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CULTURE
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PLAN



VILLAGE OF MCBRIDE



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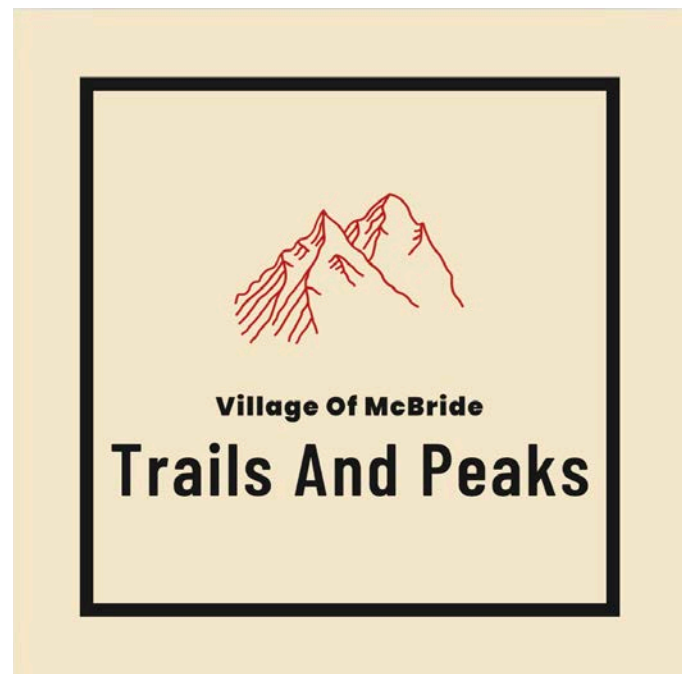
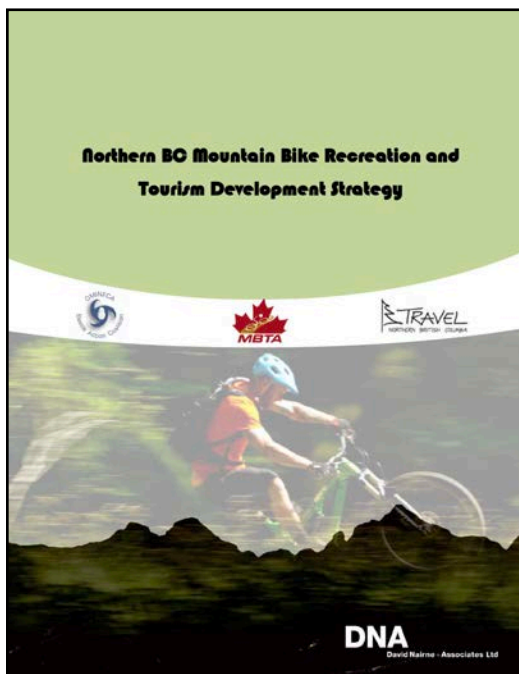
Executive Summary

*"Increasingly people are requiring more outdoor recreational opportunities on a finite base of public lands, and land managers and policy makers must have credible information in order to make responsible sustainable use decisions."*¹

In addition to creating a positive culture around cycling in general and mountain biking specifically, community leaders must understand the needs and wants of their local users as well as visiting riders. The *Cycling Culture Development Plan* for the Village of McBride serves this purpose. It aims to educate community leaders, staff and business community members in the development of a cycling culture. Partnerships and politics, at a community, regional and provincial level, produce results and can help mountain bike tourism greatly. Successful cycling oriented community development, often goes hand-in-hand with creating a strong branding campaign. The example brand: "Trails And Peaks", captures what makes McBride a unique and desirable riding destination.

The *Northern BC Mountain Bike Recreation & Tourism Development Strategy*² emphasizes the importance of fostering a Mountain Bike Culture and Community. This plan re-examines the 2014 findings and builds upon them.

To create a sustainable, marketable product, the Village of McBride has to look beyond trail infrastructure.



¹ Planning and Managing Environmentally Friendly Mountain Bike Trails, Dr. Pam Foti, Northern Arizona University

² Martin Littlejohn & Patrick Lucas, 2014

1. Introduction

The Village of McBride is situated in the northern reaches of the Rocky Mountain trench. For a small community, with a population of approximately 700³, it offers a surprising number of accommodation providers, a nice downtown core with restaurants and other amenities, including a visitor information center/art gallery. The community at large is aware that mountain biking does not work in a vacuum and a culture around cycling needs to be designed. Development needs to be based on local culture and McBride has a long history of outdoor recreation tourism. Local culture can be useful in differentiating a destination, as was evident in Mr. Randy Sunderman's presentation to Mayor And Council:

“Our goal is to scan for economic development projects that fit with the vision of the village.” (Lions Gate Consulting)⁴

McBride's *Economic Development Action Plan*⁵ lists a number of high priority initiatives, that can be complimented by implementing strategies and initiatives, addressed in the *Cycling Culture Development Plan*:

- Develop Tourism and Recreation Trails and Access
- Community Marketing and Promotion
- Business, Retention, Expansion and Attraction
- Support Quality of Life and Livability

The *Village of McBride Council Strategic Action Plan* includes the enhancement of quality of life. One more reason to implement strategies and set goals for implementing a culture aimed at recreation.

The McBride Community Economic Development Office welcomes growth and development by encouraging economic activity, facilitating employment and enhancing quality of life in the Robson Valley.

Mission: McBride Economic Development Action Plan

³ Population including surrounding areas is approximately 1,600

⁴ February 2018 Council Meeting. Randy Sunderman presenting for Lions Gate Consulting

⁵ 2018 Lions Gate Consulting

The village presents diverse outdoor opportunities for all four seasons. McBride's location makes it a hotspot for mountaineering, fishing, bird watching, camping and hiking in summer and snowmobiling, alpine-touring, cross-country skiing and other snow sports in the winter. Recreation infrastructure in town includes a regulation size hockey arena, two curling sheets, a convertible court, a gym and a ball field.

British Columbia is rich in adventure-ready towns and McBride has the potential to position itself at the top of the list. Outdoor enthusiasts can find their passion in the Rocky Mountain trench. Mountaineers can test themselves on hundreds of summits within a day-trip of town. As for hiking, the options may be even more varied. Winter is just as busy and just as good with world-class snowmobiling and backcountry touring/ski-mountaineering.

McBride's *Big Country Snowmobile Association*, formed in 1990, has an active grooming program and provides trails for all skill levels. Designated sledding areas are: Bell Mountain, Lucille Mountain and Renshaw. In 2018, the close-knit community, won the title of: 2018 Sled Town Show Down of Western Canada, defeating Valemount, Smithers, Whistler and two out-of-province communities.

Recreation in general provides a number of benefits to remote, rural northern communities. While much has been documented about the economic benefits, perhaps one of the biggest and most overlooked advantages is the potential to bring communities together. Recreation gets people to know each other, share their activities together and bond over hobbies and interests. Mutual trust and respect, gained through recreational activities carries over into daily community life and helps with tackling larger issues, facing today's small communities.

Amenities are important in providing a positive experience. Kiosks, washrooms, and parking should be considered. Kiosks should feature maps, trail etiquette, trail closures, work in progress and current notices. Signage should be in place not only on the trails, but on major roadways and junctions leading to the trails. Today paper maps are being replaced by easy-to-update phone apps (i.e. Trailforks) or downloadable maps, but there still is a need to provide simple trail maps at visitor info centers, bike shops, and accommodation providers.

1.1 MCBRIDE TRAIL INFRASTRUCTURE & DEVELOPMENT

McBride residents and visitors benefit greatly from the recent trail network development on McBride Peak, spearheaded by the Robson Valley Mountain Bike Association (RVMBA) in partnership with the Village of McBride and the Ministry of Forests, Lands and Natural Resource Operations (FLNRO). In total 8 trails have been constructed with a combined length of 25 kms⁶.

Two smaller, multi-use trail networks, the Dominion Creek and the Gaglardi Regional Park Trails⁷ are part of the local cycling infrastructure. Both trails are currently scheduled for trail maintenance and upgrade projects, pending grant approval.

The Dominion Creek and Gaglardi trails play a role in cycling culture development. They are easily accessible for younger riders, which means youth can develop skills more easily. The Village of McBride is proposing the construction of simple, easy and safe technical trail features (TTF's) along the Gaglardi trail. This will encourage younger riders to practice technical mountain bike handling skills. Riding those features on actual trails, typically involves longer rides with significant elevation gain.

At this time, there is no further trail development within the McBride Peak network scheduled. Any future development should consider hand-built, downhill oriented and alpine-access trails. Further trail supporting infrastructure is recommended (Washroom facilities, pick-nick tables, shelter, garbage receptacles).

⁶ Map of McBride Peak trail network on Page 20.

⁷ Map of Dominion Creek and the Gaglardi Regional Park Trails on Page 21.



Image: Example of proposed skills technical feature

1.2 NORTHERN BC MOUNTAIN BIKE RECREATION & TOURISM DEVELOPMENT STRATEGY

The Northern BC Mountain Bike Recreation & Tourism Development Strategy from 2014 addressed strength, weaknesses, opportunities and threats for McBride. The 2014 SWOT analysis is still highly relevant and we will address and review the findings.



