-making.

9.1 RECOMMENDATION 2: CCTA BOARD

The present composition of the CCTA Board has proven effective in launching an awareness of the opportunity for cultural tourism in the Valley, and for seeing this Strategy come to fruition. As the Board moves forward, and at such time as Board vacancies become available, it is recommended that an effort be made to recruit Board members who represent the various cultural sectors and tourism partners who will benefit from cultural tourism and are, therefore, its natural stakeholders. The CCTA's Board would thus include representation from:

- The Valley's visual arts community
- The Valley's heritage preservation community (built heritage and natural heritage)
- The Valley's festival community
- The Valley's food and beverage sector, specifically, a chef or restaurateur dedicated to developing culinary tourism in the Valley
- The Valley's major resorts
- Kootenay National Park
- One or more of the Valley's destination marketing organizations
- Any other organizational representative or individual, as deemed appropriate by the Board of the CCTA

9.2 RECOMMENDATION 3: PRODUCT DEVELOPMENT PROCESS

Initiate a product development process, stewarded by the CCTA and its Coordinator, which builds on this Strategy. Such a planning process would:

- A. Review the Weaknesses and Opportunities sections in the SWOT analysis and prioritize those objectives that can be achieved by the Coordinator, or expedited through communicating and working with those individuals or organizations able to initiate action. These objectives, grouped below in "priority blocks", are discussed in detail in the SWOT analysis. The number following each objective corresponds to the number found in the SWOT analysis where the issue is discussed.

PRIORITY BLOCK ONE

- Develop a purpose-built performing arts venue, based on a feasibility study (SWOT #7)
- Develop an outdoor amphitheatre with a covered stage, equipped with sound and electrics (SWOT #8)

- Secure the services of a culinary writer to review the Valley’s restaurants, bistros, pubs and coffee shops using locally sourced ingredients (SWOT #30)
- Conduct a survey (perhaps undertaken by The Valley Echo or The Columbia Valley Pioneer) to identify “local favourites” among *all* restaurants, bistros, pubs, and coffee shops in the Valley (SWOT #30)
- Increase images and stories about the Valley’s history and heritage in the Valley’s public spaces (SWOT #10)
- Introduce technological advances – specifically, audio app tours and QR codes – to heritage interpretation (SWOT #12)
- Capitalize the Windermere Valley Museum, including developing an interpretive master plan, securing the services of professional curator, creating interactive exhibits, and protecting the museum’s out-buildings from fire, vandalism, and theft (SWOT #11)
- Establish a production facility tour at Kicking Horse Coffee (SWOT #27)
- Increase locally produced artisanal food products and visual art and craft available at visitor centres, stores and markets located at major resorts, and at the gift shop at the Radium Hot Spring Pools in Kootenay National Park (SWOT #20)
- Enhance Highway 95 pull-offs and viewpoints (SWOT #19)

PRIORITY BLOCK TWO

- Further beautify and animate downtown Invermere through public art projects, artist-designed street banners and street furniture, painted bicycle racks and fire hydrants, and the discouragement of back-lit signage (SWOT #18)
- Increase the frequency of programming for Radium Music on Main and Invermere Downtown Summer Music (SWOT #23)
- Nurture a relationship with The Banff Centre, exploring the feasibility of visits by faculty and guest artists for lectures and short intensives, and, at such time as a performing arts venue is built, engagements by selected performing artists (SWOT #25)
- Review and where necessary improve directional signage to cultural experiences throughout the Valley (SWOT #16)

PRIORITY BLOCK THREE

- Develop a downtown Invermere buskers’ program (SWOT #22)
- Establish an art gallery “Thursday night” program in downtown Invermere (SWOT #21)
- Improve the aesthetics at the intersection of Highway 95 and Athalmer Road (SWOT #17)
- Interpret the hot spring pools and Historic Baths at Fairmont Hot Springs Resort (SWOT # 26)