SWOT Analysis for McBride

Strengths

- The Robson Valley, in which McBride is located is a stunning area with significant geography and captivating views that are exceptional and inviting for tourists and mtn bike visitors in particular
- Wide open valley with broad mountains with significant slopes represent optimal terrain for developing trails and mountain bike experiences
- The Valley and the community are located on a major highway corridor that experiences substantial numbers of travellers from northern and southern BC and Alberta annually
- Leadership, administration and residents are eager and committed to developing greater tourism opportunities and capturing a greater share of the tourism market that passes through the area
- Staff with the expertise and willingness to prepare funding applications
- The community has a strong vision backed up by an ambitious trail development plan
- A mtn bike club that is actively building trails and working develop local participation a culture around mtn biking
- Availability of crown land that is not located within parks around the community represents an opportunity to develop new mtn bike experiences

Weaknesses

- Very little existing trail and none that could be considered market ready
- Limited capacity within the community to develop or maintain a trail network of any size
- Limited supporting amenities and services in the community and limited awareness or understanding of how to cater to the mtn bike tourism market
- The community does not have any kind of bicycle retail outlet
- Community is not established as a destination for mountain biking

Opportunities

- Significant traffic and tourists moving through the area seeking experiences
- Close proximity to Jasper and Edmonton, both of which have significant mountain bike markets, present significant market opportunities
- Local terrain and geography have significant opportunities for developing high quality mountain bike experiences
- Surrounding communities such as Prince George and Valemount are prepared to collaborate and support the development of trails
- A number of residents with expertise and experience in trail development that are highly eager to develop local mountain bike experiences and services

Threats

- McBride has no reputation or branding as a destination and the community would be challenged to establish itself against other more well established destinations in the area
- With limited resources and capacity, McBride will have great difficulty establishing market ready mtn bike experiences as compared to larger centres in the region

1.2.1 STRENGTH

Not much has changed since 2014, when it comes to the communities' strong points. All bullet points identified in the 2014 study are still valid. However, it is noteworthy to report, that major trail development has happened in 2018. The proposed trail development plan has been implemented and trails are ready to be marketed from 2019 on.

1.2.2 WEAKNESSES

The main bullet point addressed by the authors in 2014 has now been eliminated by the 2018 construction of the new trail network. A large amount of money and volunteer time has been invested in implementing the trail development plan. This opens up the opportunity to position the Village of McBride as a prime mountain bike tourism destination in the region and greatly reduces the weaknesses identified in 2014. Some capacity issues still remain and need to be addressed in order to sustain prolonged increases in mountain bike traffic. The absence of a local bike shop, a limited number of services and supporting amenities catering to cyclists and the recognition as an established cycling destination, are identified weaknesses that still exist in 2019.

1.2.3 OPPORTUNITIES

Opportunities as identified in 2014 still exist and have grown. Prince George and especially Valemount are increasingly becoming well known MTB destinations. In fact, MTB tourism in BC's North has been growing rapidly. The BC Bike Ride North has been visiting communities along the Prince George - Prince Rupert corridor in 2017, 2018 and will return for another year in 2019. Prince George has recently finished a comprehensive trail network masterplan for the Tabor Mountain Recreation Area and The community of Tumbler Ridge is starting trail development initiatives in 2019. Both the *Ozalenka Alpine Club* and the Robson Valley Chapter of the *Backcountry Horsemen of BC* are investing volunteer time in expanding the regional recreation trails. The potential to use these trails as multi-use or mountain bike trails exists.

1.2.4 THREATS

The main threat, as identified by Lucas and Littlejohn, has been eliminated by establishing a market ready product.

2. Target Market

To create a cycling culture within the Village of McBride and the Robson Valley one must understand the basic facts about mountain bikers.

BASIC FACTS ABOUT THE MOUNTAIN BIKE MARKET	
MOUNTAIN BIKERS HAVE SPENDING POWER	Every study shows that mountain bikers have spending power. The cost of the equipment is high and travelling riders spend money on amenities.
NATURE IS THE PRIMARY MOTIVE	Nature is what gets mountain bikers motivated to ride. A great trail disconnects mountain bikers from the hustle and bustle of normal lives.
MOUNTAIN BIKERS ARE HIKERS AND SKIERS	Mountain bikers practice other sports. Favourite alternatives amongst riders are alpine skiing and hiking.
MOST MOUNTAIN BIKERS DON'T COMPETE	Competitions are great to advance the sport of mountain biking, but the racing crowd is just the tip of the MTB market and has little in common with most riders.
MOUNTAIN BIKERS ARE GETTING OLDER AND YOUNGER	The average rider is 40 years old, but the normal curve of distribution is getting flatter at its peak. More and more riders from younger and older generations are getting into the sport.
MOST MOUNTAIN BIKING DOES NOT TAKE PLACE IN THE MOUNTAINS	Most riders live in urban areas and stick to local trails. This fact offers great potential for mountain bike destinations.
THE AVERAGE MOUNTAIN BIKER IS IMAGINERY	There is no average mountain biker. The average rider as described in many studies is a purely statistical figure. New subcultures are emerging rapidly and all have different needs.
TRAILS ARE CRITICAL	While nature is the primary motivator to ride, trails are the key element of the mountain bike experience. Trails have the greatest impact on the economy of the destination.
THE MOUNTAIN BIKING SCENE IS NOT THE MARKET	The MTB scene is not representing most riders. It is crucial to the development of biking as a sport and dictates the progression of bikes and equipment. This is highly important when marketing your MTB destination.

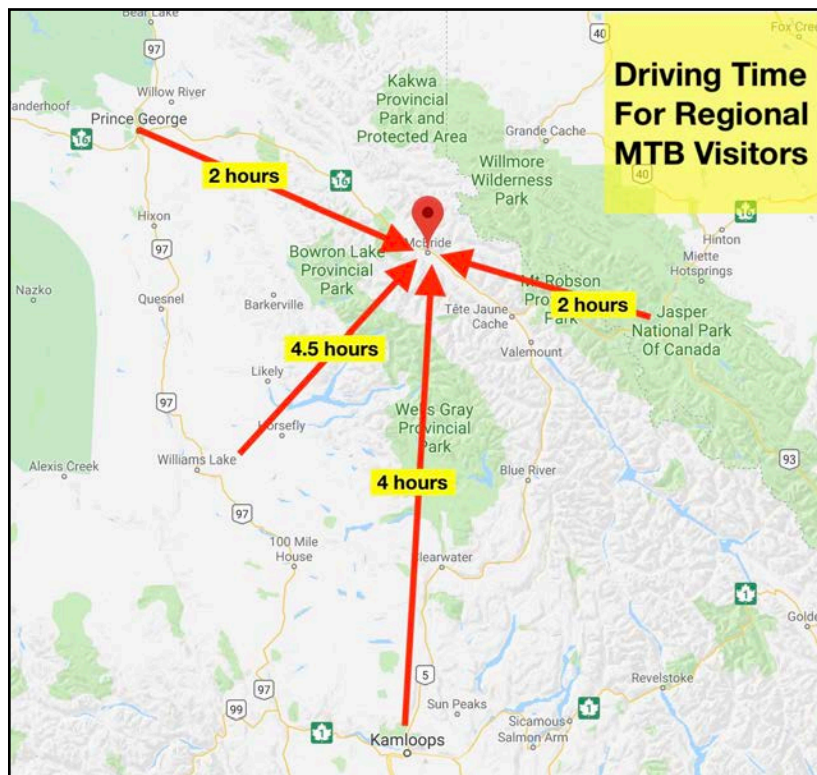
2.1 LOCAL CYCLISTS AND MOUNTAIN BIKERS

McBride and area has an extremely active and successful mountain bike club: The Robson Valley Mountain Bike Association (RVMBA) was established as a non-profit organization in 2012 and has since completed the development of the McBride Mountain Trail Network. The club has approximately 35 members, a high number for a community the size of McBride. However, it is important to note, approximately half of all members, are non mountain bike riders. Most, if not all members, are also active in other outdoor recreation sports and can help cross-promote cycling culture. Potential future cyclists can be recruited from within the *Ozalenka Alpine Club*, the school cycling teams, the *Yellowhead Ski Club*, the *Big Country Snowmobile Club* and the ATV and horseback riding community.

2.2 REGIONAL VISITORS

Regional mountain bikers have one main travel motivator: New trails. McBride has a huge opportunity to capitalize on the newly created, large trail network. Jasper, Prince George, Williams Lake and Kamloops are expected to be the main visitors' destination of origin. Both, Jasper and Prince George are large urban centers with a population of 4,500 and 74,000 people. A UNCG⁸ study gives details on the "Regional MTB Traveller's" behaviour characteristics:

- Ride hours per day: 4.8 hours
- Ride km's per day: 30
- Post-ride meal: beer and burgers
- Other activities: hiking and beer



2.3 INTERNATIONAL VISITORS

Mountain biking is a popular sport around the world, with countries as far reaching as Ecuador and Bangladesh promoting mountain biking. The International Mountain Bike Association counts 42 affiliated clubs worldwide, including Canada and the US. The four main markets are Canada, the United States, Australia/New Zealand and Europe.

International mountain bike visitors are looking for similar experiences than national, regional and local riders. They include:

- Connection with nature
- Escape
- Fun
- Challenge
- Exercise
- Variety
- Connections
- Camaraderie
- A sense of belonging
- Facilities

A quality trail network, such as the McBride Mountain trails, can draw visitors from around the world if infrastructure requirements are met. The amazing vistas in the Robson Valley, proximity to Jasper National Park and a diverse ecosystem are additional tourism magnets.

Opportunities exist to build relationships with mountain bike tour operators. McBride is working on a relationship with Sundog Tours⁹ out of Jasper, with the goal of sending international tourists on the McBride trails on a daily basis in the summer.

⁹ <https://www.sundogtours.com/>

3. Regional Marketing Partnership

A regional marketing partnership approach needs to become a high priority in developing the culture around mountain biking in the Robson Valley. A number of excellent partnership initiatives exist in British Columbia and we recommend a model similar to the **Cariboo Mountain Bike Consortium (CMBC)**. This type of collaboration is based on past Provincial experiences in the major MTB destination areas like the Sea-to-Sky corridor. In this area a jointly developed trails strategy and event planning partnerships enable economies of scale in regards to funding and volunteer management. Additionally, collaboration around advertising has created a MTB experience that aligns with the market profile of MTB enthusiasts who are seeking diversity and road trip ready packages. The Cariboo Mountain Bike Consortium aims to grow the mountain bike economy into an integral part of an emerging and sustainable economic diversification initiative, that assists in the ongoing effort to address the threats to regional stability. The Consortium initiative is attempting to transform the existing mountain bike asset into a more prominent economic driver that enhances the competitiveness of the Cariboo-Chilcotin-Coast during the current economic transition being driven by the declining resource sector. In 2010 the Cariboo Chilcotin Beetle Action Coalition and Northern Development Trust supported the first phase of the Cariboo Mountain Bike Consortium Initiative and incorporated its goals into its regional transition plans. The Consortium's primary goal is to grow and maintain the economic impact of the sector.

A future **Robson Valley Mountain Bike Coalition**¹⁰ needs to develop a set of governance guidelines and a clear vision. The vision could be to increase the economic impact of mountain biking and to continue to promote a vibrant mountain bike culture in the Robson Valley. The primary goal should be an increase in economic impact of mountain bike tourism and an increase in quality of life for current and future area residents. A baseline assessment for the region or the individual partner communities, will help in measuring the effectiveness of strategies through its implementation period.

Robson Valley MTB Coalition

The Robson Valley Mountain Bike Coalition's vision is to increase the economic impact of mountain biking and to continue to promote a vibrant mountain bike culture in the Robson Valley.

Governance guidelines need to spell out the administrative responsibilities and who is taking on the administrative role. A regional steering committee needs to be set up, with one or more member representatives of each partner community. It is important to point out, that this future MTB marketing coalition is not competing with, or replacing the need, for local mountain bike clubs.

¹⁰ Robson Valley Mountain Bike Coalition is used as a working organizational title in this document only.

Opening this organization up for a general membership, has the potential of taking volunteer capacity away from MTB clubs. Therefore we recommend to limit the coalition membership to community representatives and industry insiders.

One example of governance guidelines is a Robson Valley Mountain Bike Coalition's policy statement on *Acceptable Trail Standards*.

POLICY STATEMENT: ACCEPTABLE TRAIL STANDARDS	DOCUMENT PURPOSE	<p>Outline the organization's policy position on acceptable trails that can be incorporated into strategic marketing activities. The policy is based on discussions with the Ministry of Natural Resource Operations but does not reflect the position of the Province.</p>
	POLICY APPLICATION AND ACCOUNTABILITY	<p>All member communities will be subject to the policy as outlined in the document.</p> <p>The onus and account ability for each Member Community's adherence to this policy rests with the representatives (members) of the Robson Valley Mountain Bike Coalition.</p>
	ACCEPTABLE TRAIL STANDARDS	<ol style="list-style-type: none"> 1. The trail must be accessed via Crown land, unless provisions 2&3 are met; 2. The trail cannot cross any private land unless a written agreement between the land owner and Member Community allows for trespass; 3. The trail cannot cross First Nation reserve or Treaty Settlement land without a written agreement between the First Nation and Member Community allows for the trespass; 4. The trail must be reasonably safe and free from major hazards; 5. Trail cannot have any technical trail features; 6. The trail must, to a reasonable extent possible, allow for an enjoyable experience by the rider; 7. If the trail is on Crown land, the Member Community must have discussed the proposed trail with the Ministry of Natural Resource Operations and received a positive indication that the trail is eligible for legal designation. A process to legalize the trail should be established.

3.1 REGIONAL MARKETING STRATEGY

A regional marketing strategy needs to be developed jointly by the stakeholders. Elements recommended for the strategy are:

- A graphically sophisticated web-presence, profiling regional mountain biking opportunities.
- Investment into existing, legal trail infrastructure to ensure competitiveness
- A concerted awareness campaign, enlisting business partnerships to ensure the specific needs of mountain bikers are met.

Prior to defining and meeting the above elements a strong Robson Valley mountain bike brand needs to be defined.

Element One:

Mountainbikers are image oriented and will travel based on online information available. Components of a website should include:

- An image based design, supporting and enticing the self-directed traveller
- Integration with accommodation and service providers
- Trailforks maps
- Specific experiences
- Links to Provincial and International marketing efforts (i.e. mbta.ca)

Element Two:

- Community trail crews
- Mapping and Signage

Element Three:

- Direct education
- Feedback analysis
- Sponsor local riders

3.2 REGIONAL MARKETING PARTNERS

A number of communities and organizations within the Robson Valley have been identified as potential partners:

3.2.1 RVMB

The **Robson Valley Mountain Bike Association** established as a non-profit society in 2012. Their mission is to promote an active lifestyle, community involvement, and inspire fun times through the creation and maintenance of recreational trails in the Robson Valley.

3.2.2 VILLAGE OF MCBRIDE

The **Village of McBride**, through its Economic Development Department, has an interest in growing the local economy through cycling tourism.

3.2.3 VARDA

The **Valemount and Area Recreation Development Association** is a non-profit association, consisting of a range of local businesses and backcountry users. Our key goals are focused on community and public education to help backcountry use and improve the backcountry experience for all user groups.

The purpose of the society is:

- A. To bring together community, public and commercial interests to facilitate sustainable development of the winter recreation economy in the Valemount-Blue River corridor.
- B. To support the development of year-round recreational activities.
- C. To strive to integrate and balance commercial and public recreation interests to the benefit of local communities in the Canoe-Robson Valley.