- Improve directional signage and interpretation at the Hoodoo Trail (SWOT #28)
- Enhance the Valley's visitor service standards, either through in-house training, or by utilizing the programs of WorldHost Training (SWOT #29)
- Explore opportunities with the Akisq'nuk and Shuswap First Nations to develop aboriginal tourism experiences in the Valley through working with the Aboriginal Tourism Association of BC (SWOT #24)

It is recognized that the achievement of these objectives cannot be accomplished by the CCTA or its Coordinator alone. Therefore, *the primary role of the CCTA Board and its Coordinator must be education and advocacy on behalf of cultural tourism, inspiring local governments, business, individuals, and organizations to take action to realize the Columbia Valley's cultural tourism potential and the economic dividends that will subsequently accrue.*

9.3 RECOMMENDATION 4: IN-MARKET CAMPAIGN

At this time, a campaign that would promote the cultural tourism offering of the Valley in its regional market (Alberta) is not recommended. Achieving the majority of the product development needs identified above (especially those in Priority Block One), should be underway prior to an export marketing campaign.

In place of an export marketing campaign, an in-market campaign is advised, targeting visitors who are already in the Valley. To this end, it is recommended:

- A. That the CCTA seek the resources to create the print collateralⁱⁱⁱ and a corresponding website to translate the conceptualized tourism product described in this Strategy (see Section 7.5) into an in-market campaign for the 2015 or 2016 tourism season, developed in cooperation with the Valley's DMOs.
- B. That, at such future time as the in-market product is deemed ready for an export marketing campaign, the CCTA then seek funding to create a export marketing strategy, developed in cooperation with the Valley's DMOs.

ⁱⁱⁱ Although it is outside the scope of this Strategy to recommend marketing vehicles, a map which identifies the six themed routes, including a directory of individual cultural experiences numbered and sorted with icons for each type of experience, would be a logical vehicle for an in-market campaign. Publications such as Radium Hot Springs (published by Tourism Radium) and Tourism Radium's website could also profile the product, driving traffic to the campaign's own website.

ENDNOTES

¹ When creating an operational definition for the heritage enthusiasts cohort, the CTC did not include enthusiasm for natural history within its definition. However, other CTC research (*Canadian Travel Activities and Motivations Survey* (TAMS), *Wildlife Viewing*, November 2007) has found that, among leisure travelers who enjoy visiting historical sites, museums and art galleries, 74.1 percent also enjoy wildlife viewing. In short, most heritage enthusiasts are also natural history enthusiasts.

² Canadian Tourism Commission. *US Travel Activities and Motivation Survey* (TAMS). *Fine Dining & Spa Visits*. March 2008.

³ Canadian Tourism Commission. *A Special Analysis of the Travel Activities and Motivation Survey* (TAMS): U.S. Heritage Tourism Enthusiasts; U.S. Visual Arts Tourism Enthusiasts; U.S. Performing Arts Tourism Enthusiasts; U.S. Wine & Culinary Tourism Enthusiasts, 2003.



⁴ Aboriginal Tourism Association of BC website.

⁵ WorldHost Training website.

APPENDIX A: PRODUCT POSITIONING MATRICES

HUMAN HERITAGE	PPM Categories			
EXPERIENCE TYPE	LEAD	SUPPORTING	SUSTAINING	TOTAL
Archives			Archive at Windermere Valley Museum	1
Botanical gardens			Columbia Valley Botanical Garden 🌸	1
Community walking & driving tours			Invermere Historic Waking Tour 📖 On the Trail of David Thompson 📖	2
Human heritage interpretative exhibits			Many Eyes, Many Voices (at Radium Hot Springs Visitor Centre)	1
Human heritage events & festivals	Autumn Show & Shine	Columbia Salmon Festival	Brits Best Car Show Canada Day at Fairmont Hot Springs Resort LightUp Festival	5
Human heritage monuments, structures, and sites		David Thompson Monument Kootenae House Historic Site 📖	Conrad Kain Cairn 🗿 St. Mark's Church 🏛️ Stolen Church	5
Human history museums			Windermere Valley Museum	1
Wellness experiences - hot springs and spas	Radium Hot Springs Pools	Fairmont Hot Springs Pools 🌊 Fairmont Historic Baths ⚠️ Lussier Hot Springs 🔴	SPA Bare Hands Day Spa Fusion Spa (two locations) Natural Spring Spa Pleiades Spa Rising Sun Massage and Spa Sunsations Day Spa	5
TOTAL	2	6	13	21