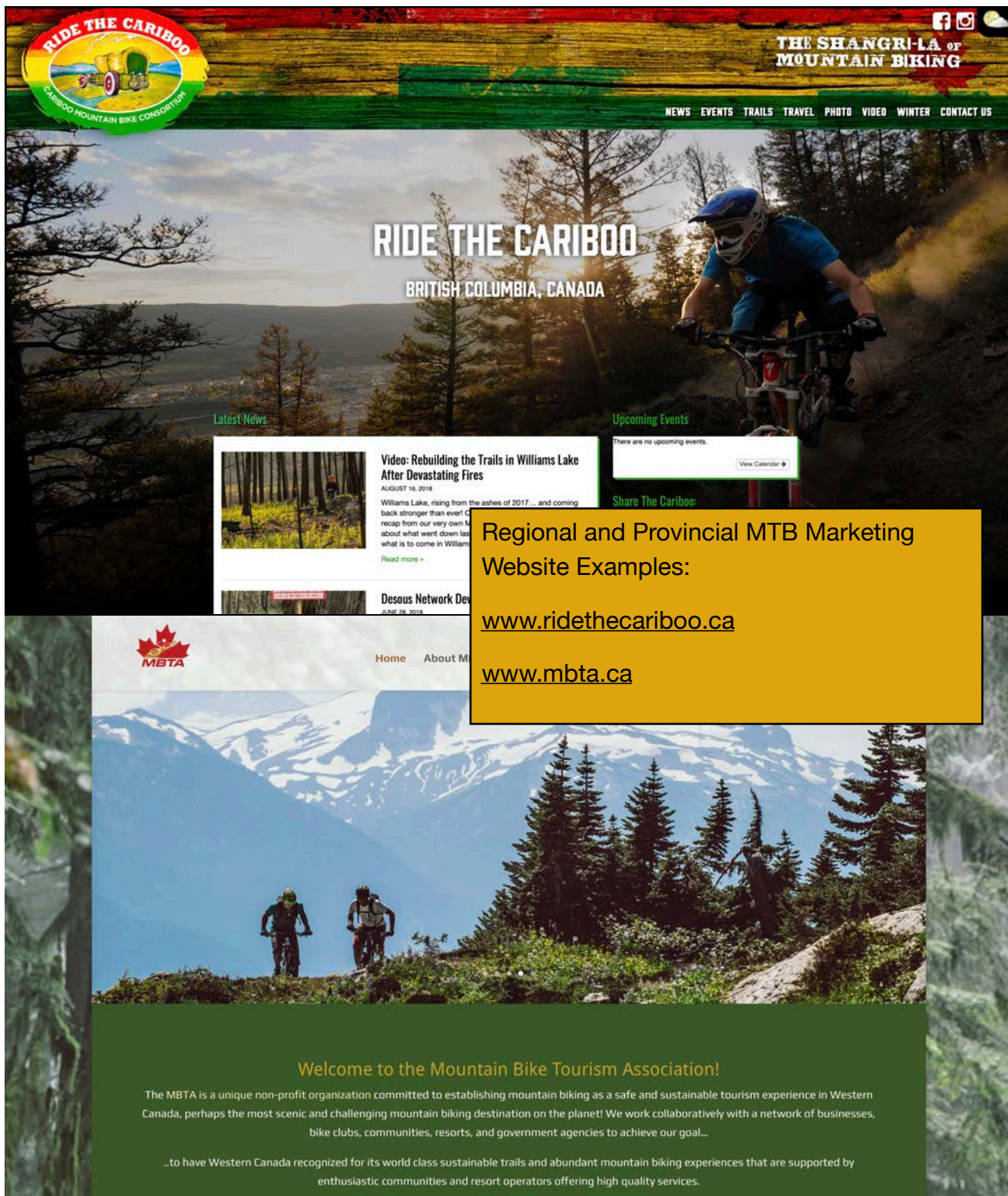
3.2.4 SIMPCW FIRST NATION

Leading BC's indigenous mountain bike trail development is the **Simpcw First Nation**. Their trail network, 15 minutes north of Barriere, BC, is steadily growing with the help of their own trail pro-crew, outside contractors and volunteer builders.

3.2.5 WELLS GREY OUTDOORS CLUB

The **Wells Grey Outdoors Club** has 28 km of trails known as the Candle Creek Ski Trails in Clearwater, BC. They have a number of connecting trails which provide a large variety of routes. In the summer 2018 their Candle Creek mountain bike trails opened to the public.

BIKE MCBRIDE



The screenshot displays the 'Ride The Cariboo' website. The header features a circular logo with a mountain bike and the text 'RIDE THE CARIBOO' and 'CARIBOO MOUNTAIN BIKE CONSORTIUM'. To the right, it says 'THE SHANGRI-LA OF MOUNTAIN BIKING' and includes social media icons for Facebook, Instagram, and Twitter. A navigation menu lists 'NEWS', 'EVENTS', 'TRAILS', 'TRAVEL', 'PHOTO', 'VIDEO', 'WINTER', and 'CONTACT US'. The main content area has a large background image of a mountain biker on a trail. Below this, there are sections for 'Latest News' and 'Upcoming Events'. The 'Latest News' section includes a video titled 'Rebuilding the Trails in Williams Lake After Devastating Fires' dated August 16, 2018, and a link to 'Desous Network Dev'. The 'Upcoming Events' section states 'There are no upcoming events.' and includes a 'View Calendar' link. A yellow box on the right side of the page contains the text: 'Regional and Provincial MTB Marketing Website Examples: www.ridethecariboo.ca www.mbta.ca'. Below this, there is a section for the 'Mountain Bike Tourism Association' (MBTA) with a logo and a welcome message. The MBTA message states: 'Welcome to the Mountain Bike Tourism Association! The MBTA is a unique non-profit organization committed to establishing mountain biking as a safe and sustainable tourism experience in Western Canada, perhaps the most scenic and challenging mountain biking destination on the planet! We work collaboratively with a network of businesses, bike clubs, communities, resorts, and government agencies to achieve our goal... ..to have Western Canada recognized for its world class sustainable trails and abundant mountain biking experiences that are supported by enthusiastic communities and resort operators offering high quality services.'

Regional and Provincial MTB Marketing Website Examples:

www.ridethecariboo.ca

www.mbta.ca

Welcome to the Mountain Bike Tourism Association!

The MBTA is a unique non-profit organization committed to establishing mountain biking as a safe and sustainable tourism experience in Western Canada, perhaps the most scenic and challenging mountain biking destination on the planet! We work collaboratively with a network of businesses, bike clubs, communities, resorts, and government agencies to achieve our goal...

...to have Western Canada recognized for its world class sustainable trails and abundant mountain biking experiences that are supported by enthusiastic communities and resort operators offering high quality services.

4. Community Development Initiatives

Cultivating a bike community and creating a positive cycling culture is not an easy task in a small community. To stimulate authentic bike culture, McBride needs more than just high quality trails. A fun, bike-friendly vibe can go a long way in attracting new and repeat visitors.

4.1 VILLAGE OF MCBRIDE INITIATIVES

The Village of McBride has an opportunity to facilitate the growth of a cycling culture. Often clubs and non-profit organizations lack the necessary volunteer power, know-how and/or administrative resources to sustain a long-term program. The Village of McBride, through its Economic Development department, is well situated to spearhead the regional marketing initiative, described in Section 3. This will be the most important step in creating a mountain bike centred marketing initiative, but will go beyond marketing, as it creates a group that is focused on cycling and outdoor culture.

Additional initiatives the Village of McBride can undertake are described in Sections 4.1.1 to 4.1.3

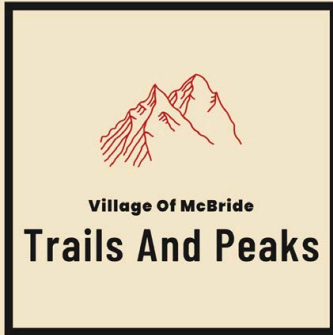
4.1.1 “TRAILS AND PEAKS” BRAND

All municipalities need a brand to build awareness of their assets and to promote economic growth. *“A brand is more than a logo or a tagline. It communicates what makes a municipality unique and appealing through a combination of visuals and words. A strong brand can help boost economic development, tourism and the sense of community residents enjoy.”*¹¹

Getting buy-in sets the stage for a successful community branding initiative. Stakeholders who are part of the brand development process are much more likely to support the brand. Developing a brand platform for the Village of McBride includes the design of a memorable, easy to recognize logo. An easy to remember phrase, will sum up what the community has to offer. The brand manifesto is the community’s story, a statement written in a fun, bold way that inspires the reader to take action. The “Trails And Peaks” tagline fits the criteria a successful Village of McBride branding campaign needs: Community buy-in, authentic, descriptive and memorable. It appeals to a large user group from mountain bikers, to hikers, skiers, snowmobilers, equestrian trail users and ATV’ers. Used in a regional marketing strategy, the tagline, logo and brand manifesto, will help McBride to stand out and position itself as an “easy access” outdoor recreation oriented community.

The following graphic shows examples of a brand logo and manifesto, using the tagline “Trails And Peaks”:

¹¹ Nancy Marshall, CEO Marshall Communications

BRAND PLATFORM	LOGO		The brand-mark logo identifies the product/ community and helps with recognition and differentiation.
	TAGLINE	<i>Trails And Peaks</i>	The tagline sums up a product in a memorable phrase, that can easily be remembered.
	MANIFESTO	<i>We believe in fun. We believe in trails. We believe Life is an experiment. Follow your passion in McBride: Do more, be more!</i>	A brand manifesto is an entertaining way of identifying what makes your brand special.

4.1.2 PARTNERSHIP AGREEMENT

A community partnership agreement is a great way of establishing a formal work and support relationship between a municipal government, a local or regional club and First Nations. It will assure, Mayor and Council are informed on an ongoing basis by receiving periodic updates on all cycling related matters. Once a **Robson Valley MTB Coalition** has been formed, an agreement¹² between the Village, the RVMBA, the Simpcw First Nation and the MTB Coalition could be drafted. The partnership agreement does not need to make any promises of financial contribution by any of the partners. It will show a commitment to work together towards a common goal.

¹² Sample partnership agreement on Page 21 - City of Quesnel

PARTNERSHIP AGREEMENT	PURPOSE	Creating a platform for a long-term, mutual beneficial relationship, founded on trust, respect and transparency
	AGREEMENT	Promote the Village of McBride as a trail based tourism destination for motorized and non-motorized recreational users
	PARTNERS	<ul style="list-style-type: none"> • Village of McBride • RVMB • RVMTB Coalition • Simpcw FN

4.1.3 PROMOTION

Commissioning professional action photographers to take photos of your riding area, goes a long way. Images can be sent as slides or digital files to magazines and newspapers. These photos will serve as a tremendous magnet and hold value for years to come. Photos should also be used in widely distributed mountain bike tourism brochures and be uploaded to Pinkbike¹³. The MBTA can suggest photographers.

Word of mouth is a powerful promotional tool to reach the mountain bike traveller. Connecting and sharing with other cyclists is increasingly popular through the various social network sites and key MTB websites. Instagram, Facebook, YouTube and Twitter provide opportunities to share up-to-date news and promote the community.

¹³ www.pinkbike.com World-renowned source for mountain bike news and images.

Key mountain bike websites are:

- pinkbike.com A Canadian owned mountain bike website, attracting a large, worldwide audience of MTB enthusiasts.
- mtbr.com A site with a large, mostly North American user-ship.
- NSMB.com Mountain bike website with a large worldwide audience.
- BikeRadar.com Caters to all cycling disciplines, serving a worldwide audience.

4.1.4 MAPS

Phone apps and Trailforks¹⁴ are rapidly replacing the need for printed maps. However, rural and remote areas might not always guarantee cell connectivity and often international visitors have WiFi access only enabled phones. Excellent trail maps, that clearly show the best trails for mountain biking are should be available at no charge. Elevation profile maps and concise ride descriptions are also helpful, as are estimates of ride difficulty, descriptions of ride features, and safety tips. While some communities or MTB clubs use maps as revenue generators, we suggest the distribution of simple, free maps.

4.2 ORGANIZATIONS/CLUBS AND YOUTH

A club or community driven initiative that aims to get kids outside riding their bikes is one of the best ways to create a cycling culture in the community. Quality coaching and instruction, that focus on safety and fun, will develop skills, confidence, and love of cycling.

Cycling BC¹⁵ offers a number of programs through their iRide initiative. Cycling BC's iRide program is designed to inspire young riders, and connect school and youth cycling groups. The iRide program provides opportunities for young people to experience cycling in safe and fun programs across British Columbia.

The Sprockids¹⁶ Program is a multi-tiered approach designed to provide participants with the opportunity to experience success on a variety of levels. Through the sport of mountain biking, students develop a strong sense of self-esteem, while discovering the potential within themselves. Sprockids has developed a program based on integrating mountain biking into every aspect of the school curriculum. The program can be used to make learning exciting and relevant in math, language arts, science, social studies, art, PE, personal planning, environmental studies, home economics, industrial education, counselling, and anger management.

The Canadian Cycling Association now offers Sprockids as a nationally co-coordinated program that teaches four skill areas of cycling: safety, etiquette, riding (1st and 2nd gear), and bicycle maintenance.

¹⁴ www.trailforks.com A mountain bike trail database & management system for riders, builders & trail associations.

¹⁵ <https://cyclingbc.net/iride/parents/pathway/>

¹⁶ www.sprockids.com

Key attributes of the program include:

- participants have the ability to progress in all areas of the program at their own pace
- participants record progress in their personal “Passport”
- trained leaders instruct and evaluate
- teaches life skills - goal setting, problem solving, decision making, etc.
- develops positive philosophy - cycling and learning as life-long activities
- promotes values - respect for others, empathy, appreciation and responsibility for the

As with other sports, getting into cycling becomes more challenging if left too late. Facilitating an early entry and early skill-development is the key to increasing the number of participants throughout teen years. For cycling to develop, it takes passionate volunteers to devote time and energy. Bringing more youth into the sport also engages a large group of committed parent-volunteers to grow the cycling community and culture in McBride.

4.3 BIKE CAMPS, BIKE CLINICS AND BIKE TEAMS

Bike Camps are designed to get kids out on their bikes and remember what adventure, fun and exercise is. Mountain biking is an all-inclusive sport where no one has to sit on the bench, whether you are the fastest or slowest person on the trail you all have the same amount of fun. Bike Camps not only teach bike skills it also teaches kids self-esteem, team work and problem solving skills. Bike Camps promote values such as respect for others, empathy, appreciation and responsibility for the environment. We suggest running two classes a year, one for the older kids and one for the younger kids. Splitting them up into age groups allows them to ride with others with the same strength and ability. For the younger kids focus should be on having fun and building base skills. Older kids can ride a little harder and be able to focus on the more advanced skills as their strength and stamina increases.

Mountain biking is one of the few sports that is all inclusive. The entire family can go out for a ride. The purpose of putting on bike clinics is to get parents out and show them the trails McBride has to offer and give those parents the skills to be able to enjoy mountain biking with the entire family. The number of women in mountain biking is growing and offering women specific clinics helps it be easier to get into the sport. Kids are growing up spending lots of time on their bikes and lots of time at the Bike Park. Giving parents the skills to be able to join their children instead of just sitting on the park benches will help create a culture around biking in McBride.

Bike Team will be a natural progression after Bike Camps. High school mountain biking consists of one championship race each year and that race is in a different location of BC each year. This team will give kids the chance to progress their skills past the beginner bike camps and see biking culture in different parts of the province. Kids who join the mountain bike team are often the kids who are not on other team sports. This gives these students a way to connect with their school and have memorable experience that they may not have otherwise.

4.4 BUSINESS IMPROVEMENT INITIATIVES

Troy Rarick, Fruita,
CO

"If your community is not involved, you're sunk. Visitors' first stop is often the gas station, grocery store or welcome center. If the person there is not inviting to mountain biking, the next bicycling place may be just a short drive further."

4.4.1 BIKE RACKS

Mc Bride should offer bike racks within the Village core. Well designed storage allows cyclists to securely lock their bikes, while exploring restaurants and shops.

Cycling-friendly communities throughout B.C. have installed bike racks. Good examples are Whistler and Williams Lake. The City of Williams Lake has a bike rack sponsorship program. Patrons receive a charitable tax receipt and the City installs the rack so that it will work for snow removal. The downtown *Business Improvement Association* invested in three racks in the city.

When a community installs bike racks it is really important to speak with some bikers. There are certain types of racks that really do not work well for certain types of bikes.

Images: Businesses welcoming mountain bike riders - a great gesture



4.4.2 ACCOMMODATION

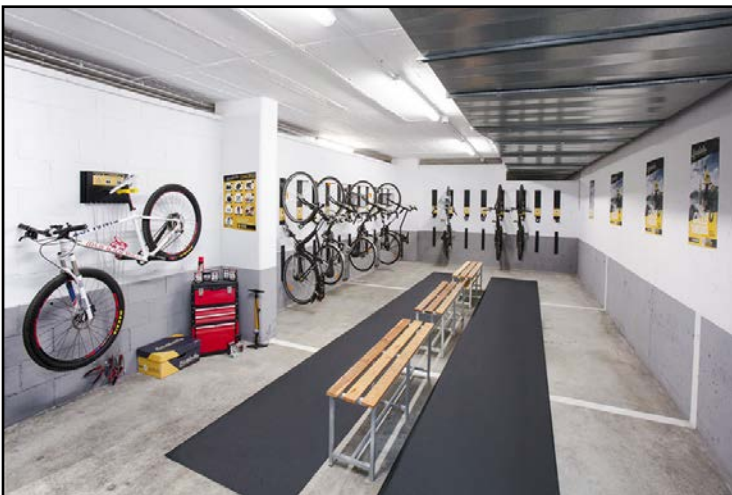
Responding to the growing demand from guests for mountain bike-related activities and amenities, many accommodation providers are now adopting bike-friendly policies.

A bike-friendly hotel, motel or campground will provide a range of amenities including: bike maps, fix-it or washing stations, ability for guests to bring their bike in their room, secure indoor and outdoor parking, proximity to a bike park or bike trail, custom picnic baskets or lunch packages.

A shift from low-to-mid budget accommodations to higher-end accommodations is happening within the mountain bike traveller demographic. However, cabins, campgrounds, hostels, lodges and motels will appeal to a large number of visitors, if some effort is made to accommodate the needs of cyclists. Pet-friendly and group accommodation are additional factors to be considered.



Images: Bike wash station and secure facilities



4.4.3 RESTAURANTS/PUBS

Mountain bikers appreciate restaurants that offer good food in a casual and comfortable setting. Mountain bikers need a lot to fuel them for a day of biking and they will return hungry from their rides. Visitors will appreciate having a variety of restaurant options. Patios that you can bring your bike onto are ideal and always a favourite amongst riders.

Beer, and more specifically, craft beer and mountain biking are almost synonymous. It is common to see sweat-soaked, smiling bikers in riding attire, sipping a cold beer as a post ride “recovery drink.” Bikes and brews, they go hand in hand. So much so that numerous mainstream craft brewers have named their creations after trails and bikes.

Coffee Shops often are another meeting point for cyclists. Mountain bikers love a good cup of coffee to start their day. Some important features of a good coffee shop are:

- Espresso and brewed coffee available
- Quality, locally roasted beans are a plus
- Pastries, burritos and other takeaway goods available
- Walk-in and outdoor seating
- Wireless Internet and outlets for computer charging
- Restrooms



Image: Locally roasted in McBride, fairly traded organic coffee by *Roasted Bean*

4.4.4 RETAIL

McBride offers opportunities to shop for general merchandise. A hardware store, an automotive supply shop, a pharmacy, a department store, offer services to locals and visitors. Visitors rely on these shops for supplies for their vehicles, kids, equipment repairs, health and general needs.

Missing a **local bike shop** (LBS) is a significant hurdle in creating bike culture, as noted in the *Northern BC Mountain Bike Recreation & Tourism Development Strategy*. A LBS offers more than being able to get help with a quick-fix emergency repair or an option to purchase last-minute replacement parts (Tubes, chain, tires, etc.). The LBS invest in the local riding scene, they advocate and educate, they host events and group rides. Visiting mountain bikers use them as a meeting- or rendezvous- location. Local bike shops are the manifestation of what bike culture represents.