- 🌸 Requires interpretive signage of heritage varieties prior to marketing.
- 📖 Requires updating of content and new print collateral and/or audio app tour prior to marketing.
- 🗿 Requires site clean-up and improved directional signage prior to marketing.
- 📖 Requires return of missing interpretive reader boards, clear demarcation of site entrance, and improved directional signage prior to marketing.
- 🏛️ Requires site clean-up, improved directional signage, and site interpretation prior to marketing.
- 🌊 Requires interpretation prior to marketing.
- SPA Recommended as a *collective sustaining experience*.
- ⚠️ Careful consideration should be given to marketing this small, historically sensitive site. If marketed, improved access, directional signage, and interpretation are required.
- 🔴 Although lacking interpretation, Lussier's undeveloped, non-commercial character warrants it being marketed as a contrast to the Valley's other hot springs.

AG & INDUSTRIAL HERITAGE	PPM Categories			
EXPERIENCE TYPE	LEAD	SUPPORTING	SUSTAINING	TOTAL
Farmers' markets & vendors of local food products	Invermere Farmers' Market	Fairmont Farmers' Market Hopkins Harvest Radium Hot Springs Farmers' Market	Barn Market – Elk Park Ranch	5
Locally produced artisanal products available at retail			Glacier Soap	1
Tours of food or beverage production facilities		Arrowhead Brewery tours  Beeland tours Kicking Horse Coffee tours 	Groundswell Community Greenhouse & Gardens †	4
TOTAL	1	6	3	10



Under consideration, or in development.

† Tours available on a pre-scheduled, by-request basis only.




THE ARTS	PPM Categories			
EXPERIENCE TYPE	LEAD	SUPPORTING	SUSTAINING	TOTAL
Art instruction classes and retreats		Art Programs – Bugaboo Lodge Artist Run Workshops – CV Arts Saffire Bead and Flameworks classes	Art Attack – Panorama Blackstar Kids Programs Drop in Art – Panorama Fairmont Hot Springs Resort Children’s Programs	7
Artist studio tours & exhibitions		Breaking Borders	Kootenay Perfection	2
Bookstores featuring local/regional authors		The Book Bar		1
Commercial art and craft studios & galleries 	Artym Gallery Bavin Glassworks Cross Roads Collective Effusion Glass Studio	Saffire Bead and Flameworks Sandpiper Studio Deanna Gauthier Designs ‡	Blackstar Gallery La Galleria II Village Arts	10
Literary arts events & festivals			Invermere Public Library – Author Readings Radium Hot Springs Public Library – Author Readings	2
Media arts events & festivals			CV Arts Cinefest Film Series	1
Multi-disciplinary arts events & festivals	CV Tour of the Arts Mountain Mosaic Festival			2
Performing arts events & festivals	Invermere Waterfront Music Festival		Hoodstock Invermere Downtown Summer Music Radium Music on Main Radium Rockin’ on Main Steamboat Mountain Music Festival	6
Public art		“Heading for Radium” (at Radium Hot Springs Visitor Centre) “Rusty the Moose” (at Artym Gallery)	“The Lost Salmon” (at James Chabot Park)	3
Public art galleries	Pynelogs Cultural Centre			1
Visual arts events & festivals			Art from the Heart Bavin Glass Demo Nights Wings Over the Rockies Art Show	3
TOTAL	8	10	20	38

 Professional artists’ studios that do not keep regular operating hours are not included.


‡ Unclear if regular operating hours are kept.