While an increasing demand for higher-priced bikes and a need for bike parts and repairs exists, it might not be feasible, especially in the age of aggressive online-bike deals, to open up a local bike shop. One solution could be a volunteer run community bike shop.

“Community bike shops are run on a mandate to eliminate barriers to cycling by teaching people how to repair and maintain bikes (and offering the tools and space to do so), and providing safe, affordable bikes to those who might otherwise be priced out of the market. The shops pride themselves on being open, welcoming spaces, but there is a catch: If you want to hang out, you have to pick up a wrench or a tire lever.”¹⁷

As McBride’s MTB tourism increases and the local ridership grows, the availability of items visitors may have forgotten or need (i.e. gloves, sunglasses, accessories, tubes, brake pads, tires, maps) must be assured.

A **grocery store** is very important for the purchase of snacks, beverages and supplies for a meal cooked while camping or renting a house with a kitchen. The store should offer a good selection of snack food, energy bars, drinks, groceries and supplies. McBride hosts a wonderful farmer’s market, providing a great opportunity to visiting riders to experience local, organic and natural foods.

¹⁷ The Globe And Mail, May 11th, 2017

4.4.5 SIGNAGE AND BRANDING

Signs are an important infrastructure puzzle piece in promoting a great user experience. Key roads leading to the trailheads need to be clearly marked. Signs should be strategically placed at junctions to direct out of town visitors to the riding areas.

Through the *Robson Valley Mountain Bike Coalition* partnership, strategically placed billboards, will drive traffic to the website and also educate travellers about the existing trail opportunities. For local residents, billboards serve as reminders of existing trail infrastructure and create a sense of ownership and pride.



Image: Mountain biking in the Cariboo is front and centre on a billboard located at Britannia Beach, 10 kilometres south of Squamish. Strategically placed in the Lower Mainland-Whistler corridor, this 10-foot by 20-foot billboard is designed to catch the eye of mountain bikers heading to and from Whistler.



Image: Burns Lake Highway Billboard

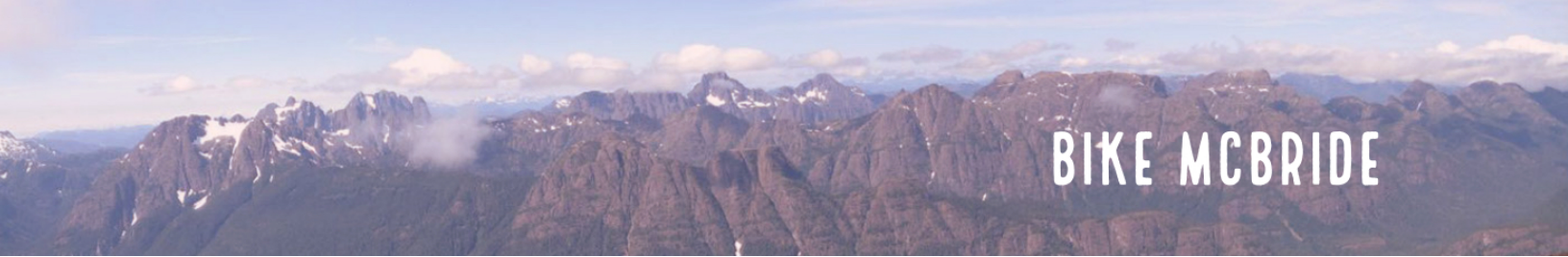
4.4.6 TRANSPORTATION

Transportation to and within McBride is an important consideration for international travellers. The opportunity to ride from accommodation to the trailhead, is a huge draw for visiting riders. A local shuttle service could provide not only the option to transport riders to the trailhead, but offer shuttle services to and from the Prince George airport. While this might not be a viable stand-alone business to start out with, this service could be developed as an add on to guiding business or other tourism/transportation business.

5. Implementation

Strategic action items, with their rated priority level are listed in the table below. Local capacity and budget resources will dictate the implementation schedule.

ACTION	PRIORITY LEVEL	STRATEGIC LEAD
Presentation of <i>Cycling Culture Plan</i> to Mayor & Council	Short-term Priority	Village of McBride Staff
Community presentation on MTB Culture to the Village of McBride residents and community organizations. This could be an informal evening event with a movie and presentation by Pat Lucas, Martin Littlejohn (MTBA), Thomas Schoen (Cariboo Mountain Bike Consortium), Jay Darbishire (IMBA BC)	Short-term Priority	Village of McBride Staff
Develop the Brand: <i>Trails And Peaks</i> . Including a branding strategy, logo and timeline	Highest Priority	Village of McBride Staff
Create a Regional Marketing Partnership	Highest Priority	Robson Valley Mountain Bike Association & Village of McBride
Create Partnership Agreement between the Village of McBride, the RVMBA, First Nations and the newly formed Robson Valley MTB Coalition	High Priority	Robson Valley Mountain Bike Association & Village of McBride
Create a Regional Marketing Strategy	Medium-term Priority	Robson Valley Mountain Bike Coalition & Village of McBride
Create Marketing Content	Medium-term Priority	Robson Valley Mountain Bike Coalition & Village of McBride
Create Printed Maps	Medium-term Priority	Village of McBride Staff
Engage with existing groups, organizations and schools to offer skills coaching and youth rides	Ongoing Priority	Robson Valley Mountain Bike Association & Village of McBride
Install bike racks	Low Priority	Village of McBride
Support the local business community to cater to Mountain Bike tourism and recreation	Medium-term Priority	Village of McBride Staff

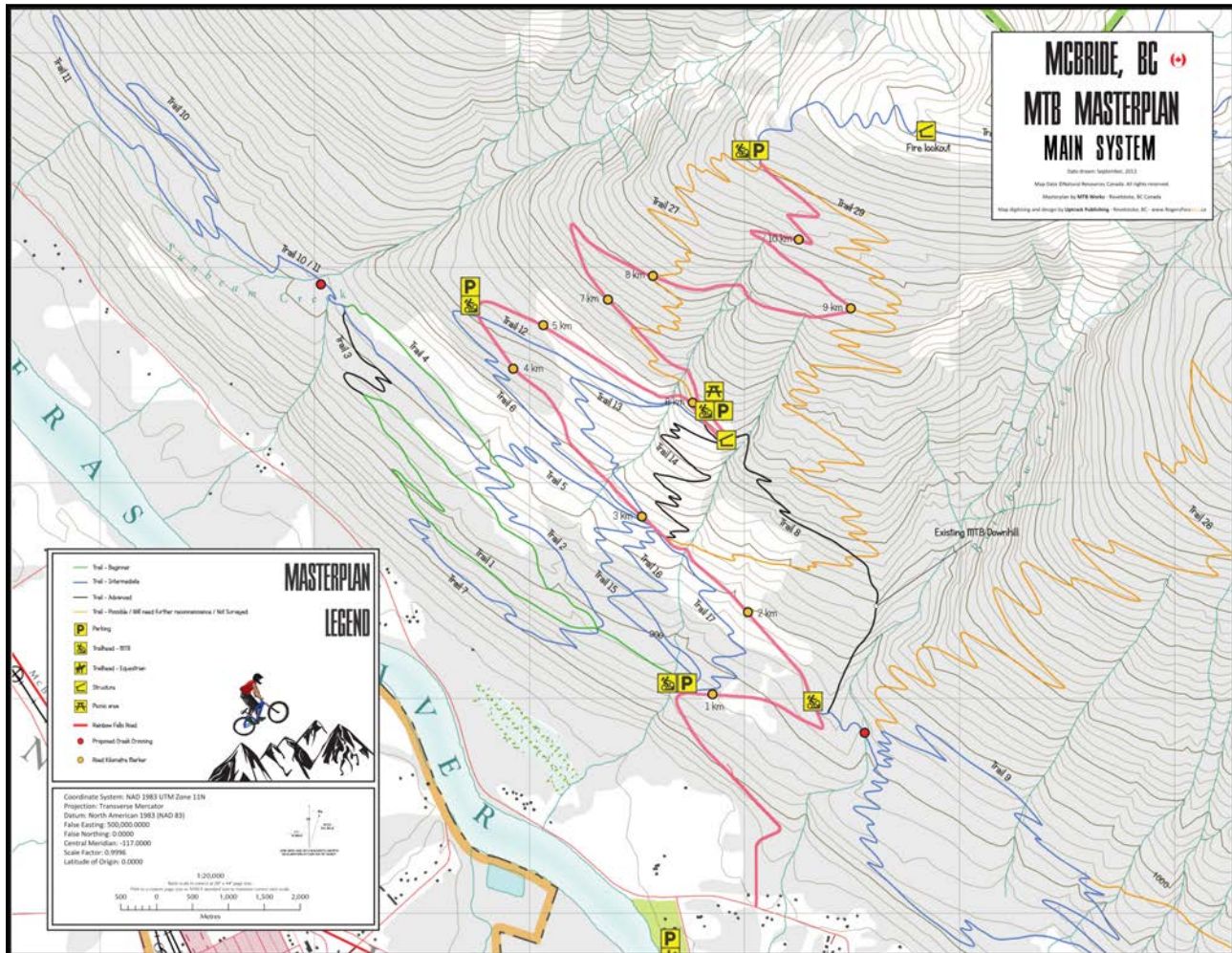


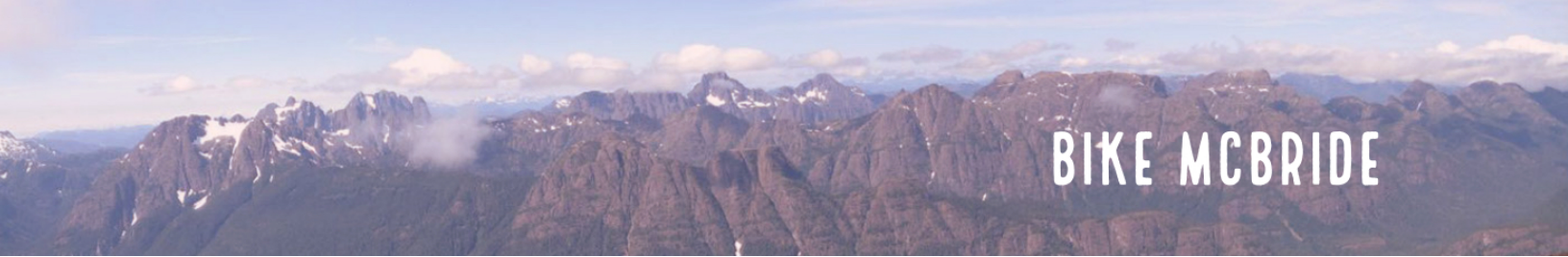
BIKE MCBRIDE

ACTION	PRIORITY LEVEL	STRATEGIC LEAD
Install highway billboards and local cycling related signage	Lower Priority	Robson Valley Mountain Bike Coalition & Village of McBride

Appendix

Image: Current hard-copy, paper map circulated by the local tourism information center





BIKE MCBRIDE

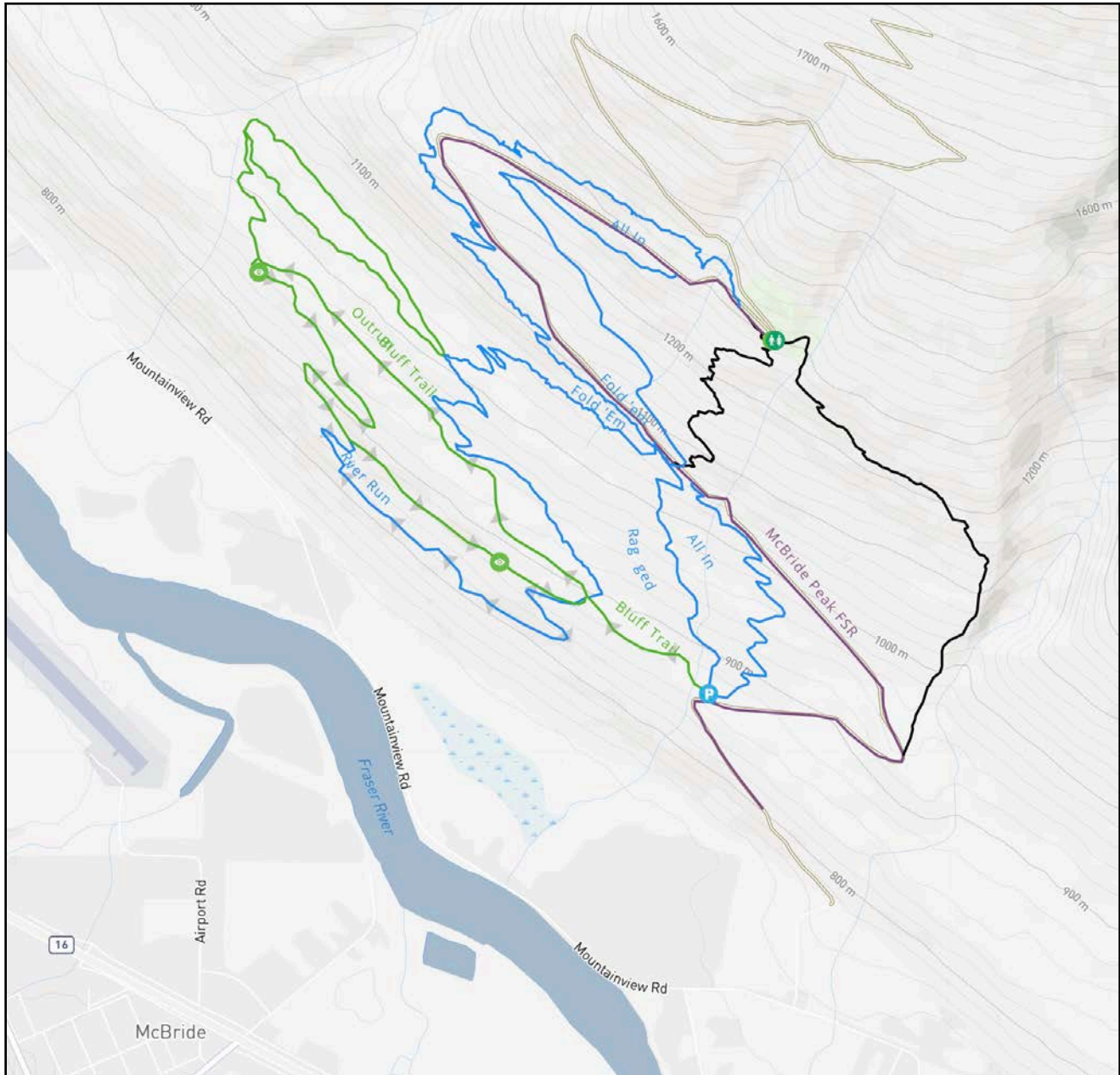
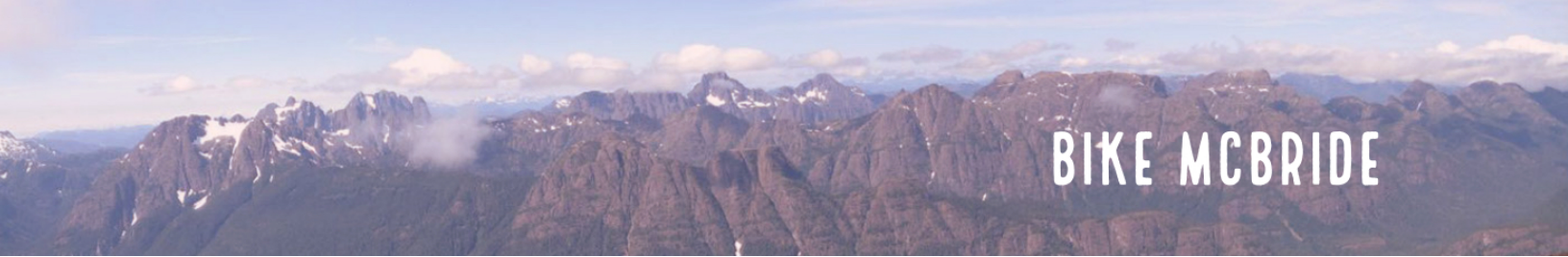
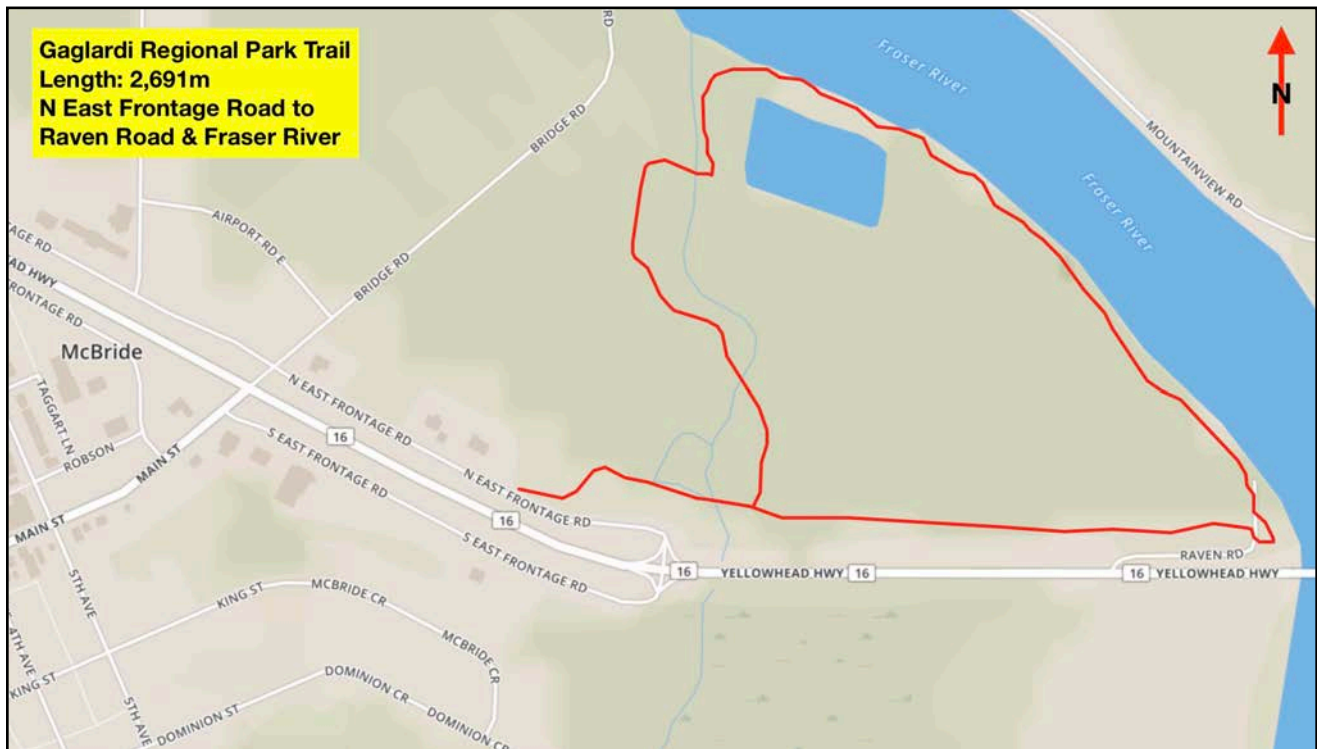