CUISINE	PPM Categories			
EXPERIENCE TYPE	LEAD	SUPPORTING	SUSTAINING	TOTAL
Culinary & beverage events & festivals	East Kootenay Beer Festival East Kootenay Wine Festival		Guest Chef Events (at Beeland) Spilli Chilli Cookoff	4
Culinary/cooking classes & retreats			From Scratch classes	1
Locally produced artisanal foods & beverages available at retail			Arrowhead Brewery Products Beeland products Dave's Hot Pepper Jelly From Scratch products Kootenay Bayou Hot Sauce Quality Bakery Saunders Family Farm products Schöni Artisan Breads Wicked Witch Onions Your Bread Bakery	10
Restaurants, bistros, pubs, and coffee shops featuring locally sourced ingredients 🍴	To be assessed by a culinary writer			1
TOTAL	3		13	16

🍴 When this assessment by a culinary writer is completed, it is recommended that dining experiences featuring locally sourced ingredients be positioned as a *collective lead experience*. In addition, it is recommended that restaurants, bistros, pubs, and coffee shops that do not feature locally sourced ingredients also be identified and included in the culinary offering of the Valley. A “Local Favourites” poll conducted by The Valley Echo or The Columbia Valley Pioneer is a possible means for identifying such establishments.

Natural History	PPM Categories				
	EXPERIENCE TYPE	LEAD	SUPPORTING	SUSTAINING	TOTAL
Guided natural history tour operators	Bugaboo Lodge	A/Z Outfitters BC Rockies Adventures (at Fairmont Hot Springs Resort) Columbia River Kayak and Canoe Rocky Mountain Safaris Wild Nature Tours			6
Natural history festivals	Wings Over the Rockies				1
Nature interpretation centres		<i>Because this asset also appears in the Human Heritage PPM, it is not counted in the totals for this PPM.</i>	Many Eyes, Many Voices (at Radium Hot Springs Visitor Centre)		1
Nature interpretation programs		<i>These Parks Canada programs contain multiple components and activities.</i>	Parks Canada “Discover the Park” programs at: McLeod Meadows Campground Theatre; Kootenay National Park Visitor Centre; Radium Hot Springs Pools Redstreak Campground Theatre programs		4+
Nature trails with interpretation 		Botanical Gardens Trail Copper Point Trail  Dry Gulch to Crossroads Link (Old Coach Trail extension)  Dragonfly Boardwalk Old Coach Trail Olive Lake Trail Redstreak Restoration Trail Sinclair Creek Trail Source of the Columbia Boardwalk Valley View Trail			1
Scenic landscapes & vistas with interpretation			Briscoe Pull-off Columbia Lake Viewpoint Radium Pull-offs (x 3)		3
TOTAL	2	6	8		16+

 In development.

 Recommended as a *collective supporting experience*.

APPENDIX B: STAKEHOLDER INTERVIEWS & DISCUSSIONS

Alison Bell

Slow Food Columbia Valley

Adrian Bergles, Wendy Rockafellow

Akisk'nuq First Nation

Wendy Booth

RDEK Rep, Area F

Julie Brown

Wellness

Marg Christiansen, Ray Crook

Windermere Valley Museum & Archives

Bill Cropper, Scott James, Judy Smith

Music, Theatre

Fiona Cull, Ken Derpak, Andi Dzilums

Fairmont Hot Springs Resort

Marke Dickson, Scott Morgan

Panorama Resort

Bill Dubois

A/Z Outfitters

Lin Egan

Edible Acres

Mark Halwa

Columbia River Greenways Alliance

Ute Juras

Mayor of Canal Flats

Kent Kebe

Tourism Radium

Paul Lazarski

Bugaboo Lodge

Mark Leblanc

Birchwood Restaurant

Lara McCormack

From Scratch

Baiba Morrow

Visual Arts

Clara Reinhardt

Councillor, Radium Hot Springs

Amanda Robinson

Copper Point Resort

Wilda Schab

Radium Resort

Jami Scheffer

Pynelogs Cultural Centre

Clarissa Stevens. Laverne Stevens

Shuswap First Nation

Gerry Taft

Mayor of Invermere

Leanne Tegart

Arrowhead Brewery

Karin Smith

Parks Canada, Kootenay Nation Park

Ken Wilder

Invermere Panorama Destination Marketing

Gerry Wilke

RDEK Rep, Area G

- plus many other informal conversations that took place in the Columbia Valley -



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