Image: Trailforks¹⁸ Screen Image of McBride Mountain Trail Network

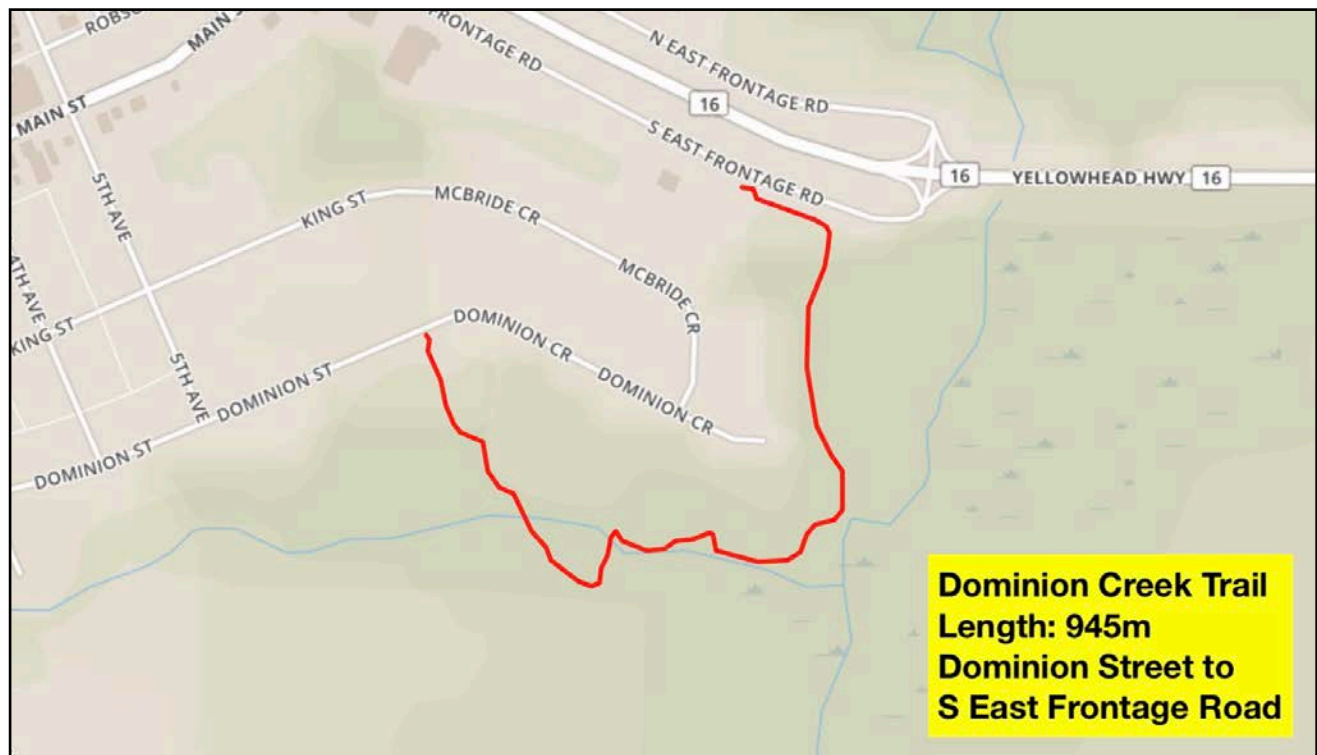
¹⁸ <https://www.trailforks.com/region/mcbride/?activitytype=1&z=12.8&lat=53.32269&lon=-120.14597>

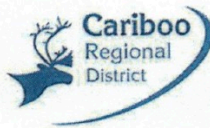


BIKE MCBRIDE



Images: Location of Gaglardi and Dominion Creek Trails





COMMUNITY PARTNERSHIP AGREEMENT

Between:

The Cariboo Mountain Bike Consortium, The Gold Rush Cycling Club,
The City of Quesnel, Cariboo Regional District and The Lhtako Dene Nation

Whereas:

This partnership is intended to create a platform for a long-term and mutually beneficial relationship that is founded on the principles of trust, respect and open communication.

The partners agree to pursue collaborative approaches to sustaining vibrant, progressive and economically beneficial, trail based recreation initiatives in the City, CRD, and Lhtako Dene Nation area.

The partners agree that hiking, trail running, mountain biking, and other forms of non-motorized trail based recreation activities constitute a net benefit to the community and align with the City's and CRD's sustainability declaration and other planning initiatives.

Therefore, the City, CRD, CMBC, Gold Rush Cycling Club and Lhtako Dene Nation agree to pursue the following initiatives:


1. Continue to promote Quesnel as a non-motorized trail based tourism destination.
2. Seek collaborative ways in which to engage local businesses and tourism associations in activities that enhance local trail initiatives, infrastructure and the overall trail experience.
3. Seek collaborative funding opportunities that support the growth and development of non-motorized trail based recreation infrastructure in the City.
4. Seek means to continue increasing the public exposure of non-motorized trail based recreation in the City through the development of murals, art, events, and

other infrastructure that illustrates the mutual goal of integrating non-motorized trail sports into the culture of Quesnel.

5. Collaborate and share marketing and promotional material that enhances the collective effort to advance non-motorized trail recreation as an economic driver in the City and CRD.

Signed on _____, 2018

On Behalf of the Gold Rush Cycling Club:
John Courtney, President

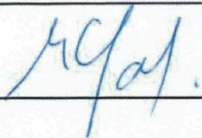


On Behalf of the Cariboo Mountain Consortium:
Thomas Schoen, Chair
Mark Savard, Vice-President

On Behalf of the City of Quesnel:
Bob Simpson, Mayor

On Behalf of the Cariboo Regional District:
Margo Wagner, Chair

On Behalf of the Lhtako Dene Nation
Garry Yablonski, Band Administrator



CONTACT

Thomas A. Schoen

First Journey Trails > Design, Build, Ride < Trail design, planning, construction & project management

EMAIL: tschoen@lincsat.com

TEL: (250) 305-4464

First Journey Trails has completed a large number of trail design and construction projects over the past 8 years. Most recently the Desous Mountain Masterplan and the Bella Coola Valley Trail Masterplan.

Though our primary field of expertise is the design and construction of mountain bike facilities, we offer a comprehensive list of recreational services. Satisfied clients include: municipalities, mountain bike clubs, Ministry of Recreation Sites & Trails, First Nations, and private landowners. Thomas Schoen has been building trails since 1998 in the Interior of BC. He started building multi-user trails as a volunteer in the Wells/Barkerville area on Mt. Murray, Mt. Agnes and the Cornish Mountain trails system. Lately he has been building trails in the McLeese Lake and Williams Lake area and is specializing on TTF's (Technical Trail Features). In 2009 First Journey Consulting entered into a trailbuilding agreement with the District of Wells and carried out the construction of the areas' new multi-use trail network.

Since 2009 First Journey Consulting has authored many trail-planning documents and trail-network masterplans including the masterplan for the Williams Lake Westside network, the Desous Mountain Masterplan, the Soda Creek and Deep Creek networks and the Williams Lake Indian Band trail networks.

Thomas is a Director for the Williams Lake Cycling Club, the Aboriginal Youth Mountain Bike Program and is the President of the Cariboo Mountain Bike Consortium. He is a Provincial trail advocate and teaches trail design/building to First Nations trail crews in BC.



We specialize in Trail Network Masterplans, community network development, stakeholder consultations, trail building workshops and First Nation's MTB development projects. Award winning tourism development and consultation background and non-profit management expertise.

